



FY22 ADOPTED BUDGET

SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT

SEPTEMBER 2021

Mark Foley, President, Board of Directors

Robert Powers, General Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**San Francisco Bay Area Rapid Transit
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For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morill

Executive Director

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1. MESSAGE FROM LEADERSHIP

Letter from the President, BART Board of Directors, and the General Manager

Dear BART Riders, Members of the Community, Labor Partners, and Staff:

The Fiscal Year 2022 (FY22) budget has been extraordinarily challenging due to the impacts of the COVID-19 pandemic and the continued uncertainty of what is to come. Transit systems, by nature of their purpose, have been particularly hard hit. Throughout this crisis, BART has continued to operate, providing essential transportation services to the community and supporting our workforce. Emergency funds enabled BART to close our operating deficits through FY22, but this funding is not indefinite, and we will face significant deficits in future years, potentially as early as FY24. We must continue to rebuild ridership and revenues while containing costs during this critical period. Despite our challenges, the balanced FY22 budget is centered around the importance of running the frequent, reliable, and high-quality service necessary to rebuild ridership and support the Bay Area's recovery. We are proud to present this spending plan that prioritizes the needs of all types of riders, and we thank BART staff, our labor partners, the Board, and our riders for their support over the course of this pandemic.

Supporting the Regional Recovery and Delivering an Improved Rider Experience

BART continues to serve as the transportation backbone of the Bay Area. As offices, schools, venues, and the hospitality industry welcome people back, we are prepared to support the Bay Area's economic vitality. As part of the FY22 budget, BART's Welcome Back Plan supports the return of riders with more frequent, clean, safe, and reliable service. The Welcome Back Plan provides:

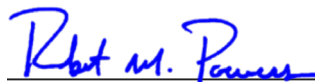
- **More service:** restoration of more service with shorter wait times and longer opening hours as of August 2nd;
- **Discounts:** offering half off all Clipper fares in September, special weekend ridership promotions, and the continuation of additional discounts for youth, seniors, low income, and people with disabilities;
- **A cleaner system:** investments in a more proactive approach to train, station, and bathroom cleaning across the system;
- **A greater presence of safety staff:** deploying additional uniformed presence on platforms and trains, with unarmed ambassadors and new crisis intervention specialists as part of the rollout of BART's Progressive Policing Bureau; and
- **A more reliable system:** Prioritizing and accelerating critical rebuilding and reinvestment projects that will pay dividends through more reliable infrastructure and fewer delays.

Future Uncertainty

We do not know what the world will look like a year from today; it is certainly different than what was projected a year—or even several months—ago. As this document was being finalized, the COVID-19 Delta variant has caused an increase in transmissions and has further delayed the return of in-office work in many industries. We must continue to plan for a future of changing commute patterns and fewer work-related trips, while taking advantage of the growth potential of serving leisure trips and those who travel outside of traditional commute hours. We are confident BART will successfully adapt to the needs of the region.



Mark Foley
BART Board President 2021



Robert M. Powers
BART General Manager

2. OVERVIEW

Development of the FY22 budget was challenging as society continues to grapple with the effects of the COVID-19 pandemic. Pre-pandemic, BART balanced its budget through a combination of operating revenue (mostly fares and parking fees) and financial assistance (mostly sales and property tax revenues). These sources allowed BART to fund operations as well as significant allocations to capital projects.

Since the onset of the COVID-19 pandemic, operating revenue has plummeted, a reflection of the more than 88% drop in ridership. Cost-cutting measures were taken in late FY20 and continued throughout FY21. These include reductions in service hours and frequency, a hiring freeze, elimination of positions, limits to overtime and non-essential spending, and a substantial reduction to operating allocations, which primarily fund critical capital work. At \$914 million (M), the adopted FY21 Operating Budget was 11% below the FY21 Proforma Operating Budget developed before the pandemic, despite the commencement of service to two new stations in Silicon Valley.

As the pandemic continued to suppress ridership through FY21, BART continued to focus on current-year cost reduction initiatives. The reduction in system operating hours and frequency has allowed staff, primarily in Maintenance and Engineering (M&E) and Rolling Stock and Shops (RS&S), to pivot to other critical capital work generally funded by non-operating sources, which were less impacted by the pandemic. For example, RS&S staff have been re-directed to warranty-funded modifications on Fleet of the Future (FOTF) railcars. This shift, known as load shedding, generates two benefits for the District. First, by shifting to capital sources, the District has been able to redirect substantial personnel costs from the highly constrained Operating Budget. However, load shedding is not only a financial savings tool. Across BART, numerous critical capital re-investment projects, such as the Downtown San Francisco 34.5KV electrical cable replacement project, Earthquake Safety Program – Transbay Tube Retrofit, installation of safety barriers, and modernization of the El Cerrito del Norte and Union City stations were completed. This work will improve the rider experience through increased reliability and fewer service disruptions. Within RS&S, staff have been re-directed to warranty-funded modifications on Fleet of the Future (FOTF) railcars.

The District has also focused on reducing medium- and long-term costs. BART worked closely with all of its labor partners to reach extensions to collective bargaining agreements that do not initially raise wages and which tie future wage increases to ridership recovery levels in later years.

In March 2021, BART concluded its District Retirement Incentive Program (DRIP), which was designed to reduce the District's long-term costs. The program resulted in 287 retirements, about half of which were deemed essential functions and will be backfilled.

Staff estimates that FY21 savings from ongoing measures will result in the District finishing the year 10% below the FY21 Adopted Budget amount, reflecting the District's commitment to continued cost reductions. It is clear, however, that the scale of revenue losses faced by BART dwarfs what can be cut on the expenditure side.

BART's Budget Supported by Temporary Federal Emergency Funding

Between FY20 and FY22, District revenues are expected to be more than \$1 billion (B) below pre-pandemic revenue estimates. A passenger railroad like BART has significant fixed expenses, and costs do not scale proportionally with reductions in service or ridership. As a result, there is no combination of cost cuts that

would fully offset these revenue losses and still maintain the District’s infrastructure and provide service to riders. The cost-cutting measures described offset only a subset of the revenue losses.

Since the end of FY20, the remaining gap has been filled by federal emergency assistance. Assistance includes \$377M in federal Coronavirus Aid, Relief, and Economic Stability (CARES) Act emergency assistance, \$378M of Coronavirus Response and Relief Supplemental Appropriations (CRRSAA) Act, and \$331M of American Rescue Plan (ARP) Act emergency assistance. An additional allocation of emergency assistance funding from the ARP Act is anticipated later this year. This assistance has been critical, allowing the District to provide (reduced) service to transit-dependent and essential worker riders while avoiding layoffs.

Future Uncertainty

The level and pace of ridership recovery cannot be known with certainty. Ridership projections are discussed in detail in Sections 4 and 5, Long-Term Outlook and Ridership Outlook, respectively.

Given the uncertainty, BART will continue to need to preserve operational flexibility and the ability to quickly react to changing conditions and public health guidance. Staff developed several service scenarios to respond to potential ridership levels and patterns, and the Board ultimately approved Scenario D, which incorporates several options. These are summarized below and discussed in detail in Section 6, Rail Service Plan.

Figure 1 – Service Scenarios

Scenario	Name	Service Notes
A	Current Service	30 min headways, 9PM close Add’l commute trains
B	Restore 15 Minute Headways	15 min headways, 9PM close 30 min weekend headways + Sat peak trips
C	Extend System Hours to Midnight	30 min headways, midnight close 6 nights/week, add’l commute trains 6AM Sat opening, some Sat peak trains
D	15 Minute Headways and Midnight Close	Combine scenarios B + C 15 min headways, midnight close (6 nights/week)

Attracting riders back to the system as we move through the pandemic depends in large part upon employers calling employees back to the office, the re-opening of downtown areas and rider perception of public transit. Despite these challenges, BART needs to be ready to provide a safe, clean, and reliable experience. The FY22 Adopted Budget includes major investments in these areas.

Safety

BART will continue its efforts to provide an environment that makes all riders feel safe. The BART Police Department (BPD) recently created a new Progressive Policing and Community Engagement Bureau (the Bureau), which will continue to ramp up its work in FY22. Comprised of Transit Ambassadors, Crisis Intervention and Community Outreach Unit, and Community-Oriented Policing Division, the Bureau is a growing team of non-armed personnel paired with police officers who have received specialized training. The Bureau will focus on connecting those experiencing homelessness, mental illness and substance abuse with services and is committed to building trust and nurturing relationships between the communities BART serves and law enforcement through a culture of accountability, responsibility, and collaboration.

BART, in conjunction with SFMTA, anticipates a continuation of the staffing elevator attendants at the four downtown stations in San Francisco.

Cleanliness

BART is committed to delivering a positive, clean experience for its riders. In response to the feedback in the most recent Customer Satisfaction Survey, the District is investing in increased system cleanliness, with a focus on stations and trains.

The District will refresh 75 restrooms across the system with new paint, soap dispensers, and floor/wall repairs. Staff resources for restroom cleaning will be enhanced to ensure that each restroom is cleaned and sanitized on a regular basis, with a daily thorough scrub down. The District will also continue to fund three Pit Stop bathrooms at the 16th Street, 24th Street, and Powell St. stations in San Francisco.

BART is also investing in a higher car cleaning standard. The District is increasing resources to ensure that trains put out in service have clean seats, and are free of debris, litter, gum, graffiti, stickers, and foul odors. The additional staffing resources will allow BART to improve overall car cleanliness resulting in an enhanced rider experience.

Reliable Service

BART's schedule provided trains every 30 minutes outside of peak commute times and closes service at 9 PM, through July 2021. As the Bay Area begins to recover from the pandemic, this limited level of service, which has served current ridership levels and patterns, will not meet the needs of the Bay Area. More people will start to move around, both during the day and into the later evening. The FY22 Adopted Budget includes funding to restore 15-minute headways and keep the system open until midnight six nights a week.

This additional service will ensure that riders know they will not need to wait on a platform for more than 15 minutes on weekdays before 8 PM. It will provide a nighttime transportation option that is currently lacking for workers who do not fit traditional office commute patterns, patrons of restaurants, sporting events, and concerts, and, critically, the workers who support this keystone of the Bay Area economy. The proposed service increase will serve those who need reliable BART service while attracting choice riders outside traditional commute hours, thus growing the ridership base.

The FY22 Adopted Budget makes investments in service, safety, and cleanliness at a time when ridership and revenues remain well below pre-pandemic levels. With these investments, the agency is taking a calculated risk that as the economy opens back up, people will begin to return to more normal routines, driving a slow recovery in travel to offices, large venues, restaurants, and other destinations. In any recovery scenario, the public will be presented with multiple transportation choices. BART believes that the investments in this budget are necessary to attract those potential riders and serve regional recovery.

3. ABOUT US

3.1. DEMOGRAPHICS

The BART District consists of three counties; Alameda, Contra Costa and San Francisco, while serving the greater San Francisco Bay Area. The San Francisco Bay Area is the fourth-largest metropolitan area in the United States by population and home to nearly eight million people; about half live in the BART service area. The region spans 7,000 square miles, 101 cities—anchored by San Francisco, San Jose and Oakland—and nine counties, including Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano and Sonoma.¹

Population in the region has more than doubled since 1960 with the most significant growth occurring in Santa Clara County, now comprising 25% of the region's residents. Distribution has followed national trends with residents shifting from concentration in the urban core to outlying areas; however, over the past decade, the distribution of Bay Area residents between center cities and suburban communities has stabilized.²

The Bay Area is a diverse region with 52.5% White (10.1% Hispanic), 23.5% Hispanic or Latino of any race, 23.3% Asian, 6.7% non-Hispanic Black or African American, 0.7% Native American or Alaska Native, 0.6% Pacific Islander, 5.4% from two or more races, and 10.8% from other races.³

3.2. ECONOMY

The region's economy is bolstered by many industries including banking, technology, tourism and manufacturing, and hosts the second highest concentration of Fortune 500 companies after the New York metropolitan area.⁴ The area is also home to multiple public and private colleges and universities, including San Jose State University, Stanford University, University of California at Berkeley, and University of California at San Francisco.

Strong economic growth has created great wealth but also resulted in a housing shortage, high costs of living, and poverty. Since 2007 low-income resident incomes decreased by 9%, with the bottom 10% earning an average of \$20,000.⁵

¹ Metropolitan Transportation Commission, mtc.ca.gov/about-mtc/what-mtc/nine-bay-area-counties.

² Metropolitan Transportation Commission, vitalsigns.mtc.ca.gov/our-population.

³ 2010 US Census, data.census.gov/cedsci/.

⁴ Walker, Richard and Alex Schafran (2015). "The strange case of the Bay Area". Environment and Planning, web.archive.org/web/20170924185034/http://geography.berkeley.edu/wp-content/uploads/2016/01/Walker_107.pdf.

⁵ Levin, Matt (August 11, 2016). "California's rich-poor gap: The reality may surprise you". CalMatters, calmatters.org/articles/income-inequality-in-california-may-not-look-like-you-think-it-does-and-why-that-may-be-a-good-thing/.

3.3. TRANSPORTATION

With dozens of transit providers, Bay Area residents have multiple options for regional travel, including light, heavy and commuter rail, bus, ferry, and private vehicle sharing utilizing Transportation Network Companies such as Uber and Lyft. BART fills a critical role in this transit sphere, in FY19 prior to the impacts of COVID-19, daily ridership averaged 410,774 trips each weekday with 118.1 million total trips. BART serves San Francisco, Oakland, and five counties with the addition this year of service to Milpitas and Berryessa/North San Jose in Santa Clara County.

3.4. THE SYSTEM

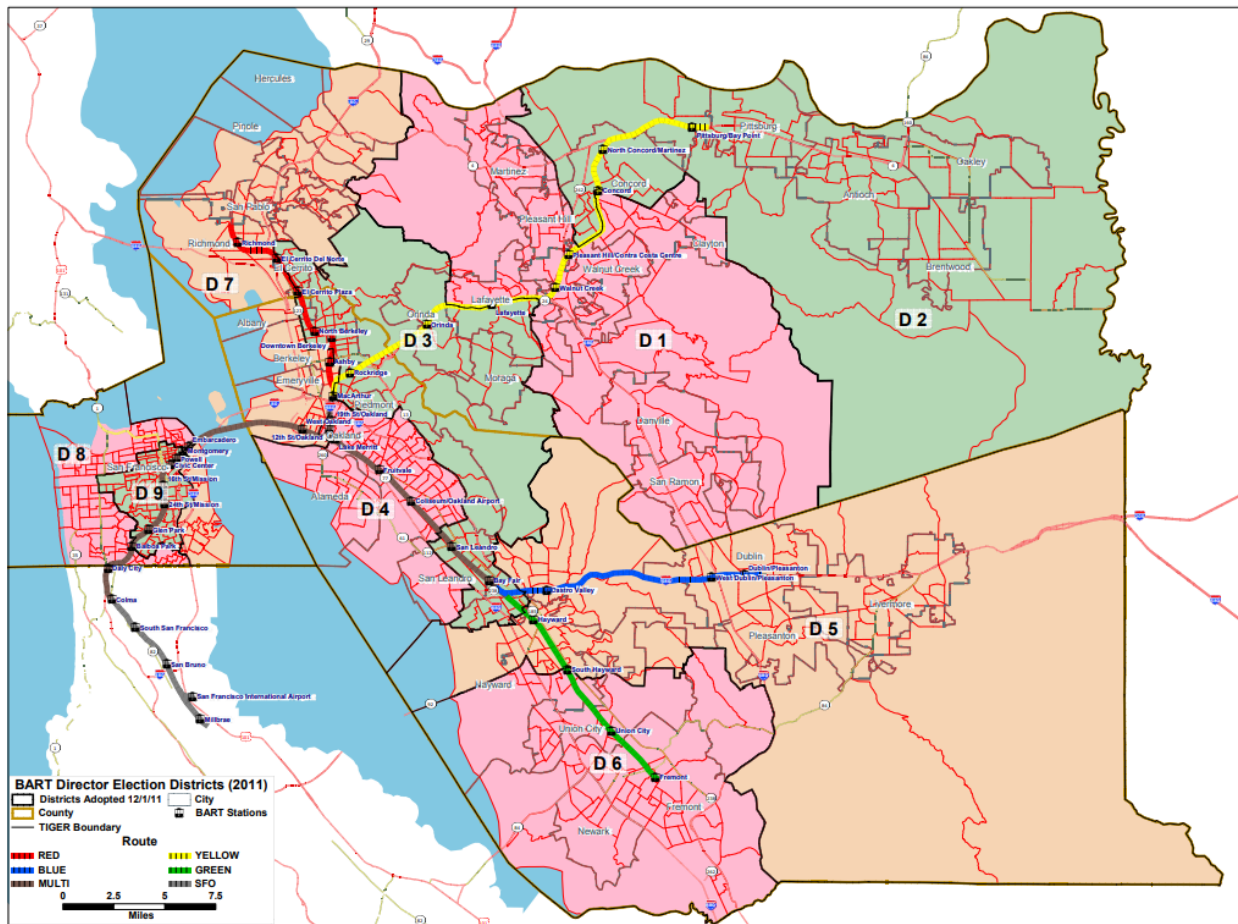
BART is a traction power, protected right-of-way commuter rail system that spans 131 miles of double track, 50 stations, and five counties—Alameda, Contra Costa, San Francisco, San Mateo and Santa Clara.

BART service lines run through urban and suburban landscapes, crossing the San Francisco Bay via an underwater passageway (the “Transbay Tube”), and connecting passengers to San Francisco International Airport, Oakland International Airport, Caltrain, Capitol Corridor, and San Francisco Municipal Railway (“MUNI”), Alameda-Contra Costa Transit (AC Transit) and numerous other transit operators across the Bay Area.

3.5. GOVERNANCE

BART is a special district created in 1957 and beginning revenue service in 1972. The system is managed by a nine-member Board of Directors, elected by residents according to geographical boundaries within the service area. Directors serve four-year terms and elections are held every two years, alternating between four and five available positions.⁶

⁶ San Francisco Bay Area Rapid Transit District Financial and Operating Information, bart.gov/about/financials.



Director	District	City of Residence	Term Expiration (Dec)
Mark Foley, President	D2	Antioch	2022
Rebecca Saltzman, Vice President	D3	El Cerrito	2024
Debra Allen	D1	Clayton	2024
Liz Ames	D6	Union City	2022
Bevan Dufty	D9	San Francisco	2024
Janice Li	D8	San Francisco	2022
John McPartland	D5	Castro Valley	2024
Robert Raburn	D4	Oakland	2022
Lateefah Simon	D7	Richmond	2024

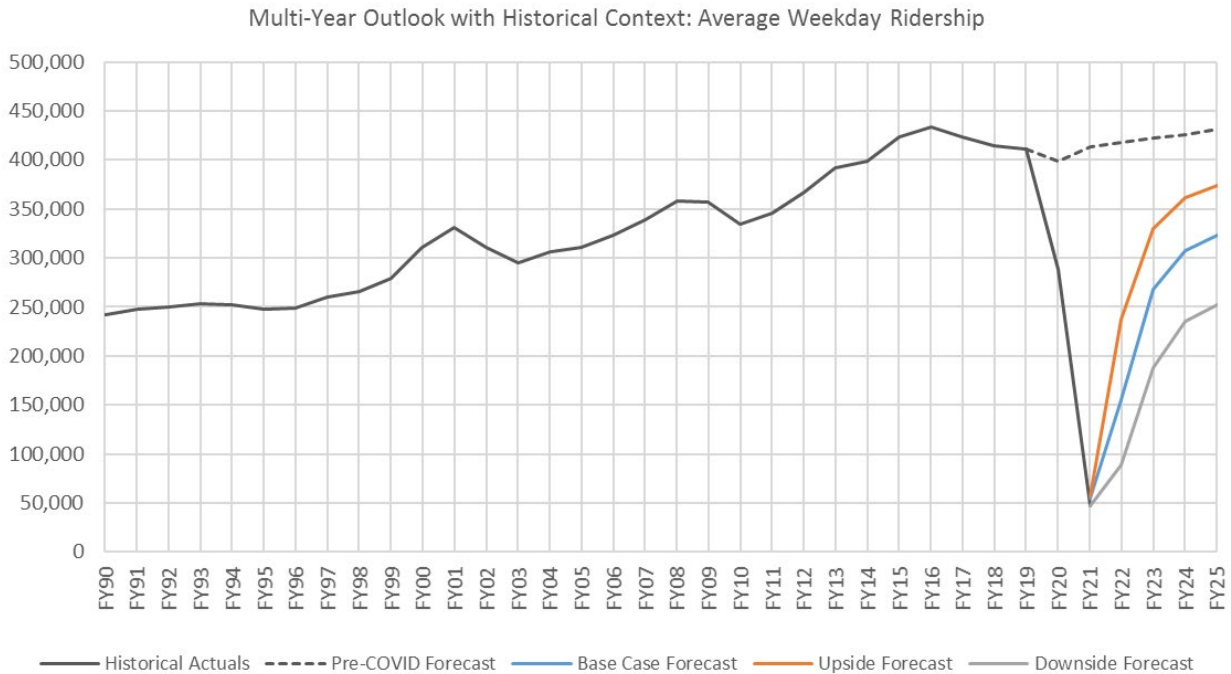
4. LONG TERM OUTLOOK

Prior to the COVID-19 pandemic, ridership fare revenue made up a majority of the funding for BART operations. In FY19, fare revenue and parking fees provided \$520M in revenue, or 66% of operating expense. With ridership falling to just a fraction of pre-pandemic levels, this budget assumes that passenger fares and parking fees will provide just \$68M (9% of operating expense) in FY21 and \$175M (20% of operating expense) in FY22. Along with less severe impacts to financial assistance, the pandemic has reduced BART’s revenue by more than \$1B through the end of FY22.

One-time federal emergency assistance of \$1,086M provided through the CARES Act (\$377M), CRRSAA (\$378M), and ARP Act (\$331M) has allowed BART to sustain operations and provide service to essential workers and others who depend on transit through the acute pandemic. Additional funding is also expected from a future allocation of funding from the ARP Act. It is not known when and to what degree ridership will return in future years and BART is planning for lower than previously expected ridership.

The below chart presents a long-range overview of historical ridership along with three preliminary ridership recovery scenarios for ridership: the Base Case, which is the basis of the FY22 budget; the Upside, which assumes an aggressive ridership recovery; and the Downside, which assumes a very slow recovery. The three scenarios consider recovery to long-term plateaus of 80%, 90%, and 65% of pre-pandemic projections, respectively.

Figure 2 – Multi-Year Ridership Outlook



The below table describes a range of factors that expected to drive ridership recovery in the years ahead.

Table 1 – Ridership Recovery

Factors in Recovery	Opportunities	Risks
Timing and pace of pandemic end?	Effective vaccines	Virus variants; pace of vaccination; vaccine acceptance
Post-pandemic market size/ market share	Diversity/resilience of Bay Area economy; BART customer loyalty; Transbay speed/reliability advantage	Economic impacts/ unemployment; rise of remote work; employers shifting away from downtown San Francisco? Continued transit reluctance?
Impact of pre-pandemic trends	Regional growth; regional integration	Rise of ride hailing apps; declining airport ridership; regional homelessness crisis
Long-term market size / regional growth patterns	New growth centers? New markets to serve?	Slower downtown employment growth? Slower regional growth?

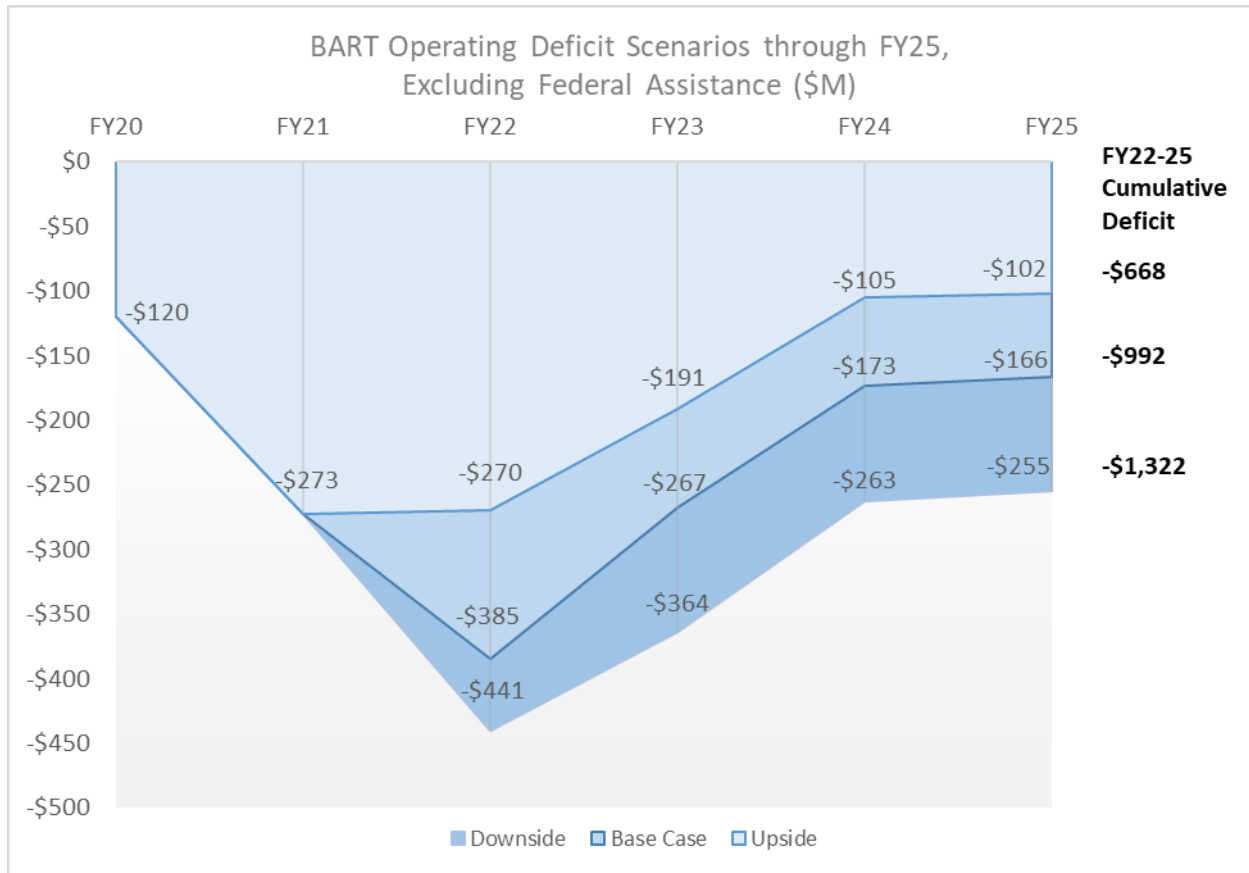
FY21 Year-end Operating Outlook

Staff projects that before consideration of federal assistance funding, BART will end FY21 with an operating deficit of \$307M. To balance the FY21 budget, BART will apply the remaining \$257M of CARES funds and an additional \$50M in CRRSAA funds. The remaining CRRSAA funds will be used in FY22.

FY22-FY25 Projection

Because there is a wide range of potential futures for ridership and fare revenue, BART faces a highly uncertain fiscal future. The chart below presents deficit projections for the three ridership recovery scenarios: Base Case, Upside, and Downside. Financial Assistance, Expense, and Debt Service & Allocations are held constant across all three scenarios at reasonably expected levels. Projected operating deficits (excluding federal assistance) for the years FY22-FY25 cover a range from \$668M to \$1.3B. Average annual deficits range from \$167M to \$331M per year.

Figure 3 – FY21-FY25 Operating Deficit Scenarios



The below table provides more detail on the outlook for the years FY21-FY25 corresponding with the Base Case ridership recovery scenario. Projected operating deficits (excluding federal assistance) for the years FY22-FY25 total to \$992M and average \$248M per year. In this scenario, CRRSAA funds will offset \$328M of the FY22 deficit, and \$57M from BART’s \$331M tranche 1 ARP allocation will be used to close the remaining FY22 deficit. Remaining projected deficits for the FY23-FY25 period would be \$606M. The remainder of BART’s allocation from ARP will offset some but not all of this remaining deficit through FY25. In order to sustain service at the projected level, BART will need to achieve additional cost reductions and/or revenue increases.

Table 2 – Base Case Projections Through FY25

(\$ millions)	FY21	FY22	FY23	FY24	FY25
Operating Revenue	86	196	368	446	477
Financial Assistance	452	437	428	444	457
Total Regular Revenues	539	633	796	891	935
Expense	747	860	906	922	948
Debt Service & Allocations	77	159	158	142	153
Total Uses	824	1,019	1,064	1,064	1,101
Operating Result	(286)	(385)	(267)	(173)	(166)
<i>Federal Assistance (CARES + CRRSAA)</i>	286	328	0	0	0
<i>Federal Assistance (American Rescue Plan)</i>		57	267	6 + TBD	TBD
Total Net Result	0	0	0	(167)	(166)

5. RIDERSHIP OUTLOOK

At the start of the COVID-19 pandemic in March 2020, ridership reached a low of approximately 23,000 average weekday trips, or about 6% of expected ridership. During FY21, ridership increased from approximately 45,000 average weekday trips (8% of expected) in July 2020 to 76,000 average weekday trips (18% of expected). During the July 2021, the first month of FY22, ridership grew further to 83,000 average weekday trips (21% of expected).

By summer of 2021 vaccine distribution was well underway. COVID-19 cases and fatalities had fallen to low levels and more businesses were reopening under state and local guidelines. Even under these improving conditions, rail transit ridership was lagging that of other transportation modes in its recovery. San Francisco-Oakland Bay Bridge vehicle volumes regularly reached approximately 90% of pre-pandemic levels and in July 2021 AC Transit bus ridership was at 43% of February 2020 levels.

BART attributes this disparity in recovery to several factors:

- A large portion of BART ridership has been traditional peak hour commutes to the San Francisco and Oakland central business districts. With most downtown offices still closed due to the pandemic and with remote work a viable option for most office workers, this ridership market has not seen significant recovery since the pandemic began.
- Health safety concerns on rail transit: The evidence tells us that the safety measures BART and other transit operators are taking, including mask mandates, are keeping riders safe. No direct correlation has been found between use of urban public transit and transmission of COVID-19. However, both ridership outcomes and survey data suggest that many people continue to have COVID-19 concerns about public transit.

Beginning in August 2021, the Bay Area began to see a fourth surge in COVID-19 cases driven by the more transmissible Delta variant of the virus.

Because of these concerns, BART ridership may not significantly rebound until the public is both more comfortable in crowded or confined spaces and when downtown offices reopen. Even when downtown offices are finally open for business, there may be significantly less demand for commuting than before the pandemic. Several large, high-profile technology companies have announced remote-work policies that allow employees to work from home anywhere from several days to every day per week.

Office re-opening percentage and remote work adoption are both key assumptions in the pandemic recovery milestones outlined below. Before the pandemic, BART's 2015 Station Profile survey showed that about 70% of all BART trips were work trips. Of those, approximately half were central business district trips during 9-to-5 commute times. This market composed largely of "office knowledge workers," has the greatest opportunity to work remotely as the recovery continues. For each pandemic recovery milestone, assumptions were made on the amount of office opening, employee remote work opportunity, riders' reluctance to use transit, and general economic recovery.

For essential and other in-person work trips, school trips, and non-work trips (e.g., doctor appointments, shopping, or entertainment/leisure), the underlying inputs used to develop these recoveries were based on forecasted business sector reopening, riders' reluctance to use transit, and general economic recovery.

In addition to the pandemic-related factors outlined below, the FY22 budget projections assume the current level of BART service (as of March 2021) through August 2021, with an increase in service to near-pre-pandemic levels in September 2021, continuing throughout FY22 (see service description in Section 6, Rail Service Plan). Demand for BART ridership is thus constrained by the lack of late evening service and lower-than-typical train frequencies for July and August.

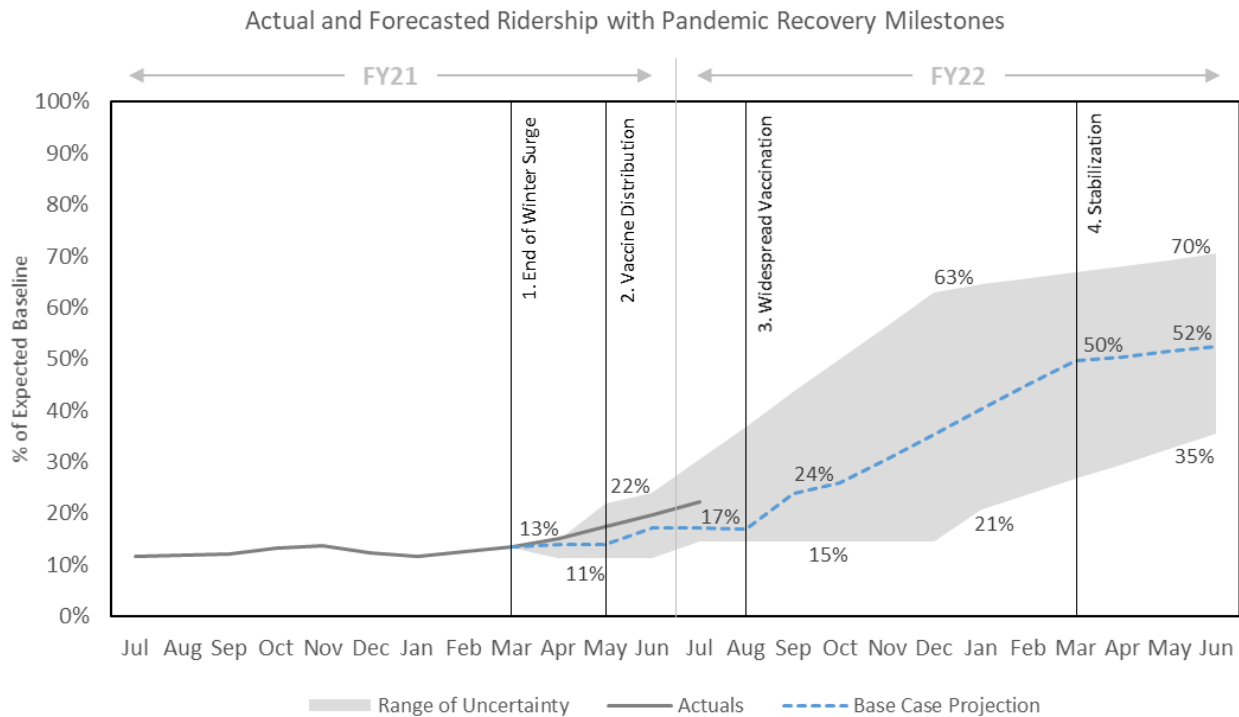
The pandemic recovery milestones developed for the FY22 Ridership Outlook are presented in the following table.

Table 3 – Pandemic Recovery Milestones

Milestone	Description	Timing Assumption	Forecasted Recovery
1. End of Winter Surge	<ul style="list-style-type: none"> Vaccine distribution begins, but not making impacts on day-to-day life Offices still largely closed (average office knowledge worker commutes less than half a day per week) Some restrictions loosened Largely mimics the “high ridership” of October 2020 	Mar 2021 – May 2021	13%-14%
2. Vaccine Distribution	<ul style="list-style-type: none"> Vaccine distribution starting to affect travel behavior Lower COVID-19 prevalence in the community Some offices open with restrictions (average office knowledge worker commutes about less than half a day per week) Entertainment/hospitality industries begin recovery 	May 2021 – Aug 2021	15%-18%
3. Widespread Vaccination	<ul style="list-style-type: none"> Widespread vaccine distribution. Offices allowed to open (average office knowledge worker commutes about 1.5 days per week) Entertainment/hospitality industry restrictions are minimal Schools are open for in-person learning 	Aug 2021 – Mar 2022	Growth from 24%-50%
4. Stabilization	<ul style="list-style-type: none"> Nearly all industries are back to normal Persistent effects of remote work (average office knowledge worker commutes about 2.5 days per week) Jobs and housing migrations may begin to stabilize Waning reluctance to use transit 	Mar 2022 –	50%+

The following graph presents actual ridership through July of 2021, with the recovery forecasted through FY22. The Base Case Projection is based upon the magnitude of each recovery milestone and the timing of reaching each milestone. The forecast also acknowledges there is a wide spread of uncertainty with the general recovery and specifically with rail transit. The range of uncertainty is represented by the gray area, bracketed by high and low ridership scenarios. The high and low scenarios were developed by adjusting both the magnitude and timing of the milestones to the range of reasonable outcomes.

Figure 4 – Actual and Forecasted Ridership with Recovery Milestones



The Base Case Projection would result in overall ridership of approximately 42.8M trips in FY22, 36% of pre-pandemic expectations. Expressed in terms of average weekday ridership, the FY22 projection would range from a low of approximately 70,000 average weekday riders in July and August, to a high of approximately 210,000 average weekday riders in June. For the year as a whole, average weekday ridership would be approximately 140,000.

6. RAIL SERVICE PLAN

BART’s FY22 rail service plan prioritizes flexibility in response to changing conditions. With support from the Board of Directors, staff have developed a service plan that ramps up from the current reduced levels up to hours and frequencies to one that approaches pre-COVID-19 levels.

Service Plan

The current level of service, which began on March 22, 2021, reflects the following service characteristics:

Day	Headways (Min)	System Hours	Routes
Weekday	30	05:00 – 21:00	5
<i>+ 44 additional flexible capacity trips</i>			
Weekend	30	08:00 – 21:00	3

At the time of budget adoption, the service plan described in the table below was scheduled to begin in September 2021. In response to growing demand, particularly for service past 9 pm, the shift to this higher service level was actually made on August 2, 2021. The budget assumes that the same service plan would continue through the end of the fiscal year.

Day	Headways (Min)	System Hours	Routes
Weekday	15	05:00 – 20:00	5
Weekday Night	30	20:00 – 24:00	3
Saturday	30 + peak trips	06:00 – 20:00	5
Saturday Night	30	20:00 – 24:00	3
Sunday	30	08:00 – 21:00	3

The expansion of service hours will accommodate essential workers, hospitality workers, and nighttime leisure trips (including sporting events), as the economy reopens. Train frequencies are being doubled before 8:00 PM on weekdays, increasing capacity for office re-openings, while also making BART an attractive transportation option for any kind of trip.

Weekend service will remain at 30-minute headways, and with additional peak trips and midnight close on Saturdays.

7. FINANCIAL STRUCTURE, POLICY & PROCESS

Financial Policies

BART aims to maintain integrity of the budget by keeping operating costs within estimated revenue. Daily operations are financed by fare revenue, parking revenue, sales tax and property tax, other revenue such as advertising and fiber optics, and currently, a significant amount of federal emergency funding. The budget is prepared under the accrual basis of accounting, where revenues are recorded when earned and expenses are recorded when a liability is incurred.

BART has two financial policies—the Financial Stability Policy and the Fare Policy—that help guide decision-making.

The Financial Stability Policy, adopted in 2003, is designed to ensure long-term operating and capital financial stability through a combination of strategies involving revenues, operating expenses, capital investments, and prudent reserves. This policy also laid the foundation for the Board to approve three series of biennial Productivity-Adjusted Consumer Price Index-Based fare increases. The next increase is planned for July 2022. The contributions from these small, regular increases have been essential to the BART’s financial and operational well-being.

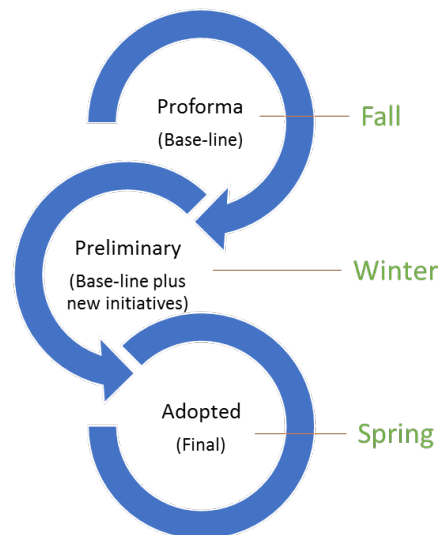
The Fare Policy, adopted in 2005, underscores the influence fares have on multiple interconnected areas: customer satisfaction, ridership growth, financial health, seamless interagency travel, and optimal system usage. These five interconnected areas comprise the five goals of the Fare Policy, each with strategies to achieve them, with no one goal taking precedence to the exclusion of another.

Budget Process

BART produces long-range financial projections and an annual budget on a yearly basis. Both reflect and incorporate BART’s Strategic Plan and are aligned with BART’s Financial Stability Policy and Fare Policy.

The Short Range Transit Plan/Capital Improvement Program (SRTP/CIP) incorporates BART’s operating forecast and capital investment program for the next 10 and 15 years, respectively. The SRTP/CIP reports are posted on the bart.gov financials page.

The annual budget includes expected operating and anticipated maximum capital expenditures for the fiscal year, which begins on July 1st and concludes on June 30th. The budget development process starts in the fall of the prior year, as the Budget team develops the Proforma budget and departments work with the Asset Management team to build workplans and begin to identify resource needs. During the last quarter of the calendar year, Departments begin planning organizational changes and revising capital needs, and detailed budget studies are completed. The Board Workshop is in January, Strategic Budget Discussions



are held in February, and preliminary capital project budgets are due in March. The Budget team finalizes the Preliminary budget for release and delivery to the Board of Directors by March 31st. The capital budget is finalized in April. A series of public budget presentations are made in April and May to the Board of Directors, with the public hearing on the proposed budget held in May. Board Rules require adoption of the upcoming annual budget by June 30th with a start date of July 1st.

During the year, management reviews fiscal performance on a monthly basis. The Capital Budget team monitors project budgets against available funding, expenditures, and grant end dates throughout the year. The Budget team reviews fiscal performance with the Board of Directors on a quarterly basis via the Quarterly Financial Report (QFR) and on an annual basis for Year End Close. All financial reports, presented by the Budget team, are based on data provided by the Finance Department. All reports presented by the Capital Budget team are based on data queried directly through BART's financial system and/or via data analytics software.

Fund Structure and Basis of Budgeting

BART operates as an Enterprise Fund and uses the economic resources measurement focus and the accrual basis of accounting. Operating and capital budgets are created annually. Budgeted operating revenues include revenues that are directly related to transit operations, and principally derived from passenger fares. Other revenues captured in the operating budget include agency-generated revenue from parking fees and advertising; financial assistance in the form of sales and property taxes; and funding from local, state or federal agencies for transit related activities. Budgeted operating expenses include all costs related to providing transit operations, excluding depreciation, losses recognized from disposal of fixed assets not yet fully depreciated, and the effect of expense adjustments associated with changes in unfunded pension and other post-employment obligations, which are required to be recognized for financial reporting purposes to comply with Government Accounting Standards. Operating costs include labor, materials, supplies, services, utilities, leases, and rentals. The operating budget also includes allocations to support capital projects, funds to cover debt service for outstanding sales tax revenue bonds, and allocations to fund operating reserves.

