

**SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT**  
300 Lakeside Drive, P. O. Box 12688, Oakland, CA 94604-2688  
(510) 464-6000

**FINANCE, BUDGET & BOND OVERSIGHT COMMITTEE**

April 18, 2017

11:00 a.m.

COMMITTEE MEMBERS: Directors Josefowitz (Chairperson), Allen (Vice Chairperson), Blalock, and Dufty

A regular meeting of the Finance, Budget, and Bond Oversight Committee will be held at 11:00 a.m. on Tuesday, April 18, 2017, in the BART Board Room, Kaiser Center 20<sup>th</sup> Street Mall – Third Floor, 344 – 20<sup>th</sup> Street, Oakland, California.

Members of the public may address the committee regarding any matter on this agenda. Please complete a “Request to Address the Board” form (available at the entrance to the Board Room) and hand it to the Secretary before the item is considered by the committee. If you wish to discuss a matter that is not on the agenda during a regular meeting, you may do so under Public Comment.

**AGENDA**

1. Call to Order.
  - a. Roll Call.
2. Safety, Reliability, and Traffic Relief Program: Bond Oversight Committee Update.\* For information.
3. Safety, Reliability, and Traffic Relief Program: Implementation Plan.\* For information.
4. Fiscal Year 2018 Preliminary Budget Overview.\* For information.
5. Public Comment.
6. New Business. (An opportunity for Board Members to introduce potential matters for a future committee agenda)

Kenneth A. Duron  
District Secretary

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

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



# EXECUTIVE DECISION DOCUMENT

GENERAL MANAGER APPROVAL: <i>Robert M. Powers - DGM</i>		GENERAL MANAGER ACTION REQ'D:		
DATE: 4/11/2017		BOARD INITIATED ITEM: No		
Originator/Prepared by: Maisha Everhart Dept: Gov't & Community Relations	General Counsel	Controller/Treasurer	District Secretary	BARC
Signature/Date: <i>[Signature] 4/14/17</i>	<i>[Signature] 4/14/17</i>	<i>[Signature] 4/14/17</i>	[ ]	<i>Powers 14 APRIL 2017</i> [ ]
Status: Routed		Date Created: 4/11/2017		

## Bond Oversight Committee

### PURPOSE:

Request the Board establish an Independent Oversight Committee for the Measure RR bond consisting of seven members. The Committee will assess how bond proceeds are spent to ensure that all spending is authorized by the ballot measure, and assess whether projects funded by bond proceeds are completed in a timely, cost-effective and quality manner consistent with the best interests of BART riders and District residents. The Committee shall be charged with the responsibility of communicating its findings and recommendations to the District and the public.

### DISCUSSION:

On June 9, 2016, the BART Board of Directors passed resolution 5321, which placed Measure RR a \$3.5 billion **BART Safety, Reliability and Traffic Relief** bond on the November 8 ballot subject to independent oversight and annual audits.

Section 11 of the resolution called for the establishment of a Bond Oversight Committee, which would consist of seven members appointed for two year terms and eligible to serve for up to 6 years in total.

The resolution specified that members be recruited from the following organizations:

- American Society of Civil Engineers
- American Institute of Electrical Engineers
- American Institute of Certified Public Accountants
- Association of Budgeting and Financial Management section of the American Society

of Public Administration

- Project Management Institute
- League of Women Voters

On November 8, 2016, voters passed Measure RR with nearly 71% support. In December 2016, the District began to contact the above mentioned professional associations and seek candidate recommendations for the Bond Oversight Committee. On January 9, 2017, the General Manager sent a letter and formal request to each of the associations. Staff reviewed each of the applications to ensure the required criteria and to evaluate potential conflicts of interest. Staff is recommending the following people as the most qualified to serve as Committee members.

**1. American Society of Civil Engineers Committee Assignment:**

Daren Gee

**2. American Institute of Electrical Engineers Committee Assignment:**

Mike McGill

**3. American Institute of Certified Public Accountants:**

Ed Pangilinan

**4. Association of Budgeting and Financial Management:**

Marian Breitbart

**5. Project Management Institute**

John Post

**6. League of Women Voters Committee Assignment 1:**

Anu Natarajan

**7. League of Women Voters Committee Assignment 2:**

Christine Johnson

**FISCAL IMPACT:**

There would be a \$315 reimbursement expense for Committee members travel. Each of the seven Committee members could be reimbursed up to \$15 per meeting. There would be

no more than 3 meetings per year.

**ALTERNATIVES:**

The Board could reject some or all of the applicants and direct staff to reopen the application process.

**RECOMMENDATION:**

Establish the Bond Oversight Committee in accordance with Resolution 5321 and appoint the first seven members recommended by staff to the Committee.

