

BART STRATEGIC INITIATIVES REPORT

A NEW ERA OF PARTNERSHIP



AUGUST 2000



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Summary of Action Plan Activities

BART's Vision Statement

To be respected as a quality, regional public transportation resource and leader, with unique competencies in regional rail, indispensable to the livability and vitality of the Bay Area community.

BART's Mission Statement

To provide safe, clean, reliable, and customer-friendly regional public transit in order to increase mobility and accessibility, strengthen community and economic prosperity, and preserve the environment in the Bay Area.

I. Overview

BART developed its first Strategic Plan in 1999 through an intensive planning process. Since then the goals and themes of our plan have inspired a range of initiatives and action plans aimed at achieving the District's vision. BART has developed new policy frameworks based on the plan, initiated major analytical studies, and engaged internal and external stakeholders in strategic discussions. Also in 1999, the District conducted a strategy team process to develop action plans in each of the plan's seven strategic focus areas:

- BART Customer Experience
- Building Partnerships for Support
- Transit Travel Demand
- Land Use and Quality of Life
- People of BART
- Physical Infrastructure
- Financial Health

Strategic Initiatives

This report focuses on the implementation of BART's strategic initiatives—the range of investments and activities that promote achievement of the overall vision embodied by the Strategic Plan. This report documents the status of the strategic initiatives in Fiscal Year 2000, including our efforts in the following areas:

- Policy development,
- Links to the budget process,
- Operational and administrative improvements undertaken to achieve important goals, such as customer service or developing partnerships, and
- Strategy team processes bringing together cross-functional groups of BART staff.

Strategic Action at BART

By using this broad approach, the report reflects an understanding of Strategic Planning as a dynamic, ongoing process of communication and decisionmaking. As opposed to being

the establishment of a fixed set of priorities, Strategic Planning is a process of enhancing and deepening an organization's discussion of key issues and opportunities. By encouraging widespread communication of key ideas, developing a strategic orientation also helps encourage actions at all levels of an organization that are aligned with the organization's vision.

BART's Strategy Framework

During the Strategic Planning process of 1997-1998, BART's executive managers and Board members, staff from throughout the agency and external stakeholders, developed a framework of strategy focus areas. The strategy framework is a map of the priority areas for the District's attention and action. Each element of the framework, as suggested by the graphic below, is linked with several of the other elements in an interdependent causal system. This represents the environmental challenges clarified during the Strategic Planning process, in which we cannot attend to one area, for example serving transit travel, without also thinking about other elements of the framework, such as the customer experience and financial health.

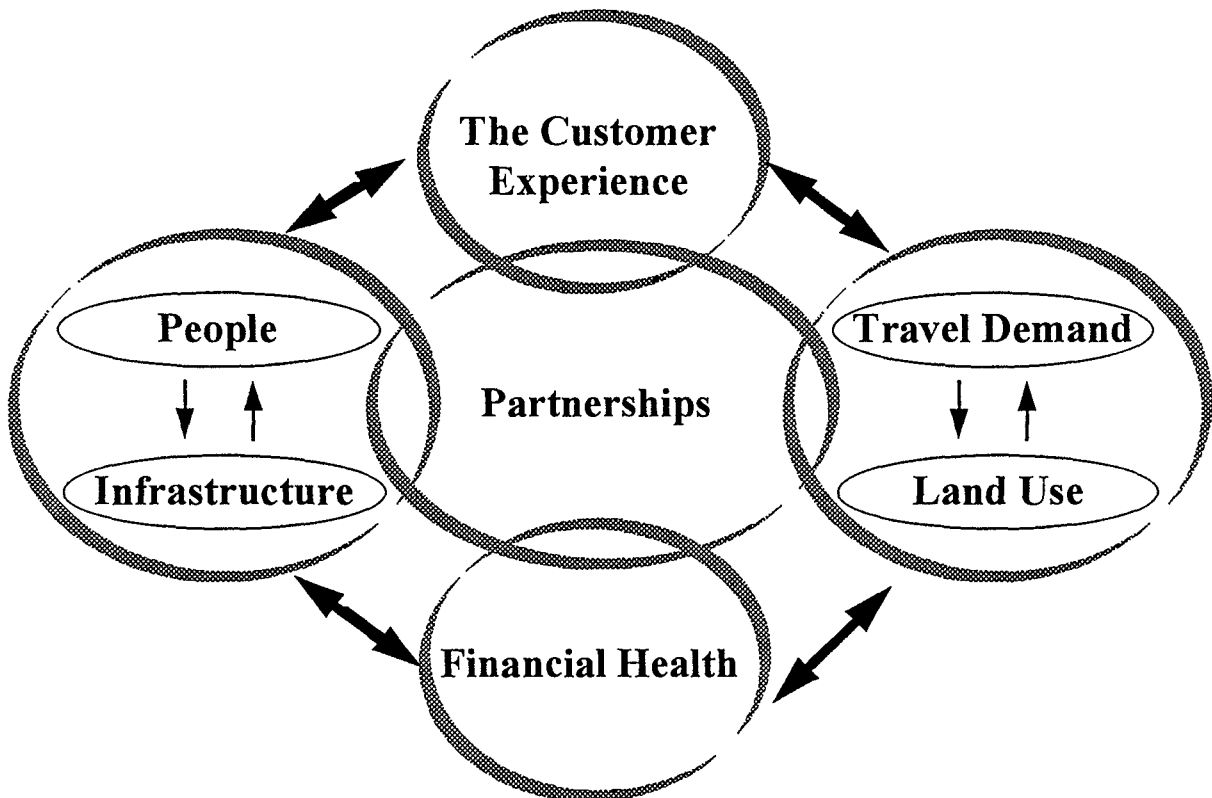


Figure 1. Strategic Plan Focus Areas

II. Introduction

The purpose of this Strategic Initiatives Report is to summarize the events of FY 00 related to strategic planning, and to draw into focus the District's many ongoing efforts that support the work and vision of the Strategic Plan.

In the last fiscal year, staff undertook an intensive "action planning" process where groups of 10 to 15 people developed action plans intended to implement the vision of each of the seven focus areas. Each team defined tasks, required resources, and general timelines. Some of the action plans required new resources, and these resulted in staff-generated proposals for funds and/or staff. The budget process, completed in June, resulted in some proposals being approved, some not approved, and some requests delayed until the next budget process. This report summarizes the current status of those action plans, including how each fared in the budget process. See the text related to each focus area for a summary, and the Appendix for complete detail.

The theme of the Strategic Plan is A New Era of Partnership. Much of the work described in this report has an underlying foundation of partnership. Examples of recent partnership work include: the initiation of Station Area Planning, which focuses on involving the community in making decisions about stations and improving both quality of service and quality of life; the Station Stewardship Project which merged with the R Line Project, an interdepartmental project intended to draw together all the staff resources at a station to improve safety and service; the ongoing Union Presidents' Council Meetings with the General Manager; the San Francisco Adopt-a-Street Program where local merchants, the Sa Francisco Department of Public Works and BART cooperate to clean property surrounding the 16th and 24th Street Stations; the development of the Use, Operating and Maintenance Agreement between BART and SamTrans related to our shared operations in San Mateo County; and development of the West Dublin Station, where BART, two cities and a private developer are working to build a station and facilities under a unique public-private development agreement.

This report pulls together information on strategic work the District is doing in all areas, including policy development and implementation, long term projects that are directed at enhancing service, and partnering activities. We are moving toward achieving the vision in many ways, and this report intends to reflect the progress and commitment shown by staff and the Board in their work.

III. Policy Development Initiatives

Over the past fiscal year, BART has developed three policies with their foundations in the Strategic Plan. Each provides high-level direction to the agency in implementing the Plan. And each policy addresses several elements of the strategy framework, especially customer experience, partnerships, transit travel demand, and financial health.

The adopted policies are:

System Expansion Policy Framework, adopted December 1999

Access Management and Improvement Policy Framework, adopted May 2000

Welfare to Work to Career Policy Framework, adopted July 2000.

The policy development process has maintained our renewed focus on partnerships. The policies were developed through a collegial Board-staff working process. Also, each policy was interdepartmental in development and in application. The development of each policy involved outreach to stakeholders, including riders, elected officials, communities of interest, and the public. We will do more outreach to the public in each case where a specific opportunity or proposal is defined.