Budgeted capital funding includes grants and other funding from federal, state, and local agencies; voter approved bond measures; proceeds from sales tax revenue bonds, and allocated BART operating funds. BART applies for Federal Transit Administration (FTA) formula funds through MTC to support its capital activities, as summarized in Section 14, Capital Sources & Uses. In addition to federal funds, BART has received and expects to continue to receive funding from the state, regional bridge tolls, and local governments for capital renovation and expansion of the BART System, as described in Section 12.2, Tax & Financial Assistance and Section 14.2, Capital Sources. BART also leverages a combination of General Obligation (GO) bonds and Sales Tax Revenue bonds to fund improvements to the BART System, which is described in Section 14, Capital Sources & Uses. Each capital funding source, including allocations to capital from the operating budget, is assigned a unique fund identification number. Budgeted capital expenses include all costs related to capital improvements and capitalized maintenance of the transit system. All capital expenditures are tracked by project and activity codes.

Pension Policy

In 2019, the District adopted a new pension policy with the goals of paying all CalPERS contributions fully and on a timely basis, establishing and maintaining reserves to ensure these payments can be made even in times of economic downturns and to manage funds and resources to lower overall CalPERS liabilities when appropriate.

As a strategy to support these goals BART has established a supplemental pension fund in the form of an Internal Revenue Code Section 115 trust to accumulate monies to be used to fund future obligations.

8. INITIATIVES: INCREASED SERVICE & ENHANCED CLEANING

The FY22 Adopted Budget includes two initiatives to grow and retain ridership: Service Increase and Enhanced Cleaning

8.1. SERVICE INCREASE INITIATIVE

This section provides estimated cost of the service increase described in Section 6, Rail Service Plan.

Annual cost and revenue impacts of the service increase is shown in Table 4.

Table 4 – Impact of Service Increase Over Current Service

(\$ millions)	Scenario D
Revenue	
Fare revenue	9.2
Other revenues	7.8
Subtotal - Revenue	17.2
Expense	
Transportation	12.5
Maintenance and Engineering	32.6
Rolling Stock and Shops	7.5
Traction power	7.0
Subtotal - Expense	59.6
Net Budget Impact	42.6

Service Option: Scenario D

The FY22 Adopted Budget includes Scenario D as the rail service plan beginning in September 2021 (although the service increase was subsequently advanced to August 2, 2021).

By September, it is expected that most students will be returning to on-site school, and employers will begin reopening for on-site work, with many employees likely on hybrid remote/on-site schedules. The planned service increase offers the District’s best opportunity to serve regional recovery and compete to recover market share as Bay Area residents establish post-pandemic routines during an important transition period. Specifically:

- Frequent mid-day service offers a more convenient travel option for non-work trips and for workers on non-peak schedules, many of whom work in lower-wage occupations. It also provides more space per passenger at these times, improving comfort for some riders and reducing the perception of COVID-19 risk.
- Restoring evening service restores mobility for workers who travel outside of traditional office peak periods and allows BART to support reopening of entertainment and restaurant industries

and compete to recover a share of evening trips that might otherwise shift to driving and ride-hailing.

This plan requires expenditure of \$59.6M in one-time federal relief funding, with a share of the offsetting revenue improvements dependent on uncertain ridership recovery.

This expenditure is an investment in near-term regional economic recovery and equity, as well as long-term ridership recovery for BART.

8.2. ENHANCED CLEANING INITIATIVE

In March 2020, BART announced an enhanced cleaning initiative, targeted to respond to issues cited by riders in the most recent Customer Satisfaction Survey. Specifically, staff will focus on keeping restrooms and trains clean. This initiative will be primarily staffed with newly hired part-time staff, providing the District with flexibility to scale back if necessary.

Station Restrooms

Beginning in FY21 and continuing through FY22, BART will refresh 75 station restrooms throughout the system. They will be repainted, floors and walls will be repaired, and soap dispensers will be repaired or replaced. Staff will clean and sanitize all restrooms on a regular basis, scrubbing down each restroom daily.

Cleaner Trains

Beginning in FY21 and continuing through FY22, BART is dedicating more resources to car cleaning, to ensure that trains put out in service have clean seats, and are free of debris, litter, gum, graffiti, stickers, and foul odors. The additional staffing resources will allow BART to improve overall car cleanliness while continuing its COVID-19 driven train sanitization and disinfecting work, resulting in an enhanced rider experience.

Table 5 – Enhanced Cleaning Initiative Impacts

Enhanced Cleaning	FTEs	Cost Impact (\$M)
Station Restrooms	24.5	2.4
Car Cleaning	72.8	7.0
Total Cost	97.2	9.4

9. ADOPTED INCOME STATEMENT

Table 6 – FY22 Adopted Budget Income Statement

Income Statement (\$ millions)	Budget		Change	
	FY21 Adopted	FY22 Adopted	\$	%
Rail Passenger Revenue	148.1	165.9	17.8	12%
ADA Passenger Revenue	0.3	0.5	0.2	61%
Parking Revenue	10.5	9.4	(1.1)	-10%
Other Operating Revenue	23.7	19.9	(3.8)	-16%
Subtotal - Operating Revenue	182.5	195.7	13.2	7%
Sales Tax Proceeds	239.0	261.7	22.7	9%
Property Tax Proceeds	50.6	54.5	3.9	8%
SFO Ext Financial Assistance	42.5	22.6	(19.9)	-47%
VTA Financial Assistance	30.3	35.2	4.9	16%
MTC Financial Assistance MBF Discount Program	1.6	0.6	(1.0)	-61%
Local & Other Assistance	6.0	7.4	1.4	23%
State Transit Assistance	28.5	28.4	(0.1)	0%
Low Carbon Transit Operations Program	8.5	4.4	(4.1)	-49%
Low Carbon Fuel Standard Program	14.4	22.6	8.2	57%
Subtotal - Financial Assistance	421.4	437.3	15.9	4%
ARP Funding	-	57.9	57.9	
CRRSAA Funding	-	327.8	327.8	
CARES Funding	251.0	-	(251.0)	-100%
FEMA Reimbursed COVID-19 Expenses	20.0	-	(20.0)	-100%
Reversal of FY20 Railcar Allocation	40.0	-	(40.0)	-100%
Subtotal – Emergency Assistance	311.0	385.7	74.7	24%
TOTAL – OPERATING SOURCES	914.9	1,018.7	103.8	11%
Labor & Benefits	624.3	649.7	25.4	4%
ADA Paratransit	16.1	14.0	(2.1)	-13%
Purchased Transportation	11.5	12.4	0.9	8%
Power	48.1	48.9	0.8	2%
Other Non-Labor	150.8	134.6	(16.2)	-11%
Subtotal - Operating Expense	850.9	859.6	8.7	1%
Bond Debt Service	47.4	57.2	9.8	21%
Allocations	16.6	101.9	85.3	514%
Subtotal - Debt Service & Allocations	64.0	159.1	95.1	149%
TOTAL - OPERATING EXPENSE	914.9	1,018.7	103.8	11%
Net Result	-	-	-	-

10. FOUR-YEAR CONSOLIDATED FINANCIAL SCHEDULE

The following table outlines BART’s total operating sources and uses. Two years of historical data is provided for observing current trends in each category.

Table 7 – Four-Year Consolidated Financial Schedule

Four-Year Consolidated Financial Schedule				
(\$ millions)	FY19 Actual	FY20 Actual	FY21 Adopted	FY22 Adopted
Sources				
Rail Passenger Revenue	481.8	341.0	148.1	165.9
ADA Passenger Revenue	0.9	0.6	0.3	0.5
Parking Revenue	37.0	28.2	10.5	9.4
Other Operating Revenue	38.7	29.5	23.7	19.9
Sales Tax Revenue	280.4	266.9	239.0	261.7
Property Tax	48.1	52.4	50.6	54.5
SFO Extension Financial Assistance	-	17.0	42.5	22.6
VTA Financial Assistance	-	1.2	30.3	35.2
State Transit Assistance (STA)	38.7	39.5	28.5	28.4
Low Carbon Transit Operations Program	-	8.4	8.5	4.4
Low Carbon Fuel Standard Program	18.8	22.9	14.4	22.6
Local & Other Assistance	8.2	8.5	7.6	8.0
CRRSAA Funding	-	-	-	327.8
CARES Act (Round 1 – FY20 Remainder)	-	185.5	87.0	-
CARES Act (Round 2)	-	-	164.0	-
ARP	-	-	-	57.9
FEMA Reimbursement (COVID-19 Expenses)	-	-	20.0	-
Deferment of FY20 Rail Car Allocation	-	-	40.0	-
TOTAL SOURCES	952.5	1,001.5	914.9	1,018.7
Uses				
Labor	554.2	586.2	624.3	649.7
ADA Paratransit	15.6	14.7	16.1	14.0
Purchased Transportation	14.3	14.6	11.5	12.4
Power	39.2	40.6	48.1	48.9
<i>Pension - GASB 68 Adjustment⁷</i>	36.7	60.1	-	-
<i>Non-Pension - GASB 75 Adjustment⁷</i>	(4.0)	(8.0)	-	-
Other Non-Labor	134.8	129.1	150.8	134.6
Total Expense	790.8	837.3	850.9	859.6
Debt Service	46.7	45.9	47.4	57.2
Capital & Other Allocations	147.8	171.9	16.6	101.9
Total Debt Service & Allocations	194.4	217.8	64.0	159.1
TOTAL USES	985.3	1,055.1	914.9	1,018.7

⁷ The expenses determined under GASB 68 and GASB 75 are not funded by BART, so the recognized expenses are backed out as non-expense allocations to reconcile with BART’s annual operating budget.

Adjustments				
<i>Pension - GASB 68 Adjustment Offset⁷</i>	(36.7)	(60.1)	-	-
<i>Non-Pension - GASB 75⁷</i>	4.0	8.0	-	-
<i>NBV of Fixed Assets Disposed</i>	-	(1.4)	-	-
TOTAL USES - After Adjustments	952.5	1,001.5	914.9	1,018.7
NET RESULT	-	-	-	-

11. FUND BALANCE

The following table summarizes the fund balances at the beginning of the fiscal year, the preliminary unaudited sources and uses of funds during FY21, and the preliminary ending balances as of June 30, 2021.⁸

Table 8 – Fund Balance

Fund Balance			
(\$ millions)	General Fund	Capital & Debt Service Fund	Total
Beginning Fiscal Year Fund Balance 6-30-20	6,758.7	271.2	7,029.8
Sources of Funds			
Passenger Fares	62.6	-	62.6
Other Operating Income	28.6	-	28.6
Sales Tax Revenue	258.5	-	258.5
Property Taxes ⁹	54.9	141.1	196.0
Investment Income	0.6	0.9	1.5
Financial Assistance ¹⁰	496.4	383.1	879.6
Total Sources of Funds	901.6	525.1	1,426.7
Uses of Funds			
Operating Expenses Excluding Depreciation	(801.5)	-	(801.5)
Depreciation	(228.5)	-	(228.5)
Interest and Debt Service Expense	-	(67.9)	(67.9)
Capital Allocations and Transfers ¹¹	(13.4)	13.4	-
Transfer from SFO Reserve Fund ¹²	47.8	(47.8)	-
Debt Service Allocations	(47.1)	47.1	-
Transfer of Materials Inventory from Capital Projects	9.9	(9.9)	-
Transfer of Completed & Capitalized Fixed Assets ¹³	557.1	(557.1)	-
Total Uses of Funds	(475.7)	(622.3)	(1,098.0)

⁸ Sources, uses, and ending fiscal year balance 6-30-21 are preliminary and unaudited.

⁹ The District receives property tax allocations for debt service payments of outstanding General Obligation Bonds.

¹⁰ These capital funds are grant funds the District received for capital projects.

¹¹ Capital Allocations and Transfers include allocations from the General Fund to the Capital Fund to support ongoing capital needs and repayment of advances from the General Fund. This also include reverse capital allocations to the General Fund to cover funding of project expenses considered non-capitalizable, which are recognized as operating expenses.

¹² Transfer from SFO Extension Reserve to cover operating shortfall.

¹³ The District recognizes capitalized fixed assets upon acquisition or project completion in the General Fund. Depreciation expense and resulting gain or losses from disposition of fixed assets are included in operations. The District ignores depreciation for budgeting purposes.

Ending Fiscal Year Fund Balance 6-30-21	7,184.5	174.0	7,358.6
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12. OPERATING SOURCES

The below table summarizes the operating sources for the FY21 Adopted Budget and the FY22 Adopted Budget. Each line item is described in further detail in the subsequent sections.

Table 9 – FY22 Adopted Budget Operating Sources

Operating Sources (\$ millions)	Budget		Change	
	FY21 Adopted	FY22 Adopted	\$	%
Operating Revenue				
Rail Passenger Revenue	148.1	165.9	17.8	12%
ADA Passenger Revenue	0.3	0.5	0.2	67%
Parking Revenue	10.5	9.4	(1.0)	-10%
Other Operating Revenue	23.7	19.9	(3.8)	-16%
Subtotal - Operating Revenue	182.5	195.7	13.2	7%
Financial Assistance				
Sales Tax Proceeds	239.0	261.7	22.7	9%
Property Tax Proceeds	50.6	54.5	3.9	8%
SFO Ext Financial Assistance	42.5	22.6	(19.9)	-47%
VTA Financial Assistance	30.3	35.2	4.9	16%
State Transit Assistance	28.5	28.4	(0.1)	0%
Low Carbon Transit Operations Program	8.5	4.4	(4.1)	-48%
Low Carbon Fuel Standard Program	14.4	22.6	8.2	57%
Local & Other Assistance	7.6	8.0	0.4	5%
Subtotal - Financial Assistance	421.4	437.3	16.0	4%
Emergency Assistance				
CRRSAA Funding	-	327.8	327.8	-
CARES Funding (Round 1 – FY20 Remainder)	87.0	-	(87.0)	-100%
CARES Funding (Round 2 – Targeted)	164.0	-	(164.0)	-100%
ARP	-	57.9	57.9	-
FEMA Reimbursed COVID-19 Expenses	20.0	-	(20.0)	-100%
Reversal of FY20 Railcar Allocation	40.0	-	(40.0)	-100%
Subtotal – Emergency Assistance	311.0	385.7	74.7	24%
SUBTOTAL - OPERATING SOURCES	914.9	1,018.7	103.8	11%

12.1. OPERATING REVENUE

Passenger Revenue

Passenger Revenue

Fare revenue for FY22 is budgeted at \$165.9M, based upon the Base Case FY22 ridership forecast discussed in Section 5, Ridership Outlook, and including 50% off of all Clipper fares in September 2021. This is approximately 35% of the last pre-pandemic budget in FY20 of \$479M. Based on actual average fares observed since March 2020, the average fare was assumed to fluctuate with the level of ridership recovery between 4% and 1% lower than pre-pandemic levels.

BART's Series 3, 2022-2026, Productivity-Adjusted Inflation-Based Fare Increase calls for a 3.4% fare increase in January 2022; however, this budget defers the fare increase until July 2022 to support regional recovery. This deferral reduces expected fare revenue by an estimated \$3.5M in FY22. Fares remain a critically important funding source to continue to meet the needs of riders who rely on BART. As such, the less-than-inflation fare increase program is assumed to continue in July 2022 and beyond according to the fare increase policy renewed by the BART Board in 2019.

In December 2020, BART transitioned all stations to offer Clipper as the only fare product available for purchase. The use of magnetic stripe tickets has decreased from a pre-pandemic level of 8% of all trips to a current level of 0.5%. It is assumed that the magstripe usage continues to decline through FY22, resulting in magstripe surcharge revenue of approximately \$55K.

BART implemented MTC's Regional Means-Based Fare Discount Pilot Program, Clipper START, in July 2020. This program allows adult riders earning 200% or less of the federal poverty level to receive a 20% discount per trip on BART. Clipper START has had slow adoption during the pandemic, less than 0.5% of all trips to-date, and it is expected to rise as general ridership recovers.

The two-station extension to Milpitas and Berryessa stations began revenue service in late FY20. The fare revenue generated on the extension is used to help offset Santa Clara Valley Transportation Authority's (VTA) operating cost of the extension. Per the VTA Operating & Maintenance (O&M) Agreement, VTA will be responsible for any operating costs for the extension which are not covered by extension fare revenue.

Fare revenue also includes \$0.5M in fares paid by Americans with Disabilities Act (ADA) paratransit customers.

Parking Fee Revenue

BART generates revenue from daily fee and reserved parking at its 36 stations with parking facilities. The daily fee at all stations is currently capped at \$3.00, except at South Hayward (\$2.00), North Concord/Martinez (\$2.50), and West Oakland (\$12.40), which does not have a cap. The monthly reserved price at all stations is also capped at \$105.00, except for South Hayward (\$84.00) and North Concord/Martinez (\$94.50). Stations with parking in Oakland are subject to a 18.5% parking tax collected by the City of Oakland.

The FY22 parking revenue budget is \$9.4M and reflects BART's decline in ridership and decreased parking demand as a result of the COVID-19 pandemic. Parking revenue generated at stations at the Milpitas and Berryessa stations will be collected by VTA and will not be budgeted by BART.

BART staff is advancing a series of parking modernization efforts to improve the customer experience, effectively manage parking resources, and enhance access to stations. In FY21, contactless daily fee and carpool parking payment was offered through the Official BART App systemwide. For FY22, BART is transitioning its reserved monthly and single/multi-day parking program from Select-a-Spot, a third-party vendor, to the Official BART App.

Other Operating Revenue

BART also generates operating revenue from non-passenger sources. Total other operating revenue is now budgeted at \$19.9M in FY22. Sources include:

- **Commercial Communications Revenue Program (CCRP):** The CCRP generates revenue through commercial fiber and wireless telecommunications. In January 2020, the BART Board approved the Digital Railway Project with Mobilitie Services, LLC, which has the potential to substantially increase fiber optic and wireless revenue over time. CCRP is estimated to generate \$8.7M in FY22.
- **Advertising:** BART has an advertising franchise agreement with OUTFRONT Media, which manages the sales and posting of advertising on BART's behalf. In FY22, BART anticipates receiving \$2.4M in advertising revenue. This estimate reflects an updated franchise agreement, which was approved by the BART board in August 2020. The updated agreement and revenue estimate reflect the impact of the COVID-19 pandemic on BART ridership and advertising sales.
- **Lease Revenue and Transit Oriented Development Revenue:** Revenue from Transit Oriented Development (TOD) includes ground leases at West Dublin/Pleasanton, Pleasant Hill/Contra Costa Centre, Millbrae, Castro Valley, MacArthur and Coliseum stations, and transit benefit fees at West Dublin/Pleasanton and South Hayward and is budgeted at \$2.2M in FY22. BART also receives building and ground lease revenue from leasing vacant parcels and office space in the Joseph P. Bort MetroCenter (MET) building, and from Special Entrance Agreements at Powell Street Station that provide access from the station to the Westfield shopping center entrance, whose budget for FY22 is \$2.7M.
- **Parking Citations:** Parking citation revenue is budgeted at \$0.9M in FY22.
- **"Other" Revenue:** "Other" revenue is budgeted at \$3.0M in FY22 and includes investment income; concessions; special fees and permits; the Capitol Corridor Joint Powers Authority's (CCJPA) overhead recovery; and other miscellaneous sources.

12.2. TAX & FINANCIAL ASSISTANCE

Sales Tax Revenue

BART receives a dedicated 75% share of a one-half cent sales tax levied in the three BART District counties (San Francisco, Alameda and Contra Costa). Per AB 1107 (1977) and AB 842 (1979), the remaining 25% may be allocated by MTC to BART, SFMTA and/or AC Transit. However, since 1987, MTC has opted to split the remaining 25% equally between AC Transit and SFMTA.

BART's sales tax base is diverse, and data from the California Department of Tax and Fee Administration indicates that the largest economic segments driving BART sales tax include restaurants, retail, and new auto sales. Over the past two decades, which include two recessions and several periods of strong economic growth, BART's annual sales tax growth rate has averaged about 3%.

Decreased taxable spending in the BART District resulting from the COVID-19 pandemic reduced BART's sales tax revenues from \$277.0M in FY19 to \$258.5M in FY21 (a 7% decrease). Sales tax revenues dropped sharply throughout the region in March and April of 2020 but began to recover soon after. Through February of 2021, taxable sales in many sectors of the region's economy have recovered strongly, with increases in online sales largely offsetting declines at traditional retailers. However, sectors such as

tourism, restaurants, and entertainment continue to perform well below pre-pandemic levels. San Francisco County, with a concentration of businesses in pandemic-impacted industries, had taxable sales 32.6% below 2019 levels through the fourth quarter of 2020 (October-December). Alameda County revenues were just 6% below 2019 levels over the same period, and Contra Costa County sales tax revenues were 0.6% below 2019 levels.

BART projects taxable sales in the District will continue to recover in FY22, driven by reduced pandemic impacts on affected industries and household income support made available through the ARP. Sales tax revenue is budgeted at \$261.7M.

Property Tax Revenue

Property tax revenue is derived from a statutory portion of the 1% general levy in each of the three BART counties¹⁴. This legacy property tax was originally enrolled in 1957 to fund planning and pre-development costs associated with construction of the original BART system, and is permanently dedicated to fund ongoing operating needs.

County assessors are responsible for assessing the value of all taxable, non-exempt property on January 1st of each year. That value is used to set the property tax bill that is due in December of that year and April of the following year. The BART tax rates were fixed in place by Proposition 13 and remain a relatively small, fixed percentage of the 1% general levy. However, since the tax is based on assessed property values, the revenue it generates has increased over the years in proportion to rising property values.

BART's FY22 property tax revenue is projected at \$54.5M. Higher residential property taxes driven by increasing sale prices seen in FY21 may be offset by reassessment of commercial property at lower values.

Other Financial Assistance

SFO Extension Financial Assistance

BART operates a five-station extension into San Mateo County, outside of the three-county BART District, to the SFO and Millbrae stations. Per the terms of agreements with MTC and SamTrans governing service outside the District, BART tracks fare revenue and estimated expenses and sets aside excess fare revenue to help fund \$145M of the new rail car purchase. Between FY11 and FY19, the extension generated funds that BART deposited into an SFO Extension reserve account. However, ridership on the extension has declined sharply due to the pandemic. BART forecasts that in FY22 the expense of operating the extension will exceed revenue by \$44.1M. The SFO Extension reserve account is expected to hold a balance of \$22.6M at the start of FY22. Following the terms of the agreements, BART will withdraw the available \$22.6M from the SFO Extension reserve account to cover this net operating deficit.

VTA Financial Assistance

VTA is responsible for the operating and maintenance (O&M) costs of the BART Silicon Valley extension. VTA's responsibility is calculated as the difference between the net fare revenues associated with trips to or from the Milpitas and Berryessa stations and the calculated O&M costs to provide extension service. The \$35.2M budget for FY22 VTA Financial Assistance represents the current estimated difference. Actual results for FY22 will be used to calculate the final payment from VTA.

¹⁴ BART has a separate tax levy for general obligation bond debt service associated with the 2004 seismic retrofit program and for the 2016 system renewal program. For the FY22 tax year, the enrolled rate was \$2.50 and \$3.50 per \$100,000 of assessed value, respectively.

MTC Assistance – Clipper START Pilot

BART participates in the MTC's Regional Means-Based Fare (MBF) Discount Pilot Program known as Clipper START, providing a 20% discount to program participants. MTC has identified approximately \$11M in funding, first to pay administrative and verification expenses and then to help offset up to 50% of an operator's revenue loss. Funds provided to BART will be booked as financial assistance. MTC's estimated offsetting contribution to BART in FY22 is budgeted at \$0.6M.

State Transit Assistance

BART receives funding through appropriations of State Transit Assistance (STA), which is derived from actual receipts of the sales tax on diesel fuel. Statewide collections fluctuate based on diesel prices and consumption. In addition, appropriations to transit operators can vary based on calculations of qualifying revenues for the local operator and the region. Statewide STA program revenue has outperformed state budget expectations in FY21 but is still down substantially from FY20 due to modestly lower diesel fuel consumption and significantly lower fuel prices in FY21.

MTC's February estimate of STA revenues projects that BART will receive \$28.4M in STA funding in FY22 after deducting \$7.2M directed to feeder bus operators. This total includes \$22.1M of revenue-based funds for general operations derived from diesel fuel tax and \$6.2M from the STA State of Good Repair program.

Low Carbon Transit Operating Program

BART receives funding from the Low Carbon Transit Operations Program (LCTOP), one of several programs of the Transit, Affordable Housing, and Sustainable Communities Program (Senate Bill 862) established in 2014 by the California legislature. The LCTOP provides transit agencies with operating and capital assistance for programs to reduce greenhouse gas emissions and improve mobility, and it prioritizes serving disadvantaged communities.

LCTOP revenues are derived from the State's greenhouse gas emissions reduction Cap and Trade auction proceeds. BART will receive \$4.4M of LCTOP funding in FY22, which will be programmed for BART to Antioch operations.

Low Carbon Fuel Standard Program

The Low Carbon Fuel Standard (LCFS) Program is a market-based state program administered by the California Air Resources Board (CARB). The purpose of the program is to promote the production and deployment of low-carbon fuels to support the state's transportation sector. Under the LCFS program regulations, electric railroad operators, including BART, are permitted to generate and sell credits to producers of conventional transportation fuels for the purpose of meeting their LCFS compliance obligations.

Each year, BART generates LCFS revenues through the sale of its LCFS credits to regulated entities under the LCFS program at prevailing market prices. In FY22, BART has budgeted \$22.6M of LCFS revenues, although actual revenues will remain dependent on market pricing of LCFS credits, quantity of LCFS credits generated, and the consistency of LCFS program regulations over time. The quantity of credits BART generates depends on the amount of service operated; the augmented service scenario is expected to generate additional LCFS credit revenue.

Other Assistance

The FY22 budget projects \$8.0M in other assistance to BART. These sources include \$5.1M from Alameda County's Measures B and BB, which will be used for paratransit and transit operations in Alameda County.

The FY22 budget also includes \$1.0M paid by Caltrain for the Millbrae Station Use, Operations, and Maintenance Agreement, and \$115,000 from Contra Costa County's Measure J sales tax.

12.3. EMERGENCY ASSISTANCE

In FY21, BART received emergency funding through two acts of Congress. The CARES Act, signed into law in March 2020, provided \$25B to transit operators nationwide. CRRSAA, signed in December 2020, provided an additional \$14B in transit funding.

Through these apportionments, approximately \$2.3B in funding was provided to the San Francisco Bay Area in FY21. This funding addressed operating losses resulting from the pandemic, including reduced funding sources and increased costs. These funds were eligible to be used for operating expenses related to COVID-19, including reimbursement for operating costs and lost revenue, the purchase of PPE, and paying the administrative leave of operations personnel due to reductions in service.

The Metropolitan Transportation Commission (MTC) is responsible for programming the region's FTA Section 5307 program funds and for working with Caltrans for programming regional Section 5311 program funds. In FY21, MTC took action to program these funds to Bay Area operators to support essential transit service.

The MTC allocated to BART \$377M from the CARES Act apportionments; this funding was used to offset fare revenue losses and fund train operations during FY20 and FY21.

The Commission subsequently allocated to BART \$378M in CRRSAA apportionments across two tranches: \$103.7M was allocated in January 2021 and an additional \$274.4M was allocated in March 2021. An estimated \$29M of CRRSAA funds will be used to fund operations in FY21. An additional \$327.3M of CRRSAA funds is budgeted to fund operations in FY22.

On March 11, 2021, a further supplemental pandemic relief bill was authorized: the ARP Act, which appropriates an additional \$1.9 trillion across various domestic and relief programs, similar to the CARES Act and CRRSAA. The bill includes approximately \$30.5B in relief funding to transit agencies nationwide via the Section 5307, 5310, and 5311 formula programs, and the Section 5309 Capital Investment Grants (CIG) program. The San Francisco Bay Area received approximately \$1.7B from the Section 5307 program. As with the CARES Act and CRRSAA, MTC is responsible for distributing these and the Section 5311 funds to eligible operators in the region. MTC has determined a first round distribution of roughly 60% of the region's funding to the region's operators, programming approximately \$331M to BART on July 28, 2021. BART's allocation amount from the remaining 40% of ARP funds has not yet been determined. In addition, BART's Transbay Corridor Core Capacity Program (TCCCP) directly received \$87.1M in additional capital funds from the CIG program funding authorized by the ARP.

13. OPERATING USES

Operating Uses includes two main categories: Operating Expenses, which are expenses related to the day-to-day operations of the system, and Debt Service and Allocations, which include debt payments and allocations to fund capital and other projects with operating funds. Costs for the Total Operating Uses increased 9% from FY21 to \$996.1M. The majority of the increase was due to a \$72.5M increase in Debt Service and Allocations. Operating Expenses were essentially flat—while labor increased by 4%, other non-labor (excluding power) decreased by 11%. Debt Service & Allocations increased 113%, as funds for capital projects and the allocation to pension liability were restored.

Table 10 – FY22 Adopted Budget Operating Uses

Operating Uses (\$ millions)	Budget		Change	
	FY21 Adopted	FY22 Adopted	\$	%
OPERATING EXPENSES				
Labor	624.3	649.7	25.3	4%
ADA Paratransit	16.1	14.0	(2.2)	-13%
Purchased Transportation	11.5	12.3	0.8	7%
Power	48.1	48.9	0.8	2%
Other Non-Labor	150.8	134.7	(16.1)	-11%
OPERATING EXPENSES TOTAL	850.9	859.6	8.7	1%
DEBT SERVICE AND ALLOCATIONS				
Debt Service	47.4	57.2	9.8	21%
Capital Rehabilitation	15.0	56.3	19.2	275%
Priority Capital Projects/Programs	-	34.0	34.0	-
Other	1.6	1.6	-	-
Allocation to Pension Liability	-	10.0	10.0	-
DEBT SERVICE AND ALLOCATIONS TOTAL	64.0	159.1	95.1	149%
OPERATING USES TOTAL	914.9	1,018.7	103.8	11%

13.1. LABOR: WAGES & BENEFITS

The table below shows changes in full-time equivalent (FTE) positions from the FY21 Adopted Budget to the FY22 Adopted Budget.

Table 11 – FY22 Adopted Budget FTE Changes

FY21 to FY22 FTE Summary			
	Operating	Capital/Reimb	Total FTEs
FY21 Adopted Budget	3,336.05	1,001.70	4,337.75
Adjustments			
Additions	15.00	18.00	33.00
Progressive Policing	15.00	-	15.00
Conversions	2.00	(2.00)	-
Reductions	(7.00)	(2.00)	(9.00)
Authorized to Recruit	10.63	32.25	42.88
Total Adjustments	35.62	46.25	81.87
Initiatives			
Enhanced Cleaning	97.20	-	97.20
Service Increase	53.00	-	53.00
Total Initiatives	150.20	-	150.20
DRIP	(112.35)	(24.90)	(137.25)
FY22 Adopted Budget	3,409.53	1,023.05	4,432.58

A total of 94.83 operating and capital FTE positions are added in the FY22 budget. This is net of the following changes:

- Additions:
 - Operating: Added 15 positions to support operating programs, including 2 for the Independent Police Auditor
 - Capital: Added 18 positions to support capital projects
- Progressive Policing Unit: Added a net 15 operating positions to the District, including:
 - 10 Ambassadors (net zero additions created by reallocating 10 vacant Station Agent and Train Operator positions)
 - 20 Crisis Intervention Specialists (net 14 additions by reallocating 6 vacant Police Officer positions)
 - 1 Supervisor of Crisis Intervention
- Reductions: Removed 9 vacant positions
- Authorized to Recruit: Added back 42.88 positions unbudgeted in FY21 to meet critical needs
- Enhanced Cleaning Initiative: added 97.20 operating FTEs including:
 - Car cleaning – 50 part-time (PT) Utility Workers, 17 full-time (FT) Utility Workers, 7 Utility Foreworkers
 - Station cleaning – 22 PT System Service Workers, 3 System Service Foreworkers

- District Retirement Incentive Program (DRIP): 287 employees opted into DRIP and separated from the District in late March. Management led a backfill authorization process and permanently removed 137.25 FTEs. The remaining positions were kept and considered critical to District operations.

The FY22 Adopted Budget does not include the addition of 19 police officer positions. The strategy for FY22 will be to add new police officer positions (of the 19) when existing vacancies drop to single digits.

Table 12 – FY22 Adopted Budget Labor Expenses

Labor (Wages and Benefits) (\$ millions)	Budget		Change	
	FY21 Adopted	FY22 Adopted	\$	%
Wages	476.8	506.0	29.2	6%
Wages: COVID-19 Labor Set-aside	23.5	-	(23.5)	-100%
Overtime	34.9	48.4	13.5	39%
CalPERS Pension	106.6	115.5	8.8	8%
Other Pension Benefits	13.6	13.9	0.3	2%
Active Employee Medical Insurance	73.6	84.5	10.9	15%
Retiree Medical	46.0	44.0	(2.0)	-4%
Workers' Compensation	17.0	17.3	0.4	2%
Capital Labor Credits	(194.4)	(205.2)	(10.8)	6%
Other Labor*	26.8	25.3	(1.5)	-6%
NET LABOR	624.3	649.7	25.3	4%

*Other labor is comprised of Vision, Dental, Medicare, Life Insurance, Disability, Unemployment, Meal and Uniform Allowances, Temp Help, and Employee Wellness Benefits

The FY22 Adopted labor budget totals \$649.7M, an increase of \$25.3M (4%) from the FY21 Adopted Budget. An increase in wages and benefits was offset by the removal of the COVID-19 Labor set aside and an increase in capital labor credits. Wage increases were due to the additional positions added in FY22 described above along with collectively bargained wage increases for BPOA and BPMA. Pension costs and other benefit costs increased with benefit rate increases. Capital labor credits increased with the addition of capital positions, and the increase in fringe reimbursements and cost allocation overhead. Also of note is the impact of the DRIP program which helped decrease wages and the growing costs of benefits.

CalPERS Pension

The California Public Employee Retirement System (CalPERS) administers and determines funding rates for BART pension plans for Miscellaneous (which covers all but sworn police officers) and Safety (which covers sworn police officers) employees.

As of the latest actuarial valuation reports for FY22 (based on data as of June 30, 2020), BART's funded ratio decreased from 74.1% to 72.5% for the Miscellaneous plan and from 59.4% to 57.9% for the Safety plan. The funded ratio measures plan assets relative to plan liabilities. Both ratios have decreased slightly from the prior year's valuation reports.

FY22 Employer Contribution

CalPERS has implemented several actions to improve stability of the pension fund and guard against market downturns. In December 2016, the CalPERS board voted to lower the discount rate (assumed rate of return on investments) from 7.5% to 7% over a three-year period beginning with the June 30, 2016 actuarial valuation. In FY22, the assumed discount rate is still 7%. This lower discount rate, in addition to the amortization of prior year losses and assumption changes, significantly impacts BART's pension contribution. For FY22, BART is required to contribute 9.08% and 26.41% of payroll for the normal cost for the Miscellaneous and Safety plans respectively, down from 9.381% and 28.301%, in FY21. BART is also required to contribute \$69.4M as a flat fixed payment towards the UAL for both plans, up from \$59.2M in FY21. The total employer contribution (excluding the Employer Paid Member Contribution) will increase by \$9.1M (8.7%) from FY21.

FY22 Employee Contribution

Employees subject to the California Public Employees' Pension Reform Act (PEPRA) pay 100% of the required employee contribution, which is 7.0% for Miscellaneous employees and 14.25% for Safety employees, down from 14.75% for Safety in FY21. As part of a new Pension Contribution agreement that went into effect in FY20, Classic (Non-PEPRA) Miscellaneous employees (except non-sworn BPOA/BPMA) started paying the full contribution amount of 7% on January 1, 2020. In FY22, the Miscellaneous employee contribution for both PEPRA and Classics is 8% of pensionable income (7% required employee contribution and 1% employer contribution cost share). BART will continue to pay for Classic Safety employee member contributions (9%) and Classic Safety employees will pay 10% of BART's employer contribution starting in FY22, up 1% from FY21.

Table 13 – FY22 CalPERS Contribution Rates

CalPERS Employer and Employee Rates					
(\$ millions)		FY21		FY22	
		MISC	SAFETY	MISC	SAFETY
Classic	Employer Rate	9.38%	28.30%	9.08%	26.41%
	Employee Rate	7.00%	9.00%	7.00%	9.00%
PEPRA	Employer Rate	9.38%	28.30%	9.08%	26.41%
	Employee Rate	7.00%	14.75%	7.00%	14.25%
UAL (Fixed Amount)		\$48.57	\$10.61	\$56.67	\$12.67

Table 14 – FY22 CalPERS Contribution Amounts

District Contributions*									
(\$ millions)		FY21			FY22			Change	
		MISC	SAFETY	TOTAL	MISC	SAFETY	TOTAL	\$	%
Employer Paid	Classic	19.0	4.0	23.0	17.1	3.4	20.5	(2.5)	-10.7%
	PEPRA	19.1	2.9	22.0	19.7	3.7	23.3	1.3	6.1%
UAL (Fixed Amount)		48.6	10.6	59.2	56.7	12.7	69.4	10.2	17.2%
Subtotal - Employer Paid		86.6	17.6	104.2	93.5	19.8	113.3	9.1	8.7%
EPMC**	Classic	0.4	2.0	2.4	0.4	1.9	2.2	(0.2)	-6.8%
Subtotal by Plan		87.0	19.6	106.6	93.9	21.6	115.5	8.9	8.4%
*The table is only showing dollar amounts that BART is paying towards pension. It does not include employee contributions referenced in the above paragraph.									
** Employer Paid Member Contribution – BPMA/BPOA Classics									

Other Pension Benefits

In addition to the CalPERS pension, BART contributes to a defined contribution retirement plan (401(a)), the Money Purchase Pension Plan (MPPP). BART’s contribution consists of 6.65% of base wages, but contributions are capped at an annual amount of \$1,868.65 per employee. The total BART MPPP budget is \$8.2M in FY22.

An additional 1.627% of wages is contributed to the pension plan for all employees except sworn police. Per the labor agreements, the following is deducted from this portion of the contribution:

- For all employees, 0.0888% is retained by BART
- For employees represented by AFSCME, ATU and SEIU¹⁵, \$37 per month is deducted and included as a contribution towards medical insurance

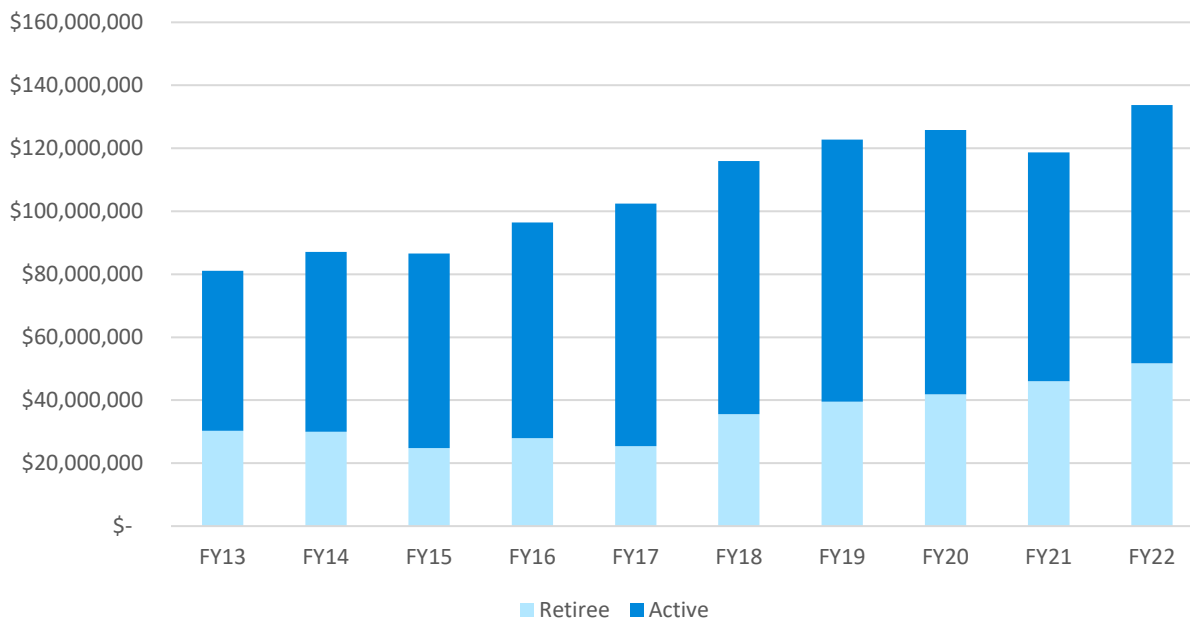
BART’s total estimated net cost for the additional 1.627% MPPP after these deductions in FY22 is \$5.6M.

¹⁵ AFSCME – American Federation of State, County, and Municipal Employees; ATU – Amalgamated Transit Union; SEIU – Service Employees International Union.

Active Employee Medical

The FY22 cost of healthcare insurance for active employees is projected to be \$83.7M, a 15% increase from FY21. This amount includes an accounting credit for an “implied subsidy” from the Retiree Medical cost actuarial report (see Retiree Medical section below). The increase is the result of an approximate 11.0% increase in medical premium costs.

Figure 5 – PERS Medical Insurance Budget



To offset a portion of BART’s medical insurance costs, the current labor contract provisions remain in place to gradually increase the employee contributions:

- All employees were subject to a 3% annual contribution increase on January 1, 2021, bringing the “base” employee contribution for AFSCME, ATU, SEIU, and Non-Rep to \$116.85, BPOA & BPMA to \$164.93 and Non-Rep to \$153.85
- Non-represented employees pay an additional \$37 per month directly in their medical contribution
- AFSCME, ATU and SEIU members pay an additional \$37 per month from “redirected” funds from the additional 1.627% MPPP contribution (see Other Pension Benefits section)

Retiree Medical

BART’s annual retiree medical cost is the amount of the Actuarial Determined Contribution (ADC) which covers insurance premiums for current retirees and builds funds into a retiree medical reserve to cover payments for the long-term liability of current employees. The FY22 ADC is \$44M, a portion of which is an implied subsidy payment of \$4.6M.

As of the most recent valuation projections for FY22, the unfunded liability is projected to decrease by \$6.7M and the funded ratio is projected to increase from 70.3% to 73%. BART's funding plan follows a 30-year "closed" amortization schedule and is on schedule to pay off the unfunded liability by June 30, 2034.

Workers' Compensation

BART is self-insured for workers' compensation and maintains a reserve for outstanding losses based on annual actuarial reports. Annual funding is based on actuarial loss projections and BART's reserve balance. If needed, the liability reserve account is supplemented at the end of each fiscal year. The FY22 Workers' Compensation budget is \$17.3M, \$0.3M higher than FY21, which is required to maintain appropriate reserves.