**MOTION:**

That the BART Board establish the Bond Oversight Committee and appoint the following people to serve a two year term which will begin on July 1, 2017:

1. Daren Gee
2. Mike McGill
3. Ed Pangilinan
4. Marian Breitbart
5. John Post
6. Anu Natarajan
7. Christine Johnson

# **DAREN GEE, PE**

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## **TRANSPORTATION ENGINEERING MANAGER**

More than 20 years of comprehensive experience in driving large rail related transportation projects to successful completion. Extensive design and construction experience in private and public sector. Key role in delivery of rail-related projects - two completed and one trending ahead of schedule and under budget. The projects included design, startup, acceptance and hand-off to operations. Projects funded via Federal, State, Local partners-including bond strategies. Settled and brought to resolution thousands of issues between Union Pacific Railroad, California Public Utilities Commission, Caltrans, Peninsula Corridor Joint Powers Board, NASA/Ames, US Navy, US Air force, FAA, BART, and local government. Negotiated \$20 Million public funds agreement, between Santa Clara Valley Water District, Alameda County Flood Control and Water Conservation District.

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## **CORE COMPETENCIES**

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Complex public projects ♦ Freight railroad projects ♦ Passenger rail projects  
Consultant Management ♦ Inter-agency negotiation ♦ Union negotiation  
Utility relocation ♦ Site development ♦ Construction Administration

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## **EXPERIENCE & ACHIEVEMENTS**

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**SANTA CLARA VALLEY TRANSPORTATION AUTHORITY, SAN JOSE, CA • 1994 – PRESENT**

*A transit district serving Santa Clara County, population 1.8M*

**Transportation Engineering Manager, Silicon Valley Rapid Transit Project • 2004 - Present**

\$2.5 Billion Phase 1 portion of complex \$6.5 Billion, 16-mile, VTA's BART to Silicon Valley Project. BART serves the San Francisco Bay Area, via a heavy rail public transit system, with 104 miles of track, 43 stations, and serving 350K riders per week.

- ♦ Completed construction of 5-miles of fiber-optic and petroleum-product utilities up to 100 feet deep
- ♦ 5-miles of Union Pacific railroad main line track relocation, including reconstruction of two railroad yards
- ♦ 10 miles of heavy-passenger-rail track including twelve grade separations and two Stations

**Senior Transportation Engineer, Tasman East Light Rail Project • 2001- 2004**

At-grade light rail extension project; maintaining reputation of delivering ahead of time and under budget. The light-rail system consists of 42 miles of track, 62 stations, and services 38K riders per week. This project added 5-miles with three at-grade stations, two aerial stations, one 1-1/2 mile aerial guide-way structure and a multi-modal transit center.

- ♦ Mediated agreements between Union Pacific Railroad, CPUC, City of Milpitas, and The Great Mall

**Associate Transportation Engineer, Tasman West Light Rail Project • 1997- 2001**

Directed the 7-1/2 mile light rail extension project, which opened ahead of time and under budget. The project included twelve at-grade stations, a pedestrian grade separation across freight railroad tracks and 8 street crossings. The light-rail system services 6 cities across Santa Clara County.

- ♦ Constructed two railroad and pedestrian grade separations without impacting normal San Francisco peninsula corridor passenger and freight railroad service.
- ♦ Implemented a half-mile depressed track way near Moffet Field Airport runway.

**Assistant Civil Engineer, Tasman Light Rail Project • 1994 - 1996**

Served as designer and owner representative for the Tasman Light Rail project. The Tasman West and Tasman East Light Rail projects were originally a single 12-mile project with 12 stations.

- ◆ Prepared preliminary engineering design for Great Mall Transit Center and adjacent Park and Ride facilities.
- ◆ Finalized preliminary design of at-grade track way with four stations and eight street crossings through the city of Sunnyvale.

**TRANSMETRICS, SAN JOSE, CA • 1994**

*A civil engineering firm providing civil engineering, transportation planning, and construction management services to public and private sector clients.*

**Junior Civil Engineer, Tasman Light Rail Project**

Responsible for management of projects design-review comment database, for this originally single 12 mile project with 12 stations.

- ◆ Organized correspondence between VTA and dozens of separate agencies, integrating multiple Civil and Systems contract packages.
- ◆ Shaped the design review processes for all the project related contract packages.

**DES ARCHITECTS & ENGINEERS, REDWOOD CITY, CA • 1992-1993**

*A full service design firm with in-house disciplines of architecture, interior design, civil and structural engineering, landscape architecture, 3D graphics and visual communication.*

**Civil Designer**

- ◆ Borland International R&D Campus -- Reduced an 18-month Caltrans highway design approval process to 9 months. And persuaded expediency by engaging a directive letter from Norm Mineta to department leaders.
- ◆ San Mateo Government Center -- Completed campus design using design-bid-build and design-build methods.