The policies address complex issues arising from our participation in a universe of competing interests and expensive alternatives. The policies are outlined as "frameworks," suggesting that opportunities will be assessed as they appear, and that there remain tensions among the goals outlined in each case.

System Expansion Policy Framework

In December 1999, the BART Board of Directors adopted the System Expansion Policy Framework. The Board and staff had initiated a regionwide conversation on the topic at the "Livable Communities: Linking Land Use and Transportation" Forum held in November, and were advised by interest and research all over the country on "smart growth" and implications for transit providers.

The policy framework outlines the goals to be met as we review expansion and service opportunities. The goals of the policy underline BART's commitment to making rational decisions about expansion, and suggest that service may be provided in ways other than with heavy rail extensions, while recognizing our ongoing commitment to serving the region's residents.

Staff is now engaged in applying the goals and the criteria for project advancement in a number of specific locations. Staff is conducting interviews with key stakeholders to identify strategic expansion opportunities throughout the Bay Area. For a proposed

extension to Warm Springs and San Jose, Planning Department staff is developing detailed criteria through a review of FTA requirements and criteria of other transit properties. Corridor studies are being initiated in partnership with Congestion Management Agencies in the I-880, I-80, Route 4, and I-580 corridors. Staff is initiating a feasibility study of a 30th Street infill station in San Francisco. Also ongoing is BART's participation in the regional efforts reviewing opportunities for a second Bay crossing and the Transbay Terminal.

Access Management and Improvement Policy Framework

The Access Management and Improvement Policy Framework developed out of an effort to define a parking policy, as directed by the Board. Two workshops were held with the Board in 1999, followed by staff outreach on a proposed parking management policy framework. Further work with the Board in March 2000 led the Planning Department to expand the scope of review to all modes of access, including transit, pedestrian, bicycle, and shared vehicles.

Adopted by the Board in May 2000, staff is currently engaged in implementation of a number of the identified priorities. Various departments are involved in increasing opportunities for bicycle access by installing lockers and racks, developing the mechanisms and policies for various access modes to the new San Mateo County stations, initiating a series of innovative pilot programs, looking at access modes and bottlenecks at specific stations, and exploring new options for financing new parking. As with the other policies, implementation is underway now and will be continuous.

Welfare to Work to Career Policy Framework

Work on development of a Welfare to Work to Career Policy Framework was initiated by the Board of Directors, and supported by the May 2000 Workshop on "Livable Communities: Linking People and Employment." The policy framework reflects BART's unique role as part of the welfare to work to career solution, and how BART can build partnerships to support local and regional welfare to work efforts. We discovered that much of the work necessary to support individuals moving from welfare to work to career also assists other BART riders, and the policy now in place will institutionalize consideration of welfare to work needs as we go about making decisions regarding customer service.

BART staff is now engaged in working with developers to encourage the development of childcare facilities in transit oriented developments at and near BART stations, completion of a transit how-to video in cooperation with AC Transit and WCCTAC, completing a signage evaluation study that will consider the needs of welfare to work riders, and a Transportation Academy pilot program to prequalify low income residents for BART technical training.

IV. STRATEGIC PLANNING AND THE BUDGET PROCESS

The tie between commitment to our core concerns, as reflected in the seven focus areas, and the process for assigning resources, here the annual budget process, is critical to developing momentum for strategic change. At BART, we started two years ago to connect each department's work to the Strategic Plan by linking all departmental goals and objectives to one, or more, of the seven focus areas. An internal budget is required to show how its work will move the agency toward achievement of the vision. This requires internal review of the areas of concern, and a new adherence to these as the agency's core values. We can do more to establish the budget process as one of the key elements in our strategic success, and we will be working on this in the future.

The link between the budget process and strategic initiatives is also underlined by the requirement that all new budget requests be linked to a focus area, reflecting how the request will work to move the agency forward. This process involves a high level review of requests for new funds, and this year incorporated the core values explicitly.

An agency's willingness to fund initiatives is one, but not the only, measure of commitment to achievement of strategic goals. This report shows how budget proposals that came out of the action planning process fared in the FY 01 budget process. A large number of these staff-generated proposals were funded (or staffed). Others were partially funded. Some were not funded. However, it was made clear during the process that an unfunded proposal could be funded at a future time.

The great majority of those proposals that were not funded in this budget cycle are still underway to some degree. This reflects an extraordinary commitment by action team members to following through on their proposals with the existing resources at their disposal. Staff shifted some responsibilities to be able to handle the additional work, worked more efficiently on tasks already in front of them, or found resources elsewhere to be able to make progress on the work they had defined as critical. This internalization of the goals of the agency's first Strategic Plan, and the commitment to meeting them, is remarkable.

V. STRATEGIC PLAN IMPLEMENTATION

This section reports the highlights of strategic initiatives in BART's seven strategy focus areas:

- BART Customer Experience
- Building Partnerships for Support
- Transit Travel Demand
- Land Use and Quality of Life
- People of BART
- Physical Infrastructure
- Financial Health

For each focus area, the following pages present:

- *An overview of successes:* key successes in implementing or funding initiatives to make progress in the issue area.
- *Budget results:* a brief summary of the new funding and staffing approved for activities in the fiscal year 2001 process.
- *Action plan status:* an update on efforts to implement the action plans developed by the 1999 strategy teams.

In the "Successes" section of each discussion, there is a brief, bulleted summary of some of the work going on in a particular focus area. Some of these work items were initiated by an action planning team while some was underway prior to FY 2000. Some important successes will be noted in more than one focus area section if the work is central to both areas of concern.

The text also presents a high level overview of the budget results and other strategic initiatives. See the Fiscal Year 2001 Revised Preliminary Operating Budget Pamphlet for details.

Similarly, this section presents an overview of results for the 1999 action plans. In the text tables there is a summary of the intent of the action planning team in developing the plan, and a Status summary. The Status block summarizes any budget proposals made, and any budget or staffing approved. See the Appendix for a more complete description.

THE BART CUSTOMER EXPERIENCE

Providing safe, clean, reliable, and customer-friendly transportation service is the overarching goal of BART's strategy framework. Accordingly, enhancing the BART customer experience is directly related to most of the organization's major short-term and long-term issues. Customer satisfaction is the result of the interaction of all of BART's human and physical systems:

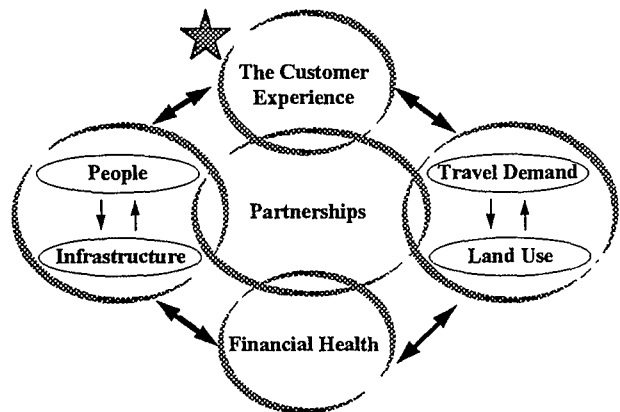


Figure 1. Strategic Plan Focus Areas

- Station and train environment,
- Station access,
- Fare collection and station circulation,
- BART's training and problem-solving processes,
- Inter-operator coordination,
- BART's role in local communities,
- Overall system design and flexibility.

Successes

BART has recently implemented or approved a range of initiatives for improving the experience of our customers.

- Expanding staff coverage (AFC maintenance workers, station agents, Police) to handle dramatic increase in ridership over the last two years.
- Currently conducting the biennial customer satisfaction survey to identify rider concerns and potential improvements in service.
- Completing a signage evaluation study at all stations and parking facilities.
- Funding a customer ombudsperson program to provide advocacy for customer needs (position not yet filled).
- Enhancing the District's website to facilitate customer's access to information.

- Initiating a station stewardship task force to explore ways to enhance the ability of front-line staff to serve customers; this effort has been combined with the R Line Project and is well underway.
- Funding station appearance improvements at the Civic Center, Berkeley, Montgomery and Embarcadero stations (\$1.5 million).
- Buying-in to the MTC household travel demand survey to understand changing customer travel needs (\$300,000).
- Developing new access policy framework and programs to increase customer opportunities for getting to BART, while better managing and leveraging our resources.