13.2. NON-LABOR

Non-Labor for FY22 is \$209.9M, a decrease of \$16.6M over the FY21 Adopted Budget. FY22's removal of COVID-19 related expenses, and decrease in Rent, Clipper/Ticket Sales/Bank Fees, Other Miscellaneous and ADA Paratransit, totaling \$44.9M drove the overall reduction. The decrease is offset by increases in Insurance, Non-COVID-19 related Professional & Technical Services, Materials & Supplies, Purchased Transportation, Power, Repairs & Maintenance and Utilities. The table below summarizes Non-Labor by category.

Table 15 – FY22 Adopted Budget Non-Labor Expenses

Non-Labor	Budget		Change	
	FY21 Adopted	FY22 Adopted	\$	%
(\$ millions)				
Clipper, Ticket Sales & Bank Fees	16.2	8.8	(7.4)	-46%
Insurance	8.7	9.2	0.5	6%
Materials & Supplies	34.7	46.1	11.4	33%
Professional & Technical Fees	30.0	42.9	12.9	43%
COVID-19 Related Expenses (P&T)	20.3	-	(20.3)	-100%
Repairs & Maintenance	9.1	9.2	0.1	1%
Rent	18.4	6.3	(12.1)	-66%
Power	48.1	48.9	0.8	1.7%
ADA Paratransit	16.1	14.0	(2.1)	-13%
Purchased Transportation	11.5	12.4	0.9	8%
Utilities	6.4	8.0	1.6	25%
Other Miscellaneous	7.0	4.0	(3.0)	-43%
TOTAL	226.5	209.9	(16.6)	-7%

Major Non-Labor account groups are:

- **Clipper, Ticket Sales & Bank Fees** includes credit card and interchange fees, Clipper program fees, ticket sales commissions and bank service charges

- **Insurance** funding pays for premiums, reserve contributions and self-insured losses for public liability, damage to property and risk-related services¹⁶
- **Materials & Supplies** includes inventory withdrawals and purchases for required maintenance of rail cars; such as aluminum wheel assemblies, circuit boards, seat cushions, other materials used to keep cars in use, diesel and gasoline, parts for infrastructure maintenance such as escalators, automated fare equipment, materials required to keep stations accessible, supplies, etc.
- **Professional & Technical Fees** includes costs for audit and legal services, benefit and insurance administration fees, printing, computer hardware and software service contracts, environmental fees, specialized consulting contracts, professional services contracts, etc.
- **Maintenance & Repairs** funds graffiti removal, traction motor rewinds, painting, equipment overhaul, elevator pit cleaning and other maintenance and repair-related contracts
- **Rent** includes funds for administrative building leases
- **Power** Electrical traction and station power cost associated with the supply, transmission and distribution of power to support BART operations
- **Purchased Transportation** BART has agreements with other agencies for various transit services to directly or indirectly support and augment BART service
- **ADA Paratransit** BART participates in the East Bay Paratransit Consortium (EBPC) for service in the East Bay and pays San Francisco Municipal Transportation Agency (SFMTA) for a share of paratransit services in the West Bay as well as other local bus operators
- **Utilities** includes non-traction and station power electrical energy, trash collection, natural gas, water, sewer, telephones and other utilities, etc.
- **Other Miscellaneous** includes election costs, dues and memberships, promotion expense, county filing fees, miscellaneous supplies, other non-building lease expenses, property taxes, licenses & fees, outreach programs, etc.

Traction and Station Power

In FY22, BART’s annual electricity expenses are budgeted to total \$48.9M aligned with the District’s increased service plan. Relative to BART’s FY21 adopted budget, the FY22 electric power budget is forecast to increase by 1.7% year-over-year, driven primarily by an increase to its electricity requirements due to a service-level increase resembling pre-pandemic transit schedules.

BART’s FY22 power budget accounts for the following developments in the District’s electricity costs:

- **Electric Supply:** In FY22, the District plans to bring two wholesale renewable power purchase agreements (PPAs) online, Sky River Wind and RE Slate 1, originally executed in 2017. Together, these renewable PPAs are projected to serve greater than 60% of the District’s annual electric requirements, while also improving the unit economics of BART’s fixed-price electric supply. Notably, BART will also advance its progress against its clean energy commitments, maintaining its total share of electric supply sourced from greenhouse gas free (“GHG-free”) resources, while also substantially increasing its share of eligible renewables.
- **Transmission & Distribution Delivery:** On balance, transmission and distribution (T&D) delivery costs are projected to increase by approximately 20% partially attributed to the 8% volumetric increase of electricity usage supporting the service-level enhancements. Additionally, T&D delivery costs are expected to increase on account of routine annual rate increases to support system hardening and PG&E’s mandatory transition to new time-of-use distribution rates to be implemented effective

¹⁶ Non-Labor Insurance does not include active employee health insurance, workers’ compensation, Medicare, unemployment and other insurance categories included in the labor budget.

November 2021 at the direction of the California Public Utilities Commission.

Purchased Transportation

In FY22, Purchased Transportation represents 12.5% of the non-labor budget, second only to traction station power.

- **Paratransit:** Working with other local transit operators, BART provides paratransit service to individuals whose disability or disabling health condition prevents them from using fixed route buses or trains. Due to the COVID-19 pandemic, ridership was greatly reduced with paratransit service currently operating at 27% of pre-COVID-19 numbers. In FY22, paratransit is expecting a faster and stronger return to pre-COVID-19 levels due to community demographics and the reliance on paratransit service. The FY22 budget is \$14.0M, 13% less than the FY21 budgeted amount of \$16.1M.
- **Feeder Agreements:** The FY22 budget for BART's feeder agreements is \$5.5M.
- **Purchased Transportation – BART to OAK:** BART service to the Oakland International Airport opened in November 2014 and is operated and maintained (O&M) for 20 years by a private contractor, Doppelmayr Cable Car (DCC). The FY22 estimated O&M cost is \$6.8M.

13.3. DEBT SERVICE

BART issues bonds, backed by BART's dedicated sales tax revenues, to fund capital costs for system improvement and renovation. The debt service budget in FY22 is \$57.2M for outstanding Series 2012A, 2012B, 2015A, 2016A, 2017A, 2017B, 2019A and 2019B revenue bonds with an outstanding balance of \$657.5M as of August 2021.

13.4. ALLOCATIONS

Each fiscal year, BART allocates operating funds to capital projects and other programs. These allocations support projects that are critical to the District’s basic operations, state of good repair, fiscal stability, and priority initiatives. Funds may go toward uses that are not eligible for external funds or serve as BART’s local match to leverage outside funding. Due to the decrease in fare revenue that resulted from the pandemic, BART temporarily suspended most planned capital allocations in the FY21 budget to conserve available funding for operations. With some recovery in revenue projected for FY22, the Adopted budget restores allocations most critical for the long-term fiscal stability of the District. These include:

- Baseline Capital Allocation \$56.3M:** These allocations serve as the local match for federal grants and to fund ongoing capital projects for which grants are not typically available, such as stations and facilities renovation, inventory buildup, non-revenue vehicle replacement, tools, other capitalized maintenance, and funds to support technology needs. The FY22 allocation of \$34.3M is supplemented with a one-time increase of \$15M for baseline capital projects underfunded in FY21 and \$7M for eBART equipment rehabilitation.
- Priority Capital Program Allocations \$34.0M:** Since January 2014, incremental fare revenue from BART’s productivity-adjusted inflation-based fare increase program has been directed to a fund for high-priority capital programs: new rail cars, the Hayward Maintenance Complex, Traction Power Substations and the Train Control Modernization Program. This allocation was deferred in the FY21 budget due to pandemic fiscal impacts. While incremental fare increase revenue is very low under pandemic conditions, continuing to fund these programs is critical to the District’s long-term fiscal stability. The FY22 budget responds by restoring \$34M of Priority Capital Allocations.
- Other Allocations \$1.6M:** These allocations include \$1M for the BART-to-OAK Capital Asset Replacement Program (CARP) to provide a reserve for future renovation and replacement needs of that asset and accounting entries of \$0.6M to offset amounts booked as Other Revenue or Financial Assistance for the Pleasant Hill/Contra Costa Centre and MacArthur Stations.
- Allocation to Operating Reserves for Fiscal Stability - Pension \$10.0M:** Because it is critical for long-term fiscal stability and for addressing anticipated substantial increases in pension costs, the FY22 budget restores the \$10M allocation toward the District’s unfunded pension liability.

Table 16 – Debt Service and Allocations

Debt Service and Allocations (\$ millions)	Budget		Change	
	FY21 Adopted	FY22 Adopted	\$	%
Debt Service	47.4	57.2	9.8	21%
Capital Rehabilitation	15.0	56.3	41.3	275%
Priority Capital Projects/Programs	-	34.0	34.0	-
Other	1.6	1.6	-	0%
Pension Liability	-	10.0	10.0	-
TOTAL	64.0	159.1	95.1	149%

14. CAPITAL SOURCES & USES

14.1. CAPITAL BUDGET

The FY22 capital budget anticipates a maximum investment of \$1.4B in BART’s capital assets. The annual capital budget provides an estimate of the cost of work project managers intend to accomplish in the coming fiscal year. All cost estimates in the annual capital budget are fully funded by awards received in prior fiscal years.

Point in Time

The annual capital budget is a plan, which changes in real time as the year progresses based on District priorities, BART needs, funding, risks, and opportunities with respect to operations. While presented as a fixed figure, the annual capital budget is a best maximum spending estimate of capital investment based on individual project schedules which may shift due to resource constraints, contracting outcomes, or unforeseen site issues. Departments review project progress throughout the year to refine individual budgets as needed. Projects further along in scope completion provide firmer budget estimates which are less likely to change as compared to projects in their early stages.

BART’s capital project prioritization process reflects the District’s strategic priorities and is based on an assessment of multiple factors, including but not limited to:

- Risk
- Safety
- Compliance with Standards
- Reliability
- Operational Efficiency
- Sustainability
- Improvement to Customer Experience
- Cost Savings

Definition of Capital Assets

A capital asset is a facility, unit of rolling stock, land, unit of equipment (valued over \$5,000), element of infrastructure, or intellectual property (including software), with a useful life of more than one year that is capitalized in accordance with Generally Accepted Accounting Principles (GAAP). Capital assets may also include an addition, improvement, modification, replacement, rearrangement, reinstallation, renovation, or alteration to capital assets that materially increases the value of the asset (excluding ordinary repairs and maintenance).

14.2. CAPITAL SOURCES

BART’s capital budget is funded with federal, state, and regional grants, along with BART funds, Measure RR system renewal, and Earthquake Safety Program bonds. Projected FY22 Funding sources are shown in the chart “FY22 BART Capital Program - Summary of Sources” at the end of this section.

BART and Voter-approved Funds (43%)

- **BART Safety, Reliability, and Traffic Relief Program (Measure RR):** Measure RR totals \$3.5B to fund the most critical investments in safety, reliability, and crowding relief. BART has issued \$1.36B in General Obligation Bonds (\$300M in CY2017, \$360M in CY2019, and \$700M in CY2020). In FY22, Measure RR funding will continue to support investments focusing on traction power improvements, track replacement, structural rehabilitation, station access, and station modernization.
- **Earthquake Safety Program (ESP) Bonds:** In FY22, ESP Bond proceeds will provide funds for the Transbay Tube seismic retrofit.
- **BART Funds:** In FY22, BART Operating-to-Capital allocations reserved from prior and current years

will go toward capital investments, including the procurement of 775 rail cars, design of rail car maintenance facilities, station access and sustainability projects, and local match of federal funding for State of Good Repair projects. VTA Capital Contributions governed by the SVRT O&M Agreement may be allocated to projects in the FY22 BART Capital Program.

Federal and Regional Sources (51%)

- **MTC Rail Car Exchange Account:** BART and MTC have reserved funds in a joint account to fund replacement and enhancement of BART’s rail car fleet, for both the 775 Rail Car Procurement and 306 Rail Car Procurement projects.
- **Federal Transit Administration Capital Investment Grants Program:** In September 2020, FTA and BART executed a Full Funding Grant Agreement (FFGA) for \$1.169B from the Capital Investment Grants (CIG) Program for the Transbay Corridor Core Capacity Project (TCCCP), specifically to fund the acquisition of 252 new rail cars; improvements to the storage yard at the Hayward Maintenance Complex (HMC); the design and implementation of a new Communications-Based Train Control System (CBTC) from the San Francisco Airport/Millbrae terminal to the Berkeley, Rockridge, and Bay Fair Stations; and new traction power substations. In March 2021, the President signed into law the American Rescue Plan Act, which apportioned additional CIG funds to projects with an FFGA, including an additional \$87M to the TCCCP.
- **Federal Transit Administration (FTA) Funds, Section 5307 and 5337:** Each year, Congress appropriates funding to surface transportation programs authorized by a surface transportation authorization bill (currently the Fixing America’s Surface Transportation, or “FAST,” Act). These programs—the Section 5307 Urban Area and Section 5337 State of Good Repair Formula Programs—are administered by FTA. Following Congressional appropriation, FTA then apportions the funds to urbanized areas (UZAs) throughout the country by formula. The Bay Area comprises 12 UZAs, for which MTC is the Designated Recipient of formula funds as designated by the Governor of California. As Designated Recipient, MTC has programming authority to distribute these funds to eligible recipients for use on eligible projects. Those recipients, like BART, apply directly to FTA to access these funds. MTC uses these funds to help meet transportation priorities identified in the Regional Transportation Plan. Current and prior year federal funds, including Section 5307 and Section 5337 formulas, will support BART’s investments in traction power; train control; rail, way and structures; and Automatic Fare Collection equipment.
- **Regional Bridge Tolls:** Regional Measures 1 (RM1) and 2 (RM2) allot a portion of the \$1 collected for each measure to station modernization as well as infrastructure throughout BART’s system. Net Bridge toll funds are calculated from toll revenue on the region’s seven state-owned toll bridges (Antioch, Benicia-Martinez, Carquinez, Dumbarton, San Mateo-Hayward, Richmond-San Rafael, and San Francisco-Oakland Bay Bridges) to be used for transit capital purposes per Streets and Highway Codes. Allocations are made from monies held by MTC. A portion of AB 664 and AB 1171 Net Bridge Tolls allotted to BART are allocated to the costs of replacing and enhancing the rail car fleet.

Statewide Sources (0.6%)

- **Infrastructure Bond (Proposition 1B):** Caltrans has allocated funds for BART’s Station Modernization Program and HMC Phase 1.

County and Local Sources (4.2%)

- **Alameda County Measures B/BB and Additional County-Controlled Funds:** The Alameda County Transportation Commission (ACTC) administers Measure B and Measure BB, which explicitly includes \$310M for BART projects and funding for discretionary capital programs where BART projects may be competitive.

- **Contra Costa County Measure J Sales Tax Funds:** The Contra Costa Transportation Authority (CCTA) has awarded BART \$275,000 of Measure J funds to support the safety and pedestrian amenities at Hercules Transit Center.
- **San Francisco County Proposition K Sales Tax Funds:** The San Francisco County Transportation Authority (SFCTA) has awarded BART \$300,000 of Proposition K funds to support the Station Modernization Program and several renovation projects.
- **2014 Transportation and Road Improvement General Obligation Bond, San Francisco Proposition A:** Proposition A authorizes the City and County of San Francisco (CCSF) to issue \$500M in general obligation bonds to implement many of the infrastructure repairs and improvements identified by former Mayor Ed Lee’s Transportation 2030 Task Force. CCSF provided BART an allocation of up to \$45M for the Market Street Entrance Modernization Project (Market Street Canopies project).
- **San Francisco Development Impact Fees:** CCSF imposes development impact fees on projects to mitigate negative externalities on public services, infrastructure, and facilities caused by new development. Most development impact fees are established in Article 4 of the CCSF Planning Code. CCSF’s Planning Department staffs the Interagency Plan Implementation Committee (IPIC) and related Citizens Advisory Committees (CACs) to program development impact fee funding. The Planning Department has programmed \$3M for the Station Modernization Program. BART is eligible for future funds for Station Capacity improvements at Embarcadero and Montgomery Stations.
- **Transportation Fund for Clean Air (TFCA):** TFCA funds support bicycle, pedestrian, and other transportation projects that help clean the air by reducing motor vehicle emissions. TFCA revenue comes from a \$4 per vehicle surcharge collected by the California DMV on motor vehicle registrations. SFCTA administers the TFCA funds available for San Francisco. SFCTA has awarded BART funds to support Early Bird Express service.
- **Santa Clara Valley Transportation Authority (VTA) Reimbursement:** VTA will reimburse BART for costs related to its share of new rail cars.

Anticipated Capital Sources

BART’s Grant Development Division continually seeks new funding opportunities for the District’s capital program. Funding from the following sources is anticipated in the near term, but is not yet reflected in the FY22 capital budget:

- **California Road Repair and Accountability Act, Senate Bill 1 (SB 1):** SB 1 augments existing transportation funding programs and creates additional programs that aim to address specific needs across the state. The revenues fund state and local programs. In 2017, the California State Transportation Agency (CalSTA) awarded BART \$318.6M from the Transit and Intercity Rail Capital Program (TIRCP) for the Core Capacity Program, which BART began spending in FY21. In April 2020, CalSTA awarded an additional \$107.1M from the TIRCP Program to procure capacity rail cars. The California Transportation Commission (CTC) also awarded a Solutions for Congested Corridors Program grant for \$60M for the Train Control Modernization Program. BART is currently pursuing formal allocation by the CTC of these funds.
- **Regional Measure 3 (RM3):** Approved in 2018, this bridge toll increase on state-owned bridges is expected to generate \$4.45B statewide for transportation capital investments over a 25-year period and \$60M statewide annually to support transit operations. A lawsuit challenging the measure is currently pending. In the meantime, toll revenues are being collected, but will not be allocated until the litigation is resolved. BART is slated to receive \$500M RM3 funds for Core Capacity Program rail cars and \$50M for Link21, pending judicial adjudication.

- **MTC Financing:** In FY22, MTC plans to issue financing to support the 775 Rail Car Procurement Project. FTA issued in 2019 a Letter of No Prejudice (LONP), approving MTC's request to support the financing with future Formula 5307 and 5337 funds.
- **Alameda Measures B/BB and Additional County-Controlled Funds:** BART is in dialogue with Alameda County Transportation Commission staff regarding funding for high priority projects, such as the Core Capacity Program, Next Generation Fare Gates and station access.

14.3. CAPITAL USES

The FY22 capital budget directs \$1.4B across five categories, representing Capital Improvement Program (CIP) Purposes: Service and Capacity Enhancement (37%), System Reinvestment (48%), Earthquake Safety (6%), Safety and Security (3%), System Expansion (6%) and \$8M of reimbursable expenses. Table 20 summarizes planned work by program area. The capital budget includes all planned capital expenditures utilizing capital funds committed in prior years.

The practice by which the BART Capital Program is proportioned by CIP Purpose categories has been refined to reflect projects and programs more accurately. Most BART projects and programs span multiple CIP Purposes. Indeed, this is evidenced by the 775 Rail Car Procurement Project which includes 669 replacement rail cars and 106 expansion rail cars; as such, 86% of the project is under the System Reinvestment CIP Purpose category and 14% is under the Service & Capacity Enhancement category. The FY22 BART Capital Program also reflects the advancement of the Core Capacity Program (CCP) and its project elements following the award of the Capital Investment Grant (CIG) in FY21. The CCP is considered wholly Service & Capacity Enhancement and its expenses represent 17% of the FY22 Capital Budget.

Table 17 – FY22 Adopted Capital Budget Sources

FY22 BART Capital Program – Summary of Sources			
Capital Funding Source	FY22 Funding Summary	Amount (millions)	% of Program
BART/Voter Approved Funds		\$612	43%
Measure RR	<ul style="list-style-type: none"> Measure RR totals \$3.5B to fund the most critical investments in safety, reliability, and crowding relief. BART has issued up to \$1.36B in General Obligation Bonds \$300M in 2017, \$360M in 2019, and \$700M in 2020 In FY22, Measure RR funding will continue to support investment focusing on traction power, track replacement, structural rehabilitation, station access, and station modernization 	\$512	36%
Earthquake Safety Program GO Bonds	<ul style="list-style-type: none"> Earthquake Safety bond sale proceeds provide funding for the Transbay Tube seismic retrofit project 	\$27	2%
BART Funds	<ul style="list-style-type: none"> In FY22, allocations reserved from prior years, will go toward the procurement of 775 rail cars, rail car maintenance facilities, station access and sustainability projects, and local match of federal funding for State of Good Repair projects 	\$73	5%
Federal and Regional Funds Distributed by MTC		\$730	51%
MTC Rail Car Exchange Account	<ul style="list-style-type: none"> BART and MTC have reserved funds in a joint account, "MTC Exchange Account," to pay for the costs of replacing BART's fleet. These funds are budgeted for use in FY22 	\$407	35%
Federal Funds	<ul style="list-style-type: none"> MTC typically allocates approximately \$53M per year of FTA formula funds toward BART's State of Good Repair needs; FY22 as well as prior-year 5337 and 5307 allocations will be invested in traction power; train control; rail, way and structures; and AFC equipment 	\$126	9%
FTA CIG	<ul style="list-style-type: none"> In September 2020, FTA and BART executed an FFGA for \$1.169B from the CIG Program for the TCCCP. 	\$195	14%
Regional Bridge Tolls	<ul style="list-style-type: none"> RM2 funds allocated to multiple Station Modernization Program, including Powell Street Elevator. 	\$2	0.1%
State Funding	<ul style="list-style-type: none"> California State infrastructure bonds (Propositions 1A and 1B) approved by voters in 2008 have now been fully committed. Funds reserved from these commitments have been budgeted toward Station Modernization and HMC. 	\$9	1%
Local Funding		\$60	4%
VTA	<ul style="list-style-type: none"> VTA will provide funds toward rail car procurement, and will reimburse BART proportionally for capital costs 	\$44	3%
County Measures	<ul style="list-style-type: none"> Measure J supports station modernization and access projects in Contra Costa County Measures B/BB will support station modernization and access projects in Alameda County Propositions A and K will support station modernization, replacement of escalators, elevators, stairs, and installation of canopies at downtown San Francisco stations 	\$16	1%

FY22 BART Capital Program – Summary of Sources

Capital Funding Source	FY22 Funding Summary	Amount (millions)	% of Program
Reimbursable		\$8	1%
Total		\$1,419	100%

Table 18 – FY22 Adopted Capital Budget Uses

FY22 BART Capital Program – Summary of Uses			
Program	Example Major Projects (FY22)	Expense (millions)	% of Total
Service & Capacity Enhancement		\$524	37%
Controls and Communications	<ul style="list-style-type: none"> Upgrade existing train control system and components, and install the Train Control Modernization Program. 	\$134	9%
Facilities	<ul style="list-style-type: none"> Install new and upgraded facilities, including HMC2 and Concord Truing Machine 	\$114	8%
Mainline	<ul style="list-style-type: none"> 27% of costs associated with the 34.5kV Cable project series. Core Capacity Program element, Traction Power Substations 	\$110	8%
Rolling Stock	<ul style="list-style-type: none"> Select station renovation and wayfinding improvements. 14% of costs associated with procuring 775 rail cars (\$62M in FY22) is categorized as Service & Capacity Enhancement and 100% of costs associated with procuring 306 rail cars (Core Capacity Program element). 	\$97	7%
Stations	<ul style="list-style-type: none"> Station access improvements Station modernization, including 19th Street Station Station elevator renovations 	\$67	5%
Work Equipment	<ul style="list-style-type: none"> Miscellaneous procurement of new work equipment 	\$1	0%
System Reinvestment		\$684	48%
Controls and Communications	<ul style="list-style-type: none"> Renewing components of the existing train control system, including transformers, switch machines, and speed encoding equipment at stations 	\$22	2%
Facilities	<ul style="list-style-type: none"> Measure RR funded facilities upgrade and replacements 	\$22	2%
Mainline	<ul style="list-style-type: none"> Continuation of a multi-year program of traction power infrastructure replacement, including replacement of traction power cables on BART’s M-line, C-Line, R-Line, and A-Line. Note that the replacement of traction power cables (i.e., 34.5kV Cable project series) is 73% System Reinvestment and 27% Enhancement. Guideway infrastructure investment, including rail replacement, trackway structural rehabilitation, tunnel waterproofing, and tunnel lighting replacement 	\$215	15%

FY22 BART Capital Program – Summary of Uses

Program	Example Major Projects (FY22)	Expense (millions)	% of Total
Rolling Stock	<ul style="list-style-type: none"> · \$452M budgeted expenses for 775 Rail Car Procurement Project (Phase 1). 669 of the total 775 rail cars are replacement cars, and the remainder (106 rail cars) are expansion cars. As such, 86% of the budgeted expenses (\$390M) is categorized as System Reinvestment. 	\$390	27%
Stations	<ul style="list-style-type: none"> · Select station renovation and wayfinding improvements 	\$34	2%
Work Equipment	<ul style="list-style-type: none"> · N/A 	\$0	0%
Earthquake Safety	<ul style="list-style-type: none"> · Transbay Tube seismic retrofit 	\$86	6%
Safety & Security	<ul style="list-style-type: none"> · Tunnel lighting and station emergency lighting replacement · Installation of an emergency generator for Transbay Tube · Rehabilitation of fire suppression systems 	\$39	3%
System Expansion	<ul style="list-style-type: none"> · Link21 (New Transbay Rail Crossing) · BART Silicon Valley Phase 2 project development · Irvington Station Design 	\$79	6%
Reimbursable	<ul style="list-style-type: none"> · Reimbursable expenses related to Capital Corridor/Other 	\$8	1%
Total		\$1,419	100%

14.4. CAPITAL INVESTMENT

Opportunities to Accelerate Capital Program

FY22 will see BART continue to make significant progress on its Measure RR capital program, including critical projects such as track and power infrastructure. The rail car replacement and fleet expansion will continue in FY22, as does planning work related to Link21. With the execution of a CIG Full Funding Grant Agreement and the award of key contracts in FY21, the Core Capacity Program will ramp up significantly in FY22. The next generation fare gates project will also advance in FY22 once the design is finalized.

Where it could, BART made the most of reduced operating hours to accelerate capital projects in FY21. This accelerated work ensures that when riders return to the system, it will be in better shape than when they last used it. Station modernization, escalator replacement, and construction of canopies at the entrances of downtown San Francisco stations continue to be funded and work is progressing during FY22. Accelerating capital work in FY21 allowed BART to minimize the impacts of capital projects on BART riders by reducing the number of planned future service shutdowns needed to complete capital work. As service levels change in response to ridership levels, staff will continue to strategically accelerate work wherever possible.

New Rail Cars

BART is replacing its aging legacy rail car fleet and expanding from 669 to 775 new rail cars through its initial contract with Bombardier. As part of the Core Capacity Program, BART intends to purchase 306 additional rail cars and may, in the future, expand the fleet up to 1,200 rail cars upon implementation of the Silicon Valley Rapid Transit Project, Phase 2, to meet increasing travel demand through the Transbay Corridor.

This new fleet will improve reliability, decrease maintenance costs, relieve crowding, improve the customer experience, and help meet growing demand associated with regional population growth and system expansions. In FY21, BART Rail Car Procurement experienced significant delays in rail car acceptance to meet various reliability milestones. Once these milestones are met, production of rail cars will ramp back up in FY22, resulting in minimal impact to the overall schedule. Final delivery of the last of the 775 rail cars remains scheduled for 2023.

Core Capacity Program (CCP)

The CCP is a systemwide undertaking to increase frequency and capacity in the Transbay Corridor during peak service, and includes the following elements:

- **Train Control Modernization Program (TCMP):** Install communication-based train control (CBTC) systemwide to enable higher frequency service
- **Rail Cars:** Purchase 306 additional rail cars to provide more frequent and longer trains
- **Hayward Maintenance Complex (HMC) Phase 2:** Construct a new east-side storage yard for up to 250 rail cars and install a new traction power substation at the Hayward Maintenance Complex to support the expanded fleet
- **Traction Power Substations (TPSS):** Install five new substation facilities to provide the additional power needed to support increased service levels

A critical initial segment of the CCP, referred to as the Transbay Corridor Core Capacity Project (TCCCP), secured a CIG Full Funding Grant Agreement in September 2020. The CCP is also funded through state, regional, and local sources.

The goal of the CCP is to reduce the level of crowding between the East Bay and San Francisco and allow for continued ridership growth. When the project is fully implemented, BART will be able to increase its throughput from a current maximum of 23 ten-car trains to 30 ten-car trains per hour (TPH) in the peak direction through the Transbay Corridor.

BART Safety, Reliability, and Traffic Relief Program (Measure RR)

In November 2016, BART District voters approved Measure RR. The measure authorizes the sale of \$3.5B in general obligation bonds to fund high priority capital projects. The majority of Measure RR funding will go toward projects to repair, replace, and upgrade critical infrastructure, including track; power cables and substations; stations; tunnels and structures; mechanical systems; and train control and vital communication systems. Measure RR funding will also support projects to expand access to stations, relieve crowding, enhance the customer experience, and improve system reliability.

Measure RR-funded projects will continue in FY22, focusing on rail replacement; traction power cable and substation replacements and upgrades; downtown San Francisco escalator replacements; and station access improvements.

Link 21

Link21 (formerly known as the New Transbay Rail Crossing) is a transportation program sponsored by the San Francisco Bay Area Rapid Transit District (BART) and the Capitol Corridor Joint Powers Authority (Capitol Corridor) to transform the passenger rail network serving the 21-county Northern California Megaregion (Megaregion), which includes the greater San Francisco Bay Area, the Monterey Bay area, the Sacramento area, and the Northern San Joaquin Valley. The goals of Link21 are to transform the passenger experience, enhance community and livability, support economic growth and global competitiveness, and advance environmental stewardship and protection.

Link21 seeks to build on the existing BART and Regional Rail systems and will include a new passenger rail crossing (Crossing Project) between Oakland and San Francisco that will serve the busiest and most congested corridor in the Bay Area. The Crossing Project will increase capacity and bring new passenger rail connections and services to the Megaregion. It is a key project in the California State Rail Plan and is included in MTC's Plan Bay Area 2050 Final Blueprint as a key strategy for building a next-generation transit system.

The benefits of Link21 extend far beyond the San Francisco Bay Area. Link21 will facilitate new connections and open more possibilities for all travelers. The Crossing Project could allow for many more direct trips on rail and enable other rail projects in the region to serve even more travelers.

During Link21's development process, BART and Capitol Corridor will work with partners to identify and prioritize a number of major projects needed to create this integrated passenger rail network. Key investments will connect, build upon, and improve Northern California's existing passenger rail service. FY22 efforts will include awarding contracts for Engagement and Outreach, Planning and Engineering, Travel Demand and Land Use, and Environmental Review services.

Next Generation Fare Gates

In the fall of 2019, BART initiated design for Next Generation Fare Gates. The objective for the new design is to improve reliability and maintainability of the fare gates, while also reducing fare evasion and enhancing security. BART is continuing coordination with funding partners to supplement secured funding and complete the funding plan to advance the procurement and installation of the new fare gates once design is complete.

This past year (FY21), BART installed early prototype fare gates in select stations to test various technologies and fare gate styles. Conceptual design was completed, and a Request for Expressions of Interest was opened, resulting in the receipt of several industry responses. These responses are currently being analyzed.

In FY22, BART will install prototype Next Generation Fares Gates throughout the District, including in San Francisco, Walnut Creek, Berkeley, and El Cerrito. BART also plans to announce a Request for Proposals for the systemwide project implementation.

State of Good Repair Investment

With federal formula funds, Measure RR bond proceeds and other BART funds, BART will continue to make important State of Good Repair (SGR) investments in FY22. BART's SGR Program includes investments to renovate and replace critical infrastructure systemwide. Where appropriate, BART incorporates the most current design standards and additional features into these projects to not only maintain the system, but continually update and upgrade it.

This program includes the following major investment categories:

- Rail Car Procurement Phase 1 – discussed elsewhere in this document
- Vertical Circulation Renovation & Replacement – overhaul and renovation of elevators and escalators systemwide
- Station Renovation – renovation, repair, and replacement of station infrastructure
- Track & Structures – repair, replacement, and rehabilitation of systemwide trackway assets, including track, fasteners, ties, and switches
- Traction Power – renovation and replacement of substations, the 34.5 kV cable, and the control and protection systems that deliver power to the trains
- Train Control & Communications – repair and replacements of critical train control components in the existing system needed to ensure safe and reliable operations before final implementation of TCMP
- Maintenance Shops, Yards, & Other Facilities – repair and rehabilitation of non-station buildings and facilities, including maintenance shops, fencing, water management facilities, and access roads
- Electrical & Mechanical Infrastructure – repair and replacement of mechanical and electrical equipment support system operations including generators, back-up power supplies, and related infrastructure

15. GOAL AREAS, OBJECTIVES & PERFORMANCE EVALUATION

15.1. STRATEGIC PLAN FRAMEWORK

Each year the annual operating budget is aligned with BART'S Strategic Plan Framework, the most recent iteration of which was adopted by the Board of Directors in 2015. This section outlines the agency's vision, mission, goals, and short-term strategies to achieve these goals. An overview of the framework, our goal areas and key performance measures is provided below.

Goal Areas

The eight strategic plan goal areas are as follows:

Leadership & Partnership in the Region

- Economy: Contribute to the region's global competitiveness and create economic opportunities.
- Equity: Provide equitable delivery of transit service, policies, and programs.
- Environment: Advance regional sustainability and public health outcomes.

Riders & Public

- Experience: Engage the public and provide a quality customer experience.

Infrastructure & Service

- System Performance: Optimize and maintain system performance to provide reliable, safe, cost-effective, and customer-focused service.

Organization

- Safety: Evolve to a premier safety culture for our workers, riders, and the public.
- Workforce: Invest in our current and future employees' development, wellness, and diversity.
- Financial Stability: Ensure BART's revenues and investments support a sustainable and resilient system.

Priorities, Strategies & Work Plan Activities

The 2020 COVID-19 pandemic changed the world of public transit which required BART to be nimble and adjust priorities. Within this context of uncertainty, executives from across BART collaborated to identify key BART initiatives over the next two years and identified four priority areas to guide the work during FY21-FY23. Each priority is supported by a series of activities and sub-activities with associated milestones, as outlined in the Two-Year Action Plan included in Attachment G. The Two-Year Action Plan activities support the four priorities in addition to continuing progress on the FY16 - FY20 Strategic Plan strategies (such as "Engage Community" and "Connect and Create Great Places"). Each Two-Year Action Plan focuses on a limited number of key activities that define BART's strategic work in that field in the near term. The Action Plans are interdisciplinary and interdepartmental. The four priority areas and supporting high-level activities are:

Reset for Financial Stability. Respond to the financial crisis brought by the COVID-19 crisis by developing a responsive and nimble operating plan, advancing efficiencies and managing expense, right sizing the agency, and increasing revenue where feasible. This priority is supported by the following activities:

- *Business Process Improvements and Efficiencies:* A variety of efforts to improve business processes, identify efficiencies and cost savings, and modernize business practices are underway across the district in support of long-term financial stability.
- *Establish Sustainable Operating Financial Plan:* Critical to recovery from substantial ridership losses due to the COVID pandemic and related fiscal crisis, this activity includes resetting the operating financial plan for long term sustainability, including revising projections and using a multi-year budgeting framework.
- *Revenue Generation:* This activity focuses on continuing to advance projects such as the Digital Railway and Marketing, that generate revenue to supplement primary revenue sources.
- *Right Size Workforce:* In the context of substantially reduced ridership and forecasted operating budget challenges, BART has undertaken steps to right size the workforce, including implementing a District Retirement Incentive Program, reassessing staffing needs, and looking to hire, retain and reassign staff to meet District needs as feasible.

Advocacy & Leadership. BART will continue to take a leadership role on issues critical to the region and community, including regional transit coordination, equity, and progressive policing. BART will also continue to advocate for legislative action and funding that aligns with BART's goals and objectives as well as for funding to enable ongoing service to our riders and region throughout the pandemic and in recovery. This priority is supported by the following activities:

- *Advance Equity:* This activity focuses on further developing BART's equity program and leveraging expertise both internally and among external partners.
- *Funding & Legislative Advocacy:* Critical to recovery from the COVID pandemic and to continuing to advance BART's critical projects and initiatives is funding and legislative support from partner agencies and institutions. These efforts are ongoing.
- *Progressive Policing:* Continue to implement progressive and equitable policing practices to address customers' concerns about safety and security, strengthen relationships with the diverse communities BART serves, and create a culture of accountability and responsibility in the department.
- *Regional Leadership:* BART continues to play an important role in regional coordination and COVID recovery, including as a participant in the Blue Ribbon Transit Recovery Task Force, the Fare Integration and Coordination Study, and in transit operator coordination.

Recover & Grow Ridership. Critical to BART's vision, mission, and recovery from the COVID pandemic is recovery and growth of ridership. BART will continue to undertake critical activities to recover and grow ridership, focused on welcoming customers back, customer experience and communication to our riders and the public. This priority is supported by the following activities:

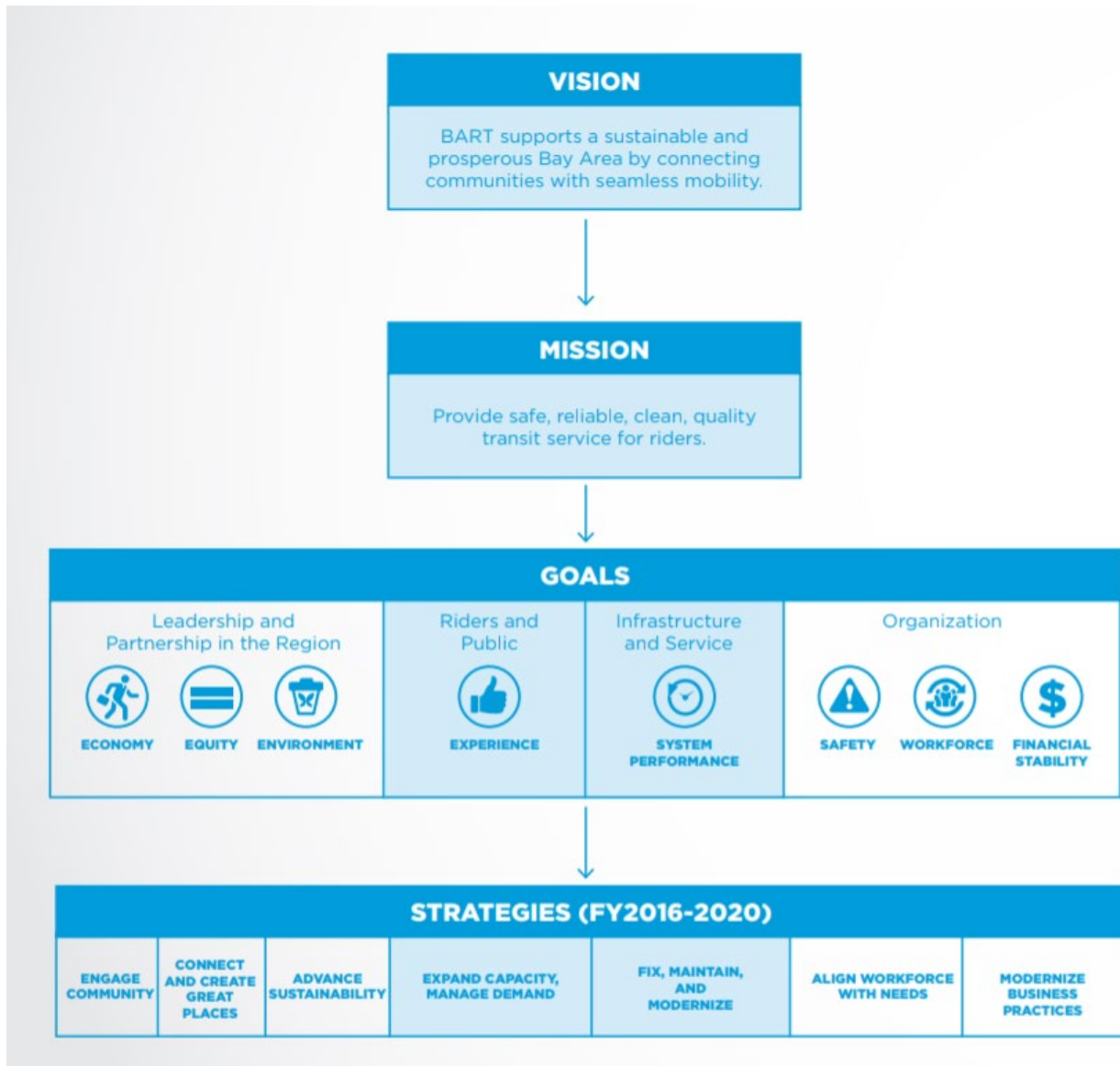
- *Communications:* BART will communicate key topics to passengers and to the public at large in order to build rider and public confidence in BART. Key topics include customer experience, reimagining safety, BART storytelling, benefits of reinvestment, and topics relevant to COVID health and safety.
- *Welcome Back Plan:* Implement BART's plan to welcome back riders, including restoring service, discounted tickets in September, and a regional "return to transit" communications plan.
- *Improve Customer Experience & Address Concerns:* This set of activities focuses on identifying key customer concerns, in particular through the customer satisfaction survey, and outlines several

key activities to address recurring customer concerns in order to improve rider experience and support ridership recovery. Key actions include addressing homelessness, safety, fare evasion, and customer facing technology improvements.

Stay on Track for the Future. BART will continue to keep critical projects on track that serve the long-term needs of the agency. This priority is supported by the following activities:

- *Capital Program and Project Delivery:* Continue to invest in critical capital programs to ensure safety, reliability, increased capacity, and improved customer experience into the future.
- *Staff Facilities:* Advance critical projects to support staff facilities, including the move to the new BART headquarters, digitization, and other critical facilities planning and development.
- *Sustainability and Resiliency:* Essential to BART's sustainability goals, the district will continue to advance critical efforts related to minimizing the District's environmental footprint.
- *System Safety:* Complete Strategic Safety Plan/Roadmap to Augment Existing Agency Safety Plan and implement field safety program in coordination with operations and BART Police Department.
- *Workforce Development.* Continue coordinated workforce development program, including training, apprenticeships, and succession planning.

BART Strategic Plan Framework



15.2. STRATEGIC PLAN GOAL AREAS & PERFORMANCE INDICATORS

BART tracks multiple indicators to gauge progress towards the strategic plan goal areas. Below we present a snapshot of BART’s performance in four of these goal areas over the last 10 years.