**NOLTE AND ASSOCIATES, CA • 1988-1991**

*A full service civil design firm with in-house disciplines of urban planning, civil and structural engineering, landscape architecture, water resources, and land surveying.*

**Engineer's Aide**

- ◆ Freeway design of 880 and 101 interchange, 85 and 87 interchange, and 101 Widening from 10<sup>th</sup> St. to Old Oakland Road.

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**ACCREDITATIONS**

Registered Civil Engineer, No. C53246, State of California  
BS Civil Engineering, Business Minor, San Jose State University

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**Other LEADERSHIP EXPERIENCE**

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VTA Diversity Committee  
Past President, American Society of Civil Engineers  
Past President, Transportation Agency Engineers and Architects  
Junior Olympic Volleyball Coach  
Men's Volleyball Team at San Jose State University  
Ground-up construction of 1965 Shelby Cobra 427 SC, Replica

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**Daren Gee**  
**Summary of Qualifications**

I'm qualified for the position for several reasons, I'm available for appointment to the BART Safety, Reliability and Traffic Relief Program Citizens' Oversight Committee for a two year term without compensation. I'm available for semi-annual meetings, or more, should the committee choose to meet more often. I have read the Citizen's Oversight Committee Standing Rules & Application and Appointment Procedures, I can support those procedures. I also live in Alameda County.

I'm familiar with Operations, Maintenance, and Projects related to passenger rail systems. I'm an engineering manager for Santa Clara Valley Transportation Authority (VTA), a State Transit District. I've worked on three major projects over the past 20 years at VTA. My efforts and contributions helped allow the contracts on those 3 major projects to be finished on-schedule, ahead of schedule, or under budget. In public works, this is not always the case. At VTA, we have had success managing scope, schedule and budget on these projects. This was difficult - but with the right leadership, transparency, accountability, respectful relationships, and steadfast pursuit - it can be accomplished. I have witnessed it. Further, I've been part of it. Even without compensation incentives, on-time delivery is more than possible.

VTA's government services provide the public with light rail and bus transit operations, as well as congestion management works. Recently, VTA has been involved in heavy rail projects. I've been involved in the development and construction of a 10-mile extension of an existing rail transit system. This system is under construction will be owned by VTA. Through a comprehensive agreement, BART will provide Operations and Maintenance to this VTA rail corridor. This project will connect to the existing BART system.

All told, I've helped build roughly \$3.5 billion in capital improvements. I'm familiar with many topics that would be relevant to a BART capital improvement effort. VTA has similar complexities of a Special Transit District. With each project, we work with dozens of outside agencies and entities, which often add technical and non-technical hurdles to our efforts. As a project manager throughout my tenure at VTA, we've deployed many different solutions to the various design and construction issues. We're familiar with Contractor business constraints using union labor. We're familiar with complex contract change orders, which can be tied into business with third party governments or companies. One of my contracts was to build a 1-1/2 mile length elevated transit structure, which included City improvements to widen a County Expressway ultimately paid for by a company, Cisco. In a different venture, we moved three separate creeks in order to make adequate space for a double track heavy rail corridor, one of which was a \$20 million effort. Those side issues progressed along with our main endeavor, which was building transit oriented projects with timely issue management.

These Transit projects had interesting constraints associated with narrow rail corridors and logistics constraints during construction. In general, my efforts started during the preliminary design stage, continued through construction, and finished with turnover to Operations. With our successes, we have to give credit to my coworkers and our contractors. To achieve success in many areas including scope, schedule and budget, it takes the entire team to accomplish and reach successful results. I did my part, learned a ton, and the community continues to benefit. I enjoy this the most.

**Daren Gee**  
**Summary of Reasons for Applying**

Public service is a calling. I joined VTA, over 20 years ago. Back then, I asked a lot of questions. I still tend to ask a lot of questions. But these days, I find myself teaching more often. Throughout my career, I've found my motivation to be centered on projects that help millions of people. My early engagements in civil engineering were focused on the design of Freeway Interchanges, which started during my stint with a consultant engineering firm, Nolte and Associates. Following Nolte, I've worked in commercial and industrial development at an Architectural and Engineering firm, DES, which was a top 10 bay area company in their line of business. My technical knowledge in transit specific works started at Transmetrics, another civil engineering consulting firm. However, for the majority of my career, I've been a public servant at VTA. I find myself learning more and more at VTA, especially from the people and partners that I've met through our projects.