Budget Results

The budgeting process for FY 01 included the following investments intended to improve the customer experience:

- 11 new staff positions including new AFC technicians,
- 8 new Station Agents and 1 ombudsperson position, and
- \$1,339,000 in new programs from new staff proposals.

Action Plan Status

The 1999-2000 Customer Experience strategy team developed two action plans.

Action Plan	Status
<p>1 Enhance Customer Service through Station Stewardship</p>	<p>Requested: \$90,000</p>
<p>Explore the feasibility of a new organizational model for station management and "stewardship" that is station-focused. Encourage a proactive approach to meeting customer needs. This effort should address opportunities throughout the BART organization. This issue is key to customer experience as customer surveys, press coverage, and employee feedback continue to suggest the need for enhancing the ability of front-line employees as they serve BART customers.</p>	<p>Approved: \$60,000</p>
	<p>Work in progress. Station Stewardship was incorporated into the R Line Project, which is underway now.</p>

Action Plan	Status
<p data-bbox="166 260 914 323">2 Strengthen Internal and External Customer Perspectives in Capital Projects</p> <p data-bbox="166 365 930 873">BART should improve its processes for gauging rider and employee input to develop new and innovative services and amenities for customers. Customers, employees, and other stakeholders should have significant involvement in the development of capital projects. This will increase the effectiveness and success of investments in customer improvements by introducing first-hand perspectives on customer needs and the feasibility and appropriateness of potential solutions. BART currently conducts consumer outreach in some areas. This action plan would supplement and strengthen existing BART processes for gauging customer needs. This action plan also includes steps to develop new and innovative methods of obtaining internal and external customer input.</p>	<p data-bbox="960 365 1345 394">Requested: 1 FTE and \$15,000</p> <p data-bbox="960 428 1330 457">Approved: existing resources</p> <p data-bbox="960 499 1376 638">Work in progress. CIP evaluation from customer perspective institutionalized. Employee Suggestion project is underway.</p>

PARTNERSHIPS FOR SUPPORT

Partnerships are the central and connecting element of the BART Strategic Plan. Because decisions affecting BART and its riders involve a complex network of people and organizations, establishing and nurturing effective partnerships must be one of the District's core competencies. BART's ongoing partnerships facilitate success throughout the District's areas of responsibility:

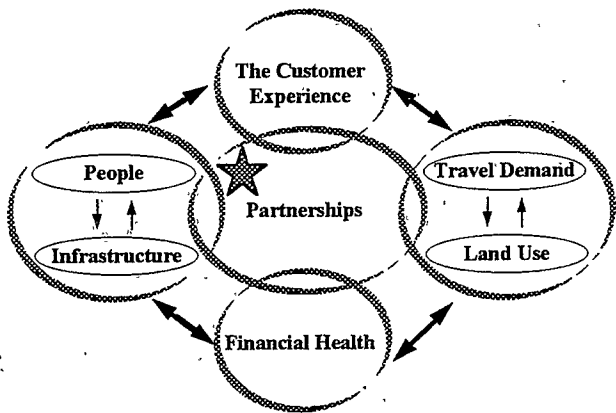


Figure 1. Strategic Plan Focus Areas

- Inter-operators connections and coordination,
- Relationships with funding partners,
- Internal partnering to deliver quality customer service,
- Community relationships, and
- Transit constituency communications.

Successes

In 1997, BART set a new standard by working in partnership with internal and external partners in developing the District's first Strategic Plan. The FY 2000 strategy planning and budgeting process continued this trend in several ways:

- Holding an annual forum to explore issues with transit operators, labor councils, business groups, environmental organizations, and local governments; the Land Use and Transportation Forum was held in 1999, and the Welfare to Work to Career Workshop was held in 2000.
- Engaging our partners in policy discussions to develop new frameworks for access, expansion, welfare-to-work programs and other topics.
- Funding community involvement programs, such as ART in BART and the "adopt-a-street" program at the 16th and 24th street stations.

Budget Results

The budgeting process for FY 01 included the following investments intended to further our partnerships for support:

- 1 new staff position,
- \$569,000 in new programs resulting from staff proposals.

Action Plan Status

The 1999-2000 Partnerships for Support strategy team developed two action plans.

Action Plan	Status
<p>1 Building Relationships with Other Transit Operators and MTC to Resolve Issues of Regional Interest</p> <p>Work toward a common vision for public and passenger needs and get coalitions and leadership needed to meet them. Being a regional transit resource, BART has the potential to develop a common vision with other agencies and serve as either lead or partner in regional initiatives. Currently interoperator cooperation tends to happen in a crisis but falls into disuse during funding negotiations and other "normal" times. BART needs to assess current and potential regional initiatives to determine BART's optimal role - either as lead, partner or support. BART also needs to look at ways other operators and MTC can participate in BART initiatives (such as the Strategic Plan). Since the public sees public transit as a system and doesn't understand interoperator difficulties, if BART could improve interoperator cooperation and relationships this could have a marked impact on customer satisfaction. This cooperation could also improve communications and decrease unnecessary competition, which could improve BART's ability to gain funding support from jurisdictions that do not directly relate to BART services.</p>	<p>Requested: \$20,000</p> <p>Approved: existing resources</p> <p>Work in progress</p> <ul style="list-style-type: none"> • Partnership Finance Committee (BART, all transit operators, MTC, Caltrans, ABAG, BCDC, and environmental groups) meets monthly. • Issue-based meetings take place regularly.

Action Plan	Status
<p>2 Creating Successful Political and Funding Coalitions</p> <p>Establish support relationships with key groups before the issues come up and develop BART supporters whether or not they use BART. BART needs to create more "ownership" of BART among elected officials, local jurisdictions, the environmental community and labor unions. Many of these (especially the environmental community and the labor unions) can be natural BART allies as they are in other cities and even in other parts of the Bay Area. With new leadership at the State and local levels and new people in management and on the boards of Bay Area transit agencies, there is an opportunity to create funding and project coalitions among elected officials, other agencies, labor unions and the environmental community. BART needs to assess its current position, especially with labor unions and the environmental community, building on strengths and eliminating weaknesses. Strategies and approaches for the BART Board and members of management need to be developed toward local jurisdictions, building on recent positive experiences with station area planning and airport extension planning. These improvements can increase funding stability and improve customer satisfaction.</p>	<p>Requested: \$95,000 and 3 FTEs</p> <p>Approved: existing resources</p> <p>Work in progress</p> <ul style="list-style-type: none"> • Tracks, a monthly update on BART issues, is mailed to 500 local elected officials and staffs, and to 3,400 employees. • Grants staff meets regularly with County Congestion Management Agencies, cities and Counties, and Chambers of Commerce.

TRANSIT TRAVEL DEMAND

Transit travel demand is a key variable influencing strategic decision-making at BART. The volume, timing, location and direction of ridership has major impacts on the quality of service, customer satisfaction, and cost-effectiveness. Understanding and managing transit demand entails a range of issues:

- Dramatic peaks and valleys in our demand pattern,
- Intermodal interface efficiency,
- Station capacity, access and land-use,
- Service planning and innovation,
- System expansion,
- Customer knowledge and awareness.

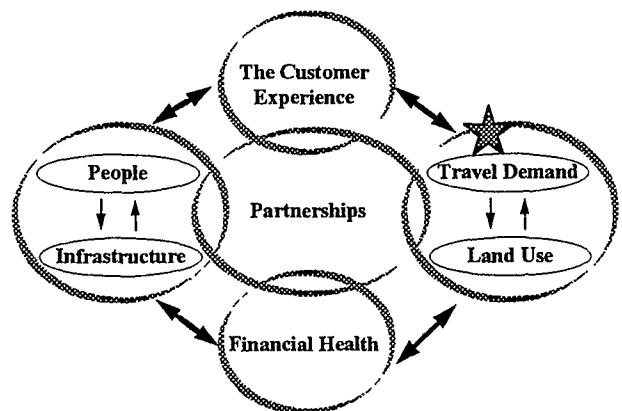


Figure 1. Strategic Plan Focus Areas

Successes

In both 1999 and 2000, BART experience dramatic increases in ridership. We accommodated these new riders while making decisions to enhance its capacity to analyze and shape future demand:

- Serving record ridership levels with more trains, more staff, expanded in-station ticket exchanges, and more escalator/elevator service.
- Undertaking Station Area Planning, a new territory for BART where staff works with communities and jurisdictions near BART stations on issues of access and rider safety, development of Station Area plans, and new development that will generate ridership.
- Buying-in to the MTC household travel demand survey to understand changing customer travel needs.
- Constructing the San Francisco Airport Extension, which has revenue service targeted for December 2001.