Goal Area: System Performance

Indicator		FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Provide reliable service											
SP1	Daily customer on-time performance	95.7%	94.9%	94.5%	91.8%	91.5%	89.2%	92.4%	92.7%	93.1%	94.9%
Provide reliable station equipment											
SP2	Station elevators in service	98.7%	98.6%	98.0%	98.6%	98.5%	98.6%	98.3%	98.7%	98.8%	98.6%
SP3	Street escalators in service	86.2%	89.6%	92.2%	91.3%	89.5%	87.6%	88.7%	92.0%	94.7%	93.3%
SP4	Platform escalators in service	93.8%	94.8%	95.6%	95.8%	95.3%	96.0%	95.7%	97.0%	96.6%	96.3%

Spotlight Trend: On-Time Performance

BART measures the on-time performance of customers and trains during peak hours and average weekdays. To be “on-time,” a train/customer must arrive at the destination station less than five minutes late compared to published schedules. Factors that contributed to the improved on-time performance during FY21 included:

- Responding to the impacts on ridership during COVID-19 such as: implementing a reduced schedule which lowered car hours and train congestion during all revenue periods; and incurring fewer external service delays (such as medical emergencies and police activity) during times of reduced ridership.
- Driving improvements to the Fleet of the Future cars to ensure that they achieve stringent reliability requirements.
- Aggressively optimizing BART’s legacy fleet via advancing reliability centered maintenance practices, which realized significant improvements in the average amount of time that passes between delays related to rolling stock, and strategically decommissioning the least reliable legacy fleet cars to continuously improve the dependability of the cars placed into service.
- Leveraging opportunities to expedite State of Good Repair activities during expanded maintenance windows

Because of these and other efforts, on-time performance has steadily improved over the past 4 years including an on-time performance of 94.9% in FY21.

Goal Area: Rider and Customer Experience

Indicator		CY12	CY13	CY14	CY15	CY16	CY17	CY18	CY19	CY20*	CY21
Increase customer satisfaction											
EX1	% of customers who are satisfied	84%		74%		69%		56%		72%	
Provide clean stations and trains											
EX2	Avg. customer rating for station cleanliness	4.46		4.11		3.93		3.57		4.28	
EX3	Avg. customer rating for train interior cleanliness	4.49		4.28		4.25		3.65		4.20	

*Note that due to the very different context in which this survey was conducted, as well as other factors (changes in ridership – both in terms of number of riders and demographic composition – and minor changes to survey methodology), *it is not advisable to directly track satisfaction-related questions and attribute ratings against prior surveys.*

- EX1 Source: BART Bi-Annual Customer Satisfaction Survey. Includes % of customers who are very and somewhat satisfied with BART overall.
- EX2 Source: BART Bi-Annual Customer Satisfaction Survey. Based on 1-7 rating, where 7 is best.
- EX3 Source: BART Bi-Annual Customer Satisfaction Survey. Based on 1-7 rating, where 7 is best

Spotlight Trend: Customer Satisfaction

Prior to calendar year 2012 (CY12) overall customer satisfaction was stable and relatively high. More than 80% of customers were very or somewhat satisfied with BART service. However, satisfaction declined after that, to 74% in CY14, and further declined to 69% and 56% in CY16 and CY18 respectively. Between the CY12 and CY18 surveys, average weekday ridership grew 9%, reaching historic highs, increasing crowding on trains, and straining the aging BART System, which likely contributed to the decline in satisfaction.

CY20 represents a dramatic change from prior years within the context of the COVID 19 pandemic and corresponding changes in ridership, both in terms of the overall number of riders, as well as changes in rider characteristics. As such, it is not advisable to directly track satisfaction-related questions and attributes against prior years. Relatively high satisfaction ratings in CY20 are likely tied to a combination of multiple factors including provision of a service needed by essential workers, increased space on trains, and increased cleaning tied to health and safety.

For the future, BART is continuing to pursue improvements to address the underlying satisfaction concerns expressed in earlier years, including new rail cars and numerous projects to rebuild BART, with the rebuilding process itself requiring periodic planned service closures. BART's improved service resulting from system reinvestment is anticipated to improve customer satisfaction. Further, BART has been investing in several in Quality of Life initiatives over the last several years, including measures to combat the impacts of homelessness, programs to reduce fare evasion, and increasing community outreach through the Homeless Outreach Teams and Ambassador Program.

Goal Area: Safety

Indicator		FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Reduce crimes											
SA1	Crimes against persons on the BART system per million riders	2.0	2.2	1.9	1.7	1.8	2.7	3.5	4.4	5.1	17.9
Ensure patron safety											
SA2	Safety incidents per million patrons	4.83	6.08	6.24	5.07	5.35	2.31	1.85	2.06	1.80	1.88
Ensure employee safety											
SA3	Employee injuries	15.3	15.8	14.9	10.0	12.2	10.8	10.8	10.8	11.5	7.94

Spotlight Trend: Crimes Against Persons

The significant driving factor in the increase of crimes against persons is the robbery of cell phones and other electronic devices, which is defined by the FBI's Uniform Crime Reporting (UCR) Program as a violent crime. Unfortunately, electronic device robbery is a growing trend in modern society, and public transit is a target rich environment for cell phone thieves. In the BART system, this is evidenced by the concentration of cellphone thefts which have occurred in our high-density, commuter rich downtown San Francisco stations. As is true on most transit systems, a significant number of riders can be seen using smart phones while commuting on BART. Since the perception of safety is high priority for BART, we continue to educate our riders on how they can reduce the risk of having their cell phone stolen.

While pandemic ridership dropped to historic lows, the number of thefts did not decrease as sharply and the ratio of violent crimes per million passengers increased. It should be noted that the actual number of violent crimes fell to a historic low in comparison to prior years (from 519 in FY19 to 289 in FY21). We continue to be highly visible in the system and we have had notable success in identifying and prosecuting those persons who are responsible for these types of crimes in the system.

The BART Police Department (BPD) is also working to refine its deployment strategy in order to improve system visibility. In addition, BPD is continuing to implement progressive and equitable policing practices to address customers' concerns about safety and security, strengthen relationships with the diverse communities BART serves, and create a culture of accountability and responsibility in the department.

Goal Area: Financial Stability

Indicator		FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Increase efficiency											
FS1-A	Operating cost per passenger mile	\$0.33	\$0.33	\$0.33	\$0.33	\$0.34	\$0.37	\$0.42	\$0.43	\$0.61	\$3.01
FS1-B	% Change from previous year	1%	0%	0%	-2%	4%	7%	14%	3%	42%	394%
Stabilize operating revenues											
FS2	% Operating costs covered by fares	69%	72%	73%	76%	74%	70%	67%	64%	44%	8%
Fund post-employment benefits											










FS3	Unfunded pension liability (\$M)	\$-	\$-	\$-	\$497	\$439	\$401	\$515	\$693	\$682	\$789
FS4	Unfunded retiree medical liability (\$M)	\$-	\$-	\$-	\$132	\$129	\$111	\$300	\$304	\$282	\$263

Spotlight Trend: Operating Cost Per Passenger Mile

Relatively stable for nearly 10 years, BART’s operating cost per passenger mile increased significantly in FY20 (42%) and FY21 (394%), settling at \$3.01/mile in FY22, compared to \$0.43/mile in FY19. Dramatically reduced ridership as a result of COVID-19 as well as the need to accommodate social distancing on-board drove this increase, as many costs do not change based on ridership.

FY21 Performance

The below chart summarizes BART’s overall performance over the previous fiscal year related to identified performance targets supporting BART’s Strategic Plan goals. Only key indicators with measurable outcomes are included in the table.

FY21 Day-to-Day Performance by BSP Goal	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Total Records with Performance Targets	9	9	14	1	38	22	24	25	64
Total Performance Targets Met	9	7	11	1	37	18	22	23	61
% Met by Goal	100%	78%	79%	100%	97%	82%	92%	92%	95%

16. ATTACHMENTS

16.1. SUMMARY OF ATTACHMENTS

Attachment A – Executive Decision Document

Attachment B – Organization Chart

Attachment C – Department Descriptions

Attachment D – Position Summary Schedule

Attachment E – Acronyms

Attachment F – Glossary

Attachment G – Two-Year Work Plans



EXECUTIVE DECISION DOCUMENT

GENERAL MANAGER APPROVAL: <i>[Signature]</i> 6/2/2021		GENERAL MANAGER ACTION REQ'D:		
DATE: 6/1/2021		BOARD INITIATED ITEM: Yes		
Originator/Prepared by: Katherine Alagar Dept: Operating Budgets	General Counsel	Controller/Treasurer	District Secretary	BARC
Signature/Date: <i>[Signature]</i>	<i>[Signature]</i> 6/2/2021 []	<i>[Signature]</i> 6/2/21 []	<i>[Signature]</i> 6-3-21 []	<i>[Signature]</i> 6/2/21 []

Annual Budget Resolution for Fiscal Year 2022

PURPOSE:

Authorize adoption of the Annual Budget Resolution for Fiscal Year 2022 (FY22).

DISCUSSION:

Approval by the Board of Directors is required for the FY22 operating and capital budgets. The total proposed FY22 operating and capital budget is \$2.44 billion (B). The FY22 operating budget is balanced, with \$1.02B in uses, and the FY22 capital/reimbursable budget totals \$1.42B.

The proposed FY22 annual budget is summarized in Attachments 1, 2, 3 and Exhibit A. The attachments summarize the budget, including proposed increases for enhanced cleaning and increased service initiatives, restoration of FY21 capital funding, and BART-to-Antioch post warranty vehicle maintenance. In addition, the budget includes savings from the District Retirement Incentive Program (DRIP). Proposed Initiatives and actions were reviewed in the Sources and Uses presentations to the Board of Directors on May 13, 2021, as well as at a public hearing on May 27, 2021.

FY22 Operating Budget

The FY22 Budget faces extraordinary challenges due to the effects of the COVID-19 pandemic, in addition to the continuing challenges created by declining ridership and fare revenue, aging infrastructure, and increased operating expense. The operating budget proposes FY22 expenditures of \$1.02B and funds 3,409.5 positions. The FY22 operating budget includes funding for the Progressive Policing initiative implemented during FY21, as

well as enhanced cleaning, increased service, expense reductions generated by the District Retirement Incentive Program (DRIP), and other changes as described in the March 31, 2021 Preliminary Budget Memo and subsequent presentations to the Board of Directors.

Regular revenues in FY22 revenue budget are \$13.2 million (M) higher than the adopted FY21 budget. The revenue budget projects \$196M of operating revenue, including \$166M of rail passenger revenue. This figure has been adjusted to reflect the District's September fare promotion. Financial assistance is budgeted at \$437M, including \$262M of sales tax, \$54M of property tax, \$35M of VTA Financial Assistance, and \$28M of State Transit Assistance. \$386M of Emergency Funding balances the budget, including Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) and anticipated American Rescue Plan (ARP) Assistance.

FY22 Capital & Reimbursable Budget

The capital/reimbursable budget proposes FY22 expenditures of \$1.42B and funds 1,071 positions. The \$105M increase from the Preliminary Budget is due to ongoing refinement and sequencing of multi-year funded capital projects. The FY22 capital/reimbursable budget is 6% lower than the \$1.5B FY21 capital/reimbursable budget.

The largest investments in FY22 include rail car procurement (\$452M), Core Capacity Program (\$247M), and 34.5kV Cable Replacement and Enhancement (\$104M). Attachment 2 categorizes the FY22 expenditures by Capital Improvement Program (CIP). The largest share of investment by CIP is in System Reinvestment, representing \$684M, 48% of the overall FY22 Capital Budget. System Reinvestment includes replacement of rail cars (\$390M), reinvestment in track and structures (\$107M), and reinvestment in traction power (\$95M). The capital budget also includes Service and Capacity Enhancement at \$524M (37%), Earthquake Safety at \$86M (6%), Safety and Security \$39M (3%), System Expansion \$79M (6%), and Reimbursable expenses at \$8M (0.5%).

In November 2016, the passage of Measure RR provided the capital program with a substantial source of support and authorization to issue up to \$3.5B in general obligation bonds to fund certain capital improvements. Measure RR has become more prominent in the mix of federal, regional, and local funds. Measure RR makes up \$512M (36%) of FY22 capital sources. Funding will continue to support investment focusing on traction power, track replacement, structural rehabilitation, station access, and station modernization.

Typically, the ongoing commitment of BART funds is an essential component of the capital program, particularly in delivering major capital projects such as rail car replacement and the Hayward Maintenance Complex. Other capital activities dependent on BART operating allocations are local match for grants, and funding grant-ineligible projects and initiatives, routine but necessary capitalized maintenance projects, emergent safety and security

projects, and equipment and inventory.

In FY21, the operating to capital allocations were reduced from planned levels. The FY22 budget will provide funds and local matching amounts needed to leverage federal capital funding, BART to Antioch post warranty vehicle maintenance needs and a partial restoration of allocations not made in FY21. The result is an investment in state of good repair, vehicle procurement, information technology, and infrastructure.

Most capital revenues are limited in their flexibility and many sources and grants are restricted to certain projects and/or activities as a condition of award. The FY22 capital budget contains contributions of federal funds matched to prior year capital allocations for state of good repair capital investment; additionally, state and local funds, including bridge toll allocations and county transportation sales tax funds, are earmarked for station modernization and grant match. Proceeds from the Earthquake Safety Program general obligation bond are dedicated exclusively to the Earthquake Safety Program. Additionally, there are smaller, defined purpose grants that are limited to specific projects.

FY22 Budget Resolution

Staff recommends approval of the attached Resolution to adopt the FY22 Annual Budget. As in previous years, the FY22 Resolution includes authorizations that allow the General Manager or the General Manager's designee to apply to different bodies for grant funds (including but not limited to Transportation Development Act, State Transit Assistance, Bridge Toll, Federal Emergency Management Agency, and Federal Transit Administration). It also includes authorizations that allow the General Manager or the General Manager's designee to execute agreements which may require payments to regional partner governments and agencies. The Resolution incorporates provisions referring to the SFO Extension and Silicon Valley extension service plans.

For FY22, the Budget Resolution includes language temporarily suspending certain previously-adopted Board policies and resolutions. These include a suspension of a directive in Board Resolution 5208 ("Renewal of Productivity-Adjusted Inflation-Based Fare Increase Program") that funds generated by inflation-based biennial fare increases be dedicated to paying for capital improvements; the District will instead make an allocation for capital improvements comparable to the amount that would have been funded with pre-COVID ridership. Board Resolution 5405 ("New Fare Rates and Charges: Series 3, 2022 – 2026, Productivity-Adjusted Inflation Based Fare Increase Program"), which directs that funds generated by inflation-based annual fare increases be dedicated to enhanced service and a portion of the \$200M local funds match for the District's FTA Capital Investment Grant (CIG) to fund the Transbay Corridor Core Capacity Project, is being temporarily suspended to July 1, 2022 in order to provide fare relief to riders during a period of economic difficulty for many. Board Resolution 5207 ("New Systemwide Paid Parking

Program Modifications and fees”), which directs additional revenue generated as a result of the modifications to the paid parking program only be utilized for station access, station rehabilitation, and station modernization needs, will also be temporarily suspended. Finally, although the BART Low Carbon Fuel Standard (LCFS) Policy adopted July 27, 2017 is being suspended in FY22, a number of targeted sustainability projects are funded through the Operating Budget, allowing that important work to continue in FY22.

The FY22 Budget Resolution language includes the General Manager’s additional permanent position authorization of 100 positions. This provides the flexibility necessary to meet operational needs as well as for other hiring needs.

Exhibit A (attached) of the Budget Resolution summarizes operating and capital budget totals. Exhibit B (attached) reflects current hourly pay rates or base pay ranges, as applicable, and management incentive pay, if any, for non-represented employees.

FISCAL IMPACT:

The proposed FY22 Annual Budget is balanced. It may be revised as conditions and actuals change over the course of the fiscal year.

ALTERNATIVES:

Do not adopt the budget or adopt a budget that differs from what has been presented to the Board of Directors. Rules of the Board of Directors require that the budget be adopted prior to June 30th; adoption of the Budget Resolution by June 30th is required to authorize expenditures in FY22.

RECOMMENDATION:

Adoption of the following motion.

MOTION:

The Board adopts the attached Resolution in the matter of approving the Annual Budget for the San Francisco Bay Area Rapid Transit District and authorizes expenditures for the fiscal year July 1, 2021 to June 30, 2022.

**BEFORE THE BOARD OF DIRECTORS OF THE
SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT**

**In the matter of approving
The Annual Budget for the
San Francisco Bay Area Rapid
Transit District and authorizing
Expenditures for the Fiscal Year
July 1, 2021, to June 30, 2022**

Resolution No. _____

WHEREAS, the Board of Directors of the San Francisco Bay Area Rapid Transit District published notices on May 4, May 7 and May 10, 2021, in newspapers of general circulation in the County of San Francisco, the County of Contra Costa, the County of Alameda, and the County of San Mateo of its intention to adopt an Annual Budget for the Fiscal Year July 1, 2021, to June 30, 2022; and

WHEREAS, the Board of Directors of the San Francisco Bay Area Rapid Transit District desires to adopt an Annual Budget for the Fiscal Year July 1, 2021, to June 30, 2022; and

WHEREAS, the Board of Directors of the San Francisco Bay Area Rapid Transit District is required by Public Utilities Code Section 28767 to determine and create, by resolution, such number and character of positions as are necessary to properly carry out the functions of the District; and

WHEREAS, the Transportation Development Act (TDA), Public Utilities Code §99200, et seq., provides for the disbursement of funds from the Local Transportation Fund of the Counties of Alameda and Contra Costa for use by eligible claimants for the purpose of operating assistance; and

WHEREAS, the State Transit Assistance (STA) fund makes funds available pursuant to Public Utilities Code Section 99313.6 for allocation to eligible applicants to support approved transit projects; and

WHEREAS, as attested to by opinions of the Office of the General Counsel, the San Francisco Bay Area Rapid Transit District is an eligible applicant for Net Toll Revenues and MTC Rail Extension Reserve bridge toll revenues pursuant to Section 30892 of the Streets and Highways Code; and is an eligible claimant for TDA and STA funds pursuant to Public Utilities Code Section 99260; and

WHEREAS, the agreement between the San Francisco Bay Area Rapid Transit District and San Mateo County Transit District, dated April 27, 2007, states that the San Francisco Bay Area Rapid Transit District will provide service on the San Francisco Airport (SFO) extension in a manner consistent with BART's system-wide operating policies; and

WHEREAS, the agreement between the San Francisco Bay Area Rapid Transit District and Santa Clara Valley Transportation Authority, dated May 22, 2020, states that the San Francisco Bay Area Rapid Transit District will provide service on the Silicon Valley Extension in a manner consistent with BART's system-wide operating policies; and

WHEREAS, the Federal Emergency Management Agency (FEMA) or its designee makes reimbursement funds available pursuant to the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42 U.S.C. 5121 et seq.); and

WHEREAS, the Federal Coronavirus Aid, Relief, and Economic Security Act of 2020 (CARES Act), (Pub.L. 116-136) makes emergency funding available to public transportation agencies through the Federal Transit Administration (FTA); and

WHEREAS, the system-wide operating plan for Fiscal Year 2022 was presented to the Board of Directors on May 13, 2021, in a presentation entitled FY22 Budget: Service Plan, Operating & Capital Sources & Uses; and

NOW, THEREFORE, BE IT RESOLVED that the attached Annual Budget (marked Exhibit A and incorporated herein as though set forth at length) is hereby adopted; and

BE IT FURTHER RESOLVED that, subject to the resolved clauses, said Annual Budget includes appropriations of monies expected to be available in the General Fund, Capital Funds including Construction Funds and existing and anticipated Federal, State and local grants, for expenditures in the amounts and for the purposes set forth in said budget; and

BE IT FURTHER RESOLVED that, subject to the resolved clauses, said Annual Budget includes a suspension of previously-adopted Board policies and resolutions for the duration of Fiscal Year 2022, including:

- (1) Board Resolution 5207 ("New Systemwide Paid Parking Program Modifications and Fees") passed February 28, 2013, directed additional revenue generated as a result of the modifications to the paid parking program would only be utilized for station access, station rehabilitation, and station modernization needs.
- (2) Board Resolution 5208 ("Renewal of Productivity-Adjusted Inflation-Based Fare Increase Program") passed February 28, 2013, directed that funds generated by inflation-based annual fare increases be dedicated to paying for capital improvements;
- (3) BART Low Carbon Fuel Standard Policy adopted July 27, 2017;
- (4) Board Resolution 5405 ("New Fare Rates and Charges: Series 3, 2022-2026, Productivity-Adjusted Inflation-Based Fare Increase Program") adopted June 13, 2019;

BE IT FURTHER RESOLVED that, subject to the resolved clauses, said Annual Budget includes funds dedicated to paying for capital improvements in an amount consistent with what would be required by previously-adopted Board Resolution 5208 ("Renewal of Productivity-

Adjusted Inflation-Based Fare Increase Program”) passed February 28, 2013, directing that funds generated by inflation-based annual fare increases be dedicated to paying for capital improvements.

BE IT FURTHER RESOLVED that the General Manager is authorized to enter into services agreements (including professional, technical, maintenance and repair agreements) and lease or license agreements for District use of real property, facilities, equipment and software provided that:

- (1) The General Manager shall first determine that the work or services concerned, in the amounts authorized in a service agreement, cannot satisfactorily be performed by the officers or employees of the District;
- (2) Agreements that are let by public bidding, service, lease, and license agreements, and amendments thereto, between \$25,000 and \$100,000, shall be reported bi-monthly to the Board of Directors;
- (3) Prior authorization by the Board of Directors is required when:
 - a. The agreement, and amendments thereto, total in the aggregate \$100,000 or more in the fiscal year; or
 - b. Amendments total in the aggregate \$100,000 or more in any subsequent fiscal year;
- (4) The General Counsel is authorized to enter into services agreements in amounts up to \$100,000 with special counsel not previously designated by the Board without prior notice to the Board where the General Counsel determines that such immediate action is necessary to protect the legal interests of the District. Any such agreement shall be reported by the General Counsel to the Board within the calendar month thereafter.
- (5) The General Manager’s authority to take immediate remedial measures, as defined in Section 20224 of the California Public Contract Code, and as authorized in Resolution No. 4834 shall remain unchanged; and

BE IT FURTHER RESOLVED that the General Manager is authorized to exchange District goods and services for goods and services from others of approximately equal or greater value; and

BE IT FURTHER RESOLVED that all disbursements resulting from the exercise of authority granted to the General Manager pursuant to this resolution shall be reported to the Board of Directors in the District’s quarterly financial report; and

BE IT FURTHER RESOLVED THAT that the General Manager is authorized to waive minor irregularities in bid documents prior to recommending contract awards to the Board; and

BE IT FURTHER RESOLVED that the General Manager or the General Manager's designee is authorized to execute and file a Bridge Toll Application, a TDA Application and an STA Application along with necessary supporting documents, with the Metropolitan Transportation Commission for allocation of bridge toll revenues, TDA and STA funds in FY22; and

BE IT FURTHER RESOLVED that the General Manager or the General Manager's designee is authorized to execute and file a reimbursement claim with FEMA or its designee for expenses incurred in FY2021 and FY2022; and

BE IT FURTHER RESOLVED that the General Manager or the General Manager's designee is authorized to execute and file an application to the FTA for allocation of Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) funding in FY2021 and FY2022; and

BE IT FURTHER RESOLVED that the General Manager or the General Manager's designee is authorized to execute and file an application to the FTA for allocation of American Rescue Plan Act (ARP) funding in FY2022; and

BE IT FURTHER RESOLVED that the San Francisco Bay Area Rapid Transit District's system-wide operating policies shall be generally as set forth in the May 13, 2021, in a presentation entitled FY22 Budget: Service Plan, Operating & Capital Sources & Uses, subject to such adjustments that staff determines necessary to operate the service in the public's interest; and

BE IT FURTHER RESOLVED that the General Manager or the General Manager's designee is authorized to execute agreements with regional transit operators to provide or receive transfer payments, such transfer payments being paid or received by the District to facilitate the coordination of transit service and to furnish incentives for providing of enhanced transfer services between San Francisco Bay Area Rapid Transit District and other operators' operations.

BE IT FURTHER RESOLVED that the General Manager is authorized to make expenditures and incur liabilities against said funds within the limits set forth in said budget and the provisions of this Resolution, and to act on behalf of the District in connection with contracts arising thereunder, by following the procedures provided by law, and by Board of Directors' Resolutions and Board Rules, except that no contractual obligation shall be assumed by the District in excess of its ability to pay, and provided further that all expenditures shall be in conformance with statutory and other restrictions placed on the use of said funds; and

BE IT FURTHER RESOLVED that the General Manager is authorized to exceed Board Appointed Department/Executive Office budgets by more than ten percent (10%) ten (10) days after written notice of this intended action has been mailed to the Board of Directors, provided that the Total Net Operating Expense line item set forth in "Exhibit A" is not exceeded and such action is consistent with Board Rule 5-1.4 and provided further that the General Manager will prepare and send to the Board, a summary of Department budgets within approximately 30 days after the adoption of this budget; and

BE IT FURTHER RESOLVED that the General Manager is authorized to exceed the foregoing ten percent limitation for emergency expenditures which are made in accordance with Resolution No. 4834 and Public Contract Code Section 20224; and

BE IT FURTHER RESOLVED that the General Manager is authorized to act on behalf of the District, and to make expenditures and incur liabilities against all funds of the District as provided for in contracts which have been authorized by the Board of Directors of the District and that the Board's authorizations of such contracts also include the necessary appropriations for such contracts and change orders authorized by Rules approved by the Board, subject, however, to compliance with such specific appropriation resolutions as may be adopted by the Board from time to time; and

BE IT FURTHER RESOLVED that the General Manager or the General Manager's designee is authorized to issue free or discounted promotional rides in FY22 for purposes of building ridership on the system, consistent with ridership development guidelines; and

BE IT FURTHER RESOLVED that effective July 1, 2021:

- (1) The total number of permanent full and permanent part-time positions ("full time equivalent") as of July 1, 2021, budgeted for the District shall be 4,432.575 (a part-time position is counted as 0.625 positions). Additional permanent positions are authorized, as required, not to exceed 100 positions.
- (2) The character and salary ranges of such positions, including officers appointed by the Board pursuant to Public Utilities Code Section 28811 shall be as set forth in the agreements entered into with Service Employees' International Union, Local 1021, Amalgamated Transit Union, Local 1555, American Federation of State and County Municipal Employees, Local 3993, the BART Police Officers Association and the BART Police Managers Association as to the employees represented thereby, and with other Bargaining Units for employees that may later be represented thereby, and for all other employees as set forth in the attached "Exhibit B", incorporated herein as though set forth at length. The employment benefits for non-represented employees shall be administered by the General Manager in accordance with Board Rule 4-1.2.
- (3) The General Manager is authorized to make future adjustments to the Professional/Management Salary Ranges ("Exhibit B") for non-represented employees in accordance with applicable provisions of the Compensation Manual, which reflects the District policy and practice to evaluate such ranges on an annual basis and to establish the mid-points of the pay ranges for positions so that they approximate the 75th percentile of the average of salaries paid for similar jobs in the labor market and to promptly advise the Board of any and all such range adjustments. The General Manager is directed to initiate the annual review by October of each year.
- (4) The District Secretary shall ensure that an amendment to Exhibit B be prepared to reflect any adjustment to the hourly wage rates or professional/management pay

bands as provided above or any adjustment to the Board appointed officers' salaries as a result of merit adjustments or scheduled increases provided in such officers' employment agreements that take effect during the fiscal year. The District Secretary shall attach any such amendment to Exhibit B as an addendum to this resolution.

BE IT FURTHER RESOLVED that the General Manager or the General Manager's designee shall post all grant applications online to the public as they are submitted, except those that if made public would compromise the security of the system.

###

EXHIBIT A
SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT
ANNUAL BUDGET - FISCAL YEAR 2022

<u>FUND SOURCES</u>	<u>TOTAL</u>
FUND SOURCES FOR NET OPERATING EXPENSE BUDGET, DEBT SERVICE AND CAPITAL ALLOCATIONS	
Operating Revenue	\$ 195,655,792
Sales Tax	261,700,000
Property Tax	54,503,923
SFO Ext Financial Assistance	22,607,087
VTA Financial Assistance	35,180,968
MTC Financial Assistance Clipper Start	618,968
Local & Other Assistance	7,366,625
State Transit Assistance	28,394,496
Low Carbon Transit Operations Program	4,368,203
Low Carbon Fuel Standard Program	22,600,750
Subtotal Operating Sources	632,996,813
ARP	57,852,083
CRRSAA Funding	327,812,230
Subtotal – Emergency Assistance	385,664,313
Total Operating Sources	1,018,661,126
FUND SOURCE FOR CAPITAL BUDGET	
Capital Funds - Cash Flow FY22	\$ 1,419,276,622
TOTAL ESTIMATED FUND SOURCES	\$ 2,437,937,748
 <u>FUND USES</u>	
FUND USES FOR NET OPERATING EXPENSE BUDGET, DEBT SERVICE AND CAPITAL ALLOCATIONS	
Net Labor Expense ⁽¹⁾	\$ 649,685,698
Non-Labor Expense	209,881,261
Total Net Operating Expense	\$ 859,566,959
Revenue Bond Debt Service	57,167,323
Allocation to Capital - Rehabilitation	56,322,695
Allocation to Capital - Priority Capital	34,000,000
Allocation to Capital - Other	1,604,149
Allocation - Pension	10,000,000
Total Operating Uses	\$ 1,018,661,126
FUND USES FOR CAPITAL BUDGET	
Capital Funds - Cash Flow FY22	\$ 1,419,276,622
TOTAL ESTIMATED FUND USES	\$ 2,437,937,748
NET FINANCIAL RESULT (DEFICIT)	-

⁽¹⁾ Total Authorized Permanent Positions as of 07/01/21 = 4,432.575

EXHIBIT B

**CHARACTER, BASE SALARIES, PAY BANDS, HOURLY WAGE RATES,
AND MANAGEMENT INCENTIVE PAY OF MANAGEMENT AND
NON-REPRESENTED CLASSIFICATIONS**

CHARACTER OF POSITION/PAYROLL
CLASSIFICATION TITLE

HOURLY WAGE RANGE

CLERICAL & HOURLY	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
ADMINISTRATIVE TECHNICIAN	\$33.6321	\$35.1113	\$36.4823	\$37.8889	\$39.3322	\$39.8861
PARALEGAL	\$40.1300	\$41.8937	\$43.5270	\$45.2047	\$46.9259	\$47.5801
P/T SURVEY TAKER (SINGLE RATE)	\$38.6050					
ENGINEER INTERN	\$22.5000					

NOTE: The clerical rates are effective 7/1/2020, no rate increase in FY22.

PROFESSIONAL/MANAGEMENT PAY BANDS

PAY BAND	MINIMUM	MIDPOINT	MAXIMUM
15	\$196,636	\$245,795	\$297,904
14	178,760	223,450	270,821
13	162,509	203,136	246,201
12	147,736	184,669	223,819
11	138,071	172,588	209,177
10	129,038	161,297	195,493
9	120,596	150,745	182,703
8	112,707	140,883	170,751
7	105,333	131,667	159,580
6	98,442	123,053	149,140
5	92,002	115,003	139,383
4	85,983	107,479	130,265
3	80,358	100,448	121,743
2	75,101	93,877	113,778
1	69,769	87,735	105,701

NOTE: The professional/ management pay bands were effective 6/30/2019.

MANAGEMENT INCENTIVE PAY (ANNUAL) Amount

Assistant General Manager - Operations	\$4,800
Assistant General Manager - External Affairs	\$4,800
Assistant General Manager - Administration	\$4,800
Assistant General Manager - Technology/CIO	\$4,800
Assistant General Manager - Design & Construction	\$4,800
Assistant General Manager - Performance & Budget	\$4,800
Deputy General Manager	\$4,800
Managing Director - Capitol Corridor	\$4,800
Police Chief	\$4,800
Deputy Police Chief	10%

Due to the unique nature of these jobs as executive management employees reporting directly to the General Manager, these classifications are eligible to receive Management Incentive Pay of \$4,800 annually (26 equal pay period installments of \$184.61).

Due to the unique nature of the job as first level management over Police Lieutenants, the Deputy Police Chief classification is eligible to receive Deputy Police Chief Management Incentive Pay in the amount of 10% of the regular base pay rate.

BOARD APPOINTED OFFICERS' ANNUAL SALARIES

	Base Salaries	Effective
DISTRICT SECRETARY	\$220,307.33	7/1/2020
CONTROLLER-TREASURER	\$279,829.28	7/1/2020
GENERAL COUNSEL	\$309,391.56	7/1/2020
GENERAL MANAGER	\$396,210.03	7/1/2020
INDEPENDENT POLICE AUDITOR	\$210,730.48	7/1/2020
INSPECTOR GENERAL	\$210,968.98	7/1/2020

Note: No rate increases in FY22.

Attachment 1
Fiscal Year 2022 District Operating Budget
Sources and Uses Detail

	FY22 Preliminary Budget*	FY22 Adopted	Delta from Preliminary Budget
Rail Passenger Revenue	\$ 159,125,294	\$ 165,891,578	\$ 6,766,284
ADA Passenger Revenue	482,310	482,310	-
Parking Revenue	9,735,376	9,411,265	(324,111)
Other Operating Revenue	18,740,639	19,870,639	1,130,000
Subtotal - Operating Revenue	188,083,620	195,655,792	7,572,172
Sales Tax Proceeds	261,700,000	261,700,000	-
Property Tax Proceeds	54,503,923	54,503,923	-
SFO Ext Financial Assistance	21,007,087	22,607,087	1,600,000
VTA Financial Assistance	35,715,250	35,180,968	(534,282)
MTC Financial Assistance Clipper Start	575,633	618,968	43,335
Local & Other Assistance	7,366,625	7,366,625	-
State Transit Assistance	28,394,496	28,394,496	-
Low Carbon Transit Operations Program	4,368,203	4,368,203	-
Low Carbon Fuel Standard Program	12,370,750	22,600,750	10,230,000
Subtotal - Financial Assistance	426,001,967	437,341,020	11,339,053
ARP	-	57,852,083	57,852,083
CRRSAA Funding	349,300,000	327,812,230	(21,487,770)
Subtotal - Emergency Assistance	349,300,000	385,664,313	36,364,313
SUBTOTAL - OPERATING SOURCES	963,385,588	1,018,661,126	55,275,538
Labor & Benefits	621,973,377	649,685,698	27,712,321
ADA Paratransit	13,979,000	13,979,000	-
Purchased Transportation	12,363,259	12,363,259	-
Power	39,962,972	48,909,482	8,946,510
Other Non-Labor	118,593,088	134,629,520	16,036,432
Subtotal - Operating Expense	806,871,696	859,566,959	52,695,263
Bond Debt Service	57,167,323	57,167,323	-
Allocation - Capital Rehabilitation	32,489,660	56,322,695	23,833,035
Allocation - Priority Capital Programs	34,000,000	34,000,000	-
Allocation - Other	1,625,718	1,604,149	(21,569)
Allocation - Pension	10,000,000	10,000,000	-
Allocations	78,115,378	101,926,844	23,811,466
Subtotal - Debt Service & Allocations	135,282,701	159,094,167	23,811,466
TOTAL - OPERATING EXPENSE	942,154,397	1,018,661,126	76,506,729
NET RESULT	\$ 21,231,191	\$ -	\$ (21,231,191)
Average Weekday Trips	140,000	142,600	
Rail Farebox Recovery Ratio	20%	19%	
Operating Ratio	23%	23%	

*FY22 Preliminary Budget does not include net cost of Increased Service and Enhanced Cleaning initiatives

Attachment 2
FY22 Capital & Reimbursable Budget
Headcount and Planned Expenditures
Program Summary by Category

Program Category	FY22 Headcount*	FY22 Planned Expenditures
System Reinvestment		
Mainline	286.2	\$ 215,207,512
Rolling Stock	57.5	\$ 389,859,615
Stations	56.9	\$ 33,954,105
Controls & Communications	45.9	\$ 22,404,285
Facilities	24.1	\$ 22,130,873
Work Equipment	0.3	\$ 125,229
Total System Reinvestment	471.0	\$ 683,681,620
Service & Capacity Enhancement		
Mainline	109.3	\$ 110,170,841
Rolling Stock	10.9	\$ 97,067,919
Stations	62.8	\$ 67,122,059
Controls & Communications	92.7	\$ 134,193,664
Facilities	47.7	\$ 114,134,613
Work Equipment	0.3	\$ 868,832
Total Service and Capacity Enhancement	323.7	\$ 523,557,928
Safety & Security	44.8	\$ 38,746,165
Earthquake Safety	89.0	\$ 86,443,362
System Expansion	55.1	\$ 79,018,906
SUBTOTAL CAPITAL	983.6	1,411,447,981.1
Capitol Corridor**	20.0	\$ 4,621,169
Reimbursable***	19.5	\$ 3,207,472
SUBTOTAL REIMBURSABLE	39.5	\$ 7,828,641
Cost Allocation Plan	48.0	
TOTAL CAPITAL & REIMBURSEABLE	1,071.1	\$ 1,419,276,622

* Total authorized permanent positions.

** All expenses for the Capitol Corridor service to be reimbursed as allocated to the Capital corridor Joint Powers Board in the Annual State Budget Act.

*** Positions fully reimbursed by Muni, Caltrans, and others for BART staff expenses incurred in performing services for the organizations.

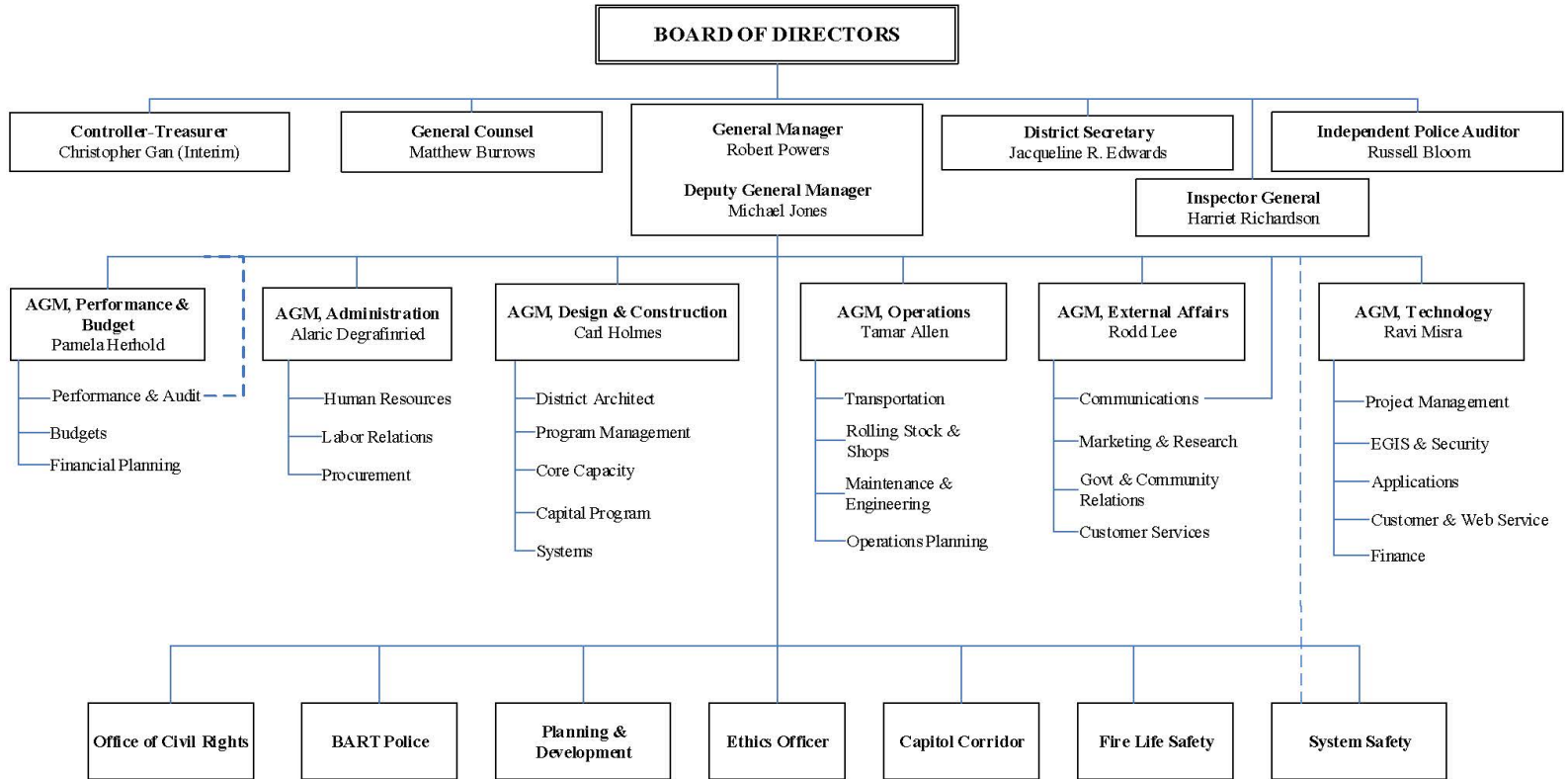
Attachment 3

FY22 Operating and Capital Budget Initiatives/Changes (General Fund)

OPERATING		FTEs	Labor	Non-Labor	Total
Quality of Life	Homelessness - additional QOL investment		\$ -	\$ 853,916	\$ 853,916
	Progressive Policing Unit (net add)	15.0	1,454,355	258,326	1,712,681
Initiatives	Enhanced Cleaning	97.2	8,950,765	334,021	9,284,786
	Increased Service	53.0	39,949,492	-	39,949,492
	BART to Antioch DMU overhaul maintenance			8,565,690	8,565,690
	Technology upgrades			3,000,000	3,000,000
Modernization, Efficiency and Financial Stability	Paratransit modernization			2,000,000	2,000,000
	Targeted Sustainability Work			1,400,000	1,400,000
	Tasers and Body Cams			3,500,000	3,500,000
	Utilities increase			1,646,943	1,646,943
	BPD Non Labor			1,100,000	1,100,000
	BPD Training			400,000	400,000
Compliance	Fire & Life Safety			350,000	350,000
	DRIP Operating FTEs	(112.4)	(16,241,499)	-	(16,241,499)
	COVID Labor/NL		(23,463,876)	(20,316,386)	(43,780,262)
Reductions	Rent (LKS rent)			(12,061,615)	(12,061,615)
	Credit Card/Clipper Fees			(7,313,591)	(7,313,591)
	Election Costs			(2,755,000)	(2,755,000)
Debt	Debt Service increase			9,760,126	9,760,126
Service/Allocations	Other Allocations - Pension			10,000,000	10,000,000
Other Expenses	Labor/Benefits/Non Labor		14,688,787	2,413,467	17,102,254
	OPERATING TOTAL	52.9	25,338,024	3,135,897	28,473,921
CAPITAL					Total
Initiative	BART to Antioch DMU overhaul			7,150,000	7,150,000
	Restored FY21 Baseline Capital Projects			15,000,000	15,000,000
	Other Baseline capital projects			19,184,170	19,184,170
	Priority Capital			34,000,000	34,000,000
	CAPITAL TOTAL			75,334,170	75,334,170
	Total Change		\$ 25,338,024	\$78,470,067	\$ 103,808,091

Attachment B – Organization Chart

**SAN FRANCISCO BAY AREA RAPID TRANSIT
ORGANIZATION CHART
FY22 Adopted Budget**



TOTAL HEADCOUNT	
Operating	3,409.5
Capital	983.6
Reimbursable	39.5

Attachment C – Department Descriptions

Office of the General Manager

The Office of the General Manager (OGM) is comprised of the General Manager, who is appointed by the BART Board of Directors, and includes the Deputy General Manager, Office of Civil Rights, System Safety, and Fire Life Safety. The OGM provides general oversight of BART and the leadership to develop and deliver BART's programs and projects, ensuring coordination and consultation with our many internal and external stakeholders. Goals of the OGM include:

- Ensure BART functions in a cost-effective manner to deliver high-quality customer service, system renovation and expansion, technological innovations, sustainability goals, and regional transportation leadership as guided by the Strategic Plan and Asset Management Program
- Monitor safety performance, improve safety incident tracking, and identify regulatory compliance against assets and locations
- Invest in our current and future workforce development, wellness, and safety
- Increase diversity in hiring and contracting to meet District diversity goals
- Progress to a more sustainable energy portfolio
- Build and strengthen community confidence in BART

Office of Civil Rights

The Office of Civil Rights aims to create a workplace free of discrimination, harassment and retaliation, and ensures that those who do business with BART are treated equitably and is responsible for Environmental Justice, Title VI of the Civil Rights Act of 1964, Diversity, Equity, Inclusion and Social Justice strategy, policy and program implementation at BART according to local and federal laws. The office is comprised of the following divisions: Contract and Labor Compliance Programs, Economic Opportunity Policies and Programs, and Workforce and Policy Compliance, and Agreement Compliance Programs.