I feel it's important to give back to the community. We all live in the Bay Area, and if we enjoy the many benefits provided by our area, we should find ways to give something back. I was involved in college sports while studying civil engineering locally at San Jose State University. I was a volleyball player for the Spartans. That extracurricular pursuit gave me the technical knowledge and leadership to coach. I feel that lessons learned in team sports provide our youngsters with tools they will need later in their professional work teams, in whichever careers they pursue. For over 20 years, I enjoy giving back to the community by teaching volleyball to youths.

On a professional level, I was President of the American Society of Civil Engineers (ASCE). You may best recognize ASCE from its infrastructure report card. We have many initiatives that center mainly to education and civil engineering, which ranges from technical training to outreach of civil engineering information. At VTA, I've been a one-time union President and currently a member of our internal Diversity and Inclusion Committee. VTA's Diversity and Inclusion Committee focuses on ensuring all employees are engaged to each of their individual strengths, so that VTA as a whole is stronger and more creative in its pursuits. Both groups reviewed and oversaw policies of the organization, identified problems, developed paths to solutions, and steered policy changes when needed.

I feel that a Board position in the BART Safety, Reliability and Traffic Relief Program Citizens' Oversight Committee is the type of community engagement that I enjoy. I look forward to talks with the committee and to asking questions to staff about techniques used to solve civil engineering problems and keep projects solvent. I would also keep an open mind to issues that may go beyond technical solutions. Sometimes issues can be caused by an organization's culture and developments of its decision making processes. Is a group making scientifically based decisions? What transparency exists? Are all employees engaged and allowed to provide great solutions? Do independent review groups agree with staff conclusions? Are industry standards followed? As mentioned in my Summary of Qualifications, on-time project delivery is possible and achievable. As a voter of the BART bond measure in November, it is encouraging that BART recognizes the need to constantly improve and re-invent itself. I would be honored to be part of the Oversight Committee.



March 2, 2017

Maisha Everhart  
BART Manager of Local Government and Community Relations  
300 Lakeside Drive, LKS-18  
Oakland, CA 94612

**Subject: Application for Appointment to Citizen's Oversight Committee  
Daren Gee**

Dear Ms. Everhart,

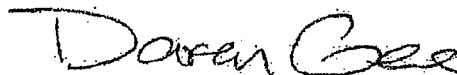
I am applying for an appointment on the BART Safety, Reliability and Traffic Relief Program Citizen's Oversight Committee. My expertise is in Civil Engineering, which I've practiced for over 20 years. This application is beyond the February 24<sup>th</sup> deadline, but I understand that the application window has been extended. I had inquired about the position initially through two sources. The first was through the American Society of Civil Engineers (ASCE). I'm a former President of ASCE's San Francisco Section and a current member, and I still remain in contact with several board members. The section represents roughly 7,000 ASCE members. The second was my coworker, Frank Lucarelli, who reached out to you and subsequently e-mailed me your latest committee information. I spoke to you by phone very briefly.

I intended to apply a few weeks ago, but just at that moment an important family emergency arose. The emergency required all of my attention for the past 3 weeks, but things have now stabilized. I appreciate that the application window has been extended.

Attached to this letter is a signed Citizens' Oversight Committee Standing Rules & Application and Appointment Procedures, Application for Appointment to Citizens' Oversight Committee, a copy of my resume, Daren Gee's Summary of Qualifications, and Daren Gee's Summary of Reasons for Applying.

I can be reached at \_\_\_\_\_ if you have questions.

Sincerely,



Daren Gee

**MICHAEL R. MCGILL, P.E.**

M.S., Water Resources Engineering, University of Michigan

M.S., Civil Engineering, University of Michigan

B.S., Civil Engineering, University of Michigan

Licensed Engineer: California, Arizona and Michigan

**MEMBER**

- American Public Works Association (Life Member)
- Water Environment Federation
- East Bay Leadership Council – Board Member and Past Co-Chair, Land Use Task Force
- Workforce Development Board of Contra Costa County (Chair)

**ELECTED OFFICE**

- Central Contra Costa Sanitary District, Board Member (elected 2006 and re-elected 2010 and 2014)
- Member Contra Costa LAFCo (elected 2011 and re-elected in 2012 and 2016)
- District 2 Representative, Democratic Party of Contra Costa County (elected 2016)

**President / Principal Civil Engineer, MMS Design Associates (MMS)**

MMS is a consulting firm which for over 35 years has provided development-based services to cities, public agencies, and private sector clients. MMS specializes in large, complex projects involving major infrastructure analysis, funding, financing, long-range planning and design, construction, and contract administration.

As a civil engineer, Mr. McGill has designed and managed a variety of public works and other municipal projects and has overseen infrastructure projects totaling in excess of \$1 billion.