- Developing a new system expansion policy framework to encourage cost-effective technology-appropriate system expansion projects to locales with appropriate land use patterns.
- Creating access improvement programs addressing parking, shared vehicles, bicycle access, and regional transit coordination.
- Evaluating new resident marketing programs.
- Supporting the regional feasibility study of the Warm Springs/San Jose Extension.
- Completing environmental analysis of the West Dublin/Pleasanton Station.
- Planning and environmental analysis underway on the Oakland Airport Connector.

Budget Results

The budgeting process for the 2001 fiscal year resulted in \$128,000 in investments to build BART's strategic information system. Also, as noted in the Customer Experience section, \$300,000 was set aside from the FY 00 year end result to fund BART's participation in the MTC Household Travel survey.

Action Plan Status

The 1999-2000 Transit Travel Demand strategy team developed three action plans.

Action Plan	Status
<p>1 Establish a service innovation group.</p> <p>A cross-departmental group would develop, guide and follow-up on innovative strategies to serve BART customers. Key tasks of the group would be to establish an ongoing process for identifying service innovations.</p>	<p>Requested: no resources</p> <p>Approved: existing resources</p> <p>Some work in progress</p>
<p>2 Establish Decisionmaking and Evaluation Criteria and Guidelines.</p> <p>BART would develop and use a flexible set of criteria to make decisions on new service and capacity strategies.</p>	<p>Requested: \$15,000</p> <p>Approved: existing resources</p> <p>Inactive</p>

Action Plan	Status
<p>3 Develop a market analysis database.</p> <p>BART would develop a database describing the factors potential BART riders consider most important in making transportation choices. This would provide the data for evaluating potential strategies against the criteria in TD2.</p>	<p>Requested: \$375,000</p> <p>Approved: \$300,000</p> <p>Work in progress.</p> <ul style="list-style-type: none"> • \$300,000 provided to MTC to include BART in survey of 3,000 households. Results expected January 2001.

LAND USE AND QUALITY OF LIFE

How BART influences land use near its stations and the quality of life in Bay Area communities is an important element of the strategy framework. From a technical perspective, intelligent station area planning can increase transit travel demand. From a political perspective, working in collaboration with local communities can create partnerships that support BART projects and funding requests. Land-use and quality of life issues touch on several important topics:

- Urban and community design,
- Comprehensive station management,
- Intermodal interface, and
- Regional planning.

Successes

BART has implemented or approved a range of initiatives for supporting and engaging the people of BART:

- Developing a station area bulletin board for staff use in sharing current information on the development, safety, access, partnership and service issues at each station.
- Working toward completion of the land exchange transaction for the Fruitvale Transit Village.
- Funding the Art in BART program to bring community art into stations.
- Developing of station area planning and development guidelines.
- Participating with partners on the design of the 16th Street Station Area Development Project.

Budget Results

The budgeting process for FY 01 resulted in \$250,000 in investments in station area land-use and community quality of life.

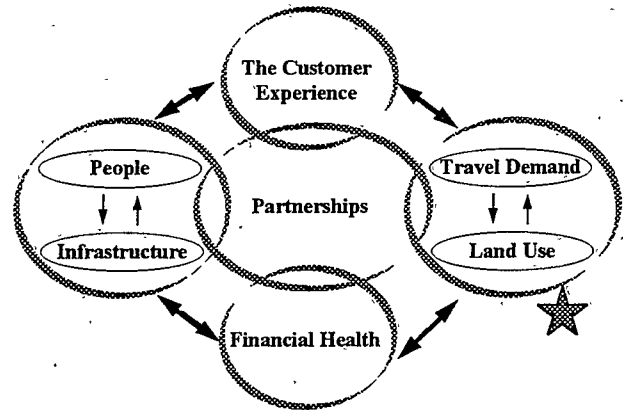


Figure 1. Strategic Plan Focus Areas

Action Plan Status

The 1999-2000 Land-Use and Quality of Life strategy team developed three action plans.

Action Plan	Status
<p>1 Integrate Station Area Operations and Projects</p> <p>Formulate a comprehensive station area management strategy regarding internal station operations as well as the external relationship with the community. By establishing a cross-functional, Station Area Working Group, BART can devise strategies to minimize interoperator conflicts and create a comprehensive database for station area operations and activities. Such actions would enhance station area communications among a wide range of stakeholders and help to streamline operations and enhance community relations.</p>	<p>Requested: \$50,000 and 1.5 FTE</p> <p>Approved: \$50,000</p> <p>Work in progress</p> <ul style="list-style-type: none"> ● Monthly Station Area Working Group meetings are held, with 25 to 30 BART participants and a facilitator. Discussion focuses on specific station situations and development of interdepartmental solutions. ● Station Area Bulletin Board is in place.
<p>2 Develop a Portfolio of Successful Community-based Station Area Planning and Development Projects</p> <p>Develop a portfolio of successful community-based station area planning and development. Formulate and articulate land use criteria for specific areas that embodies BART's preferred station area land use concerns. The criteria should include a variety of land use and planning considerations (i.e., not be limited to density). In addition, capacity issues for BART and its multi-modal partners should be addressed to best understand its growth capabilities. BART's land use issues, objectives and strategies should be understood throughout the organization.</p>	<p>Requested: no resources</p> <p>Approved: existing resources</p> <p>Work in progress</p> <ul style="list-style-type: none"> ● Station area planning guidelines completed. ● Additional staff added to cover station area issues on each line.

Action Plan	Status
<p>3 Participate in Regional Land Use/Transportation Planning</p> <p>Participate in regional land use/transportation planning efforts promote transit ridership and enhance quality of life.</p>	<p>Requested: \$160,000 and 1 FTE</p> <p>Approved: \$50,000</p> <p>Work in progress</p> <ul style="list-style-type: none"> • RailVolution and APTA Conference in September 2000, BART hosts APTA Conference in September 2001. Funding to be requested in FY 02 budget. • Ongoing advocacy efforts by Government Relations group.

PEOPLE OF BART

The people of BART provide the energy and creativity to make the Strategic Plan a reality. They do the work that leads to positive customer experiences, effective partnerships, and success in all the other strategy focus areas. By attending to its people, BART will address key issues, including:

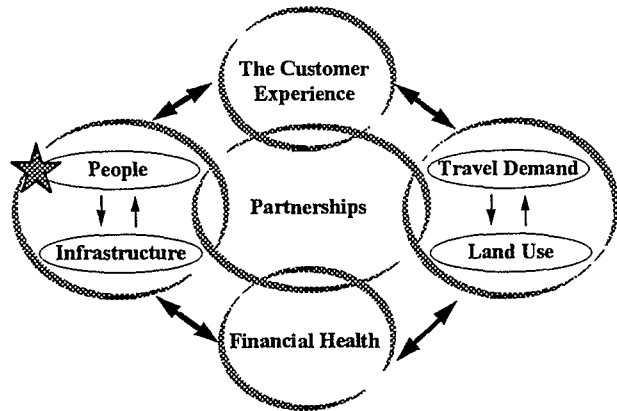


Figure 1 Strategic Plan Focus Areas

- Customer service,
- Communication,
- Organizational processes,
- Cross-functional collaboration,
- Decentralized strategic thinking.

Successes

BART has implemented or approved a range of initiatives for supporting and engaging the people of BART:

- Launching station operations safety training for all stations, with the goal of having staff determine problems at their own station, define solutions, and own implementation.
- Completing the LEADS II program for managers in June, 2000.
- Planning for computer access for Station Agents.
- Developing a monthly Tracks bulletin to provide information to all BART staff.
- Designing a 4-day new employee orientation.
- Beginning development of an employee resource book.
- Issuing a Request for Proposals for assistance with a succession planning study.

Budget Results

The budgeting process for FY 01 resulted in \$1,406,000 in investments to support and engage the people of BART. This includes funds for labor negotiations, interns for increased diversity, training, succession planning, and safety training.

Action Plan Status

The 1999-2000 People of BART strategy team developed four action plans.