System Safety

BART prioritizes the safety of its employees and riders. BART's Chief Safety Officer ensures that safety remains BART's top priority in all functions including planning, design, construction, testing, maintenance, and operations of the rail system. System Safety strives to make the system as safe as possible by implementing a Safety Management System and tracking safety suggestions to resolution. System Safety oversees, audits, and monitors safety in the areas of: Rail Operations, Occupational Health & Safety, Engineering & Safety Certification, and Environmental Compliance.

Fire Life Safety (FLS)

The primary responsibility of the department is to support the BART Safety Management System (SMS) program by minimizing the risks associated with fire and smoke events for the BART system. This responsibility includes performing inspections of facilities and infrastructure, conducting FLS assessment activities, investigating fire/smoke incidents, and enforcing BART Facilities Standards, federal and state laws, and city ordinances pertaining to fire protection and life safety. The Fire Life Safety department will work in conjunction with Safety Certification processes to join BART projects at concept level in order to address issues related to Fire Life Safety requirements in the development or modification of new BART stations/facilities. The Fire Life Safety department will serve as the single

point of contact for local and state fire agencies on matters of policy, training, familiarization and hosting the Fire Liaison Committee.

Office of Technology

The Assistant General Manager of Technology sets information technology policy and direction for BART. The office reports directly to the Office of the General Manager and works closely with the Executive Offices to support BART's technology vision and mission. The office is comprised of the following divisions: EGIS & Security, Applications, Customer Services & Web Services, and Project Management.

Office of the General Counsel¹⁷

The Office of the General Counsel (OGC) provides comprehensive legal services to BART. Responsibilities of the OGC include:

- Board of Directors: Review all matters submitted to the Board and respond to all questions referred to the Office of the General Counsel
- Litigation: Defend BART's interests in matters handled inhouse and provide clear direction and control of litigation referred
- Labor Relations: Provide accurate and timely legal advice on labor matters including contract negotiations, arbitrations, terminations and discipline
- Human Resources: Provide accurate and timely legal advice on all Human Resources matters including compliance of District policies and procedures (concerning wages, working conditions and benefits) with legal requirements and Board action
- Contracts & Agreements: Review, revise as necessary, and approve contracts and agreements of all types in support of BART

Office of the Controller-Treasurer¹⁸

The Office of the Controller-Treasurer (OCT) is responsible for BART's finances, and collects, dispenses, accounts for, and creates financial reports for all monies that flow in or out of BART's coffers. Responsibilities of the OCT include:

- Formulates, develops and implements policies and procedures that maintain and improve the District's financial position;
- Develops new sources of funding and financial forecasts to identify and plan for future cash flow needs and to ensure that the District has adequate funding to meet ongoing and project commitments;
- Manages and update the District's Financial Stability Policy, Investment Policy and Debt Service Policy and develop a means for the establishment of adequate operating and working capital reserves to support the District's operations;
- Invest District funds;
- Issues and monitors District bonds; manages the payments of bond debt service;
- Pays District's obligations, administer timekeeping, prepare and distribute payroll, monitor, control and account for cash collected, coordinate and monitor variances;
- Administer General Ledger closing and handle the audits of the District's books and records;
- Process billing and collections of grants and handle related financial reporting and audits;
- Ensures that the District complies with regulatory financial filing requirements;
- Administers the Debit/Credit Card Ticket Program, EZ Rider Parking Program, Group Sales

¹⁷ Board appointed position

¹⁸ Board appointed position

- Program, Customer Refund Claims, and off-site ticket sales;
- Formulates and implements risk management strategies. Manages, design and procure various line of insurance and self-insurance programs;
- Reviews and processes liability, property and workers compensation claims, and provide management and oversight of all third-party litigation.
- Controller-Treasurer is the Trustee of the Retiree Health Benefit Trust, Survivor Benefit Trust and Pension Liability Trust.

Office of the District Secretary¹⁹

The Office of the District Secretary provides comprehensive administrative support to the Board of Directors. Responsibilities of the Office of the District Secretary include:

- Administer and record activity of the Board of Directors, Capitol Corridor Joint Powers Authority (CCJPA), BART Police Citizen Review Board (BPCRB) and Transit Security Advisory Committee (TSAC) for compliance with applicable statute and agency requirements
- Provide and enhance effective and responsive communications on behalf of the Board of Directors with customers, constituents, officials, agencies, and staff
- Perform prescribed contract administration supporting District procurement and construction activities and initiatives
- Serve as the authorized agent for legal service, request for records, and Custodian of Records.
- Administer BART's Conflict of Interest Code and the CCJPA's Conflict of Interest Code in coordination with the Fair Political Practices Commission

Office of Administration

Administration provides comprehensive human resources, procurement, and labor relations services to BART. The Human Resources Department is responsible for managing compensation and analytics, benefits, human resources information systems, absence and leave management, talent acquisition, workforce development, and Substance abuse programs for BART's employees. The Procurement Department oversees contract management, inventory management, logistics, purchasing and strategic maintenance across the BART system. The Labor Relations Department is responsible for fostering effective and cooperative labor-management relationships between BART and its labor unions and charged with negotiating, administering and resolving grievances and employment issues related to agreements for BART's five represented bargaining units.

Office of External Affairs

External Affairs ensures BART speaks strategically with one voice to the public by communicating BART's messages and initiatives clearly and concisely to our riders, elected officials, neighborhoods, the media and taxpayers. Additionally, External Affairs identifies local, state and federal grant opportunities to fund BART projects and programs. External Affairs includes the following departments: Communications, Customer Services, Government & Community Relations, and Marketing & Research.

Police Department

The BART Police Department is a 24/7 full-service law enforcement agency that provides police services for the San Francisco Bay Area Rapid Transit District. The BART Police Department is comprised of both sworn and non-sworn personnel. The Department's sworn personnel are comprised of the following

¹⁹ Board appointed position

classifications: Chief of Police, Deputy Chiefs, Lieutenants, Sergeants, and Police Officers. The Department Bureaus are: Operations, Support Services, Personnel & Training and Progressive Policing & Community Engagement. The Department's non-sworn personnel are comprised of the following classifications: Community Service Officers (includes BART Ambassadors), Fare Inspector Officers, Police Dispatchers, Civilian Supervisors, Revenue Protection Guards, Police Administrative Specialists, Police Administrative Analyst, Director of Security Programs, Manager of Security Programs, CALEA Accreditation Manager, Executive Assistant, Crime Analyst, Crisis Intervention Specialist and CAD/RMS Administrator. The Department is a signatory to the Bay Area's mutual-aid pacts with allied law enforcement agencies in order to obtain assistance during major emergencies, critical incidents and tactical callouts. The Department has a variety of specialized assignments that include: Central County SWAT Team members, Critical Asset Patrol Team, Criminal Investigator, FBI Joint Terrorism Task Force Officer, Narcotics Task Force Officer, Background Investigator, Training Officer, Evidence Technician, Motorcycle Officer, Bicycle Officer, and Electric Personal Vehicle Operator.

In August of 2020, the BART Police Department created the Progressive Policing & Community Engagement Bureau under the command of Deputy Chief Angela Averiett. The Bureau's mission is to engage the BART Police Department in leading transparent, equitable, and innovative policing practices to improve public safety across the diverse communities in which BART serves. The Bureau is committed to rebuilding trust and nurturing relationships between communities and law enforcement through a culture of accountability, responsibility, and collaboration. The Progressive Policing & Community Engagement Bureau includes the Transit Ambassadors, Crisis Intervention and Community Outreach Unit, and Community-Oriented Policing Division.

Operations

Operations ensures BART fulfills its mission to provide safe, clean, reliable and customer-friendly regional public transit service by providing engineering, maintenance frontline employees for BART's 48 stations, 120 miles of track, control systems and infrastructure, passenger trains and work equipment. Operations also manages and delivers major capital infrastructure and vehicle programs. Operations includes the following departments: Transportation, Rolling Stock & Shops, Maintenance & Engineering, and Operations Planning.

Office of Design & Construction

Design & Construction (D&C) designs and delivers capital projects that support our riders' needs and create opportunities for local economic development. D&C includes the following departments: District Architect, Earthquake Safety Program, Extensions, Station Construction, Program Management, and Core Capacity.

Office of Planning & Development

Planning & Development (P&D) focuses on customer access needs, long-range planning and transit-oriented development. P&D includes the following departments: Customer Access, Property Development & Real Estate, Station Area Planning, Strategic Planning, Sustainability, and Link 21.

Office of Performance & Budget

Performance & Budget develops and manages BART's operating/capital budgets and grant compliance and reporting; develops BART's Short Range Transit Plan/Capital Improvement Program (SRTP/CIP) and implements financial planning strategy and analysis; provides capital funding strategy, grant advocacy, and pursues external funds; leads fare policy, fare changes and the Clipper® program; conducts internal

audits and capital project support; and promotes and advances efficiency, effectiveness, and economy through continuously monitoring, managing and improving business performance across BART.

Capitol Corridor

The Capitol Corridor Joint Powers Authority (CCJPA) provides administrative management of the Capitol Corridor intercity passenger rail service. The Capitol Corridor is a safe, reliable, affordable and convenient way to travel between the Sierra Foothills, Sacramento, the San Francisco Bay Area and Silicon Valley/San Jose and is the third most popular route in the national intercity passenger rail network. The CCJPA Board of Directors provides policy direction to the CCJPA staff in delivering high-quality passenger rail service along its 170-mile corridor. Amtrak operates the service for the CCJPA and Union Pacific Railroad owns and maintains the tracks. Funding is virtually 100% from passenger fares and state transportation funds. BART provides the full-time management staff, including marketing and communications, transportation, engineering, mechanical, planning and programming, and budget and service performance.

Office of the Independent Police Auditor²⁰

The Independent Police Auditor (IPA) provides all members of the public with effective and independent oversight of the BART Police Department by conducting independent investigations and reviews of police department activities, making policy recommendations to improve the performance of the Police Department, and maintaining continual communication with members of the public in the BART service area. The IPA reports to the BART Board of Directors, not the Police Department or the General Manager. Responsibilities of the IPA include:

- Accept and investigate certain complaints of misconduct against BART police officers
- Review all use-of-force incidents
- Respond to the scene of officer-involved shooting incidents to monitor the ensuing BART Police Department investigation and/or initiate an independent investigation
- Review Internal Affairs investigations conducted by the BART Police Department, including those cases where the complainant has sought to appeal the findings issued by Internal Affairs
- Maintain an alternative dispute resolution process for resolving some complaints and maintain a regular program of community outreach
- Develop recommendations to improve BART Police Department policies and prepare monthly and annual reports for the public, the BART Police Citizen Review Board, and the BART Board of Directors

Office of the Inspector General²¹

The Office of the Inspector General was established as a result of RM3 (Senate Bill 595 (Beall) (2018)) to provide independent oversight of District activities and operations; conduct independent audits and investigations relating to the District's programs and operations; and report findings to BART's Board of Directors, the California State Legislature, and the public.

²⁰ Board appointed position

²¹ Board appointed position

Attachment D – Position Summary Schedule

Department	FY20		FY21		FY22	
	Operating	Capital	Operating	Capital	Operating	Capital
TOTAL ALL DEPARTMENTS	3,444.6	1,574.8	3,336.1	1,001.7	3,409.5	1,023.1
General Manager	37.0	22.0	33.0	13.0	35.0	13.0
Administration	5.0	2.0	5.0	-	5.0	-
Civil Rights	15.0	13.0	13.0	8.0	13.0	8.0
Fire Life Safety	2.0	1.0	2.0	1.0	2.0	1.0
System Safety	15.0	6.0	13.0	4.0	15.0	4.0
General Counsel	17.0	5.0	17.0	4.0	17.0	2.0
Controller-Treasurer	102.0	14.0	95.0	10.0	93.0	8.0
Administration	2.0	-	2.0	-	2.0	-
Assistant Controller	37.0	11.0	38.0	9.0	37.0	7.0
Assistant Treasurer	59.0	2.0	51.0	-	50.0	-
Insurance	4.0	1.0	4.0	1.0	4.0	1.0
District Secretary	7.0	1.0	7.0	-	7.0	-
Administration	150.6	23.0	137.6	17.0	139.6	13.0
Administration	2.0	-	3.0	-	3.0	-
Human Resources	38.6	9.0	35.6	8.0	39.6	4.0
Procurement	99.0	13.0	90.0	9.0	90.0	8.0
Labor Relations	11.0	1.0	9.0	-	7.0	-
External Affairs	51.3	10.5	44.5	8.3	43.4	5.8
Administration	3.0	-	2.8	0.3	2.8	0.3
Communications	8.5	1.5	7.0	2.0	8.5	1.5
Customer Services	15.0	1.0	14.0	2.0	12.0	2.0
Government & Community Relations	7.0	2.0	8.0	-	7.0	-
Grant Development*	4.0	2.0				
Marketing and Research	13.8	4.0	12.8	4.0	13.1	2.0
Police	372.0	16.0	381.0	3.0	402.0	3.0
Operations	2561.2	1344.9	2,486.3	819.1	2,538.9	862.9
Administration	2.0	-	2.0	-	2.0	-
BART to Antioch/BART-to-OAK	75.0	-	68.0	-	57.0	-
Maintenance and Engineering	772.9	1167.1	703.5	737.6	705.3	778.2
Operations Planning	15.0	9.0	13.0	6.0	12.0	6.0
Rolling Stock & Shops	722.0	103.0	703.0	70.0	760.8	72.0
Transportation	974.3	65.8	996.9	5.5	1,001.9	6.8
Design & Construction	6.3	74.8	4.3	70.8	4.3	64.8
Administration	1.3	1.8	1.1	2.0	1.1	5.0
District Architect	3.0	4.0	1.7	4.3	1.7	5.3
Extensions	2.0	69.0	1.5	64.5	1.5	54.5
Planning & Development*	39.4	17.7				
Performance & Budget	30.5	14.5	30.5	11.5	27.5	10.5
Administration	3.0	-	4.0	-	4.0	-
Budget	15.0	6.0	13.0	4.0	10.0	3.0
Financial Planning	4.5	5.5	7.5	4.5	7.5	5.5
Performance & Audit	8.0	3.0	6.0	3.0	6.0	2.0
Chief Information Officer*	67.5	6.5	62.5	2.5	60.5	2.5
Capitol Corridor	-	24.0	-	21.0	-	20.0
Independent Police Auditor	3.0	-	3.0	-	5.0	-
Inspector General	-	1.0	-	3.0	3.0	-
Planning & Development*			34.4	18.7	33.4	17.7
Administration			0.5	0.5	0.5	0.5
Customer Access			9.5	1.5	8.5	1.5
Link 21			1.0	3.0	-	5.0
Real Estate & Property Development			12.9	7.2	13.9	5.2
Station Area Planning			4.0	3.0	4.0	2.0
Strategic & Policy Planning			4.0	1.0	4.0	1.0
Sustainability			2.5	2.5	2.5	2.5

*Department impacted by reorg.

Attachment E – Acronyms

Acronym/Term	Definition
ADA	Americans with Disabilities Act
ADC	Actuarially Determined Contributions
AFSCME	American Federation of State, County and Municipal Employees
ARP	American Rescue Plan
ATU	Amalgamated Transit Union
BART	Bay Area Rapid Transit District
BPCRB	BART Police Citizen Review Board
BPMA	BART Police Managers' Association
BPOA	BART Police Officers' Association
BSPF	BART Strategic Plan Framework
CalSTA	California State Transportation Agency
CALEA	Commission on Accreditation for Law Enforcement Agencies
CARB	California Air Resources Board
CARES	Coronavirus Aid, Relief, and Economic Security Act
CARP	Capital Asset Replacement Program
CBTC	Communication-Based Train Control
CCJPA	Capital Corridor Joint Powers Authority
CCP	Core Capacity Program
CCRP	Commercial Communications Revenue Program
CCTV	Closed-Circuit Television
CDC	Centers for Disease Control
CIG	Capital Investment Grant
COVID-19	Coronavirus Disease 2019
CPI	Consumer Price Index
CPUC	California Public Utilities Commission
CY	Calendar Year
D&C	Design and Construction
DCC	Doppelmayr Cable Car
DOT	Department of Transportation
EBPC	East Bay Paratransit Consortium
EGIS	Enterprise Geographic Information System
ESP	Earthquake Safety Program
FLS	Fire Life Safety
FTA	Federal Transit Administration
FOTF	Fleet of the Future
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GFOA	Government Finance Officers Association
GO	General Obligation bonds
HMC	Hayward Maintenance Complex

Acronym/Term	Definition
IG	Inspector General
IPA	Independent Police Auditor
LCFS	Low Carbon Fuel Standard
LCTOP	Low Carbon Transit Operations Program
M&E	Maintenance and Engineering
MBF	Means-based Fare
Measure RR	BART Safety, Reliability, and Traffic Relief Program
MET	Joseph P. Bort MetroCenter Building
MPPP	Money Purchase Pension Plan
MTC	Metropolitan Transportation Commission
O&M	Operating and Maintenance
OAK	Oakland International Airport
OCIO	Office of the Chief Information Officer
OCT	Office of the Controller-Treasurer
OGC	Office of the General Counsel
OGM	Office of the General Manager
P&D	Planning and Development
PEPRA	California Public Employees' Pension Reform Act
PPE	Personal Protective Equipment
QFR	Quarterly Financial Report
RS&S	Rolling Stock and Shops
SB	Senate Bill
SEIU	Service Employees International Union
SF HOT	San Francisco Homeless Outreach Team
SFCTA	San Francisco County Transportation Authority
SFMTA	San Francisco Municipal Transportation Agency
SFO	San Francisco International Airport
SMP	Strategic Maintenance Program
SMS	Safety Management System
SPUR	San Francisco Bay Area Planning and Urban Research Association
SRTP/CIP	Short Range Transit Plan/Capital Improvement Program
STA	State Transit Assistance
SVBX	Silicon Valley Berryessa Extension
TCCCP	Transbay Corridor Core Capacity Project
TCMP	Train Control Modernization Project
TIF	Transportation Improvement Fee
TIRCP	Transit and Intercity Rail Capital Program
TOD	Transit Oriented Development
TPH	Trains Per Hour
TPSS	Traction Power Substations
TSAC	Transit Security Advisory Committee

Acronym/Term	Definition
VTA	Santa Clara Valley Transportation Authority

Attachment F – Glossary

Term	Definition
Accrual Basis of Accounting	A method of accounting which recognizes expenses when incurred and revenues when earned.
Actuarially Determined Contribution	The amount needed to fund pension benefits over time as determined by actuarial reports.
Alameda-Contra Costa Transit District (AC Transit)	The Alameda-Contra Costa Transit District is the third-largest public bus system in California, serving 13 cities and adjacent unincorporated areas in Alameda and Contra Costa counties. ²²
Arbitration	The hearing and determining of a dispute or the settling of differences between parties by a person or persons chosen or agreed to by them.
Audit	An official examination and verification of accounts and records.
BART Strategic Plan Framework	Adopted by the BART Board of Directors in 2015, the BART Strategic Plan Framework (BSPF) documents BART’s organizational objectives including our mission, vision, goals and strategies.
BART System	An electrically powered rapid transit commuter rail system serving the residents of the San Francisco Bay Area.
Balanced Budget	A budget where revenue and expenses are equal.
CalPERS	The California Public Employees' Retirement System is an agency in the state of California which manages the pension and health benefits for BART employees.
Caltrain	Caltrain is a commuter railroad operating between San Francisco and San Jose, with limited service to Gilroy. Caltrain is owned and operated by the Peninsula Corridor Joint Powers Board, which is made up of representatives from the City and County of San Francisco, the San Mateo County Transit District and the Santa Clara Valley Transportation Authority. ²³
Caltrans	Caltrans manages more than 50,000 miles of California's highway and freeway lanes, provides inter-city rail services, permits more than 400 public-use airports and special-use hospital heliports, and works with local agencies. Caltrans carries out its mission of providing a safe, sustainable, integrated and efficient transportation system to enhance California's economy and livability, with six primary programs: Aeronautics, Highway Transportation, Mass Transportation, Transportation Planning, Administration and the Equipment Service Center. ²⁴
Capital Asset	An asset with a useful life of more than one year that is capitalized in accordance with GAAP with a value greater than \$5,000.

²² “Facts and Figures.” AC Transit, actransit.org/about-us/facts-and-figures/.

²³ Caltrain Fast Facts, [caltrain.com/Assets/ Public+Affairs/Fact+Sheets/TA+Fact+Sheet+FY2017.pdf](http://caltrain.com/Assets/Public+Affairs/Fact+Sheets/TA+Fact+Sheet+FY2017.pdf).

²⁴ California, State of. “About Caltrans.” About Caltrans | Caltrans, dot.ca.gov/about-caltrans.

Term	Definition
Capitol Corridor	An intercity passenger train system that provides service in Placer, Sacramento, Yolo, Solano, Contra Costa, Alameda, San Francisco and Santa Clara counties managed through the Capitol Corridor Joint Powers Authority (CCJPA) which BART is a member of and provides day-to-day management support. ²⁵
Clipper	Clipper® is the Bay Area’s all-in-one transit-fare payment card. MTC operates Clipper in partnership with the region’s 20-plus different transit agencies. ²⁶
Close (Year-End/Monthly)	Following the finance departments posting of all transactions in a given period, the period is considered closed. Subsequent reporting and analysis can then be completed on the time period.
Commercial Communications Revenue Program	License agreements which work to expand BART’s commercial fiber and wireless telecommunications revenue footprint.
Communication-Based Train Control (CBTC)	A railway signaling system that makes use of the telecommunications between the train and track equipment for traffic management and infrastructure control. ²⁷
COVID-19 Operating Measures	Measures implemented by BART in response to the pandemic: Enhanced cleaning of vehicles, stations, and facilities; Longer trains to reduce crowding; Deployment of PPE; Reduced customer touchpoints in station areas; Clear customer communication on new safety protocols.
Customer Satisfaction Survey	An independent research firm surveys BART customers every two years to gauge customer satisfaction, and BART uses the results to focus resources on areas that need the most improvement.
Depreciation	A reduction in the value of an asset with the passage of time.
District	The three counties which make up BART's special-purpose district; Alameda, Contra Costa and San Francisco.
Enterprise Fund	The fund structure utilized by BART to report financial activities.
Fare Evasion	The act of circumventing barriers, fare gates or tailgating to avoid payment on a transit system.
Fare Policy	The collective policies which make up BART's fare structure.
Financial Stability Policy	BART's financial policy which aims to manage finances for both the short and long term. Goals include maintaining adequate reserves, the highest possible credit rating, establishing a fare structure to maintain revenues and align with operating costs while ensuring the delivery of safe, quality and efficient service to meet demand.

²⁵ “CCJPA Service, Capitol Corridor Services.” Capitol Corridor, capitolcorridor.org/ccjpa-service/.

²⁶ “Your All-In-One Transit Card: Operate + Coordinate: Our Work.” Metropolitan Transportation Commission, mtc.ca.gov/our-work/operate-coordinate/traveler-services/your-all-one-transit-card.

²⁷ Communications-Based Train Control (CBTC) |, railsystem.net/communications-based-train-control-cbtc/.

Term	Definition
Fiscal Year	BART's fiscal year begins on July 1st of each year and concludes on June 30th of the following calendar year.
Fixed Guideway System	A public transportation facility using and occupying a separate right-of-way or rail for the exclusive use of public transportation and other high occupancy vehicles. ²⁸
Fleet of the Future (FOTF)	BART's new rail cars developed by Bombardier which began to enter service in 2018.
Full-Time Equivalent (FTE)	Employee hours reflected in the form of individual, full-time employees.
Fund	A sum of money and/or resources designated for a specific objective.
Fund Balance	The accounting of the organization's funds at the beginning of the fiscal year, the preliminary unaudited sources and uses of funds during the fiscal year, and the preliminary ending balances as of the end of the fiscal year.
General Obligation Bonds	A municipal bond backed by the issuing state or local government.
Golden Gate Transit	Based in San Francisco, the Golden Gate Bridge, Highway and Transportation District operates the Golden Gate Bridge, and two public transit systems: Golden Gate Transit buses and Golden Gate Ferry. ²⁹
Hayward Maintenance Complex	A new maintenance and repair facility being constructed to support BART operations of both the legacy railcars and the Fleet of the Future.
Headways	The time interval or distance between two vehicles, as automobiles, ships, or railroad or subway cars, traveling in the same direction over the same route. ³⁰
Interlocking	Referring to the signaling field, a Railway Interlocking is a set of signal apparatus placed on the track in order to prevent conflicting movements among trains, through an arrangement of track devices such as junctions, derails and crossings. ³¹
Low Carbon Fuel Standard Program	A California policy which allows low and zero carbon fuel producers and transportation providers to generate credits and requires high carbon-intensity fuel providers (primarily oil refineries) to purchase credits while they work to reduce their carbon content.
Means-Based Fare	The MTC program which allows adults whose annual earnings are up to 200% of the federal poverty level to qualify for a fare discount.
Measure RR	Measure RR, a San Francisco Bay Area Rapid Transit District bond measure which authorizes BART to issue and sell bonds of up to \$3.5B in general obligation (GO) bonds.

²⁸ Transportation Equity Act for the 21st Century, fhwa.dot.gov/tea21/h2400iii.htm.

²⁹ "About Us." Golden Gate Transportation District, goldengate.org/organization/.

³⁰ "Headway." Dictionary.com, Dictionary.com, dictionary.com/browse/headway.

³¹ "Railway Interlocking: How Does It Work?" Railwaysignalling.eu, 24 Feb. 2014, railwaysignalling.eu/railway-interlocking-principles.

Term	Definition
Metropolitan Transportation Commission	MTC is the transportation planning, financing and coordinating agency for the nine-county San Francisco Bay Area. ³²
New Transbay Rail Crossing Program	A suite of projects across the 21-county Northern California megaregion that will transform the megaregion’s rail network. One of the main projects is to double BART’s capacity for Transbay service between Oakland and the East bay. It will also create a direct regional rail link that will connect the East Bay, Central Valley and Sacramento with the San Francisco Peninsula.
Next Generation Fare Gates	Newly designed fare gates to improve reliability and maintainability, while reducing fare evasion and enhancing security.
Northern California Megaregion	The 21-county region in Northern California which includes Alameda, Contra Costa, El Dorado, Marin, Merced, Monterey, Napa, Placer, Sacramento, San Benito, San Francisco, San Joaquin, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma, Stanislaus, Sutter, Yolo and Yuba counties as defined by the San Francisco Bay Area Planning and Urban Research Association (SPUR).
Operating Reserve	A fund balance set aside for use when unexpected losses or expenses occur.
Pacific Gas & Electric	A utility that operates in California to provide electricity and gas.
Passenger Environment Survey	Routine surveys conducted aboard BART trains to obtain feedback from passengers regarding their experience on a specific day.
Pension Reform	Known in California as the Public Employees' Pension Reform Act (PEPRA) which places compensation limits on members in addition to other stipulations, effectively creating a two-tier retirement system made up of Classic (legacy employees) and PEPRA employees, hired on or after the specified date in the legislation. ³³
Preliminary Budget	A budget submitted for review to the BART Board of Directors prior to final adoption.
Proforma Budget	The baseline budget which presents estimated revenues and expenditures prior to other significant changes being finalized.
Proposition 13	An amendment to the Constitution of California that provides guidelines for assessment and taxation of real property.
Purchased Transportation	Transportation service purchased by a public entity from another transit agency.
Quality of Life	A reference to initiatives and efforts that focus on improving safety, security and cleanliness throughout the BART System.

³² “MTC Homepage.” Metropolitan Transportation Commission, mtc.ca.gov/.

³³ “Public Employees' Pension Reform Act.” CalPERS, calpers.ca.gov/page/about/laws-legislation-regulations/public-employees-pension-reform-act.

Term	Definition
Quarterly Financial Report	A report produced each quarter throughout the fiscal year to analyze the performance of the fiscal year's budget to actual spending in that quarter and fiscal year-to-date. Variance analysis is conducted on substantial variances and highlighted in the report.
Regional Measure 3 (RM3)	A ballot measure to finance a comprehensive suite of highway and transit improvements through an increase to tolls on the region's seven state-owned toll bridges. ³⁴
Ridership	In public transportation, ridership refers to the number of people using a transit service.
Rolling Stock	Locomotives, carriages, wagons, or other wheeled vehicles used on a railroad.
Sales Tax Revenue Bonds	A municipal bond backed by the revenue from sales tax.
San Francisco Municipal Transportation Agency (SFMTA)	The SFMTA is a department of the City and County of San Francisco responsible for the management of all ground transportation in the city. The SFMTA has oversight over the Municipal Railway (Muni) public transit, as well as bicycling, paratransit, parking, traffic, walking, and taxis. ³⁵
San Mateo County Transit District (SamTrans)	The San Mateo County Transit District is the administrative body for the principal public transit and transportation programs in San Mateo County: SamTrans bus service, including Redi-Wheels & RediCoast paratransit service, Caltrain commuter rail and the San Mateo County Transportation Authority. ³⁶
Santa Clara Valley Transportation Authority	A special district responsible for public transit services, congestion management, specific highway improvement projects, and countywide transportation planning for Santa Clara County, CA. ³⁷
Short Range Transit Plan/Capital Improvement Program	The Short Range Transit Plan/Capital Improvement Program (SRTP/CIP) provides an overview of BART's long-term operating and capital financial outlook, and as such is a guiding document for staff and policymakers. It helps inform BART's yearly budget process and assesses system performance.
Silicon Valley Berryessa Extension, Phase I	A planned 10-mile extension of the BART System into Santa Clara County continuing from the Warm Springs Station in Southern Fremont and continuing into the Berryessa district of San Jose.
Single Tracking	Moving rolling stock or trains going in both directions along a single line of track.

³⁴ "Regional Measure 3: Fund + Invest: Our Work." Metropolitan Transportation Commission, mtc.ca.gov/our-work/fund-invest/toll-funded-investments/regional-measure-3.

³⁵ Belov, Charles. "About the SFMTA." SFMTA, San Francisco Municipal Transportation Agency, 7 June 2019, sfmta.com/about-sfmta.

³⁶ "About SamTrans." Caltrain Website, samtrans.com/about.html.

³⁷ "Member Profile." Santa Clara Valley Transportation Authority (VTA) | California Association of Councils of Government (CALCOG), calcog.org/index.php?src=directory&view=members&srctype=detail&back=members&refno=66.

Term	Definition
State of Good Repair	Senate Bill (SB) 1, The Road Repair and Accountability Act of 2017 authorizing funding for public transit agencies.
State Transit Assistance	Funding received from passage of Senate Bill (SB) 1, The Road Repair and Accountability Act of 2017. Also known as the State of Good Repair program.
Station Access Policy	The BART Station Access Policy is designed to support the broader livability goals of the Bay Area, reinforce sustainable communities, and enable riders to get to and from stations safely, comfortably, affordably, and cost-effectively.
Station Hardening	The act of reinforcing, repairing, and/or upgrading equipment at stations in an effort to reduce fare evasion.
The CARES Act	The Coronavirus Aid, Relief, and Economic Security Act the president signed on March 27, 2020, which provides \$2 trillion across a host of domestic funding and relief programs to support efforts to respond to and prepare for recovery from the COVID-19 pandemic.
Traction Power Network	An electricity grid for the supply of electrified rail networks.
Train Control Modernization	Removing aging train control equipment from the BART System and upgrading to a new CBTC system.
Transbay Corridor Core Capacity Project (STCCCP)	TCCCP will allow BART to operate up to 30 ten-car trains per hour (300 cars) in each direction on the existing Transbay Tube, maximizing throughput in the most heavily used part of the system. The project includes four elements: 306 additional railcars to provide the additional trains needed, a new Communications-Based Train Control system that will allow closer headways, a new railcar storage yard at the Hayward Maintenance Complex (Phase 2), and additional traction power substations to provide the additional power needed for the more frequent service.
Transbay Tube/Transbay Corridor	A 3.6-mile underwater rail tunnel which carries BART's four Transbay lines under San Francisco Bay between the cities of San Francisco, CA and Oakland, CA.
Transit Oriented Development	The creation of compact, walkable, pedestrian-oriented, mixed-use communities centered around high-quality train systems. ³⁸
Transportation Network Company	A company that matches passengers with vehicles typically using mobile applications and/or websites. Often referred to as rideshare.
Unfunded Accrued Liability	The excess, if any, of the Actuarial Accrued Liability over the Actuarial Value of Assets. In other words, the present value of benefits earned to date that are not covered by current plan assets. ³⁹
Way and Structures	The fixed facilities of a railroad including the track and structures needed for its operation. ⁴⁰

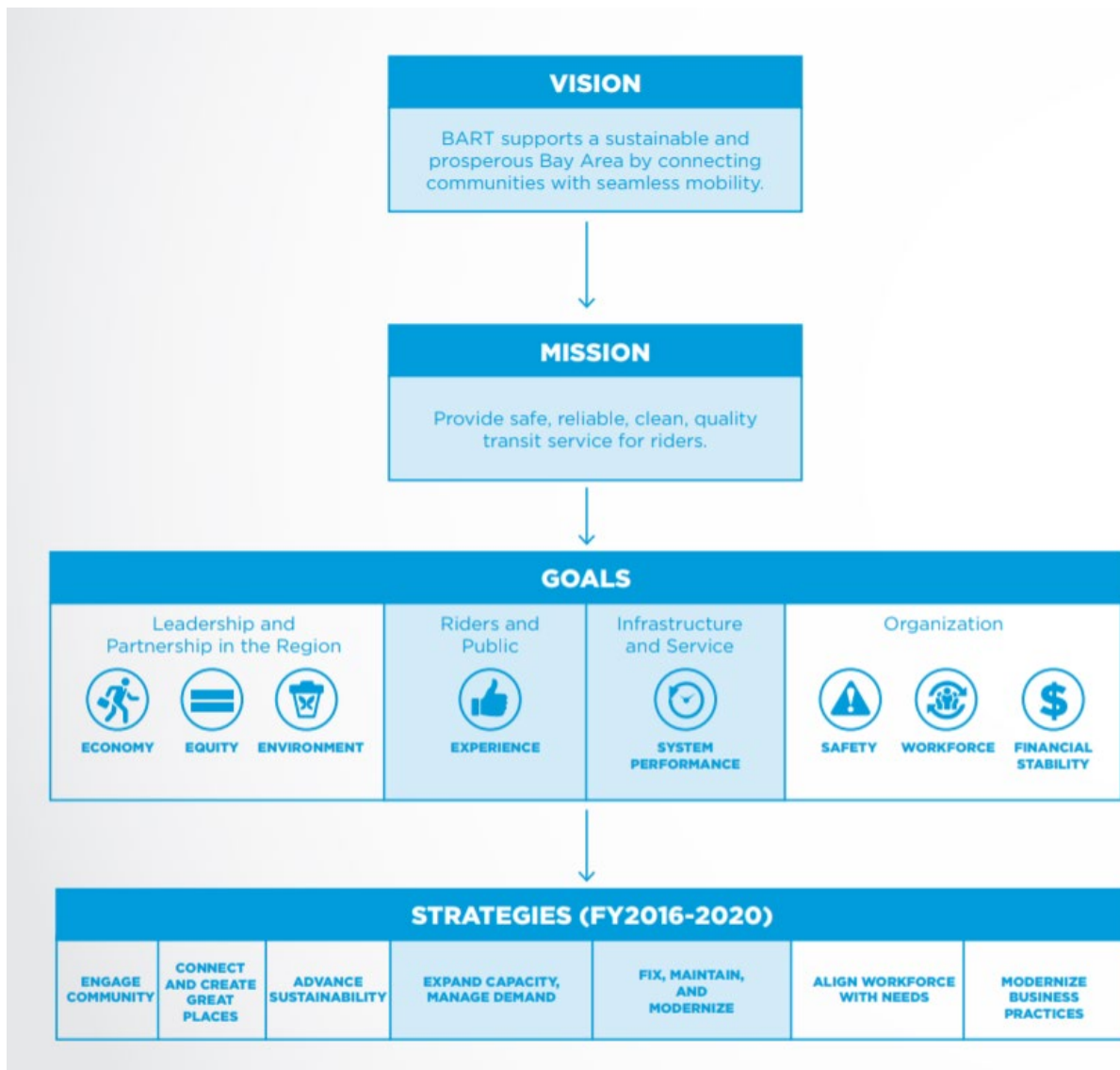
³⁸ Transit Oriented Development, tod.org/.

³⁹ "Pension Terminology." Texas Pension Review Board, prb.state.tx.us/files/education/terminologyfinal.pdf.

⁴⁰ "Way And Structures." Merriam-Webster, Merriam-Webster, merriam-webster.com/dictionary/way%20and%20structures.

Attachment G – Two-Year Work Plans & Day-to-Day Activities

The BART Strategic Plan Framework (BSPF) documents BART’s organizational objectives including our mission, vision, goals and strategies.

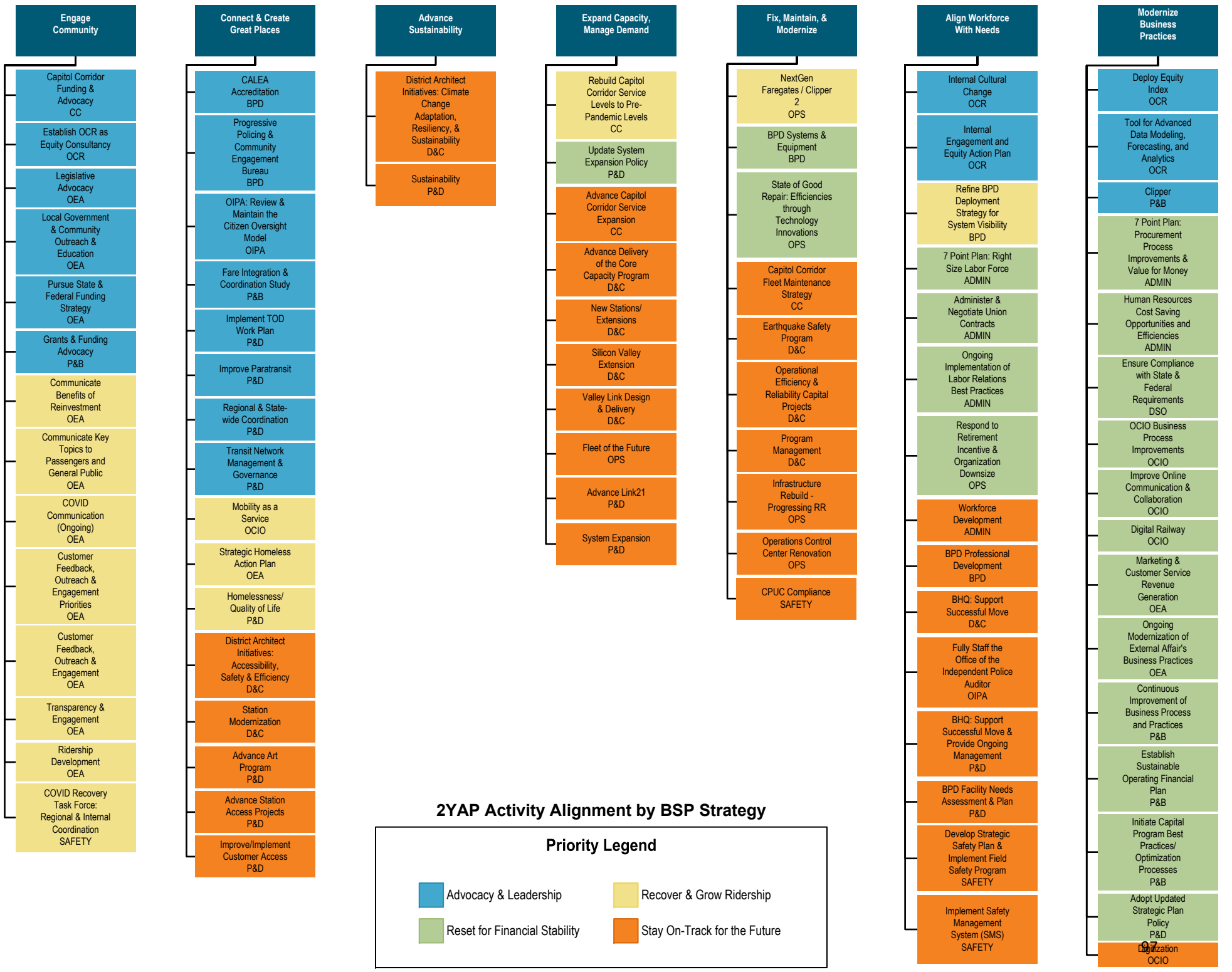


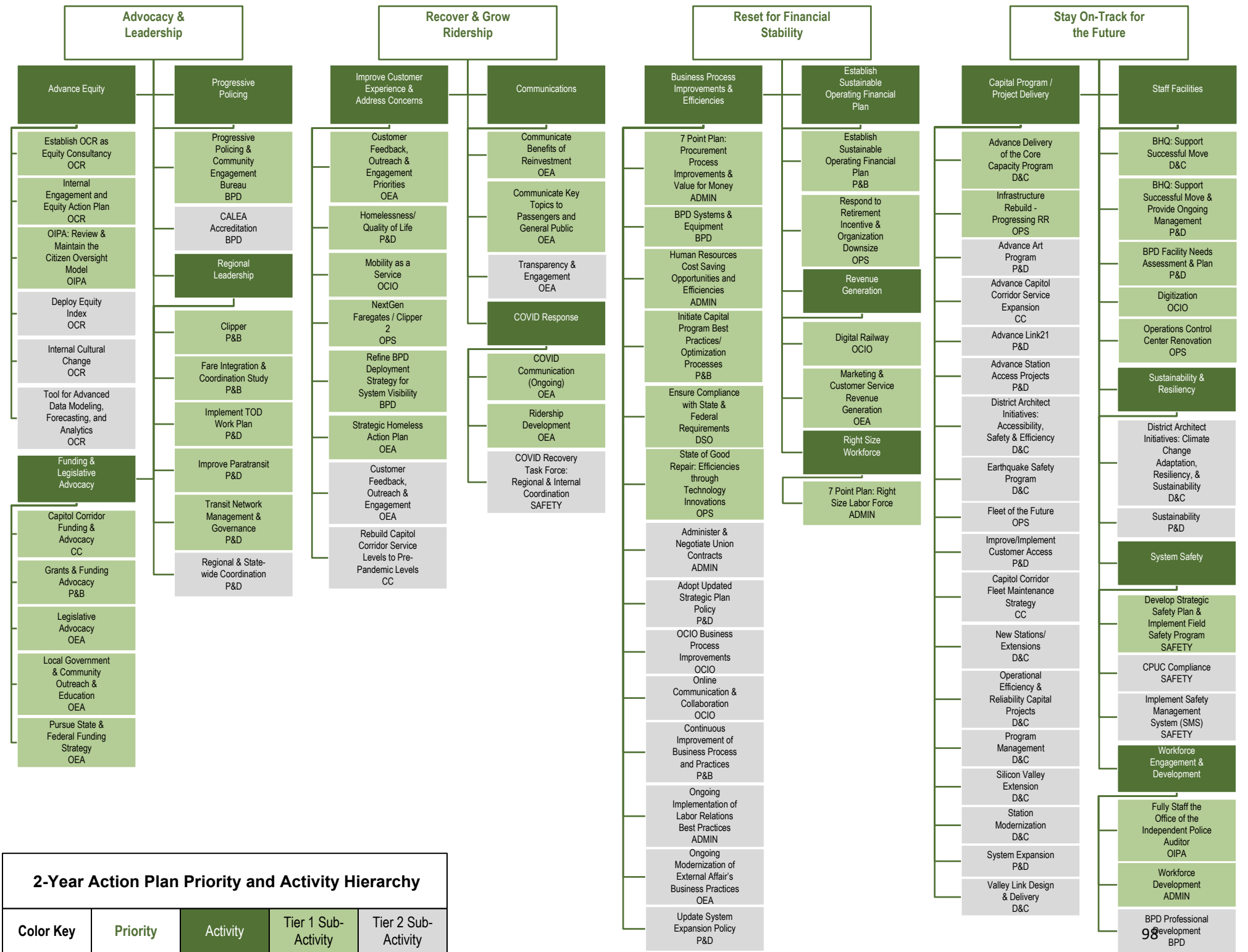
As described in Section 15, the 2020 COVID-19 pandemic changed the world of public transit required BART to be nimble and adjust priorities. Within this context of uncertainty, executives from across BART collaborated to identify key BART initiatives over the next two years and identified four priority areas to guide the work over the next two years. The four priority areas are: app

- Reset for Financial Stability
- Advocacy & Leadership
- Recover & Grow Ridership
- Stay on Track for the Future

The Two-Year Action Plans connect departmental activities with the four priorities as well as to the BSPF goals and strategies and outlines key sub-activities with specific milestones. These actions are cross functional in nature; therefore, each activity is owned by at least one department with supporting departments noted for each action. The responsible department provides guidance across departments to ensure the BSPF Strategy is successfully advanced. In addition to Two-Year Action Plans, each department also lists their key day to day activities with performance metrics, and aligns them with a BSPF goal; thus, reflecting how a department's day to day work supports the BSPF goals. Since day to day activities are department specific, they are included with the department's organizational chart. Strategic Initiatives, due to their cross functional nature, are grouped and reported by priority area. Together, the Two-Year Action Plans and Day to Day activities provide transparency on department activities, communicates progress made toward advancing the BSPF, and positions BART to begin to assess risks to accomplishing our organizational objectives.