*McGill Martin Self, Inc (MMS) was part of Contra Costa Water District Los Vaqueros project team that was awarded the ASCE 1999 Outstanding Civil Engineering Achievement.*

**Board Member, Central Contra Costa Sanitary District (CCCSD) President 2009 and 2015**

CCCSD's mission is to protect public health and the environment by collecting and treating wastewater, recycling water for reuse and promoting pollution prevention.

**Commissioner Contra Costa County Local Agency Formation Commission (LAFCO)**

The Local Agency Formation Commission (LAFCO) is established in each county to be responsible for overseeing most forms of local government boundary change, including incorporation, annexations, and special district formations.

**Workforce Development Board of Contra Costa County (WDB) 2013-17 Chair**

The Workforce Development Board is a business-led body whose members are appointed by the Contra Costa County Board of Supervisors to shape and strengthen local and regional workforce development efforts. The WDB brings together leaders from business, economic development, education, labor, community-based organizations, and public agencies to align a variety of resources and organizations to enhance the competitiveness of the local workforce and support economic vitality in our region.

**Trustee, National University System including John F. Kennedy University, National University, City University of Seattle and WestMed College**

The National University System meets the changing needs of diverse student populations with multiple pathways to reach educational goals. In addition to John F. Kennedy University and National University, there are five other affiliated institutions located around the world.

Mr. McGill was a Regent of John F. Kennedy University from 1989 to 2009. He served as Board Chair from 1998 to 2005. *He was awarded the Kennedy Citation for Outstanding Leadership in 2004.* After John F. Kennedy University's affiliation with the National University System, Mr. McGill was elected a Trustee of the National University System and all affiliated institutions.

**Board Member and Treasurer, CALAFCO and Member of the Legislative Committee**

CALAFCO serves as an organization dedicated to assisting member LAFCOs. The membership of CALAFCO consists of all 58 LAFCOs in California, along with an associate membership of firms and agencies which support the educational mission of the organization.

Mr. McGill is one of 16 state-wide Board Members.

**Member (Founding) Los Medanos Community College Foundation Board (2014-2017 President)**

Since its formation in 1997, Los Medanos College Foundation has been committed to helping build a pathway for LMC students to fulfill their dreams by raising and allocating critical financial support for educational and career technical training programs, teaching facilities, and student scholarships.

**Contra Costa Taxpayers Association (CoCoTax) 2012-15 President**

Founded in 1937, CoCoTax leads the way in providing fiscal oversight of local government; actively resist unwarranted taxes and fees, discriminatory regulations, ill-advised public expenditures and government secrecy, inefficiency and waste by challenging government at all levels to be accountable, responsive, efficient and fair and to deliver optimal value for every tax dollar.

**Member Democratic Party of Contra Costa County (DPCCC) Central Committee 2017-2018 1<sup>st</sup> Vice-Chair**

DPCCC is the official Democratic Party governing body in Contra Costa County; it is managed by the Contra Costa County Democratic Central Committee.

**ED PANGILINAN**

**WORK EXPERIENCE:**

**ASSISTANT CONTROLLER (14 Years)/ACCOUNTING MANAGER (5 Years)**  
with the San Francisco Bay Area Rapid Transit District, with the following responsibilities:

- Overall responsibility in the Controllershship functions which included Financial Reporting, General Ledger, Payroll, Timekeeping, Accounts Payable and Accounts Receivable.
- Coordinated external financial audits of independent accountants and funding agencies such as the federal, state and local governments.
- Acted as Controller/Treasurer in his absence.

**CONTROLLER/ACCOUNTING MANAGER/ACCOUNTANT** for about 20 Years of various companies

engaged in property management, construction, architectural services and manufacturing.

**INDEPENDENT AUDITOR** for 5 Years; clients included logging companies, rubber plantations, a gold mining company, bus transportation and manufacturing firms.

**EDUCATION and LICENSES:**

Passed all 4 parts of the California CPA Examination in one take with an average of 83.5%

Certified Public Accountant, Philippines

Bachelor of Science in Commerce, Major in Accounting, University of the East, Cum Laude

Computer Programming Units, New York University



## Experience

KNN Public Finance- Vice President 1994-2014

- Financial Advisor to public entities seeking to access the capital markets.
- Clients included EBRPD, City of Oakland, Alameda County, City of Los Angeles, City and County of San Francisco, EBMUD.
- Services included development of plan of finance and bonding capacity, review of financing alternatives, development and review of disclosure documents, review of financing documents, continuing disclosure for outstanding bond issues, assist in selection of financing team, sale of bonds through negotiated or competitive sale, preparation of credit review package, coordination of financing team and maintain financing schedule.
- Debt instruments included revenue bonds, certificates of participation and lease revenue bonds, general obligation bonds, tax allocation bonds, commercial paper, tax and revenue anticipation notes.