Action Plan	Status
<p>1 Improve employee involvement in creating and maintaining partnerships.</p> <p>Create an educated and informed workforce at all levels of the organization that is able to communicate positively with the public, thereby supporting existing partnerships and creating new partnerships</p>	<p>Requested: \$25,000 and .5 FTE</p> <p>Approved: existing resources</p> <p>Work modified</p> <ul style="list-style-type: none">• Media Relations has initiated a monthly Tracks bulletin. It is delivered to 500 local elected officials and staff, and 3,400 staff.
<p>2 Improve communications.</p> <p>BART is a large organization with diverse communication channels and needs. Often it is difficult for people who need to know what is going on in the organization to get into - and stay in - the communications loop. There is a perceived lack of time and technology to communicate effectively. This leads to problems with trust and responsibility due to inability to act and to meet and track commitments. BART needs to analyze effective methods of communicating details at BART both laterally and vertically and evaluate what has worked and what hasn't worked. The communications processes need to be looked at to see where the communications barriers exist and how to eliminate them. This information could be used as a basis for designing more effective communications programs that would equip BART employees with the knowledge they need to communicate effectively with other departments, other agencies and BART's riders.</p>	<p>Requested: 2 FTEs, labor/OT, consulting, production and distribution costs</p> <p>Approved: existing resources</p> <p>Work in progress</p> <ul style="list-style-type: none">• Four-day orientation is being developed. The program will be initiated in September 2000.• <i>BART Basics</i> ("brag book") is scheduled for publication in December.

Action Plan	Status
	<ul style="list-style-type: none"> ● Visits to employee sites incorporated into GM's schedule. Manager visibility at employee sites encouraged at Monthly Managers' Meeting, with participant experiences presented. ● Employee resource book is in process. ● Tracks, a monthly publication is distributed to 3,400 employees and 500 local elected officials and staffs. ● Station Operations Safety Training is underway for all stations.
<p>3 Developing BART's employees and the BART organization.</p> <p>Develop BART employees and the BART organization. Through LEADS2 and other leadership training that develops new skills and allows for daily application opportunities, BART can enhance its recruiting, respond effectively to the changing political and funding landscape, address expected automatic fare collection issues, and explore opportunities to provide more middle-management autonomy and authority. Grooming management from within can be achieved by facilitating broader, cross-departmental perspectives and enhancing skills such as listening, systems thinking, and facilitating.</p>	<p>Requested: 1 FTE, overtime, and consultants</p> <p>Approved: \$78,000 for consultants</p> <p>Work in progress</p> <ul style="list-style-type: none"> ● LEADS 2 training on systems thinking, listening skills, etc., completed. ● Funding for succession planning approved. Request for proposals issued for succession planning study.

Action Plan	Status
	<ul style="list-style-type: none"> Employee feedback and action planning inactive.
<p>4 Establish a policy for BART to encourage, reimburse, and expand participation in trade and professional associations.</p> <p>BART can enhance its capacity to identify new strategies and approaches by encouraging staff participation in trade and professional associations.</p>	<p>Requested: no resources</p> <p>Approved: existing resources</p> <p>Inactive.</p>

PHYSICAL INFRASTRUCTURE

BART's physical infrastructure is the foundation for all of its services to the Bay Area community. As the District approaches its third decade of operations, the challenge of reinvesting in its physical capital is becoming an every increasing area of attention. Critical issues include:

- Vertical circulation,
- Seismic upgrades,
- System flexibility,
- Automated fare collection, and
- Adequacy of system reinvestment.

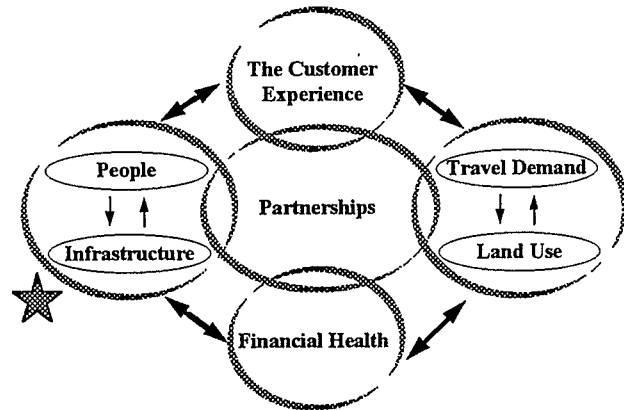


Figure 1. Strategic Plan Focus Areas

Successes

BART has implemented or approved a range of initiatives for addressing its physical infrastructure needs:

- Continuing studies of BART's long-term capacity and reinvestment needs.
- Funding of a parts and procurement study.
- Progressing toward completion of the A and B Car Renovation program.
- Continuing support of the regional Translink effort.
- Moving toward completion of the AFC Project.
- Progressing on the multi-year Shops Program.
- Preparing to test AATC on the mainline revenue tracks.
- Funding of efforts to improve BART's network architecture.
- Undertaking the seismic vulnerability study.
- Improving network security and developing a centralized network operations center.

- Increasing wayside train control rehabilitation.
- Continuing work on the escalator/elevator overhaul effort.
- Hiring of engineering and other technical staff.

Budget Results

The budgeting process for FY 01 resulted in \$1,936,000 in investments to address physical infrastructure needs. This amount included the network security and architecture improvements, a materials management study for the Procurement Department, a vehicle system engineer, and three electricians.

Action Plan Status

The 1999-2000 Physical Infrastructure strategy team developed four action plans.

Action Plan	Status
<p>1 Ensure Comprehensive Re-investment in the District's Physical Plant</p> <p>Establish a steering committee to. Identify renovation and replacement cycles for BART equipment and facilities, and the dedicated resources necessary to accomplish those cycles on an ongoing basis, to maintain and operate the BART system safely and reliably. (Incorporate these needs into the District's baseline financial planning.) This steering committee can be comprised of staff from Maintenance and Engineering, Rolling Stock and Shops, TSD, Transportation, Budget and Business Management, and Procurement.</p>	<p>Requested: no resources</p> <p>Approved: existing resources</p> <p>Work underway</p> <ul style="list-style-type: none"> • Participants in the 30-year Asset Replacement and Renovation Study meet regularly. • Completion expected January 2001
<p>2 Ensure Effectiveness of Plant and Rolling Stock Maintenance Policies and Practices</p> <p>To better protect its infrastructure investments and ensure the effectiveness of plant and Rolling Stock maintenance policies and practices, BART needs to enhance processes for assessing its system maintenance practices and expenditures (i.e., "how do we know that our maintenance budget is getting the desired results?").</p>	<p>Requested: no resources</p> <p>Approved: existing resources</p> <p>Inactive</p>

Action Plan	Status
<p>3 Maintain On-time Performance Through Increased Physical and Operational Flexibility</p> <p>BART needs to ensure increased passenger capacity and enhanced service reliability and should establish a steering team to analyze this capacity. Identify means by which BART can continue to both accommodate ever-increasing patronage growth and improve system reliability. Incorporate these needs into BART's financial planning as resources permit, and as a basis for advocating increased future funding.</p>	<p>Requested: no resources</p> <p>Approved: existing resources</p> <p>Work in progress.</p> <ul style="list-style-type: none"> • System Capacity study is underway, with preliminary results expected December 2000.
<p>4 Improve the Effectiveness of Parts Procurement and Logistics; Ensure Adequate Infrastructure to Support Quality Service</p> <p>BART needs to develop an overall strategy for procurement, replacement, inventory, and logistics. This strategy will re-examine how, why and when infrastructure maintenance, renovation and replacement programs are conducted in order to improve the effectiveness of parts procurement logistics and ensure adequate infrastructure to support quality service.</p>	<p>Requested: \$5.25 million</p> <p>Approved: \$800,000</p> <p>Work in progress</p> <ul style="list-style-type: none"> • Ad hoc committee to oversee study is in place. Work is focused in A-2 and B-2 revenue vehicle support. • Study scope is in preparation. Completion expected October 2000.

FINANCIAL HEALTH

BART's financial health affects all areas of its mission. Ensuring financial health requires a sustained effort to address a range of issues, including:

- Long-term capital investment,
- Fare policy,
- Service expansion, and
- Competition for limited funds.