The following graphics summarize actions included in the Two-Year Action Plans, first by BSPF strategies and then by priorities and activities. Additional detail is included in the Two-Year Action Plans and Day to Day Activities that follow.







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



Respond to the financial crisis brought by the COVID 19 crisis by developing a responsive and nimble operating plan, advancing efficiencies and managing expense, right sizing the agency, and increasing revenue where feasible.

Business Process Improvements & Efficiencies

Tier: 1 7 Point Plan: Procurement Process Improvements & Value for Money			BSP: MBP	
● Procurement Metrics Reports	EO: ADMIN	FY22	Q2	
<i>Supported by: OCIO, P&B</i>				
● Streamline Management Decision Document Procedure	EO: ADMIN	FY22	Q3	
<i>Supported by: P&B</i>				
● Materials Master Contracting	EO: ADMIN	FY22	Q4	
Tier: 1 BPD Systems & Equipment			BSP: FMM	
● Replace Tasers and Body Cameras	EO: BPD	FY22	Q1	
● Move to MET G to Support Patrol Operations and Progressive Policing	EO: BPD	FY22	Q1	
<i>Supported by: Ops</i>				
● Upgrade Data Collection, Reporting, & Dispatch Systems to meet RIPA (racial & identity profiling act) Data Collection Requirements	EO: BPD	FY22	Q2	
● Complete Implementation of LEFTA (Law Enforcement Field Training Applications)	EO: BPD	FY22	Q2	
Tier: 1 Ensure Compliance with State & Federal Requirements			BSP: MBP	
● Perform Federally Required Redistricting to Ensure Population Equity Among the Nine Districts	EO: DSO	FY22	Q4	
● Review Job Descriptions to Ensure Compliance with Conflict of Interest Code	EO: DSO	FY22	Q4	
Tier: 1 Human Resources Cost Saving Opportunities and Efficiencies			BSP: MBP	
● HR Strategic Plan	EO: ADMIN	FY21	Q4	
● HR Data Metrics Report	EO: ADMIN	FY21	Q4	
● Reduce Third-party Contracting	EO: ADMIN	FY22	Q2	
● Consolidation of Enterprise Applications	EO: ADMIN	FY22	Q2	
● Phase 1 SOP in Alignment with HR Best Practices Completed	EO: ADMIN	FY23	Q1	
Tier: 1 Initiate Capital Program Best Practices/Optimization Processes			BSP: MBP	
● Advance Best Practices for Capital Program Administration Processes	EO: P&B	Annual		
<i>Supported by: D&C, Ops, P&D</i>				
● Assess, Monitor & Manage Funding Risks in High Priority/Major Capital Projects	EO: P&B	Annual		
● Develop & Advance Funding Strategy for Capital Program	EO: P&B	Annual		
● Implement PPMS Modules: Contract Management, Budget, & Finance	EO: P&B	FY21	Q4	
<i>Supported by: OCIO</i>				
● Implement Next Set of PPMS Modules	EO: P&B	FY22	Q2	
<i>Supported by: OCIO, P&B</i>				



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



Respond to the financial crisis brought by the COVID 19 crisis by developing a responsive and nimble operating plan, advancing efficiencies and managing expense, right sizing the agency, and increasing revenue where feasible.

Tier: 1 Initiate Capital Program Best Practices/Optimization Processes			BSP: MBP	
●	Implement All PPMS Modules	EO: P&B	FY22	Q4
<i>Supported by: OCIO</i>				
Tier: 1 State of Good Repair: Efficiencies through Technology Innovations			BSP: FMM	
●	Revenue Vehicle Wheel Impact Detector Bid	EO: OPS	FY21	Q3
●	Consolidate 15 UPS Systems into Single Alert View	EO: OPS	FY22	Q2
●	Reduce Wayside Weather-Related Service Delays: Sensors, Alerts, Data Analytics	EO: OPS	FY22	Q2
●	Revenue Vehicle Wheel Impact Detector Installation	EO: OPS	FY22	Q3
●	Drone Lidar (Structural Inspection: Safety & Maintenance)	EO: OPS	FY23	Q1
●	Geometry Car - Lidar	EO: OPS	FY23	Q2
Tier: 2 Administer & Negotiate Union Contracts			BSP: AW	
●	Pre-Planning for Police Union Negotiations	EO: ADMIN	FY21	Q3
●	Negotiate and Complete Police Union Contracts	EO: ADMIN	FY21	Q3
●	Complete Accretion of eBART	EO: ADMIN	FY21	Q4
<i>Supported by: Ops, Safety</i>				
●	Implement New Police Union Contracts	EO: ADMIN	FY21	Q4
●	Print & Distribute New AFSCME/ATU/SEIU Collective Bargaining Agreements	EO: ADMIN	FY22	Q1
●	Evaluate Ridership to Inform AFSCME/ATU/SEIU Wage Increase	EO: ADMIN	FY22	Q4
●	Evaluate Ridership to Inform AFSCME/ATU/SEIU Wage Increase	EO: ADMIN	FY23	Q2
Tier: 2 Adopt Updated Strategic Plan Policy			BSP: MBP	
●	Initiate Strategic Plan Update	EO: P&D	FY22	Q3
●	Adopt Updated Strategic Plan	EO: P&D	FY23	Q3
Tier: 2 Continuous Improvement of Business Process and Practices			BSP: MBP	
●	Conduct Process Improvement & Audit Intake & Advance Priority Projects/Audits	EO: P&B	Annual	
<i>Supported by: OCIO</i>				
●	Implement Accounts Payable Process Improvements	EO: P&B	FY21	Q4
<i>Supported by: OCIO</i>				
●	Rollout Performance Management Program in Coordination with Strategic Plan Update & Budget Development	EO: P&B	FY22	Q3
<i>Supported by: P&D</i>				
Tier: 2 Improve Online Communication & Collaboration			BSP: MBP	
●	Roll-out Email to All Staff (Dependent on Funding)	EO: OCIO	Annual	
<i>Supported by: Admin</i>				



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



Respond to the financial crisis brought by the COVID 19 crisis by developing a responsive and nimble operating plan, advancing efficiencies and managing expense, right sizing the agency, and increasing revenue where feasible.

Tier: 2 Improve Online Communication & Collaboration			BSP: MBP	
● Roll-out of eSignature to Departments	EO: OCIO	Annual		
● Initiate Acquisition of eSignature	EO: OCIO	FY21	Q3	
● Migrate Sharepoint to Online: Phase 1	EO: OCIO	FY21	Q4	
<i>Supported by: Comm</i>				
● Initiate Phased SharePoint Conversions	EO: OCIO	FY22	Q4	
<i>Supported by: Comm</i>				
Tier: 2 OCIO Business Process Improvements			BSP: MBP	
● Improve Procurement Process	EO: OCIO	Annual		
<i>Supported by: Admin</i>				
● Improve Capital Inventory	EO: OCIO	FY21	Q3	
<i>Supported by: P&B</i>				
● Scan Invoices & Punch Out Marketplace	EO: OCIO	FY21	Q3	
● Warranty Management	EO: OCIO	FY21	Q4	
● Integrate Virtual Assistant Tool	EO: OCIO	FY21	Q4	
● Initiate Work on OneDrive to Centralize	EO: OCIO	FY22	Q3	
● Improve Inventory Management	EO: OCIO	FY22	Q4	
<i>Supported by: P&B</i>				
● Implement eSupplier	EO: OCIO	FY23	Q2	
Tier: 2 Ongoing Implementation of Labor Relations Best Practices			BSP: AW	
● Develop Streamlined Grievance Handling Process	EO: ADMIN	FY22	Q1	
● Develop Ongoing Manager Labor Relations Training Curriculum	EO: ADMIN	FY22	Q2	
● Phase 1 Standard Operating Procedure Documentation Completed	EO: ADMIN	FY22	Q3	
● Phase 2 Standard Operating Procedure Documentation Completed	EO: ADMIN	FY23	Q1	
● Electronic Discipline Log	EO: ADMIN	FY23	Q2	
<i>Supported by: OCIO</i>				
Tier: 2 Ongoing Modernization of External Affairs Business Practices			BSP: MBP	
● Increase Engagement Through Expanded use of Salesforce Platform	EO: OEA	FY21	Q4	
<i>Supported by: OCIO</i>				
● Modernize & Expand BART Stock Photo Library	EO: OEA	FY22	Q1	
● Digitize Media Legacy Assets	EO: OEA	FY22	Q2	
● Enhance Communications & Marketing Collaboration for Greater Impact	EO: OEA	FY22	Q2	
<i>Supported by: OEA</i>				



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



Respond to the financial crisis brought by the COVID 19 crisis by developing a responsive and nimble operating plan, advancing efficiencies and managing expense, right sizing the agency, and increasing revenue where feasible.

Tier: 2 Update System Expansion Policy BSP: ECMD

- **Initiate System Expansion Policy Update** EO: P&D FY21 Q3
- Adopt Revised System Expansion Policy EO: P&D FY22 Q4

Establish Sustainable Operating Financial Plan

Tier: 1 Establish Sustainable Operating Financial Plan BSP: MBP

- **Reduce Budget to Actuals Variance** EO: P&B Annual
- **Explore Opportunities for Ongoing Federal, State, or Regional Operating Subsidy** EO: P&B Annual
- **Regularly Update Dynamic 5-Year Revenue & Expenditure Forecast** EO: P&B FY21 Q3
- **Adopt Balanced FY22 Budget** EO: P&B FY21 Q4
- Update Long-term Capital/Operating Outlook (SRTP/CIP) EO: P&B FY22 Q3
- Pursue Rolling Two-Year Budget Beginning in Fiscal Years 23 & 24 EO: P&B FY22 Q4

Tier: 1 Respond to Retirement Incentive & Organization Downsize BSP: AW

- **Retrain to Respond to Need & Ensure Right Skills for Positions** EO: OPS Annual
Supported by: Admin, OCR
- **Plan for Continuity of Operations** EO: OPS FY21 Q3

Revenue Generation

Tier: 1 Digital Railway BSP: MBP

- **Complete BUC 2,3,4 Project Work Plans** EO: OCIO FY21 Q4
Supported by: OCR
- **SFMTA Design & Permit** EO: OCIO FY21 Q4
Supported by: OCR
- Complete Mobility Headend Data Center EO: OCIO FY22 Q2
Supported by: OCR
- Complete Fiber for SFMTA & Transbay Tube EO: OCIO FY22 Q2
Supported by: OCR
- Complete DAS for SFMTA & Walnut Creek EO: OCIO FY22 Q2
Supported by: OCR
- Complete DAS for Fremont tunnel EO: OCIO FY22 Q4
Supported by: OCR
- Complete 80 Additional Fiber Miles EO: OCIO FY23 Q2
Supported by: OCR
- Complete 85 Additional Wayside Poles EO: OCIO FY23 Q2
Supported by: OCR



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



Respond to the financial crisis brought by the COVID 19 crisis by developing a responsive and nimble operating plan, advancing efficiencies and managing expense, right sizing the agency, and increasing revenue where feasible.

Tier: 1 Digital Railway BSP: MBP

- Wi-Fi at Eight Additional BART Stations EO: OCIO FY23 Q2
Supported by: OCR

Tier: 1 Marketing & Customer Service Revenue Generation BSP: MBP

- Maximize Advertising Franchise Sales EO: OEA Annual
- Increase Retail Sales Online & at Stores EO: OEA Annual
Supported by: Comm
- Resume Buildout of Digital Ad Space EO: OEA FY21 Q4
- Design and Operate BART Store at BHO EO: OEA FY22 Q2

Right Size Workforce

Tier: 1 7 Point Plan: Right Size Labor Force BSP: AW

- Assess Need & Renegotiate as Needed EO: ADMIN Annual
Supported by: P&B
- Complete District Retirement Incentive Program (DRIP) EO: ADMIN FY21 Q3
- Assess Staffing Needs, Retrain & Reassign EO: ADMIN FY21 Q4
Supported by: Ops, OCR

BSP Strategy Key

Strategy Acronym	Strategy
EC	Engage Community
CCGP	Connect & Create Great Places
AS	Advance Sustainability
ECMD	Expand Capacity, Manage Demand
FMM	Fix, Maintain, & Modernize
AW	Align Workforce With Needs
MBP	Modernize Business Practices



2-Year Action Plan for Priority: Advocacy & Leadership



BART will continue to take a leadership role on issues critical to the region and community, including regional transit coordination, equity, and progressive policing. BART will also continue to advocate for legislative action and funding that aligns with BART's goals and objectives as well as for funding to enable ongoing service to our riders and region throughout the pandemic and in recovery.

Advance Equity

Tier: 1 Establish OCR as Equity Consultancy			BSP: EC	
●	Develop Consultancy Action Plan	EO: OCR	FY21	Q4
●	Assess Internal Risk, Identify & Implement KPIs	EO: OCR	FY22	Q2
●	Build Reputation: Support 3 Current + 3 Upcoming Projects	EO: OCR	FY22	Q3
●	Advance External Consultancy Work with Partners	EO: OCR	FY23	Q2
Tier: 1 Internal Engagement and Equity Action Plan			BSP: AW	
●	Define BART Racial Equity Framework	EO: OCR	FY21	Q4
●	Pilot One Project With Equity Taskforce	EO: OCR	FY22	Q2
●	Rollout Equity Action Plan	EO: OCR	FY22	Q3
●	Equity Seminar in Each Department	EO: OCR	FY23	Q2
Tier: 1 OIPA: Review & Maintain the Citizen Oversight Model			BSP: CCGP	
●	Initiate the Triennial BOD Review of the Citizen Oversight Model	EO: OIPA	FY22	Q2
Tier: 2 Deploy Equity Index			BSP: MBP	
●	Test Community Metric for Link21 (v0.5)	EO: OCR	FY22	Q1
●	Assess Internal Equity Metrics (v1.0)	EO: OCR	FY23	Q1
Tier: 2 Internal Cultural Change			BSP: AW	
●	Begin OCR "Cadence" Workshops	EO: OCR	FY23	Q1
●	Nimble Staffing to Address Projects as Needed	EO: OCR	FY23	Q2
Tier: 2 Tool for Advanced Data Modeling, Forecasting, and Analytics			BSP: MBP	
●	Use of Tool v1.0 Ongoing to FY23 Q2	EO: OCR	FY23	Q2
●	Tool v2.0 Related to CBTC	EO: OCR	FY23	Q4

Funding & Legislative Advocacy

Tier: 1 Capitol Corridor Funding & Advocacy			BSP: EC	
●	Advocacy at State and Federal Level	EO: CC	Annual	
Tier: 1 Legislative Advocacy			BSP: EC	
●	Monitor/Bring forth Legislation with Nexus to District; Seek to Introduce/Pass Legislation Addressing a Specific Problem/Goal as Identified by the Board and/or Staff	EO: OEA	Annual	
Tier: 1 Local Government & Community Outreach & Education			BSP: EC	
●	Strategic Engagement of Board of Directors with Community Organizers & Local Elected Officials	EO: OEA	Annual	



2-Year Action Plan for Priority: Advocacy & Leadership



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Tier: 1 Local Government & Community Outreach & Education			BSP: EC	
● Inform Stakeholders About Projects & Initiatives	EO: OEA	Annual		
Tier: 1 Pursue State & Federal Funding Strategy			BSP: EC	
● Ongoing Funding Advocacy: Federal Infrastructure (partner APTA); State Assistance (partner MTC & CTA); Ensure Timely Obligation of CIG Funds for Core Capacity Project	EO: OEA	Annual		
● Advocate for Additional Federal COVID-19 Relief Funding	EO: OEA	FY21	Q3	
Tier: 2 Grants & Funding Advocacy			BSP: EC	
● Advance BART Capital Priorities, Including Core Capacity & Next Gen Faregates, for Sales Tax Measures	EO: P&B	Annual		
● Initiate Executive-level Regular Strategy Meetings with Funding Partners	EO: P&B	FY21	Q3	
● Pursue Increased Federal Support for Capital Program, Including STR & Stimulus	EO: P&B	FY22	Q4	

Progressive Policing

Tier: 1 Progressive Policing & Community Engagement Bureau			BSP: CCGP	
● Transit Ambassadors & Crisis Intervention Specialist: Track Demographics to Ensure Equitable Outcomes	EO: BPD	Annual		
● Partner with OEA/Comm on Community Engagement <i>Supported by: Comm, OEA</i>	EO: BPD	Annual		
● Continue Ongoing Partnership with Center for Police & Equity (CPE)	EO: BPD	Annual		
● Officer Wellness Program: Launch BPD Peer Support Team	EO: BPD	FY21	Q1	
● Complete Roll Call Items (RCI)	EO: BPD	FY21	Q3	
● Transit Ambassador Program Full Staffing (10 new positions) <i>Supported by: Admin</i>	EO: BPD	FY22	Q1	
● Staff & Refine Transit Ambassador Program with 20 Crisis Intervention Specialists & 1 Supervisor	EO: BPD	FY22	Q4	
● Expand Officer Wellness Program	EO: BPD	FY22	Q4	
Tier: 2 CALEA Accreditation			BSP: CCGP	
● Complete External On-Site Assessment	EO: BPD	FY23	Q2	

Regional Leadership

Tier: 1 Clipper			BSP: MBP	
● Clipper 2: Exercise Open Payment Option <i>Supported by: OCIO, Ops</i>	EO: P&B	FY21	Q3	
● Clipper 2: Public Launch - Clipper Mobile App <i>Supported by: OCIO, Ops</i>	EO: P&B	FY21	Q4	



2-Year Action Plan for Priority: Advocacy & Leadership



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Tier: 1 Clipper			BSP: MBP	
● Consider Extending ClipperSTART Pilot	EO: P&B	FY22	Q1	
<i>Supported by: OCIO, Ops</i>				
● Clipper 2: Complete Account Based System Design & Test	EO: P&B	FY23	Q1	
<i>Supported by: OCIO, Ops</i>				
● Clipper 2: Start Account Based System Installation	EO: P&B	FY23	Q2	
<i>Supported by: OCIO, Ops</i>				
Tier: 1 Fare Integration & Coordination Study			BSP: CCGP	
● Advance Regional Fare Integration Initiatives	EO: P&B	Annual		
● Define Regional Fare Integration Fare Structure Options	EO: P&B	FY21	Q3	
● Finalize Regional Fare Integration Study	EO: P&B	FY22	Q2	
Tier: 1 Implement TOD Work Plan			BSP: CCGP	
● Initiate R-Line TOD and Access Study	EO: P&D	FY21	Q3	
● RFQ for 1 Berkeley Station	EO: P&D	FY22	Q4	
● Lake Merritt Approval	EO: P&D	FY22	Q4	
● Deliver 140 Housing Units	EO: P&D	FY23	Q2	
● Determine AB 2923 Conformance	EO: P&D	FY23	Q2	
● Deliver 210 Housing Units	EO: P&D	FY23	Q2	
● West Oakland Phase 1 Break Ground	EO: P&D	FY23	Q3	
Tier: 1 Improve Paratransit			BSP: CCGP	
● Launch Contactless Paratransit Payment	EO: P&D	FY22	Q2	
<i>Supported by: OCIO</i>				
● Update Paratransit Route Planning Software	EO: P&D	FY22	Q3	
● RFP for Paratransit Service Contract	EO: P&D	FY22	Q4	
● Award Paratransit Service Contract	EO: P&D	FY23	Q2	
Tier: 1 Transit Network Management & Governance			BSP: CCGP	
● Transit Agency Coordination & Response	EO: P&D	Annual		
<i>Supported by: Capitol Corridor, P&B, Ops, Comm, OEA</i>				
● Engage in Transit Network Management (TNM) Discussions as Part of MTC's Blue Ribbon Transit Recovery Task Force	EO: P&D	FY22	Q1	
<i>Supported by: OEA</i>				
● Transformation Action Plan	EO: P&D	FY22	Q1	
<i>Supported by: OEA, Ops, P&B</i>				



2-Year Action Plan for Priority: Advocacy & Leadership



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Tier: 1 Transit Network Management & Governance BSP: CCGP

- Support Completion of TNM Evaluation and Business Case EO: P&D FY22 Q3
Supported by: OEA, Ops, P&B
- Implement TNM Consistent with Business Case Recommendations & Legislation EO: P&D FY22 Q4
Supported by: OEA, Ops, P&B

Tier: 2 Regional & State-wide Coordination BSP: CCGP

- Rail Studies Participation EO: P&D Annual
Supported by: Ops
- Valley Link Environmental Review Comments EO: P&D FY21 Q3
Supported by: Ops, D&C
- MTC Plan Bay Area Engagement, Review, & Comment EO: P&D FY22 Q1
Supported by: Ops

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2-Year Action Plan for Priority: Recover & Grow Ridership



Critical to BART's vision, mission and recovery from the COVID pandemic is recovery and growth of ridership. BART will continue to undertake critical activities to recover and grow ridership, focused on customer experience and communication to our riders and the public.

Communications

Tier: 1 Communicate Benefits of Reinvestment BSP: EC

● Communicate Impacts & Benefits of Rebuilding Projects & Capital Investments	EO: OEA	Annual
<i>Supported by: Ops</i>		

Tier: 1 Communicate Key Topics to Passengers and General Public BSP: EC

● Not One More Girl	EO: OEA	FY21	Q3
<i>Supported by: P&D</i>			
● Progressive Policing	EO: OEA	FY21	Q3
<i>Supported by: OCR</i>			
● BART TOD Leadership	EO: OEA	FY21	Q3
● BART Sustainability Best Practice	EO: OEA	FY22	Q2
● Youth Safety & Gender Equity	EO: OEA	FY22	Q2
<i>Supported by: OCR</i>			
● BART Watch Outreach	EO: OEA	FY22	Q4
<i>Supported by: BPD</i>			
● BART Social Media Playbook	EO: OEA	FY22	Q4

Tier: 2 Transparency & Engagement BSP: EC

● Strategic Virtual Participation	EO: OEA	Annual	
<i>Supported by: OEA</i>			
● Office of the Independent Police Auditor Media Tour	EO: OEA	FY21	Q3
● General Manager Media Tour	EO: OEA	FY21	Q4
● Police Chief Media Tour	EO: OEA	FY22	Q1
● Hold Twitter Town Hall	EO: OEA	FY22	Q2
● Office of the Independent Police Auditor Media Tour Two	EO: OEA	FY22	Q3
● Launch Renewed Rider Listening Tour	EO: OEA	FY23	Q2
● Hold Twitter Town Hall	EO: OEA	FY23	Q2

COVID Response

Tier: 1 COVID Communication (Ongoing) BSP: EC

● Regional Return to Transit Joint Messaging	EO: OEA	FY21	Q4
<i>Supported by: OEA, P&D</i>			
● Update COVID Signage & Messaging	EO: OEA	FY22	Q1



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Tier: 1 COVID Recovery Task Force: Regional & Internal Coordination			BSP: EC	
●	Procure PPE 1-Year Stockpile	EO: ADMIN	FY22	Q1
	<i>Supported by: Safety</i>			
Tier: 1 Ridership Development			BSP: EC	
●	Build BART Ridership Across all Segments: Commute, Off-Peak & Leisure Through Marketing, Advertising, and Promotions	EO: OEA	Annual	
	<i>Supported by: Comm</i>			
Tier: 2 COVID Recovery Task Force: Regional & Internal Coordination			BSP: EC	
●	Coordinate Actions & Responses with Counties, State, & CDC (Including Vaccination)	EO: SAFETY	Annual	
●	Manage PPE 1-Year Stockpile	EO: SAFETY	FY22	Q1
	<i>Supported by: Admin</i>			
Improve Customer Experience & Address Concerns				
Tier: 1 Customer Feedback, Outreach & Engagement Priorities			BSP: EC	
●	Facilitate Board Member & GM Interface with Elected Officials to Conduct Education & Advocacy	EO: OEA	Annual	
●	Work with Counties Within the BART Service Area to Address Homelessness & Related System Impacts	EO: OEA	Annual	
●	Customer Satisfaction Survey 2020 Report	EO: OEA	FY21	Q3
●	Customer Satisfaction Survey 2022 Fieldwork	EO: OEA	FY23	Q2
Tier: 1 Mobility as a Service			BSP: CCGP	
●	Implement Phase 1 Permit Parking Application	EO: OCIO	FY21	Q3
	<i>Supported by: OCR, P&B, P&D</i>			
●	East Bay Paratransit Contactless Payment Application	EO: OCIO	FY22	Q1
	<i>Supported by: OCR, P&D</i>			
●	Assess Mobile Ticketing	EO: OCIO	FY22	Q1
	<i>Supported by: P&B, P&D, BPD, Comm, OCR</i>			
●	Migrate EZ Rider to new Platform	EO: OCIO	FY22	Q3
	<i>Supported by: P&D, Admin, OCR, Ops</i>			
●	Begin Mobile Ticketing Procurement	EO: OCIO	FY22	Q3
	<i>Supported by: P&B, P&D, BPD, Comm, OCR</i>			
Tier: 1 NextGen Faregates / Clipper 2			BSP: FMM	
●	Preliminary Schedule (Dependent on Funding)	EO: OPS	FY21	Q3
●	Full Phasing & Funding Plan	EO: OPS	FY21	Q4
	<i>Supported by: P&B</i>			
●	RFP for Partnership (Manufacturing)	EO: OPS	FY21	Q4



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Tier: 1 NextGen Faregates / Clipper 2			BSP: FMM	
● 1st Full Faregate Array in Place	EO: OPS	FY22	Q1	
● All Elevators Enclosed with New Swing-style Gates	EO: OPS	FY23	Q2	
● Separate Network Phase 1 (Timeline TBD)	EO: OPS	FY23	Q4	
Tier: 1 Refine BPD Deployment Strategy for System Visibility			BSP: AW	
● QPR Based on Presence & Overall Crime Statistics	EO: BPD	Annual		
● Re-scope Staffing Study for Comprehensive Approach	EO: BPD	FY22	Q1	
● Complete Staffing Study for Civilian Positions (inc. Dispatch)	EO: BPD	FY22	Q2	
● Fill 16 Sworn Officer Vacancies <i>Supported by: Admin</i>	EO: BPD	FY23	Q1	
● Additional 19 Sworn Officers Based on Staffing Study	EO: BPD	FY23	Q1	
Tier: 1 Strategic Homeless Action Plan			BSP: CCGP	
● Ongoing Funding Advocacy to Secure Local Funding to Address Quality of Life Issues <i>Supported by: P&B</i>	EO: OEA	Annual		
● Seek to Continue Elevator Ambassador Program & Extend to Reopened Restrooms as Feasible <i>Supported by: OEA, Ops</i>	EO: P&D	Annual		
● Initiate Homeless Action Plan <i>Supported by: BPD, OEA</i>	EO: P&D	FY21	Q4	
● Coordinate Unhoused Strategy Across BART Departments <i>Supported by: All</i>	EO: OEA	FY22	Q1	
● Create Transit Advocacy Coalition <i>Supported by: BPD, OEA</i>	EO: P&D	FY22	Q1	
● Launch SFO HOT <i>Supported by: BPD, OEA</i>	EO: P&D	FY22	Q2	
Tier: 2 Customer Feedback, Outreach & Engagement			BSP: EC	
● Conduct Passenger Environment Surveys & Support Various District Research Needs	EO: OEA	Annual		
● External Stakeholder Outreach for Input on Projects, Progressive Policing, Quality of Life Initiatives, and Funding	EO: OEA	Annual		
● Develop/Implement a Plan to Enable the Transit Information Center (TIC) to Operate Remotely	EO: OEA	FY22	Q1	
● Integrate Calls from the Complaint Line into Salesforce to More Efficiently Respond to Customer Calls	EO: OEA	FY22	Q1	
● Enhance Interactive Voice Response System with Updated Programs (Increase Customer Usage, Allow Caller Self-help)	EO: OEA	FY22	Q1	



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Tier: 2 Rebuild Capitol Corridor Service Levels to Pre-Pandemic Levels			BSP: ECMD	
● Implement Pulse Service Schedule	EO: CC	FY21	Q3	
● Initiate Marketing Campaign for Return to Transit	EO: CC	FY22	Q1	
● Target Return to Pre-Pandemic Service Levels	EO: CC	FY22	Q4	

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2-Year Action Plan for Priority: Stay On-Track for the Future



BART will continue to keep critical projects on track that serve the long-term needs of the agency.

Capital Program / Project Delivery

Tier: 1 Advance Delivery of the Core Capacity Program			BSP: ECMD	
● Strategic Partnering Sessions: Traction Power, FOTF, HMC, CBTC	EO: D&C	FY21	Q4	
<i>Supported by: Ops</i>				
● CBTC: Concept Design	EO: D&C	FY22	Q1	
● Traction Power East Bay: Complete Design	EO: D&C	FY22	Q3	
● CBTC: Start Final Design	EO: D&C	FY22	Q3	
● HMC2 Storage Yard: Complete Design	EO: D&C	FY22	Q4	
● Traction Power East Bay: Contract Approval	EO: D&C	FY23	Q2	
● CBTC: Complete Design	EO: D&C	FY23	Q3	
● HMC2 Storage Yard: Contract Approval	EO: D&C	FY23	Q4	
Tier: 1 Infrastructure Rebuild - Progressing RR			BSP: FMM	
● Coordinate Communications Strategy	EO: OPS	Annual		
<i>Supported by: Comm</i>				
● Complete Recommissioning A65	EO: OPS	FY21	Q4	
● Complete Coverboard Renewal for L-Line	EO: OPS	FY21	Q4	
● Complete M-Line 34.5 kV Cable from Transbay Tube to 24th St	EO: OPS	FY22	Q2	
● Four Interlocking Projects (Including Shutdowns)	EO: OPS	FY23	Q4	
Tier: 2 District Architect Initiatives: Accessibility, Safety & Efficiency			BSP: CCGP	
● Wayfinding Program Phase 4: Complete Design	EO: D&C	FY22	Q1	
● Accessibility Improvement Phase 1: Award Contract	EO: D&C	FY22	Q1	
● Wayfinding Program Phase 4: Start Construction	EO: D&C	FY22	Q3	
● Complete Updates to BART Facilities Standards (BFS)	EO: D&C	FY22	Q4	
● Wayfinding Program Phase 4: Complete Construction	EO: D&C	FY23	Q3	
Tier: 2 Advance Art Program			BSP: CCGP	
● Install Art at El Cerrito Del Norte	EO: P&D	FY21	Q3	
● Install Art at Powell	EO: P&D	FY22	Q1	
<i>Supported by: D&C</i>				
● Antioch Fence Design & Fabrication	EO: P&D	FY22	Q2	
<i>Supported by: D&C</i>				
● North Berkeley Station Art Design	EO: P&D	FY22	Q2	
● Tanforan Exhibit & Memorial	EO: P&D	FY22	Q3	
<i>Supported by: D&C</i>				

Milestone is Complete

Milestone is Behind Schedule

Future Milestone



2-Year Action Plan for Priority: Stay On-Track for the Future



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Tier: 2 Advance Art Program			BSP: CCGP	
●	Irvington Station Art Design	EO: P&D	FY22	Q4
	<i>Supported by: D&C</i>			
●	Install Art at 19th St	EO: P&D	FY23	Q3
	<i>Supported by: D&C</i>			
Tier: 2 Advance Capitol Corridor Service Expansion			BSP: ECMD	
●	Sacramento-Roseville Phase 1 Service Expansion Final Design	EO: CC	FY22	Q3
●	DEIR South Bay Connect	EO: CC	FY22	Q3
Tier: 2 Advance Link21			BSP: ECMD	
●	Finalize Market Analysis	EO: P&D	FY21	Q4
	<i>Supported by: CapCorr</i>			
●	Award Four Professional Service Contracts	EO: P&D	FY21	Q4
	<i>Supported by: CapCorr</i>			
●	Advance List of Program Alternatives to Phase 1	EO: P&D	FY22	Q3
	<i>Supported by: CapCorr</i>			
●	Advance Short List of Program Alternatives to Preliminary Business Case Analysis / Concept Engineering	EO: P&D	FY23	Q2
	<i>Supported by: CapCorr</i>			
Tier: 2 Advance Station Access Projects			BSP: CCGP	
●	100% Design Ped/Bike Access: N. Berkeley & Dublin/Pleasanton	EO: P&D	FY22	Q1
●	SR2B: All Four Awarded Projects in Construction	EO: P&D	FY22	Q2
●	SR2B: Announce Cycle 2	EO: P&D	FY23	Q1
Tier: 2 Capitol Corridor Fleet Maintenance Strategy			BSP: FMM	
●	Implement Improved Sustainable Strategy for Mechanical Fleet Maintenance	EO: CC	FY23	Q2
Tier: 2 Earthquake Safety Program			BSP: FMM	
●	M1 Tunnel: Complete Retrofit	EO: D&C	FY22	Q2
●	M2 Tunnel: Complete Retrofit	EO: D&C	FY23	Q3
Tier: 2 Fleet of the Future			BSP: ECMD	
●	Achieve Reliability Milestones	EO: OPS	Annual	
●	Decommissioning Legacy Fleet Contract	EO: OPS	FY21	Q3
●	Assume Responsibility for Component Repair	EO: OPS	FY22	Q3
●	Complete Staff Technical Training	EO: OPS	FY22	Q3
●	Receive & Commission 20 New Cars per Month	EO: OPS	FY23	Q2



2-Year Action Plan for Priority: Stay On-Track for the Future



BART will continue to keep critical projects on track that serve the long-term needs of the agency.

Tier: 2 Improve/Implement Customer Access		BSP: CCGP	
● Station Wayfinding Standards	EO: P&D	FY21	Q3
<i>Supported by: D&C</i>			
● Launch Parking Permit Purchase on Mobile App	EO: P&D	FY22	Q2
<i>Supported by: OCIO, Treasury</i>			
● Parking Enforcement: Implement ALPR	EO: P&D	FY22	Q4
<i>Supported by: BPD</i>			
Tier: 2 New Stations/Extensions		BSP: ECMD	
● WSX/Irvington Station: Secure ROW Funding	EO: D&C	FY21	Q4
● WSX Mission Creek Wetland Mitigation Site Agency Acceptance	EO: D&C	FY21	Q4
● Warm Springs West Access Bridge & Plaza Complete	EO: D&C	FY22	Q1
● WSX/Irvington Station: Secure Additional Construction Funding	EO: D&C	FY22	Q3
● WSX/Irvington Station: Complete Design	EO: D&C	FY23	Q1
● WSX Wetland Mitigation Site Agency Acceptance	EO: D&C	FY23	Q2
Tier: 2 Operational Efficiency & Reliability Capital Projects		BSP: FMM	
● Millbrae Tail Tracks: Complete Design	EO: D&C	FY21	Q4
● Concord Wheel Truing Facility: Advertise for Construction	EO: D&C	FY22	Q4
● VOHS: Secure Funding for Design to Re-initiate Project	EO: D&C	FY23	Q1
Tier: 2 Program Management		BSP: FMM	
● Award Transbay Tube Construction Management Agreements	EO: D&C	FY21	Q4
● Advertise Sustaining Systems or Architecture RFSOQ	EO: D&C	FY22	Q1
● Advertise Sustaining Construction Management	EO: D&C	FY22	Q2
● Advertise Next General Engineering Contract	EO: D&C	FY22	Q3
Tier: 2 Silicon Valley Extension		BSP: ECMD	
● Design Criteria & Requirements	EO: D&C	FY21	Q4
Tier: 2 Station Modernization		BSP: CCGP	
● Market Street Station Entrances: Install First Three Escalators	EO: D&C	FY21	Q4
● El Cerrito Del Norte Mod Construction Complete	EO: D&C	FY21	Q4
● Complete Antioch Station Access Improvements	EO: D&C	FY22	Q1
● Balboa Park Plaza: Complete Design	EO: D&C	FY22	Q1
● Reopen Station Restrooms at Powell St and 19th St	EO: D&C	FY22	Q2
<i>Supported by: Ops, P&D</i>			



2-Year Action Plan for Priority: Stay On-Track for the Future



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Tier: 2 Station Modernization				BSP: CCGP
● Union City: Phase 2A Complete	EO: D&C	FY22	Q2	
● Concord Station LED and Emergency Lighting: Complete Design	EO: D&C	FY22	Q2	
● Design Air Quality Improvements to 24th St Station Train Operator Supervisor's Booth	EO: D&C	FY22	Q2	
● 19th St Station Bike Parking: Complete Design	EO: D&C	FY22	Q3	
● Powell St Station Modernization: Construction Substantially Done	EO: D&C	FY22	Q4	
● Market St Station Entrances: Install First Two Canopies	EO: D&C	FY23	Q1	
● 19th St Station Modernization: Construction Substantially Complete	EO: D&C	FY23	Q1	
● Concord Station Modernization Phase 1: Complete Design	EO: D&C	FY23	Q2	
Tier: 2 System Expansion				BSP: ECMD
● Begin Property Acquisition for HMC2	EO: P&D	FY22	Q4	
● Begin Property Acquisition for Irvington	EO: P&D	FY23	Q2	
Staff Facilities				
Tier: 1 BHQ: Support Successful Move				BSP: AW
● Start BHQ Construction	EO: D&C	FY21	Q3	
● BHQ Construction: Substantial Completion	EO: D&C	FY21	Q4	
<i>Supported by: P&D</i>				
● Hire Property Management Firm	EO: P&D	FY21	Q4	
● Complete Move to new BHQ	EO: P&D	FY21	Q4	
<i>Supported by: D&C</i>				
● Terminate LKS Lease	EO: P&D	FY22	Q1	
Tier: 1 BPD Facility Needs Assessment & Plan				BSP: AW
● Police Space Needs Assessment/Space Plan	EO: P&D	FY22	Q3	
<i>Supported by: BPD</i>				
Tier: 1 Digitization				BSP: MBP
● Record Retention Policy	EO: OCIO	FY21	Q4	
<i>Supported by: OGC</i>				
● BHQ Move 100% Disposition	EO: OCIO	FY21	Q4	
<i>Supported by: P&D</i>				
● Capture & Scan EDMS Phase 1	EO: OCIO	FY22	Q1	
● Capture & Scan EDMS Phase 2 Warehouse Locations	EO: OCIO	FY22	Q3	
● Data Migration & Workflow App Integrate	EO: OCIO	FY23	Q1	



2-Year Action Plan for Priority: Stay On-Track for the Future



BART will continue to keep critical projects on track that serve the long-term needs of the agency.