Alameda County-County Administrator's Office 1985-1994

- Budget review for many departments including internal service funds, county hospitals, public protection departments, public works and capital projects budgets.
- Chair of Fiscal Review Committees charged with negotiating pass-through agreements with redevelopment agencies in Alameda County.
- Chair of Real Property Task Force charged with developing County owned properties including renegotiation of Annexation Agreement with the City of Dublin to allow for development of County property within the City. Tasks included participating in three way property exchange between County, U.S. Army, EBRPD which resulted in property being made available to BART for Dublin BART station
- Lead responsibility for the County's general fund debt issuance, including its several lease financings

Exxon Corporation 1974-1985

- Positions in Controller's Department of Exxon International included oversight of \$300 million worldwide tanker construction program, Cargo Trading Department and long range planning in Gas Department.

## Education

Wharton Graduate School of Finance- MBA 1974

Degree in Accounting, Management, Information and Control

State University of New York at Stony Brook-BA 1971

Degree in Economics

# John C. Post

Experienced leader within a University of California laboratory context with strong project management, strategic planning and business development experience, as well as operational responsibilities for financial controls, regulatory compliance, risk management and supply chain management.

## Experience

### **Lawrence Livermore National Laboratory (LLNL)**

**8/89-present**

LLNL is a \$1.5 Billion Department of Energy (DOE) Laboratory, managed by the University of California from 1952-2006, and now a limited liability corporation, Lawrence Livermore National Security, LLC (LLNS), from 2006-present.

#### ***Operations and Business Principal Associate Directorate (O&B)***

Senior advisor to the Principal Associate Director (PAD). Current activities include mentoring and leading the recovery of the project controls systems functionality in support of pending line item projects, overseeing DOE project review preparations.

- Assistant PAD, O&B PAD (50% time) 1/09-3/2011  
(short term assignment to assist new PAD during management transition)
- Senior advisor to the Principal Associate Director 11/17-present
- UCNL Contract Assurance Council, Lawrence Berkeley National Laboratory (LBNL) 12/17-present
- Senior member of LBNL Project Management Advisory Board (PMAB) 12/17-present

#### ***National Ignition Facility/Photon Science and Applications Directorate (NIF/PS&A)***

As a founding member of the management team of the National Ignition Facility (NIF) team at LLNL in 1991, participated in project initiation for this \$5B facility project as resource manager, and have held a broad range of operational, resource and business development positions of increasing responsibility. After project completion (2009) and full facility commissioning and transition to operations, the NIF annual budget authority ranges from \$350-500M\$.

#### **Positions included:**

- Assistant Principal Associate Director, Strategic Management Systems 01/08 – 11/17
- Manager for Strategic Financial Planning 02/05 – 01/08
- Business Manager 08/01 – 02/05
- Project Resource Manager, National Ignition Facility Project 03/92 – 08/01
- Program Resource Manager, Inertial Confinement Fusion Program 01/91 – 03/92
- Program Resource Manager, Atomic Vapor Laser Isotope Separation 08/89 – 01/91

***Special Assignments from LLNL to LANL***

- Deputy Project Director for the MaRIE Project (LANL funded @ 50%) 1/16-present  
Primary emphasis is on project integration/partnering with the DOE Office of Science (SC) laboratory community, as well as providing senior level project strategic planning and development with LANL and HQ leadership.
- Senior Advisor to PAD-Capital Projects (at LANL) 7/15-1/16  
Following participation on a parent company Functional Management Review (FMR), and at the request of the LANL Director, provided on site guidance and leadership to assist the Los Alamos Laboratory in its efforts to regain its Earned Value Management System (EVMS) certification.

**Independent Project and Portfolio Management Consultant 3/13-Present**

Provide subject matter expertise, analysis, strategic planning, and optionality development for clients in the public and private sectors, ranging from commercial construction to scientific discovery projects. Primary engagements have been at the senior executive level with a focused emphasis on large projects in an adverse performance position to identify options and plans for recovery and completion.