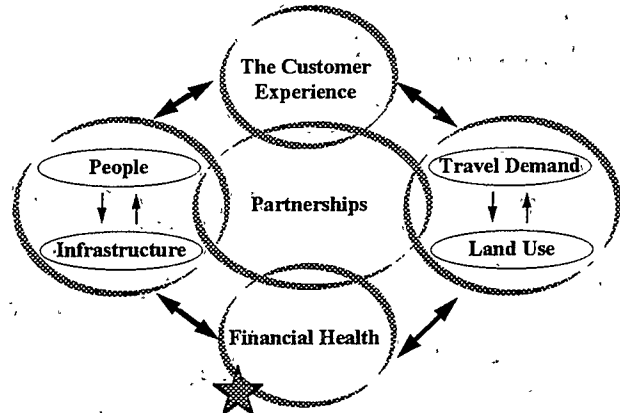


Figure 1. Strategic Plan Focus Areas

Successes

BART has implemented or approved a range of initiatives for addressing its financial health:

- Funding development of a business systems plan to improve the efficiency of District financial and administrative systems.
- Developing of an access policy including discussion of parking fees.
- Increasing levels of network and personal computer support.
- Enhancing inventory system capabilities.
- Developing communication pieces related to BART's long-term reinvestment needs.
- Determining General Obligation bonds schedule.

Budgeting Results

The budgeting process for FY 01 resulted in \$1,156,000 in investments to address the Districts financial health. This amount included development of a business systems plan, an inventory systems study, and cash handler overtime expenses.

Action Plan Status

The 1999-2000 Financial Health strategy team developed three action plans.

Action Plan	Status
<p>1 Establish a valid, comprehensive analysis of system expansion impacts</p> <p>Be prepared in FY 2001 to conduct integrated and accurate analysis of financial, ridership and operational impacts of potential system expansions, as a support to political discussions and negotiations. Significant attention should be directed to analysis of options, because decisions made during extension planning have significant long-term impacts on the Districts financial health and overall positioning as a Bay Area transportation resource.</p>	<p>Requested: 2 - 4 FTEs for one year and 100,000 - \$150,000 for consultants</p> <p>Approved: existing resources</p> <p>Work in progress</p> <ul style="list-style-type: none"> ● Team established, work complete, results to be presented September 2000.
<p>2 Preserve and maximize current funding and identify potential new sources.</p> <p>Preserve and maximize current funding sources that are subject to competition from other properties. Develop a strategy to address the District's reliance on the sales tax. Ensure capital funding adequacy, for example, addressing the increasing role of counties in funding allocation decisions.</p>	<p>Requested: \$150,000</p> <p>Approved: existing resources</p> <p>Work in progress</p> <ul style="list-style-type: none"> ● Long-term needs study will follow completion of the 30-year Assess Replacement and Renovation Study, with work beginning 2001. ● Marketing preparing a System Renovation brochure. Future issues of "Tracks" will cover renovation topics.

Action Plan	Status
<p>3 Improve BART's fare policy</p> <p>BART needs to develop more consistency and predictability in its process for setting fares; there is currently not an agreed timetable, process, or criteria for adjusting fares. BART has not investigated alternative models of pricing, such as time-of-day discounts, and BART does not have data from its own operations, which could inform discussions of alternative pricing models. If changes are made, fare policy can support achievement of the key results and outcomes sought by BART's communities and stakeholders, e.g., increasing the use of under-utilized capacity, improving customer satisfaction, etc.</p>	<p>Requested: \$200,000</p> <p>Approved: \$100,000</p> <p>Work in progress</p> <ul style="list-style-type: none"> Fare issues being handled on an issue by issue basis at this time (FastPass questions, Translink, Teenage Student Discount, etc.)

Appendix

THE BART CUSTOMER EXPERIENCE

1. Enhance customer service through station stewardship.

Actions	Lead	Timeframe	Resources (1)	Implementation Status
Convene 1999 strategy team to scope a "Station Stewardship Development Team".	Was Operations,	Short-term	\$90,000 requested	In progress: incorporated into the R Line Project. Work is scoped and research is under way.
	Now Customer Access + R Line		\$60,000 approved	
Research the customer service efforts of transit operators of similar scale and ridership.	Was Operations	Medium/Long-term	(Same request as previous action)	In progress. Team looking at VTA, New York, MARTA, RTA Cleveland, San Diego, Chicago, WMATA.
	Now Customer Access + R Line			
Research customer service practices of non-transit organizations such as Southwest Airlines.	Was Operations	Medium/Long-term	(Same request as previous action)	In progress. Team looking at Southwest Airlines. Also contacting TRB and APTA for information.
	Now Customer Access + R Line			
Send 2-3 team members on 3-5 trips to observe customer service best practices.	Was Operations	Medium/Long-term	(Same request as previous action)	Program modified to include travel only to the best example agencies. Travel may take place next year.
	Now Customer Access + R Line			
Implement customer service pilot projects.	Was Operations	Medium/Long-term	(Same request as previous action)	Implementation to follow.
	Now Customer Access + R Line			

THE BART CUSTOMER EXPERIENCE

2. Strengthen internal and external customer perspectives in capital projects.

Actions	Lead	Timeframe	Resources	Implementation Status
Assess the CIP to evaluate the customer responsiveness of projects. Develop new projects to identify new projects serving identified customer needs.	Capital Development and Control/ Capital Budgets	Medium	1 FTE requested None approved.	CIP staff held 3 meetings for review of CIP while in draft: BART staff with customer perspectives, Accessibility Task Force and a public comment meeting at the Board.
Develop tools and processes to institutionalize high-levels of customer input to capital projects.	Capital Development and Control with External Affairs	TBD	No resources requested	Annual review of CIP institutionalized.
Follow-up and implement the LEADS II plan for improving the BART employee suggestion program.	LEADS II Team	Short-Term	\$15,000 requested No funds approved	In progress. Training Department developing a model for two-tier Employee Suggestion program: "local" review for quick approval, small monetary reward, and a Districtwide program with longer review time, greater reward and wider recognition.

PARTNERSHIPS FOR SUPPORT

1. Build relationships with other transit operators and MTC to resolve issues of regional interest.

Actions	Lead	Timeframe	Resources	Implementation Status
Initiate dialogue with other operators and MTC on issues of mutual interest.	Capital Development and Control	Fourth Quarter FY 2000	Existing Resources Existing Resources	Partnership Finance Committee (BART, all transit operators, MTC, Caltrans, ABAG, BCDC, and environmental groups) meets monthly. Issue-based meetings take place regularly (AB 1012 Committee, Funds Swap, FastPass meetings, etc.) with MTC, Muni, AC, etc.
Develop regional passenger initiatives to build a shared understanding of passenger needs.	Customer Access	First Quarter FY 2001	\$20,000 requested Existing Resources	Working with MTC and regional operators to advance a regional bus program using BART stations.
Develop regional labor initiatives to build a shared understanding of labor needs and issues.	Human Resources	Second Quarter, FY 2001	Same \$20,000 as above requested Existing resources	Under way informally.
Initiate legislation to get BART representation on the MTC Board.	Government and Community Relations	Long Term	Existing Resources Existing Resources	No action. AB1648, now under discussion, would override this effort by having the Institute of Transportation Studies determine MTC's appropriate role & make-up.

PARTNERSHIPS FOR SUPPORT

2. Create successful political and funding coalitions.

Actions	Lead	Timeframe	Resources	Implementation Status
Create a BART news/information sheet for other jurisdictions on key issues.	Media and Public Affairs	Monthly	\$10,000 requested Existing Resources	Tracks, a monthly update on BART issues, is mailed to 500 local elected officials and staffs, and to 3,400 employees.
Expand liaison outreach to local and regional interests, e.g., cities, counties, labor councils, chambers of commerce.	Capital Development and Control	FY 2001	\$50,000 requested + 3 new FTEs Existing Resources approved	Grants staff meets with County Congestion Management Agencies, cities and Counties, and Chambers of Commerce.
Enlist the Board of Directors in communicating BART issues to other elected officials.	Government and Community Relations	FY 2001	(Same request as previous action)	In progress. BART Directors often meet with elected officials to communicate new and/or changing strategies and issues. Topics vary, and have recently included parking, extensions, legislation, station area planning, etc. The Government and Community Relations Department often takes the lead in briefing the Board Member, scheduling the meeting, and accompanying the Board Member to the meeting.