Tier: 1 Operations Control Center Renovation BSP: FMM

● Temporary Relocation of Operations Control Center	EO: OPS	FY22	Q3
● Renovation Complete Design	EO: OPS	FY22	Q4
● Renovation Start Construction	EO: OPS	FY23	Q1

Sustainability & Resiliency

Tier: 2 District Architect Initiatives: Climate Change Adaptation, Resiliency, & Sustainability BSP: AS

● Climate Change Adaptation & Resiliency: Design Criteria for BSV2	EO: D&C	FY21	Q4
● Sustainability/Energy Savings: Complete Garage LED Lighting	EO: D&C	FY22	Q3

Tier: 2 Sustainability BSP: AS

● Report on Implementation of the Sustainability Action Plan	EO: P&D	FY22	Q1
● Initiate Station LED Lighting Study	EO: P&D	FY22	Q2
● Renewable Power Purchase Agreements Begin Commercial Operation	EO: P&D	FY22	Q2
● Electric Vehicle Charging Policy	EO: P&D	FY22	Q2

System Safety

Tier: 1 Develop Strategic Safety Plan & Implement Field Safety Program BSP: AW

● Fill Critical Positions <i>Supported by: Admin</i>	EO: SAFETY	FY22	Q1
● Establish East/West Bay Teams	EO: SAFETY	FY22	Q2
● Draft Updated Safety Plan <i>Supported by: BPD, Ops</i>	EO: SAFETY	FY22	Q2
● 24/7 Safety Coverage <i>Supported by: Admin</i>	EO: SAFETY	FY22	Q3

Tier: 2 CPUC Compliance BSP: FMM

● End CPUC Probation	EO: SAFETY	FY22	Q2
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Tier: 2 Implement Safety Management System (SMS) BSP: AW

● Internal Outreach	EO: SAFETY	Annual	
● All BART Staff Trained on SMS	EO: SAFETY	FY23	Q2

Workforce Engagement & Development

Tier: 1 Fully Staff the Office of the Independent Police Auditor BSP: AW

● Complete Recruitment of Two FTEs	EO: OIPA	FY22	Q1
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Tier: 1 Workforce Development BSP: AW

● Improve Internal Communications <i>Supported by: Comm, OCIO</i>	EO: ADMIN	Annual	
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2-Year Action Plan for Priority: Stay On-Track for the Future



BART will continue to keep critical projects on track that serve the long-term needs of the agency.

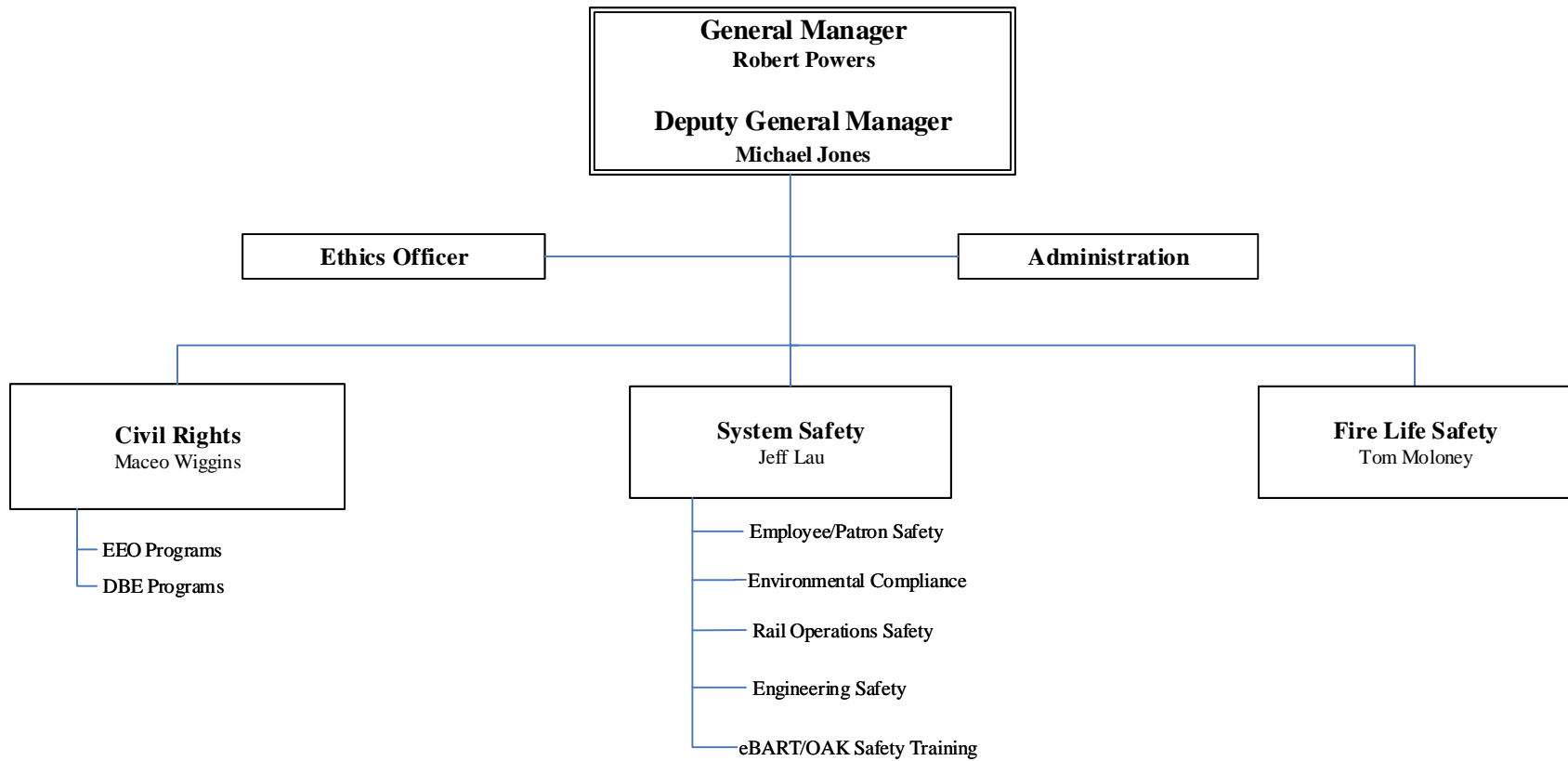
Tier: 1 Workforce Development			BSP: AW	
● Provide Email Access for all Staff (TBD)	EO: ADMIN	Annual		
<i>Supported by: OCIO</i>				
● Assess Workforce Development Program & Identify Priorities	EO: ADMIN	FY22	Q1	
<i>Supported by: OCR, Ops</i>				
● Review & Update Workforce Policies	EO: ADMIN	FY22	Q2	
Tier: 2 BPD Professional Development			BSP: AW	
● Maintain Training Plan Compliance	EO: BPD	Annual		
● Succession Planning	EO: BPD	Annual		
● 100% ICAT Training Within Six Months of Hire	EO: BPD	FY21	Q3	
● Develop Training Plan for Ambassadors & Crisis intervention specialists	EO: BPD	FY21	Q4	
● Team Building Workshop	EO: BPD	FY21	Q4	

BSP Strategy Key

Strategy Acronym	Strategy
EC	Engage Community
CCGP	Connect & Create Great Places
AS	Advance Sustainability
ECMD	Expand Capacity, Manage Demand
FMM	Fix, Maintain, & Modernize
AW	Align Workforce With Needs
MBP	Modernize Business Practices

GENERAL MANAGER OFFICE - 01

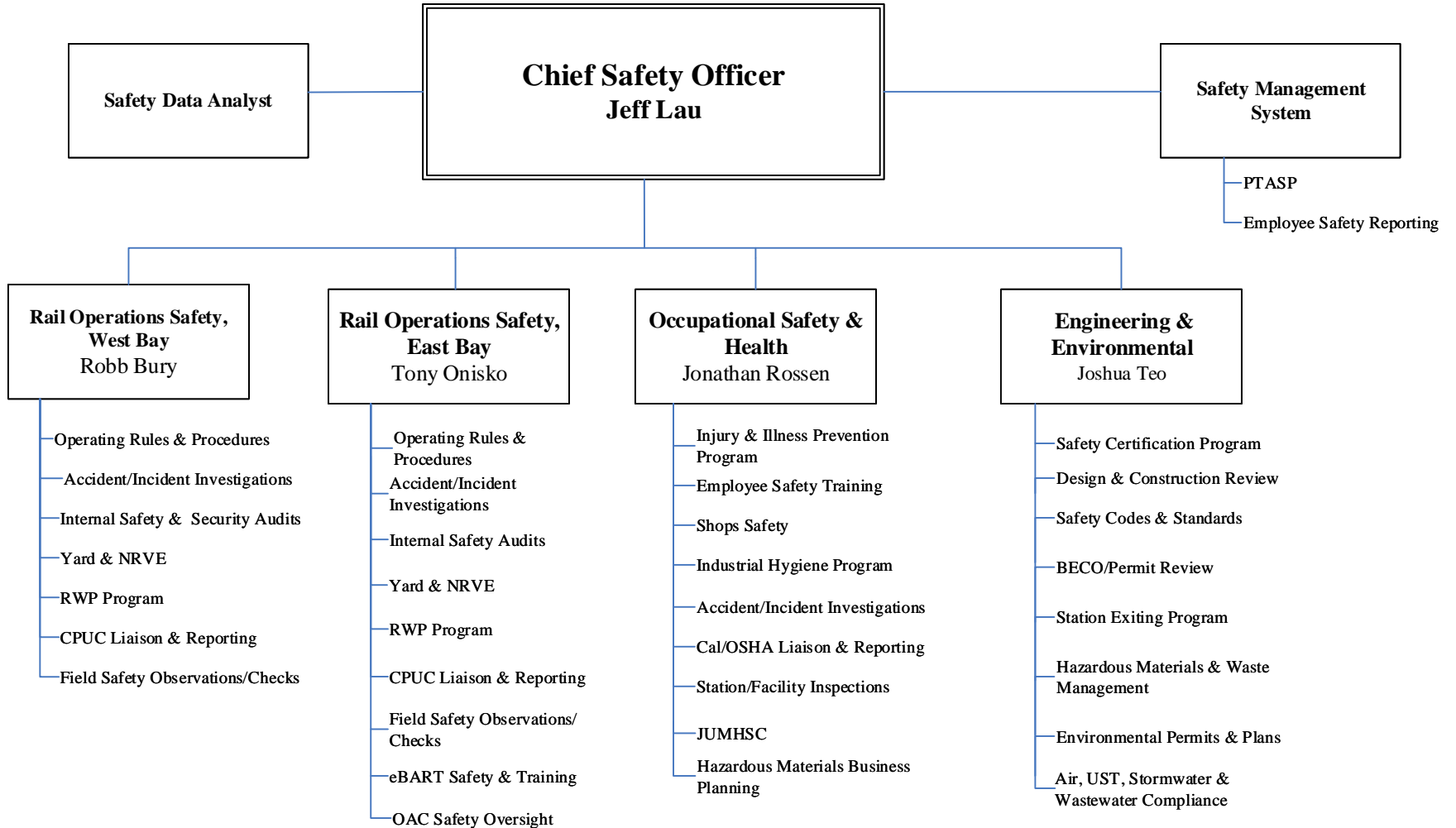
FY22 Adopted Budget



TOTAL HEADCOUNT	
Operating	35.0
Capital	13.0
Reimbursable	-










SYSTEM SAFETY – 1303

FY22 Adopted Budget



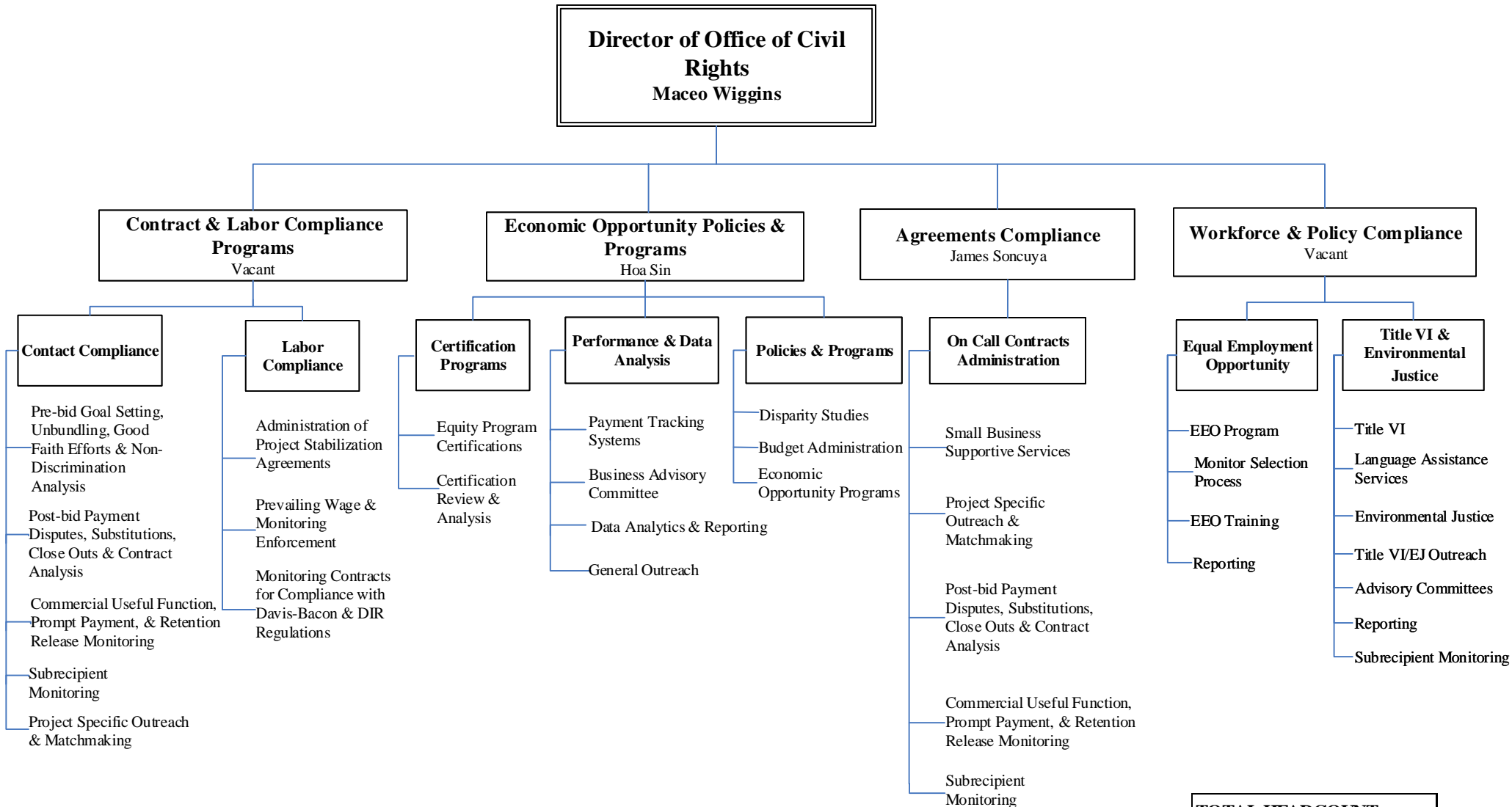
TOTAL HEADCOUNT	
Operating	15.0
Capital	4.0
Reimbursable	-

Day to Day Functions & KPIs for Executive Office: SYSTEM SAFETY

SYSTEM SAFETY	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
FUNCTIONS									
SYSTEM SAFETY	✓								
KEY PERFORMANCE INDICATORS									
Resolve Cal/OSHA & CPUC Matters Timely							Timely		
Perform Compliance Inspections of All Facilities							≥20 Annual Inspections		
Prepare Quarterly Employee / Patron Accident Statistics Reports							Met		
Facilitate the CPUC Triennial Safety & Security Audit & Regular Field Inspections							Met		
Complete Annual Report to CPUC on Rail Safety & Security							Met		
Support Fire Drills & Exercises Organized by Fire Life Safety							Met		
Ensure Staff's Certification in the Transit Safety & Security Program (TSSP) & Safety Certification Training Program (FTA)							100%		
Ensure All Capital Improvement Projects with Significant Operations Safety Impact Comply with all Applicable Federal, State, & District Rules & Regulations, Including Safety Certification Plan Requirements							100%		
Minimize Employee Injuries Resulting in Lost Time per OSHA Rate							6.50		
Minimize Station Incidents per Million Passengers							2.00		
Minimize Employee Injuries							12.00		
Ensure Hazardous Material Business Plans & Environmental Permits are Current							100%		
Minimize Vehicle Incidents per Million Passengers							0.60		

OFFICE OF CIVIL RIGHTS - 1304










FY22 Adopted Budget



*The Director of Office of Civil Rights, has dotted line reporting responsibility to the General Manager for all EEO, Title VI and DBE matters.

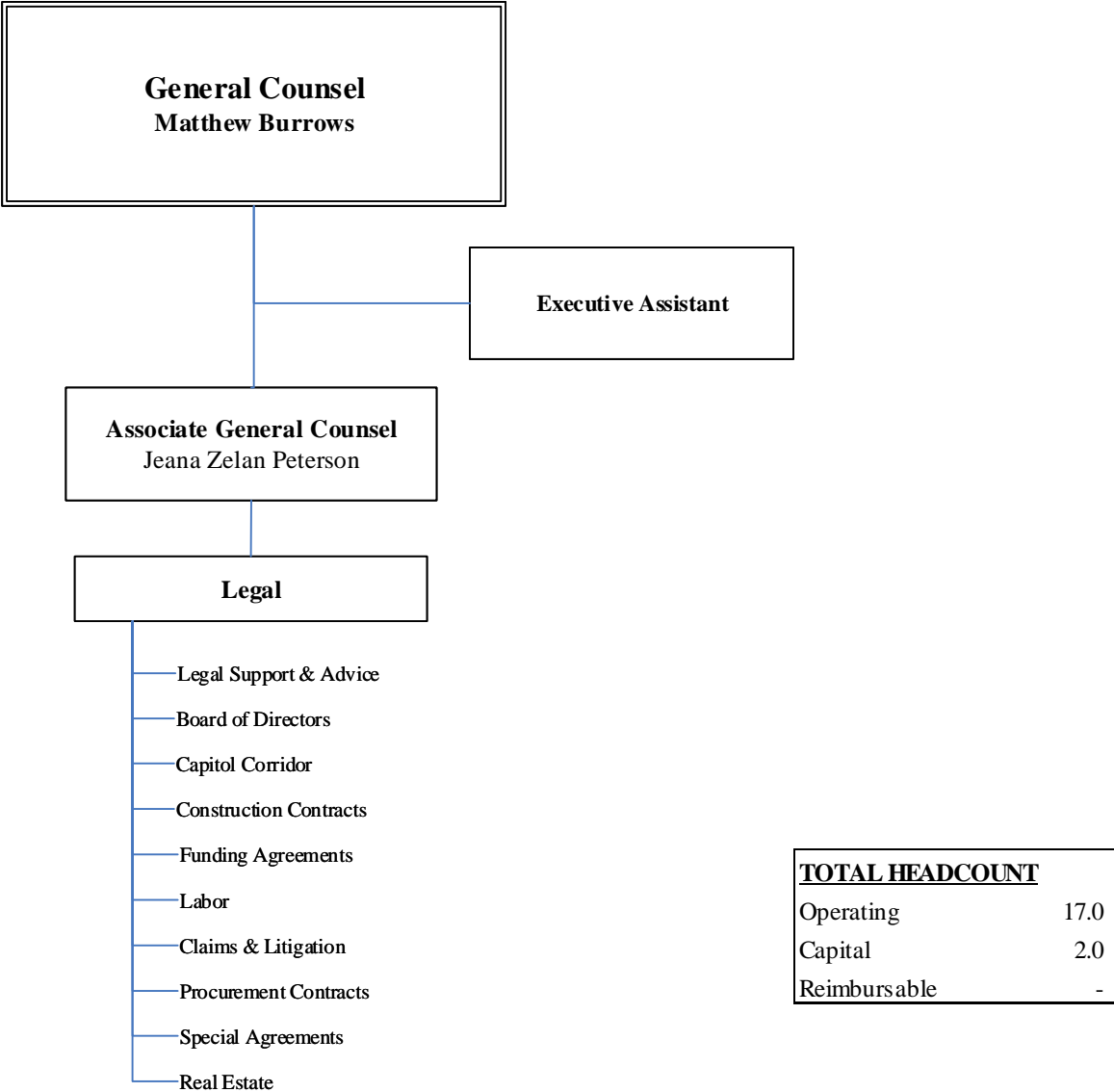
TOTAL HEADCOUNT	
Operating	13.0
Capital	8.0
Reimbursable	-

Day to Day Functions & KPIs for Executive Office: OFFICE OF CIVIL RIGHTS










OFFICE OF CIVIL RIGHTS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
FUNCTIONS									
AGREEMENTS COMPLIANCE	✓								
CONTRACT & LABOR COMPLIANCE PROGRAMS	✓								
ECONOMIC OPPORTUNITY POLICIES & PROGRAMS	✓								
WORKFORCE & POLICY COMPLIANCE	✓								
KEY PERFORMANCE INDICATORS									
Complete DBE/SBE/MSBE/MBE/WBE Certification Applications									<90 Days
Compliance Monitoring of Contracts & Agreements									100%
Complete Prevailing Wage Audits			<30 Days						
Review Bid Information & Goal Setting Participation			<7 Days						
Investigate Davis Bacon Wage Complaints			<10 Days						
Deny / Approve Public Works Contract Invoices			<5 Days						
Post All Work Plans on District Website			< 3 Days						
Review Proposal Information & Goal Setting Participation			< 7%						
Respond to Internal & External EEO Complaints & Investigations								<90 Days	
Administer Human Resources Concurrence Process								< 1 Day	
Organize the Diversity Employee Resource Group Events								> 6 Year	
Investigate Title VI Complaints			<90 Days						
Complete Internal Equal Employment Opportunity (EEO) Investigations Timely			<90 Days						

OFFICE OF THE GENERAL COUNSEL - 02

FY22 Adopted Budget

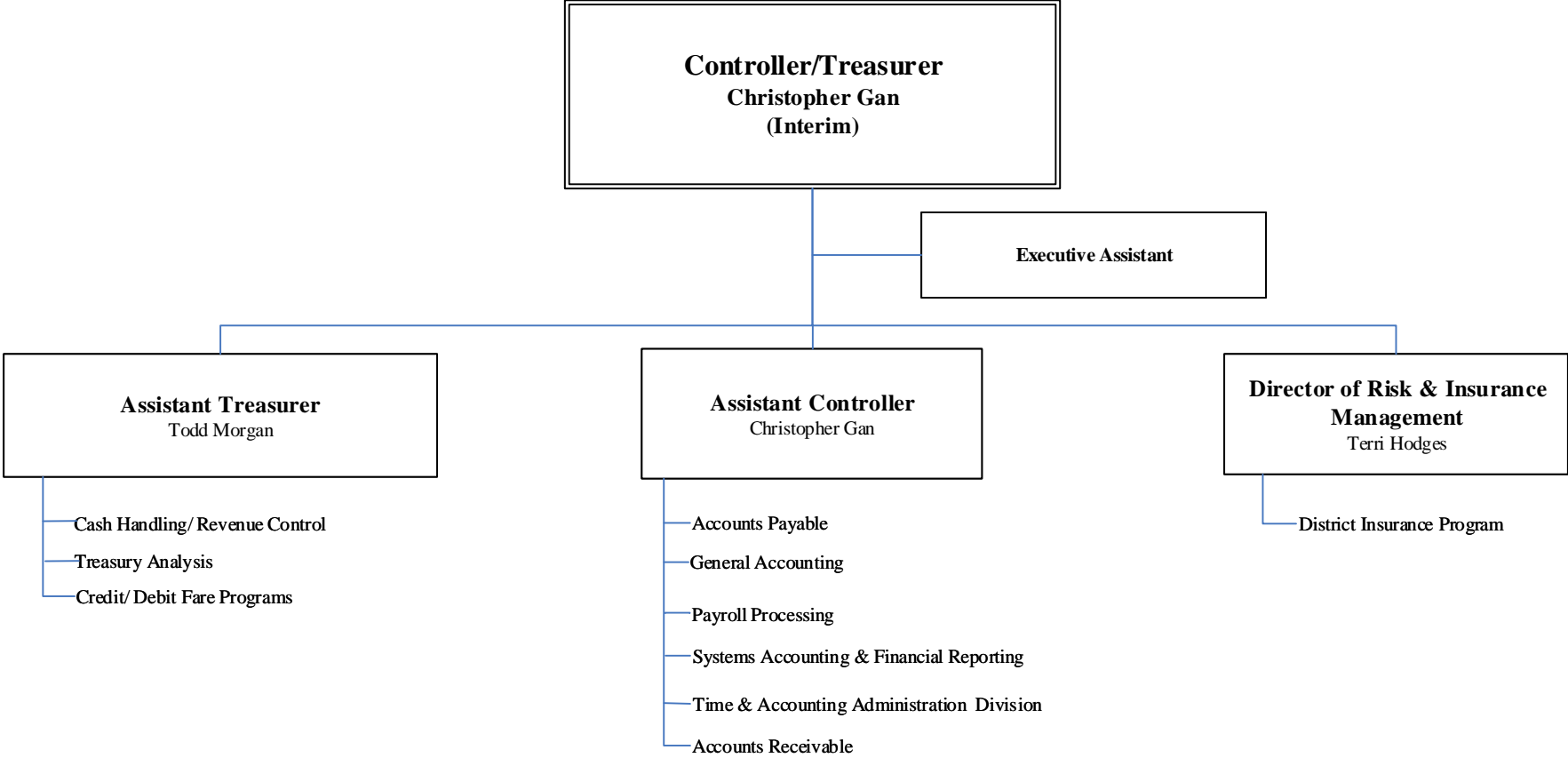


Day to Day Functions & KPIs for Executive Office: OFFICE OF THE GENERAL COUNSEL

OFFICE OF THE GENERAL COUNSEL	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
FUNCTIONS									
GENERAL COUNSEL	✓								
KEY PERFORMANCE INDICATORS									
Respond to all Board of Directors Related Matters Timely	100%								
Respond to all Requests for Review of Stop Notices & Stop Notice Releases Timely	≤10 Days								
Respond to 90% of Requests for Review of Invitation for Bid (IFB) Award Documents Timely	≤5 Days								
Approve/Disapprove 75% of Construction & Procurement Contracts, & Professional Service Agreements Timely	≤10 Days								
Provide Timely Legal Review & Advice on 75% of Human Resource Related Matters								≤21 Days	
Approve/Disapprove Remaining 25% of Construction & Procurement Contracts, & Professional Service Agreements Timely	Timely								
Provide Legal Review & Advice Regarding All Labor Matters Timely								≤5 Days	
Meet all Court Imposed Litigation Deadlines									100%
Review & Approve/Disapprove 90% of Final Executive Decision Documents (EDDs) Timely									≤2 Days
Provide an Attorney for all Arbitrations at Which Opposition is Represented by Counsel & at all Other Arbitrations as Requested									100%
Respond to Requests for Legal Review & Advice Timely									≤2 days










CONTROLLER-TREASURER – 03

FY22 Adopted Budget



TOTAL HEADCOUNT	
Operating	93.0
Capital	8.0
Reimbursable	-

Day to Day Functions & KPIs for Executive Office: OFFICE OF THE CONTROLLER-TREASURER

OFFICE OF THE CONTROLLER-TREASURER	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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FUNCTIONS

ASSISTANT CONTROLLER	✓								
ASSISTANT TREASURER	✓								
RISK & INSURANCE	✓								

KEY PERFORMANCE INDICATORS

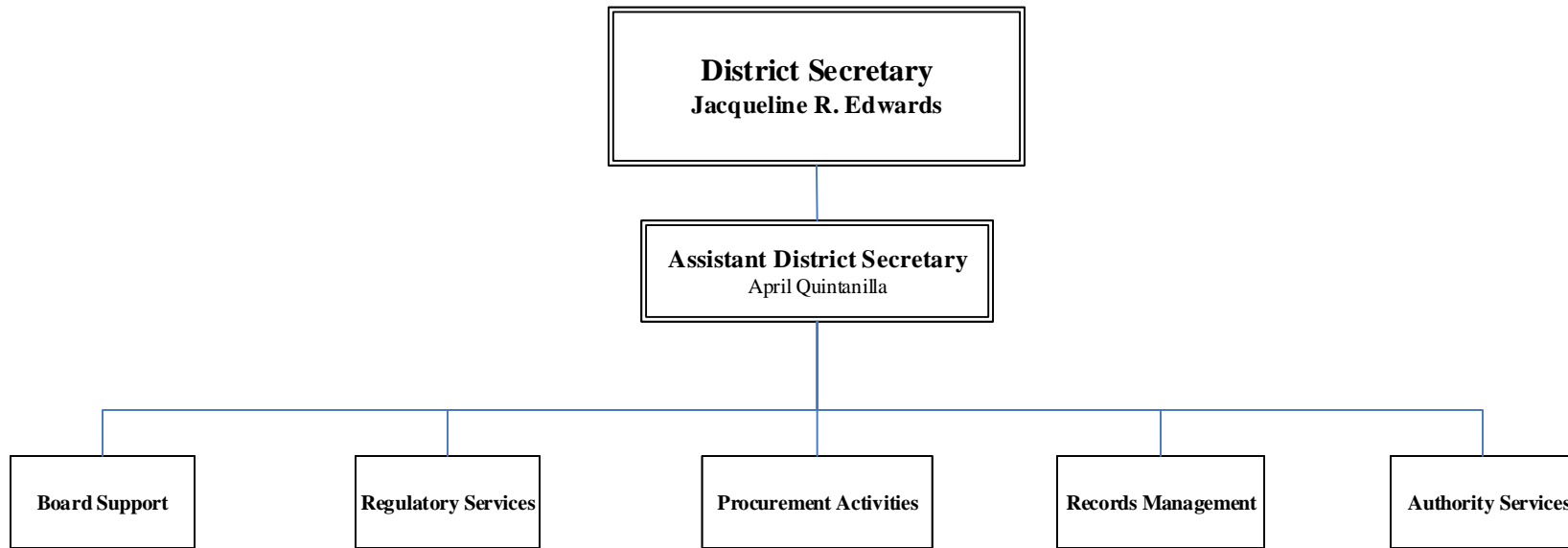
Process & Pay Vendors & Contractors Timely									88% in < 30 Days
Prepare & Distribute Annual 1099s to All Vendors & Contractors Timely									By March 15th
Administer the Annual Federal Grant Single Audit									By March 31st
Administer the FTA Financial Status Reports (FSR) Program									< 30 Days After Quarter End
Respond to Customer Debit/Credit Inquiries Timely					< 5 Days				
Process Patron Refund Claims Timely					< 10 Days				
Submit Revenue Collection Accounting Reports Timely									<3 Days
Invest Funds to Preserve Capital									>0%
Achieve QPR Metric for AFC Equipment Reliability (shared with M&E)					95%				
Process Group Sales Orders Timely					< 5 Days				
Deposit Collected Fare Revenue Timely									<2 Days
Administer GAAP & GASB Compliant Financial Statements Program									By Dec. 31st
Administer the State & Local Grant Reporting Program									By Dec. 31st

Day to Day Functions & KPIs for Executive Office: OFFICE OF THE CONTROLLER-TREASURER

OFFICE OF THE CONTROLLER-TREASURER	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Administer the Annual Fixed Asset Program									By April 15th
Prepare RHBT Statements Timely Following End of Quarter									< 45 Days
Close G/L at Month End Timely									<15 Working Days
Close the Annual Operating G/L Timely									< 7 Weeks
Close the Annual Capital G/L Timely									< 12 Weeks
Prepare Monthly Budget Performance Reports (BPR) Timely Following Month End									< 5 Days
Prepare Annual Audited Financial Reports for BART Timely									6 Months
Prepare Annual Audited Financial Reports for CCJPA Timely									9 Months
Submit Annual State Controller's Report eFiling Timely									< 7 Months
Submit the National Transit Database (NTD) Report Timely									By Oct. 31st
Process Personal Injury & Property Damage Claims Timely									<1 Day
Reduce Annual Claim Costs									0%
Assure Contract Agreements Contain Appropriate Indemnification & Insurance Provisions Timely									<48 Hours
Administer the Payroll Processing Program									Bi-Weekly
Submit Quarterly Payroll Reports to the State Timely									100%
Distribute Biweekly Payroll by Friday Following End of Pay Period								Met	
Prepare & Submit Annual W-2 Files Timely									By Jan 31st






OFFICE OF THE DISTRICT SECRETARY - 04

FY22 Adopted Budget



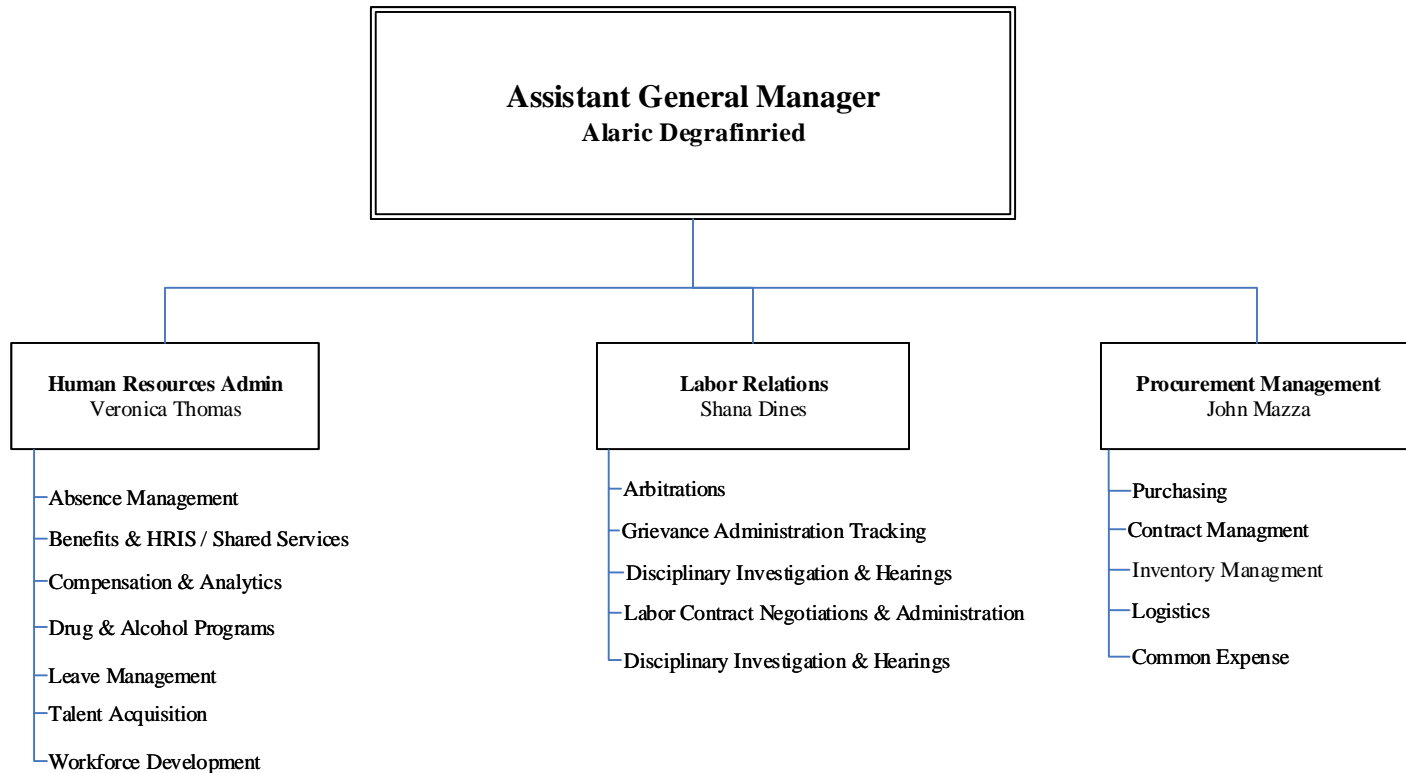
TOTAL HEADCOUNT	
Operating	7.0
Capital	-
Reimbursable	-

Day to Day Functions & KPIs for Executive Office: DISTRICT SECRETARY

DISTRICT SECRETARY	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
FUNCTIONS									
DISTRICT SECRETARY'S OFFICE	✓								
KEY PERFORMANCE INDICATORS									
Respond to California Public Records Act Requests Timely									<10 Calendar Days
Provide Records in Response to Subpoenas									Court Established










OFFICE OF ADMINISTRATION - 05

FY22 Adopted Budget



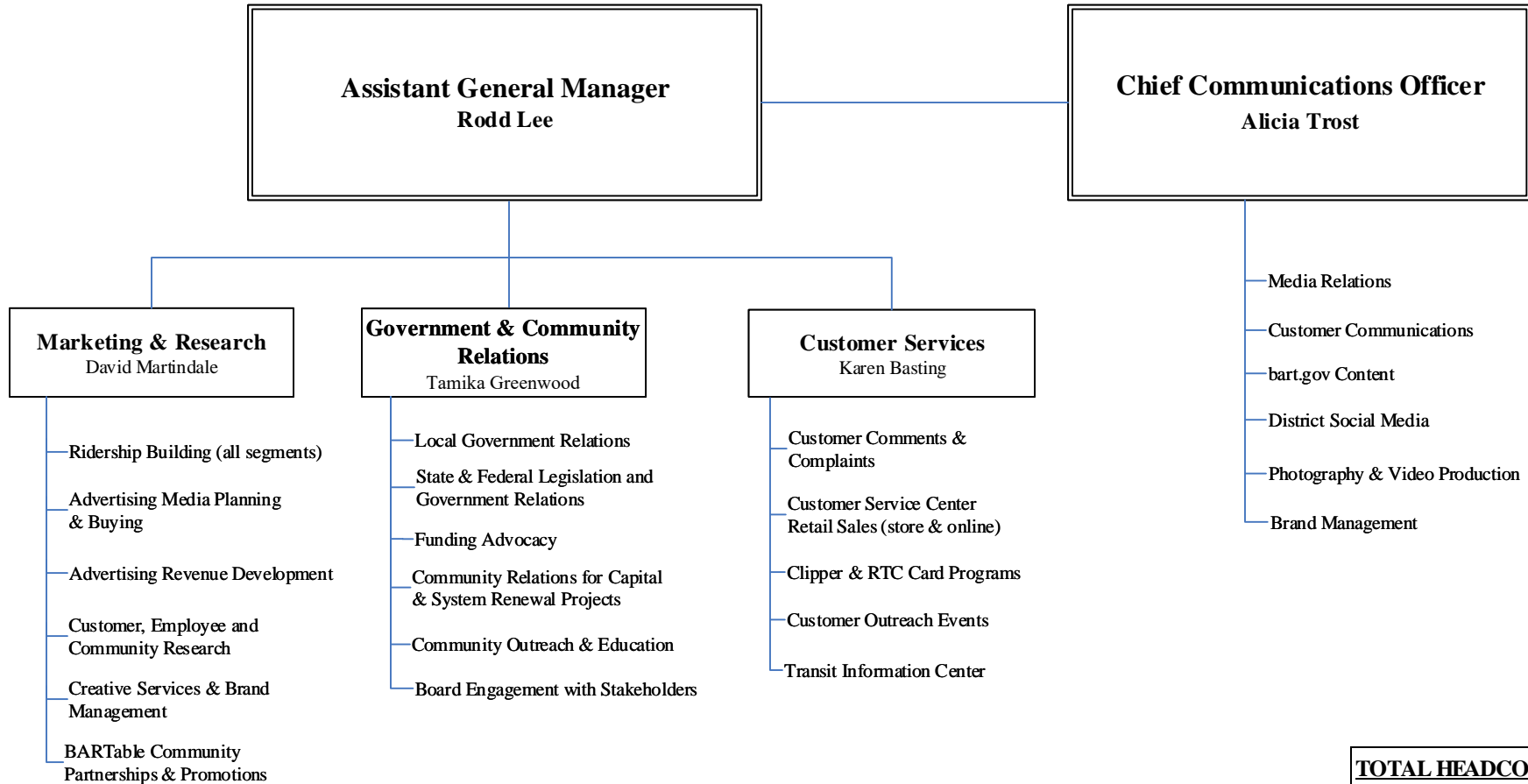
TOTAL HEADCOUNT	
Operating	139.6
Capital	12.0
Reimbursable	1.0

Day to Day Functions & KPIs for Executive Office: OFFICE OF ADMINISTRATION

OFFICE OF ADMINISTRATION	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
FUNCTIONS									
HUMAN RESOURCES	✓								
LABOR RELATIONS	✓								
PROCUREMENT	✓								
KEY PERFORMANCE INDICATORS									
Conduct Random Drug Testing to meet DOT Requirements for Safety Sensitive Employees							>2.10%		
Conduct Follow Up Post-Positive Testing For One Year							>6		
Deliver Required Training for All Employees								100%	
Track Annual Performance Review Delivery								100%	
Track New Hire Performance Review Delivery								100%	
Process all Advertised Agreements & Contracts in a Timely Manner		< 180 Days							
Maintain Car Parts to Minimize Car Days Out of Service						<1%			
Process (Non-Formal Bidding) Purchase Requisitions Timely		< 15 Days							










OFFICE OF EXTERNAL AFFAIRS - 06

FY22 Adopted Budget



TOTAL HEADCOUNT	
Operating	43.4
Capital	4.8
Reimbursable	1.0

Day to Day Functions & KPIs for Executive Office: OFFICE OF EXTERNAL AFFAIRS

OFFICE OF EXTERNAL AFFAIRS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
FUNCTIONS									
COMMUNICATIONS	✓								
CUSTOMER SERVICES	✓								
GOVERNMENT & COMMUNITY RELATIONS	✓								
MARKETING & RESEARCH	✓								
KEY PERFORMANCE INDICATORS									
Produce Videos to Promote Strategic Improvements					> 8 Year				
Publish Original Stories on BART.gov Targeted to BART Activities & Spotlight Employees					> 15 Year				
Monitor & Engage on Social Media from 9AM to 5PM					Once per Hour				
Deploy Car Card Campaigns					> 3 Year				
Conduct Online Town Hall Meetings					> 1 Year				
Post News Items for the BART.gov Content Program					< 2 Hours				
Post Non-News Items for the BART.gov Content Program					< 72 Hours				
Train Editors for the BART.gov Content Program					< 1 Week				
Administer the BART Brand Oversight & Enforcement Program to Monitor Brand Compliance									Action < 48 hrs
Complete Research Projects for Internal & External Partners									4 per Quarter
Provide Creative Services such as Graphic Design & Production Support for District Projects									> 4 Year
Update the Knowledge Base Once Per Quarter to Improve Responses to the Public about BART Activities								> 4 Year	
Produce Podcasts to Promote Strategic Improvements					>4 Year				

Unmet or Unmeasured due to COVID-19




Target was Met

Target was Unmet

Day to Day Functions & KPIs for Executive Office: OFFICE OF EXTERNAL AFFAIRS

OFFICE OF EXTERNAL AFFAIRS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Provide 24/7/365 Coverage Through Media Relations Program									100%
Acknowledge Media Relations Requests Timely									< 1 Hour
Administer the "Daily Clips" Program									5 Days per Week
Update the Media Voicemail Line Timely During Major Service Disruptions									=15 Minutes
Administer the BART Subject Matter Expert (SME) Program									Update SME List Twice/Year
Prep BART SMEs for Media Interviews									> 24 Hours
Execute "Behind the Scenes" Opportunities to Highlight Strategic Improvements									> 3 Year
Execute the Live Broadcast & Archiving of Board Meetings					2 per Month				
Perform Regular Maintenance on Multimedia Production Studio Cameras	Monthly								
Perform Regular Maintenance on Multimedia Production Studio Non-Camera Equipment	Annually								
Manage the Digital Asset Archive Program	Monthly Maintenance								
Ingest New Content for Digital Asset Archive Program	< 1 Week								
Provide Expressive Activity Permits Within 7 Days					< 7 Days				
Provide Film & Photography Permits Timely					< 20 Days				
Update Fares, Schedules, & System Maps Within 3 Weeks of Change					< 3 Weeks				
Post Passenger Bulletins Online Timely, Targeted Emails as Necessary					< 1 Week from Impact				
Respond to Requests for New Still Photography					< 72 Hours				