**Skills and Accomplishments****▪ Project/Program Management**

- Leadership member of the DOE project management oversight process for many DOE-led project reviews in the areas of cost, schedule, risk, and performance assessment. Review scope has included evaluation of project management, cost and schedule, procurement strategies and supply chain execution, risk management, and performance assessment. Projects reviewed span the DOE portfolio from DOE-SC, the National Nuclear Security Administration (NNSA), and the Office of Environmental Management. Responsibilities include leading subcommittees, as well as briefing DOE and contractor management at the most senior levels. Reviews (30+) include:
  - **Office of Science:**
    - Facility for Rare Isotope Beams (FRIB), Michigan State University
    - Long Baseline Neutrino Facility/Deep Underground Neutrino Experiment (LBNF/DUNE), FermiLab and Sanford Underground Laboratory
    - Advanced Photon Source Upgrade, Argonne National Laboratory
    - Dark Energy Spectrographic Instrument (DESI), Lawrence Berkeley National Laboratory
    - National Compact Stellerator Experiment (NCSX), Princeton
    - National Synchrotron Light Source-II (NSLS-II) Project, Brookhaven National Laboratory
    - ITER, Cadarache, France, representing Office of Fusion Energy Sciences on the Briscoe Panel
    - Relativistic Heavy Ion Collider (RHIC), Brookhaven National Laboratory
    - Director's Reviews to prepare for Office of Science reviews, SLAC National Accelerator Laboratory, Stanford
    - Facility for Advanced Accelerator Experimental Tests (FACET) project
    - Materials under Extreme Conditions (MEC) project
    - Linac Coherent Light Source (NCLS, NCLS-II) projects
    - Large Synoptic Space Telescope (LSST)



- ***National Nuclear Security Administration***
  - Chemistry/Metallurgy Research Replacement (CMRR) project, Los Alamos
  - Uranium Processing Facility (UPF) NNSA Review, Oak Ridge Y-12 Plant
- ***Office of Environmental Management***
  - Waste Treatment Plant Project (Total Project Cost: 12.3B\$)
  - Multiple reviews 8/09, 11/09, 5/10, 3/11, 8/11
- Extensive experience at the senior executive level of the Project Management Institute, including membership on the Global Executive Council with peers from around the world (and DOE PM-1) to provide thought leadership on the emerging needs in the industry to guide the direction of the profession.
- **Budget and analytic business services/risk management/compliance**
  - Lead the process development, implementation, and certification of the Laboratory's project accounting/earned value management system by the Defense Contract Management Agency (DCMA).
  - Develop and implement financial accounting and project management policies and procedures at the institutional level, and assist with the same at the DOE-Headquarters level.
  - Provide guidance, interpretation and analysis of prime contract language, DOE and Federal regulations, Federal Cost Accounting Standards, DOE directives and guidance documents, and institutional business and accounting policies and procedures.
  - Chair governance reviews of LLNL institutional support budgets spanning all business and operations support functions.
  - Work closely with Federal headquarters program managers and budget staff to formulate and submit the annual President's Budget Request to Congress.
  - Primary contact with internal and external audit and oversight functions, including the Inspector General, Government Accountability Office, and Congressional requests.
- **Strategic Planning**
  - Coordination of strategic planning and execution management of multiple scientific programs and efforts, including the planning and integration of a diverse set of both indirect and direct funded portfolios.
  - Provided expertise and advice to the programmatic planning process, including analysis and proposals for enhancements to the strategic business model to adapt to both evolving research priorities/opportunities, and evolution of the institutional business management policies and practices.
- **Supply Chain Management**
  - Acquisition planning and execution for annual procurements and contracts ranging from \$125M-\$300M annually, including several construction contracts exceeding \$25-50M, and a supplier base exceeding 4500 companies, representing most states and several foreign countries.
  - Deep familiarities with procurement regulations related to use of public funds, including appropriateness of cost elements, competitive solicitation and bid evaluation, socioeconomic opportunity, and best value.

## Education

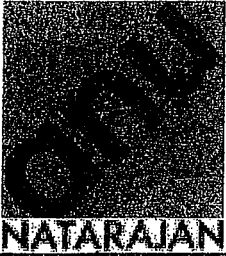
- B.S. Mechanized Agriculture, California Polytechnic State University** 9/79-6/84
- Agricultural Engineering Department (now the BioResource and Agricultural Engineering Department). Precursor major to the current Agricultural Systems Management degree program.
- MBA – Agribusiness Specialization, California Polytechnic State University** 9/84-6/86
- Member of the inaugural class with an agribusiness specialization.