2. Create successful political and funding coalitions. (Continued.)

Actions	Lead	Timeframe	Resources	Implementation Status
Develop an active constituency group.	Government and Community Relations	Spring 2000	(Same request as previous action)	Work is ongoing. For example, a constituent/advocacy group has been formed to demonstrate support for the BART-SFO Extension. CR regularly calls on this group to write, call or visit Congress to urge their support for annual appropriations.
Update the community outreach plan.	Was Customer Services, Now Government and Community Relations	First Quarter 2001	\$15,000 Requested Existing Resources	Inactive. Requires update for survey to update plan.
Expand and publicize BART's "give back" experiences.	Human Resources	Third Quarter FY 2000	Existing Resources Existing Resources	Inactive.
Create a neighborhood "adopt-a-station" program to create a station area focus.	Planning	FY 2001	\$20,000 requested Existing Resources	Work modified. Some elements incorporated into the R Line Project, others ongoing as part of Customer Focus events (Customer Service Dept.).

TRANSIT TRAVEL DEMAND

1. Establish a service innovation group.

Actions	Lead	Timeframe	Resources	Implementation Status
Establish a service innovation group.	Operating Budgets and Analysis	Short-term	Existing Resources	Operating Budgets' study of System Capacity Constraints will determine "supply side" or when we are at excess capacity.
	Transportation		Existing Resources	
Develop an ongoing process for developing, evaluating and funding new demand-related strategies.	Operating Budgets and Analysis	Short-term	Existing Resources	Inactive.
	Capital Development and Control		Existing Resources	
Identify options for attracting riders to underutilized capacity.	Service Innovation Group	Short-term	Existing Resources	Inactive.
			Existing Resources	
Hold service innovation group workshops with stakeholders.	Service Innovation Group	Short-term	Existing Resources	Inactive.
			Existing Resources	

TRANSIT TRAVEL DEMAND

2. Establish decision-making and evaluation criteria and guidelines.

Actions	Lead	Timeframe	Resources	Implementation Status
Develop a "quick-analysis" screening tool for considering time-sensitive options.	Operating Budgets and Analysis	Short-term	\$15,000 requested Existing Resources	Inactive.
Develop cost-effectiveness decision-making criteria.	Operating Budgets and Analysis	Short-term	Existing Resources	System Capacity Study underway focuses on similar issues; cost-effectiveness will be one criterion.
Establish post-implementation evaluation procedures.	Operating Budgets and Analysis	Short-term	Existing Resources	Inactive.

TRANSIT TRAVEL DEMAND

3. Develop a market analysis database.

Actions	Lead	Timeframe	Resources	Implementation Status
Develop a preliminary model to link information regarding potential demand, current use, land-use, employment, etc.	Operating Budgets and Analysis	Short-term	\$375,000 requested \$300,000 approved	Funds were given to MTC to add a BART component to an ongoing travel diary survey. 3000 households will be queried: 2/3 current BART riders + 1/3 could be riders. Results in January 2001.
Develop a travel demand model to assess potential market responses to various BART strategies.	Operating Budgets and Analysis	Short-term	Existing Resources Existing Resources	Not yet active. Requires data from household survey (above).
Organize the market database on a geographic basis with the GIS model to integrate all relevant data.	Operating Budgets and Analysis	Short-term	Existing Resources Existing Resources	Future work.

LAND USE AND QUALITY OF LIFE

1. Integrate station area operations and projects.

Actions	Lead	Timeframe	Resources	Implementation Status
Establish and maintain a "station-area working group".	Station Area Planning	Immediate	\$50,000 requested \$50,000 approved	Monthly Station Area Working Group meetings are held, with 25 to 30 BART participants and a facilitator. Discussion focuses on specific station situations and development of interdepartmental solutions.
Establish and maintain a station activity database to hold information on operational, maintenance, planning and development activities.	Station Area Planning, Customer and Performance Research, Information Technology	Immediate	1 FTE requested Staff reassigned	Station Area Bulletin Board is in place.
Coordinate multi-modal access at stations.	Customer Access	Immediate / Ongoing	0.5 FTE requested Existing Resources	Ongoing. Customer Access planning is followed by implementation work by TSD, Engineering and Operations.

LAND USE AND QUALITY OF LIFE

2. Develop a portfolio of successful community-based station area planning and development projects.

Actions	Lead	Timeframe	Resources	Implementation Status
Continue to pursue existing opportunities to develop station area concepts that integrate land-use and transportation goals.	Real Estate	Immediate/	Existing Resources	An ongoing effort led by Real Estate, Station Area Planning and the other members of the Station Area Working Group.
	Station Area Planning	Ongoing	Existing Resources	
	Station Area WG			
Develop guidelines for BART's involvement in station area planning and development efforts.	Real Estate	Immediate/	Existing Resources	Complete. Guidelines are in the CIP.
	Station Area Planning	Ongoing	Existing Resources	
	Station Area WG			
Scan for potential opportunities.	Real Estate	Immediate/	Existing Resources	Ongoing. Station Area Planning added the necessary staff to adequately cover station area issues on each line.
	Station Area Planning	Ongoing	Existing Resources	
	Station Area WG			
Prioritize station area planning opportunities.	Real Estate	Formal Annual Process	Existing Resources	Ongoing.
	Station Area Planning		Existing Resources	
	Station Area WG			
Pursue new opportunities.	Real Estate	Formal Annual Process	Existing Resources	Ongoing
	Station Area Planning		Existing Resources	
	Station Area WG			

LAND USE AND QUALITY OF LIFE

3. Participate in regional land-use/transportation planning.

Actions	Lead	Timeframe	Resources	Implementation Status
Establish and conduct forums concerning regional transportation infrastructure and land-use.	Real Estate	Ongoing	\$150,000 requested	Ongoing. Forums held in 1999 and 2000. Next events are in planning stage.
	Station Area Planning		\$50,000 approved	
Participate in appropriate forums concerning regional transportation infrastructure and land-use.	Real Estate	Ongoing	\$10,000	Ongoing. VTA Transit Transit Oriented Development Working Group in August; RailVolution and APTA Conference in September 2000, BART hosts APTA Conference in September 2001.
	Station Area Planning		Existing resources	
Advocate for legislative changes to support implementation of TOD projects.	Real Estate	Ongoing	1 FTE requested	Ongoing in Government Relations.
	Government and Community Relations		Existing resources	

THE PEOPLE OF BART

1. Improve employee involvement in creating and maintaining partnerships.

Actions	Lead	Timeframe	Resources	Implementation Status
Develop a weekly BART bulletin to get information and BART information out to employees.	Media and Public Affairs and AFSCME	First Quarter FY 2001	\$25,000; 0.5 FTE requested Existing resources	Modified. Media Relations has initiated a monthly Tracks bulletin.. It is delivered to 500 local elected officials and staff, and 3,400 staff. "Weekly" was found to be excessive.

THE PEOPLE OF BART

2. Improve communications.

Actions	Lead	Timeframe	Resources	Implementation Status
Conduct mandatory <i>two-day</i> employee orientation program and supervisory employee training.	Training and Development	Short-Term	Labor/OT requested Existing resources	Four-day orientation is being developed. The program will be initiated in September 2000.
Develop a "BART Basics" piece for employees and their families.	Media and Public Affairs	Fourth Quarter FY 99-00	Consulting; printing; 1 FTE requested Existing resources	In progress. BART Basics is scheduled for publication in December.
Implement an organized program to get the General Manager and other managers out to employee sites	Training and Development	Short-Term	No resources requested.	Incorporated into GM's schedule. Encouraged at Monthly Managers' Meeting, with participant experiences presented.
Develop an updated video/CD-ROM/DVD capturing visuals of BART service and "faces of BART".	Marketing	Short-Term	Production/ Distribution requested.	Inactive.

THE PEOPLE OF BART

2. Improve communications. (Continued.)

Actions	Lead	Timeframe	Resources	Implementation Status
Develop an employee resource book on "How to Get Things Done"	Training and Development	Short-Term	Production/ Distribution requested Existing Resources	In progress. The first chapter, "Procurement," is scheduled to be completed in October 2000.
Create monthly, local editions of BARTalk addressing local issues	Media and Public Affairs	Short-Term	Production/ Distribution requested Existing Resources	Modified. Local editions were found to be excessive, so the concept was incorporated into Tracks, a monthly publication distributed to 3,400 employees and 500 local elected officials and staffs.
Get Intranet/Internet access for all employees.	Human Resources Information Technology	Short-Medium Term	Consultants; equipment/set-up costs requested. Existing Resources	Inactive while study of District's overall computer needs is underway.