Day to Day Functions & KPIs for Executive Office: OFFICE OF EXTERNAL AFFAIRS

OFFICE OF EXTERNAL AFFAIRS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Administer the Construction Project Signage Program					< 1 Week of Impact				
Respond to 90% of Customer Comments Timely					< 3 Days				
Respond to Customer Requests for Bike Locker Rentals Timely					<3 Days				
Achieve Customer Service Standards for Incoming TIC Calls					> 93%				
Respond to TIC Calls Timely					< 20 Seconds				
Engage Board of Directors with Congressional & State Legislative Delegations, Key Stakeholders & Constituents					9 per Month				
Execute Targeted Outreach to Educate Officials, Businesses, & the Community on Projects & Priorities					20 per Month				
Execute Targeted Outreach to Demonstrate Cultural Sensitivity & Promote Diversity			> 30						
Produce & Distribute BART Annual Report to Congress									Annually
Complete Quarterly Passenger Environment Surveys (PES)					Quarterly				
Conduct Customer Satisfaction Surveys (Even Years)					Fall 2022/2024				
Conduct Employee Surveys (Even Years)							Winter 2022/2024		
Meet or Exceed Annual Advertising Franchise Revenue Targets									Meet / Exceed
Negotiate Co-Marketing Partnerships to Increase Off-Peak Ridership (Annually)									> 50
Create & Execute Ridership-Building Advertising Campaigns									> 2 per Year
Produce Original Features on BARTable									> 2 per Week
Grow BARTable Subscribers & Followers to Increase Off-Peak Ridership									> 10% Increase
Negotiate Channel Marketing Agreements with Conventions & Hotels to Build Ridership to OAK & SFO									> 5

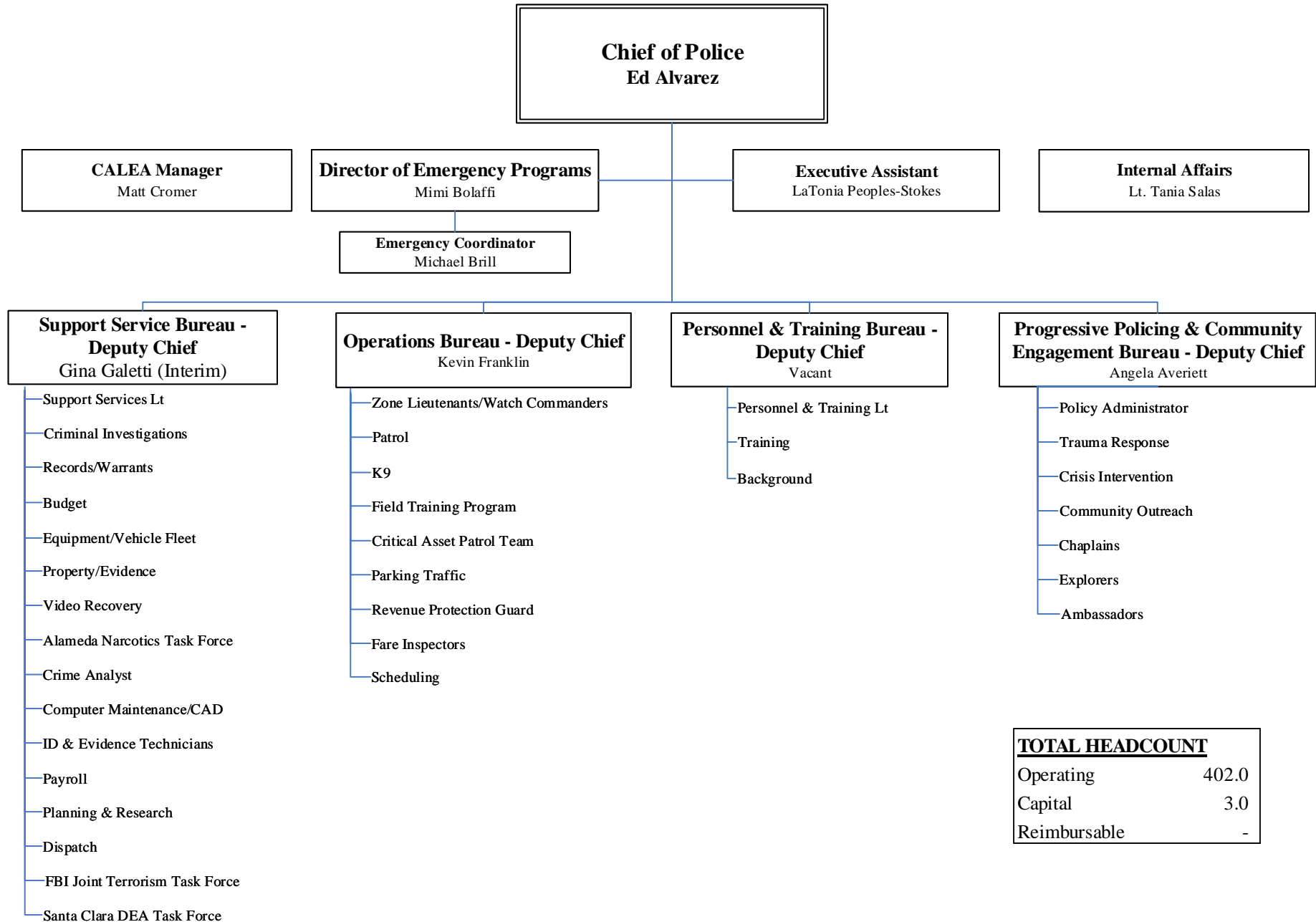
Unmet or Unmeasured due to COVID-19

Target was Met

Target was Unmet










POLICE DEPARTMENT - 07

FY22 Adopted Budget



TOTAL HEADCOUNT	
Operating	402.0
Capital	3.0
Reimbursable	-

Day to Day Functions & KPIs for Executive Office: BART POLICE DEPARTMENT

BART POLICE DEPARTMENT	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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FUNCTIONS

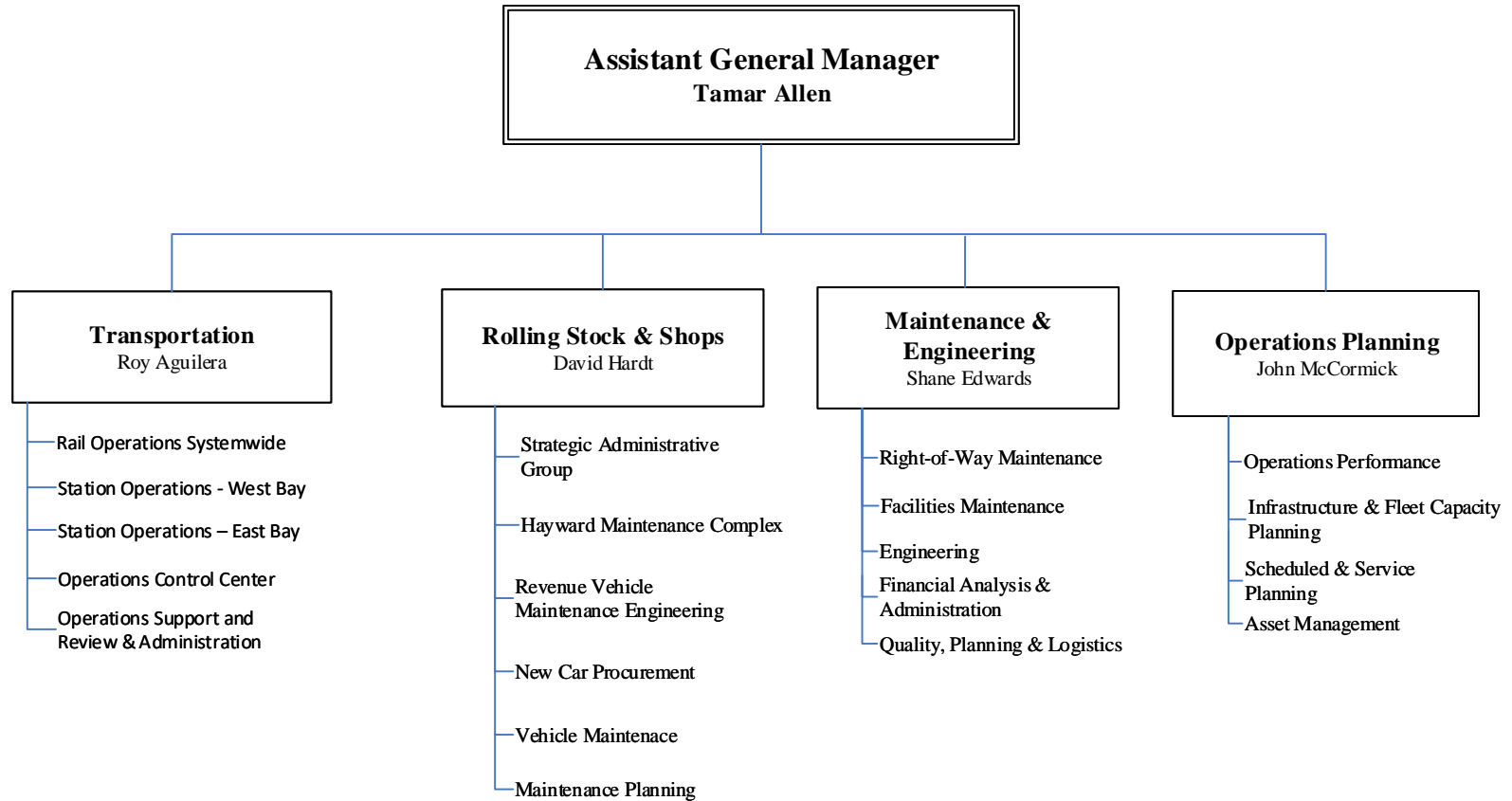
BPD OPERATIONS	✓								
COMMISSION ON ACCREDITATION FOR LAW ENFORCEMENT AGENCIES	✓								
OFFICE OF THE CHIEF	✓								
PROFESSIONAL STANDARDS & TRAINING	✓								
SUPPORT SERVICES	✓								

KEY PERFORMANCE INDICATORS

Achieve Police Presence Passenger Experience Survey (PES) Score					> 12%				
Respond to Emergencies Timely						< 5 Minutes			
Minimize Part 1 Crimes Against Persons Per Million Passengers Trips						< 2.00			
Conduct More than 4 Train Rides Each Shift Per Patrol Officer						> 4.00			
Minimize Auto Burglaries per 1,000 Parking Spaces						< 6.00			
Minimize Auto Thefts per 1,000 Parking Spaces						< 2.25			
Complete Applicant Background Investigations Timely							< 6 Months		










OPERATIONS - 08

FY22 Adopted Budget












TOTAL HEADCOUNT	
Operating	2,538.9
Capital	847.9
Reimbursable	15.0

Day to Day Functions & KPIs for Executive Office: OPERATIONS

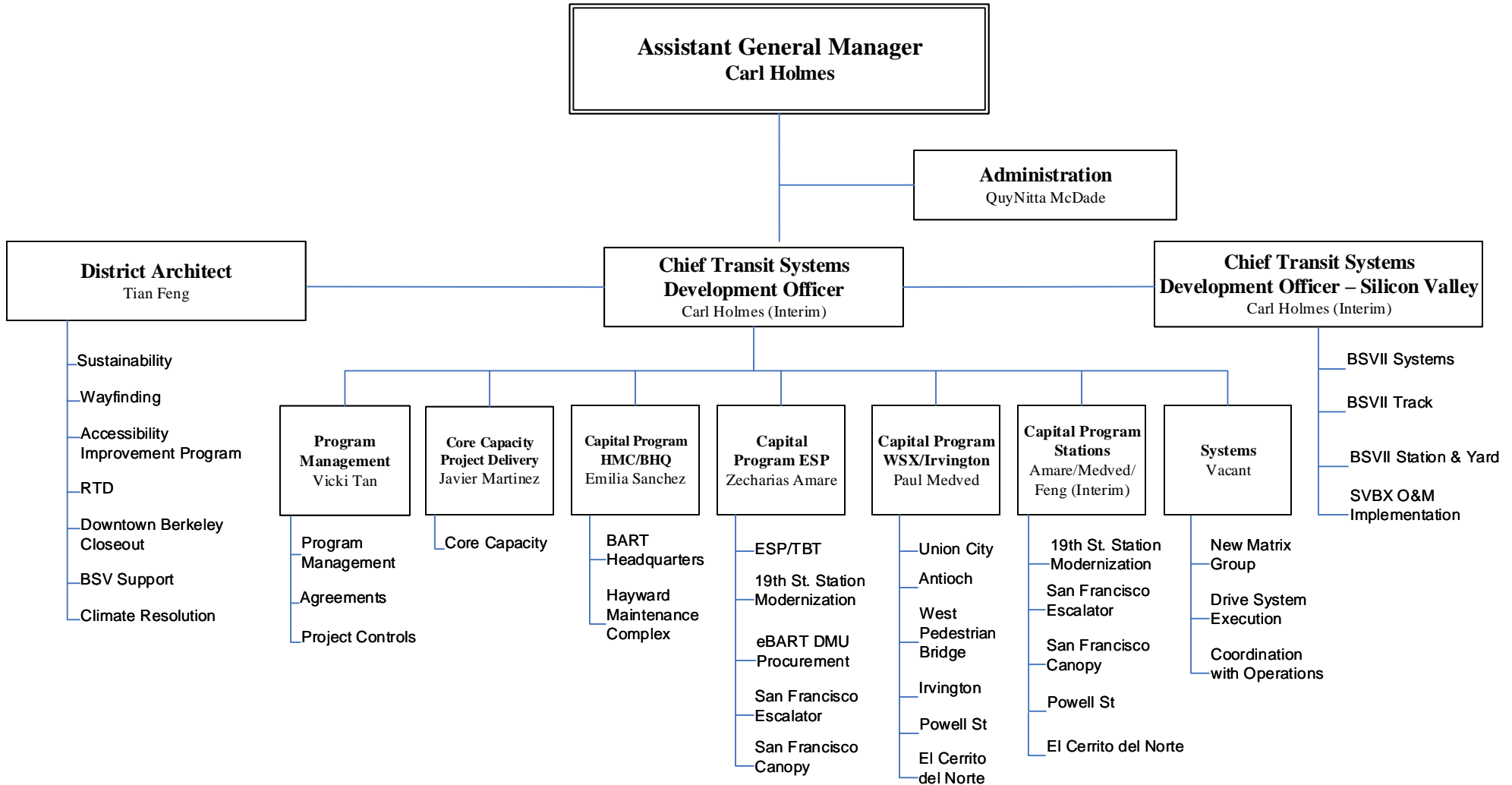
OPERATIONS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
FUNCTIONS									
MAINTENANCE & ENGINEERING	✓								
OPERATIONS PLANNING	✓								
ROLLING STOCK & SHOPS	✓								
TRANSPORTATION	✓								
KEY PERFORMANCE INDICATORS									
Maximize Station Elevator Availability						98%			
Maximize Garage Elevator Availability						97%			
Maximize Street Escalator Availability						93%			
Maximize Platform Escalator Availability						96%			
Maximize AFC Gate Availability						99%			
Maximize AFC Vendor Availability						95%			
Achieve Average PES Rating for "Environment - Outside Stations"					≥ 66%				
Achieve Average PES Rating for "Environment - Inside Stations"					≥ 64%				
Achieve Average PES Rating for Station Vandalism					≥ 73%				
Maximize Passenger Service Reliability (OAC)						99.5%			
Ensure Sufficient Fleet Availability (OAC)						99.5%			
Manage On-Time Connections with BART (eBART)						98.5%			
Minimize Vehicle Meantime Distance Between Failure (eBART)						14,000 Miles			
Minimize Service Delays Per 100 Train Runs (Train Control)						1.00			

Day to Day Functions & KPIs for Executive Office: OPERATIONS

OPERATIONS	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Minimize Service Delays Per 100 Train Runs (Computer Control System)						0.08			
Minimize Service Delays Per 100 Train Runs (Traction Power)						0.20			
Minimize Service Delays Per 100 Train Runs (Track)						0.30			
Manage the Mean Time Between System Delays (Hours)						>4,650 Hours			
Meet SCRAM Requirements for Car Availability at 0400 Hours						Car Count			
Minimize Unscheduled Door Openings per Million Car Miles						0.20			
Minimize Rule Violations per Million Car Hours						0.25			
Ensure Train Interior Cleanliness (PES Score)					≥ 70%				
Maintain a Comfortable Temperature Onboard Train (PES Score)					≥ 82%				
Minimize Service Delays Per 100 Train Runs (Transportation)						0.50			
Achieve Average Rating for Customer Service (PES Score)					75%				










DESIGN & CONSTRUCTION – 10

FY22 Adopted Budget



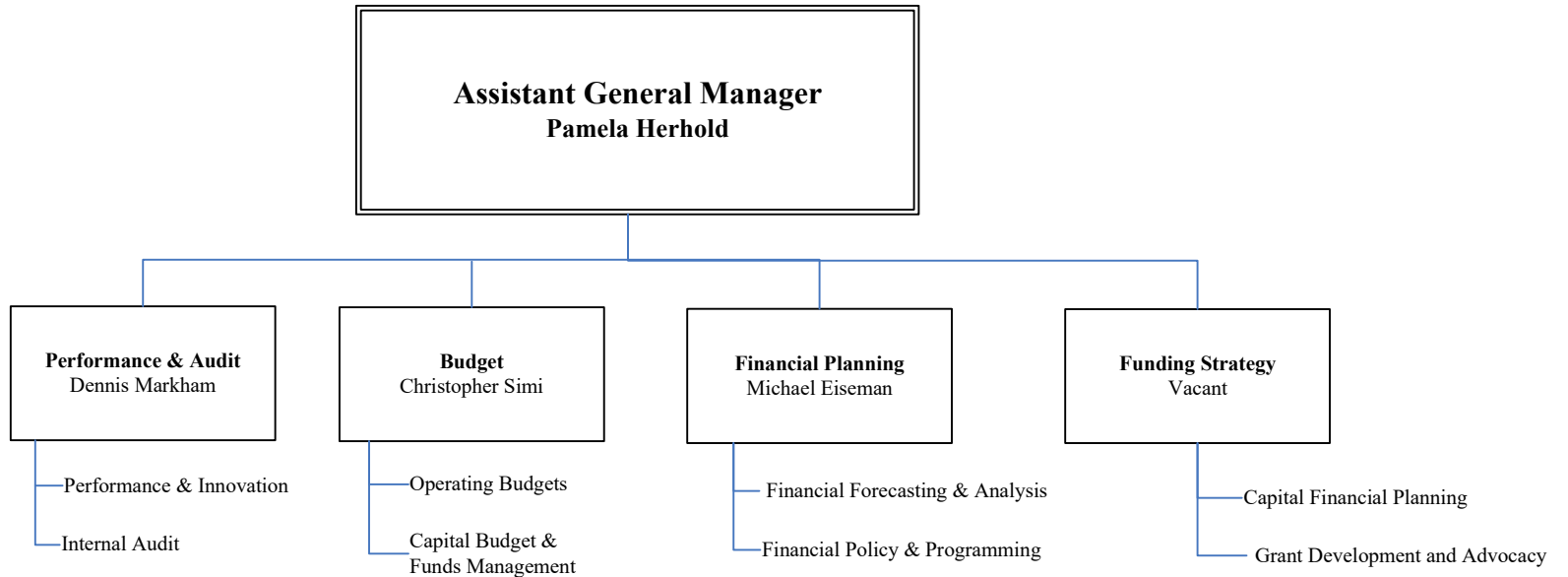
TOTAL HEADCOUNT	
Operating	4.3
Capital	64.8
Reimbursable	-

Day to Day Functions & KPIs for Executive Office: DESIGN & CONSTRUCTION

DESIGN & CONSTRUCTION	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
FUNCTIONS									
NEW HEADQUARTERS	✓								
OFFICE OF DISTRICT ARCHITECT	✓								
TRANSIT SYSTEMS DEVELOPMENT	✓								
TRANSIT SYSTEMS DEVELOPMENT - SILICON VALLEY	✓								
VALLEY LINK	✓								
KEY PERFORMANCE INDICATORS									
Ensure Capital Project Regulatory Compliance									100%
Provide Accurate & Timely Progress Reporting by Project									100%
Support VTA's Procurement Contract Documents, Plans, & Schedule		100%							
Review & Comment on Valley Link Design Development		100%							










OFFICE OF PERFORMANCE & BUDGET - 11

FY22 Adopted Budget



TOTAL HEADCOUNT	
Operating	27.5
Capital	8.5
Reimbursable	2.0

Day to Day Functions & KPIs for Executive Office: OFFICE OF PERFORMANCE & BUDGET

OFFICE OF PERFORMANCE & BUDGET	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
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FUNCTIONS

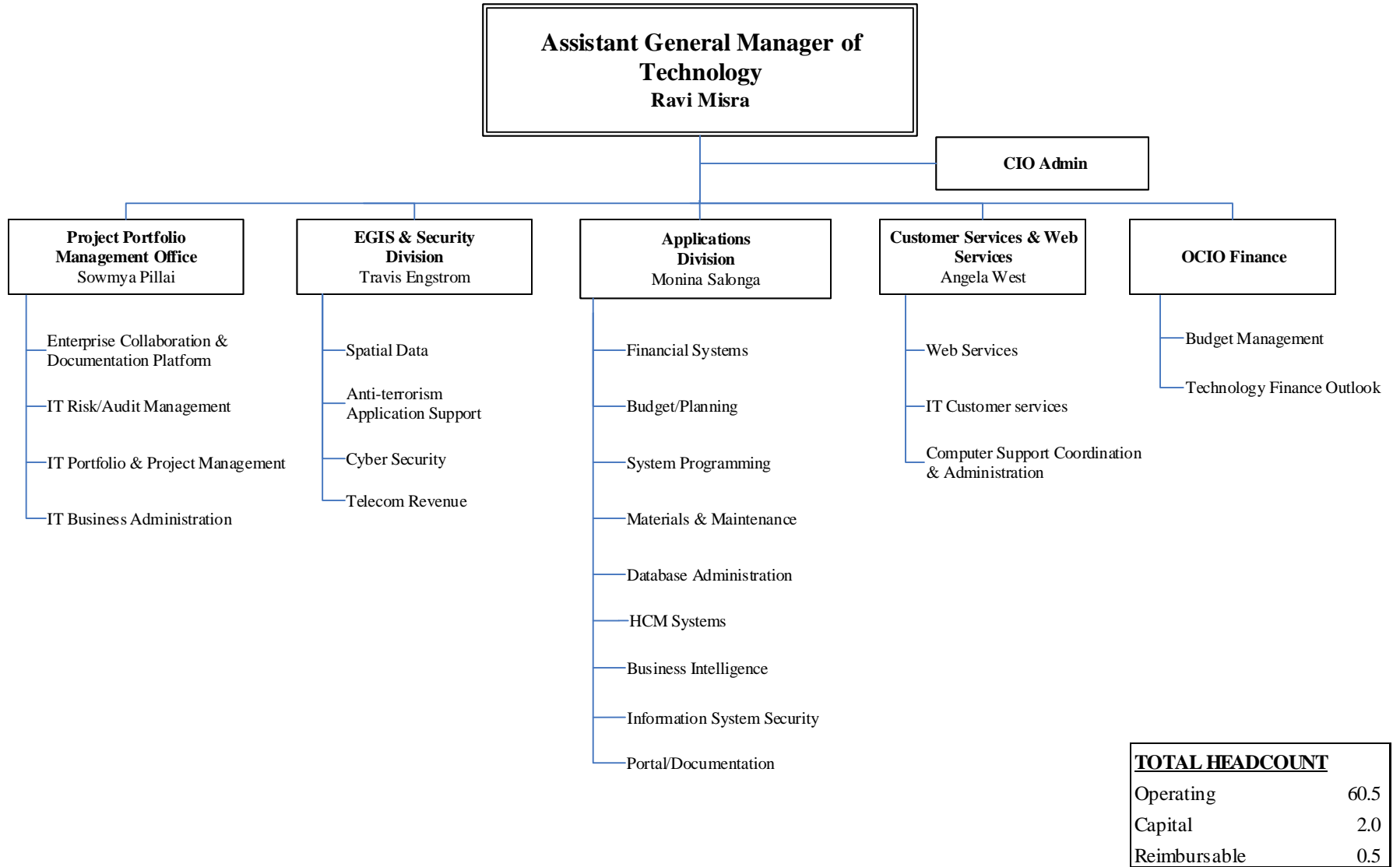
CAPITAL & OPERATING BUDGETS	✓								
FINANCIAL PLANNING	✓								
PERFORMANCE & AUDIT	✓								

KEY PERFORMANCE INDICATORS

Close Out Prior Fiscal Year Operating Budget & Obtain Board Approval									October 31
Release Annual Operating & Capital Preliminary Budget									March 31
Secure Board Approval of Annual Operating & Capital Budget									June 30
Produce Adopted Budget Manual									Annually
Prepare Quarterly Financial Reports									Quarterly
Deliver Annual SVRT Operating & Capital Cost Obligation Estimate									May 15
Deliver Annual Budget Estimate of SFMTA's Share of Joint Station Maintenance Agreement Costs in Joint Use Stations									Jan 15
Submit Annual Federal Formula Funds Grant Application & Other Funding Requests									Annually
Prepare Audit & Process Improvement Plans & Publish Audit & Performance Improvement Reports									Annually

OFFICE OF THE CHIEF INFORMATION OFFICER - 12

FY22 Adopted Budget



Day to Day Functions & KPIs for Executive Office: OFFICE OF THE CHIEF INFORMATION OFFICER

OFFICE OF THE CHIEF INFORMATION OFFICER	Mission	Economy	Equity	Environment	Experience	System Performance	Safety	Workforce	Financial Stability

FUNCTIONS

APPLICATIONS DIVISION	✓								
CUSTOMER SERVICES & WEB SERVICES	✓								
EGIS & SECURITY DIVISION	✓								
OCIO FINANCE	✓								
PROJECT PORTFOLIO MANAGEMENT OFFICE	✓								

KEY PERFORMANCE INDICATORS

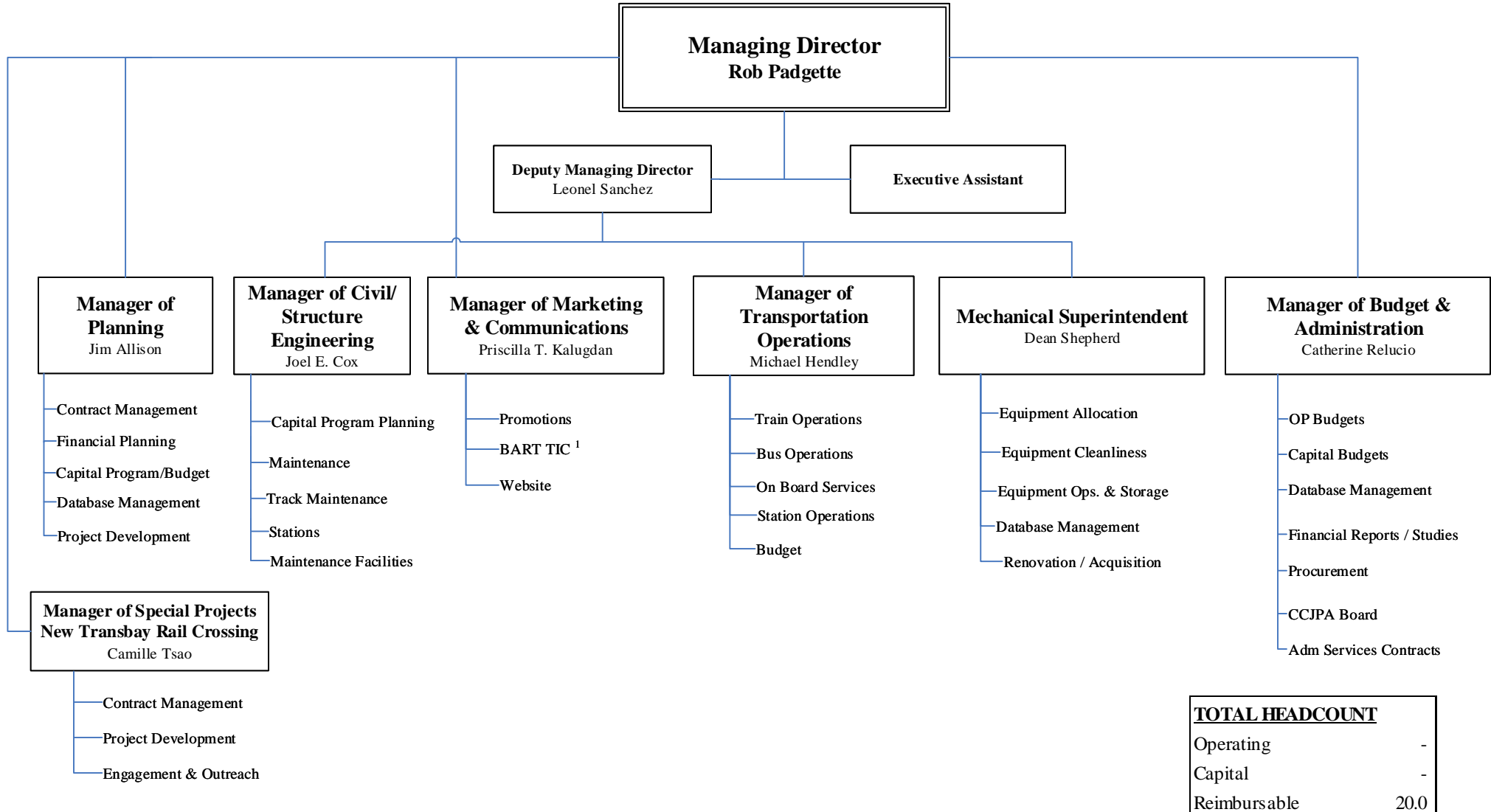
Ensure Availability of Maximo						99.9%			
Ensure Availability of Oracle Business Intelligence Enterprise Edition (OBIEE)						99.9%			
Ensure Availability of the SharePoint Site								99.9%	
Ensure Availability of the BART.gov Website					99.9%				
Ensure Availability of Salesforce CRM					99.9%				
Manage the Salesforce Help Desk & Meet Service Level Agreement (SLA) Goals								80% within SLA	
Ensure Policy Upgrades Timely								Timely Upgrades	
Ensure Availability of Hyperion								99.9%	
Ensure Availability of Fusion Document Management System								99.9%	
Ensure Availability of PeopleSoft									99.9%
Administer Cybersecurity Program							Zero Loss of Control		

Day to Day Functions & KPIs for Executive Office: OFFICE OF THE CHIEF INFORMATION OFFICER

OFFICE OF THE CHIEF INFORMATION OFFICER	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
Administer Regional Anti-Terrorism Integrated Law Enforcement System (RAILS) Program							99.9%		
Update 10,000 Aerial Photos per year in the Enterprise Geographic Information System (EGIS)							≥10,000		
Administer Commercial Communications Revenue Program (CCRP)									>5% Annual Lift
Administer Desktop Business Software Upgrades Program								Timely Upgrades	
Ensure Availability of Oracle Database								99.9%	
Ensure Availability of SQL Database								99.9%	
Maintain & Manage Integrated Project Portfolio with Finance								80% within SLA	
Provide Peripheral Support Upgrades Timely								Timely Upgrades	
Process & Review Submitted Projects for the Knowledge Management Governance Group								>90% Intake	
Administer Annual Project Management Training & Development Program								≥10 Classes	

CAPITOL CORRIDOR OFFICE – 14






FY22 Adopted Budget



TOTAL HEADCOUNT	
Operating	-
Capital	-
Reimbursable	20.0

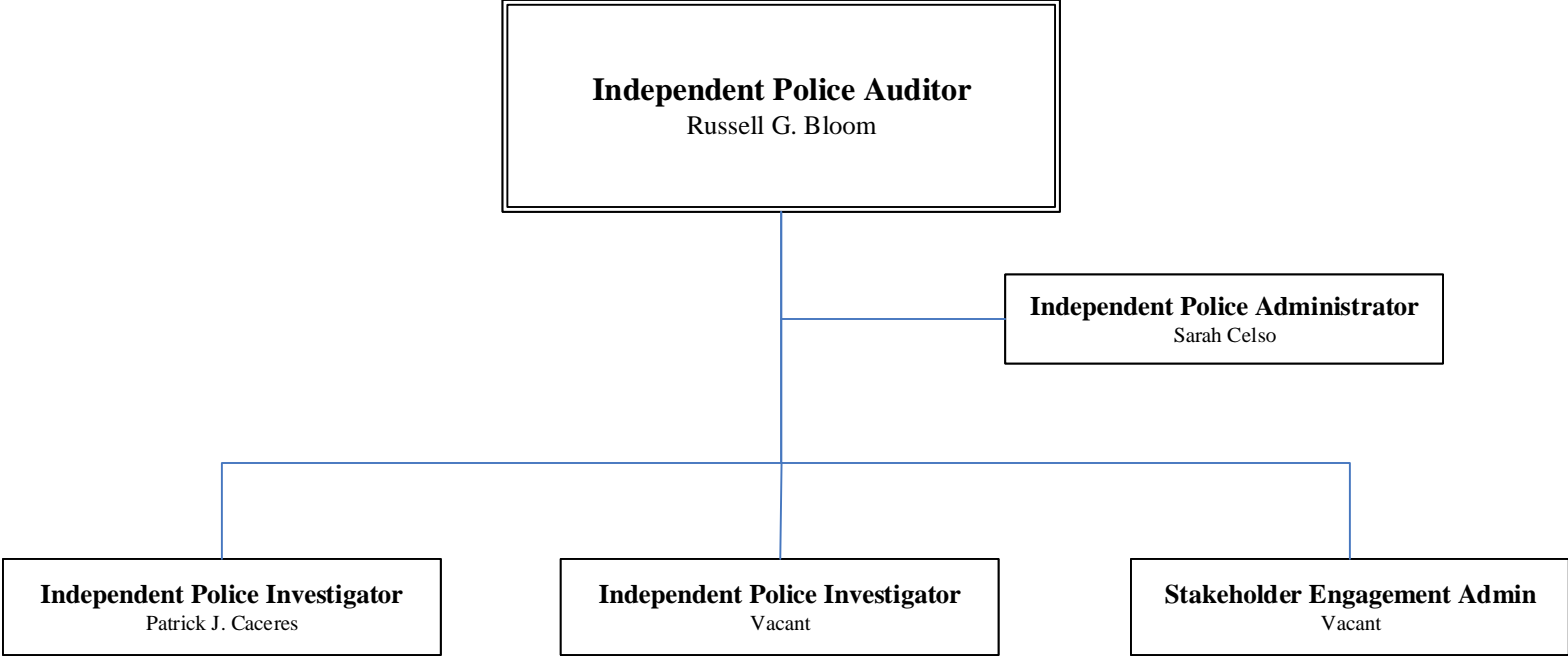
1: Day-to-day administrative responsibilities are with BART Transit Information Center (3.0 FTE) Customer Service (0605378)

Day to Day Functions & KPIs for Executive Office: CAPITOL CORRIDOR

CAPITOL CORRIDOR	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
FUNCTIONS									
CAPITOL CORRIDOR	✓								
KEY PERFORMANCE INDICATORS									
Minimize Mechanical Delays per 10K Train Miles		≤ 60							
Minimize Operator Delays per 10K Miles		< 325							
Stations On Time Performance		≥ 90%							
End-Point On Time Performance		≥ 90%							
Passenger Miles		117,994,000							










INDEPENDENT POLICE AUDITOR – 17

FY22 Adopted Budget



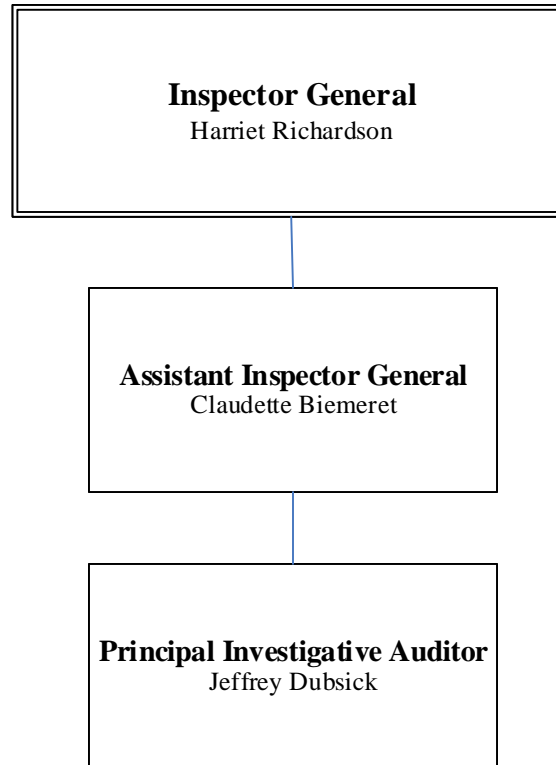
TOTAL HEADCOUNT	
Operating	5.0
Capital	-
Reimbursable	-

Day to Day Functions & KPIs for Executive Office: OFFICE OF THE INDEPENDENT POLICE AUDITOR

OFFICE OF THE INDEPENDENT POLICE AUDITOR	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
FUNCTIONS									
OFFICE OF THE INDEPENDENT POLICE AUDITOR	✓								
KEY PERFORMANCE INDICATORS									
Respond to all Contacts From Complainants			<1 Business Day						
Complete All OIPA Investigations			<6 Months						
Organize at Least One Outreach Event per Quarter			4 Events Per Year						
Review at Least One Policy per Year & Issue Recommendations for Change When Appropriate			1 Policy Per Year						

INSPECTOR GENERAL – 19

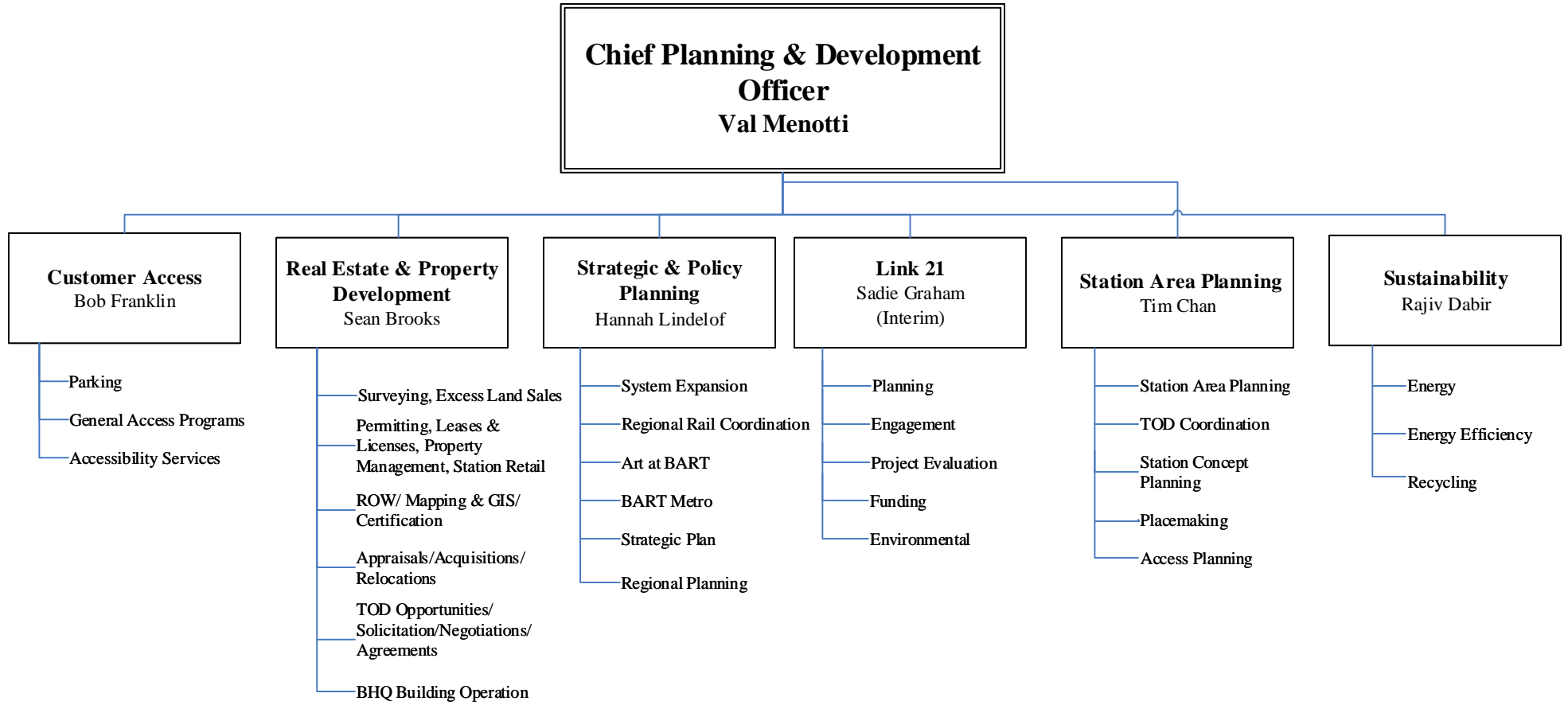
FY22 Adopted Budget



TOTAL HEADCOUNT	
Operating	3.0
Capital	-
Reimbursable	-










PLANNING & DEVELOPMENT – 20

FY22 Adopted Budget



TOTAL HEADCOUNT	
Operating	33.4
Capital	17.7
Reimbursable	-

Day to Day Functions & KPIs for Executive Office: PLANNING & DEVELOPMENT

PLANNING & DEVELOPMENT	Mission 	Economy 	Equity 	Environment 	Experience 	System Performance 	Safety 	Workforce 	Financial Stability 
FUNCTIONS									
CUSTOMER ACCESS	✓								
LINK 21	✓								
REAL ESTATE & PROPERTY DEVELOPMENT	✓								
STATION AREA PLANNING	✓								
STRATEGIC & POLICY PLANNING	✓								
SUSTAINABILITY	✓								
KEY PERFORMANCE INDICATORS									
Meet All FTA Requirements for Operating ADA Paratransit Service			100%						
Provide Parking Customer Service and Respond to Rider Inquiries					Met				
Manage Allocations of Parking Permits to Maximize Revenue									Met
Manage Ongoing Building Services								Met	
Oversee Mandatory Compliance with SB1359 (Torlakson, 2006), Underground Utility Impacts Adjacent to or in BART Right-of-Way						100%			
Plan, organize, and document the BART Board of Directors Workshop		Annually							
Support & Implement Districtwide Sustainability Action Plan				Met					