2. Improve communications. (Continued.)

Actions	Lead	Timeframe	Resources	Implementation Status
Set up a station agent support group to discuss operational and environmental improvements and expand existing station area support	Human Resources	Short-Term Ongoing	1 FTE requested. Existing Resources	Station Operations Safety Training is underway for all stations. Focus is on having Station Agents, Police, System Service Workers, AFT Technicians and Electronic Technicians determine problems at their own station, define solutions, and own the implementation. Five-hour meetings have been held for each station on the R, A, and L Lines; M Line Station meetings are underway, and C Line Station meetings will follow.

THE PEOPLE OF BART

3. Developing BART's employees and the BART organization.

Actions	Lead	Timeframe	Resources	Implementation Status
Ensure senior/executive management completion of LEADS2.	Training and Development	Short-term/ Ongoing	0.5 FTE; OT backfill requested.	Completed.
			Existing Resources	
Develop a system linking employee surveys with action planning, resolution of issues and accountability.	Administration	Long-Term	Consultants, overtime, etc. requested.	Inactive. Not funded.
Establish succession and career planning.	Human Resources	Long-Term	Consultants, 0.5 FTE requested. \$78,000 approved for consultants.	Under way. A second Request for Proposals is out now to secure a consultant to investigate program framework.

THE PEOPLE OF BART

4. Establish a policy for BART to encourage, reimburse, and expand participation in trade and professional associations.

Actions	Lead	Timeframe	Resources	Implementation Status
Establish a policy for BART to encourage, reimburse, and expand participation in trade and professional associations.	Administration	ST	No resources requested.	Inactive.

PHYSICAL INFRASTRUCTURE

1. Ensure comprehensive reinvestment in the district's physical plant.

Actions	Lead	Timeframe	Resources	Implementation Status
Establish 30-year study steering committee.	Capital Development and Control	18 months	None requested	Participants in the 30-year Asset Replacement and Renovation Study meet regularly.
Inventory physical assets.	Capital Development and Control	Jan. 2000	None requested.	Work is underway. Expected completion January 2001.
Assess assets classes.	Capital Development and Control	Jan. 2001	None requested	Work is underway. Expected completion January 2001.
Develop renovation/ replacement cycles.	Capital Development and Control	Jan. 2001	None requested	Work is underway. Expected completion January 2001.
Incorporate study results into SRTP and CIP.	Capital Development and Control	Dec. 2000 – June 2001	None requested	Will take place in Spring 2001.
Seek funding to implement results.	Capital Development and Control	Jan. 2001	NA	Spring 2001.

PHYSICAL INFRASTRUCTURE

2. Ensure effectiveness of plant and rolling stock maintenance policies and practices.

Actions	Lead	Timeframe	Resources	Implementation Status
Define useful life and level of maintenance to achieve useful life of assets.	Maintenance and Engineering	12 months	1 FTE requested Existing Resources	Inactive
Ensure regular reinvestment to achieve useful life.	Maintenance and Engineering Rolling Stock and Shops	12 months	0.5 FTE requested Existing Resources	Inactive
Maintain rapid response capacity as service levels increase.	Maintenance and Engineering Rolling Stock and Shops	12 months	0.25 FTE requested Existing Resources	Inactive

PHYSICAL INFRASTRUCTURE

3. Maintain on-time performance through increased physical and operational flexibility.

Actions	Lead	Timeframe	Resources	Implementation Status
Review study issues in 30-year study committee.	Operating Budgets and Analysis	18 months	NA	In progress in 30-year study of System Capacity.
Identify issues and solutions related to capacity constraints.	Operating Budgets and Analysis	18 months	NA	In progress.
Analyze strategies for improving operational reliability and service disruption recovery.	Operating Budgets and Analysis	18 months	NA	In progress.
Incorporate findings into the SRTP and CIP.	Operating Budgets and Analysis	18 months	NA	Spring 2001 and thereafter.
Seek funding for implementation.	Operating Budgets and Analysis	18 months	NA	Future work. Will be handed off to Capital Development and Operating Budgets as ongoing task.

PHYSICAL INFRASTRUCTURE

4. Improve the effectiveness of parts procurement and logistics; ensure adequate infrastructure to support quality service.

Actions	Lead	Timeframe	Resources	Implementation Status
Establish a committee to address short-term parts and procurement needs and issues.	Procurement	Immediate	NA	Ad hoc committee is in place. Work is focused in A-2 and B-2 revenue vehicle support.
Conduct a procurement/materials strategy development study.	Procurement Rolling Stock and Shops	Immediate	\$750,000 requested \$800,000 approved	Scope in preparation now. Completion expected October 2000.
Develop an optimal parts procurement strategy as part of procurement/materials study.	Procurement	FY 02	Same request and approval	Next steps.
Investigate and select an automated inventory tracking system.	Procurement	FY 02	NA	Next steps.
Write-off obsolete inventory.	Procurement	FY 01 - 02	\$4,500,000 requested No funds approved	Inactive.

FINANCIAL HEALTH

1. Establish a valid, comprehensive analysis of system impacts.

Actions	Lead	Timeframe	Resources	Implementation Status
Establish a team to analyze financial and operational impacts of San Jose extension in coordination with the 30-year study	Transit Systems Development, Planning	January 2000	Capital Funding Request:: 2-4 FTEs for 1 year and \$100,000-150,000 (consultants) Existing Resources	Team established. Review of all data and previous studies complete.
Review the San Jose extension TAC scope of work and BART's internal expansion policy development process		February 2000	Same as above.	Scope completed.
Develop a preliminary study work plan to coordinate this team's efforts with external studies.		February 2000	Same as above.	Complete.
Produce analysis of the impacts of the San Jose extension		September 2000	Same as above.	Study complete. To be published September 2000.
Establish a flexible, long-term-focused model for analyzing future extensions, including a preferred BART definition of cost effectiveness		2001	Same as above.	Future work.

FINANCIAL HEALTH

2. Preserve and maximize current funding sources and identify potential new sources.

Actions	Lead	Timeframe	Resources	Implementation Status
Establish valid cost estimates for long-term needs through the CIP and 30-year study processes.	Capital Development and Control	Coordinate with CIP and 30-year study	Existing Resources Existing Resources	Long-term needs study will follow completion of the 30-year Assess Replacement and Renovation Study, with work beginning approximately second quarter 2001.
Raise public and political awareness of the need to accumulate capital for ongoing renovation and operating improvements.	External Affairs	Ongoing	Existing Resources Existing Resources	Marketing and Media Relations are preparing a System Renovation brochure. Future issues of "Tracks" will cover renovation topics. An objective of Tracks is to raise awareness of need for renovation and operating improvements.
Establish a strategy to work with competing properties to minimize risks to BART revenues.	Budget and Business Management	FY 2001	Existing Resources Existing Resources	In early stages.

2. Preserve and maximize current funding sources and identify potential new sources. (Continued.)

Actions	Lead	Timeframe	Resources	Implementation Status
Identify high priority sites on BART property for development. Prioritize this list and market to developers.	Transit Systems Development Real Estate	FY 2001	\$100,000 requested Existing Resources	In progress. Walnut Creek sole source negotiating agreement approved by Board in July. RFP for downtown San Francisco station development unsuccessful. Other marketing efforts continue.
Adequately staff a BART presence at CMA's and TA's to respond to the shift of funding decisionmaking to counties.	Capital Development and Control	Immediate	Existing Resources	Staff were reassigned to cover Congestion Management Agencies.
Lobby and advocate in the national effort to ensure Congress does not renew e-commerce exemptions.	Government and Community Relations	Short-term	\$50,000 requested Existing Resources	In progress. Operating Budgets and Government Relations work on this issue continuously.

FINANCIAL HEALTH

3. Improve BART's fare policy.

Actions	Lead	Timeframe	Resources	Implementation Status
Establish an advisory group with representatives to meet at milestones to provide advice on fare policy.	Planning	Short-term	Existing Resources	Fare issues being handled on a case by case basis at this time (FastPass questions, Translink, Teenage Student Discount, etc.)
Develop and implement a study plan.	Planning	Short-term	\$150,000 requested. 1 FTE approved	Planned for 2001.
Develop a process for Board, stakeholder and community outreach on fare policy development	Planning	Short-term	Existing Resources Existing Resources	Future work.
Develop a range of price differential fare options	Planning	Short-term	\$50,000 requested Existing Resources	Future work.

FOOTNOTES

- 1) First line indicates request. Second line indicates response in FY 01 Budget process. Requests not approved may be approved at another time.



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