## Professional Development and Affiliations

- Project Management Institute (PMI) Certified Project Management Professional (PMP #458158)
- Member, PMI Global Executive Council
- National Laboratory Directors Council Project Management Community of Practice (co-founder)
- Community of Practice in Project Management, UC-affiliated National Laboratories
- LLNL Women's Association
- UCLA Leadership Program at Ojai, Leadership and Human Relations Laboratory
- Energy Facility Contractors Group (EFCOG)

## Publications/Presentations/Awards

- Co-inventor, Isotopic Flow Meter (US9476747B2)
- Co-Recipient, Project Management Institute Project of the Year (2010) (co-authored the application)
- Co-Author, DOE G 413.3-10, Earned Value Management System (EVMS) Guide
- Co-Author, Livermore EVMS System Description
- Numerous public presentations on programmatic progress, and project leadership



anu natarajan

## core strengths

PLANNING - COMMUNITY ENGAGEMENT - PUBLIC POLICY - COMMUNICATION

- Unique skills and perspective developed with professional experience in public, private, consulting, non-profit and political sectors
- Gained a reputation for creative ideas and tackling issues with a “can-do” attitude
- Successful at creating and leveraging partnerships with individuals and organizations
- Experience with successfully leading and managing all aspects of complex projects
- Collaborative leadership style with ability to work well both individually and in a team environment
- Keen listener and able to communicate and connect with various audiences
- Proven leadership skills in working with diverse community groups both locally and regionally
- Ability to shift seamlessly between ideas and implementation

## professional experience

**METROPOLITAN PLANNING GROUP** (Oct 2015 - Present)

**Consultant**

Working with the City of Palo Alto's Planning and Community Development Department,

- assist with audit and refinements to existing planning and project review processes
- integrate comprehensive community engagement with various stakeholders meetings in small and large groups
- audit and refine existing planning and project review processes

**MIDPEN HOUSING CORPORATION** (Sep 2013- Jul 2015)

**Director of Policy and Advocacy**

Working with various groups of advocates, organizations and community groups,

- promoted affordable housing policies at the local and regional level in the Bay Area
- created a network of non-affordable housing partners and allies
- developed communication strategies and materials related to affordable housing issues for decision-makers and city staff
- developed a strategy to promote the voices of affordable housing residents at public hearings
- advocated with groups at the State level to influence policies that promote funding for affordable housing

**AMERICAN LEADERSHIP FORUM - SILICON VALLEY** (Sep 2009 - Dec 2012)

**Program Director, Common Good Collaborative**

Working with a policy committee of multi-sector Silicon Valley leaders,

- defined and led an initiative creating innovative public-private partnerships with more than 45 organizations focused on

community engagement

- pioneered the use of innovative technology to further conversation and dialogue among diverse stakeholders
- organized multi-location summits using video technology linking diverse participants to provide varied perspectives
- formed a multi-ethnic collaborative to foster partnerships among organizations
- recruited several leaders in Silicon Valley to serve as advisors and message ambassadors
- directed public policy strategies with organizations focused on reforming California's governance and fiscal structure

### **CITY OF FREMONT** (Dec 2004 - Dec 2014)

#### **Councilmember/Vice Mayor**

With a passion for community building and a professional background in architecture and urban planning,

- led the strategic shift in vision from a suburban community to a complete sustainable city playing a leadership role in defining and adopting the City's General Plan
- initiated partnerships with national organizations to envision and market the 850-acre jobs-based transit oriented district around Warm Springs BART Station;
- continued to provide a regional leadership role as Fremont's representative on regional boards and commissions and invited speaker at various conferences;
- chaired the placemaking committee and regional planning committee at ABAG
- led an international trade delegation to India with business, community and education leaders
- envisioned and implemented Fremont's 50<sup>th</sup> Anniversary celebration working with over 600 volunteers and 180 performance groups

### **KENKAY ASSOCIATES** (Aug 2002-Nov 2004)

#### **Senior Planner**

As the lead project manager and designer on various planning projects,

- managed consultant teams and projects from marketing to implementation, budgets and products
- led diverse group of taskforce members to develop a vision and design guidelines
- created and implemented a robust outreach and community involvement program
- adopted a team structure for city departments to provide input as a team on projects that included:-
  - Downtown Vallejo Specific Plan and Design Guidelines
  - Hitachi Campus/Cottle Transit Village Concept Plan
  - Coyote Valley Visioning Plan

### **EDAW** (Apr 2000 - Jun 2002)

#### **Senior Urban Designer/Interim Director of Operations**

As a project director and prime consultant,

- led teams of consultants and managed planning and design projects from bidding to managing contracts on planning and urban design projects
- designed and managed diverse stakeholder groups, taskforce members
- conducted extensive community outreach and sustained engagements over several years
- engaged multi-disciplinary teams on generation and prioritization of ideas
- created evaluation matrices to provide tools for decision-makers
- produced presentation and final documents while managing a group of consultants on projects that included
  - Redwood City Downtown Area Plan, Redwood City, California
  - Midtown Milpitas Specific Plan and EIR, Milpitas, California

- Jinji Lake District Three Master Plan, Suzhou, People's Republic Of China
- Oakland Waterfront Promenade/Bay Trail Alignment Study and Design Standards
- CSU Monterey Bay Student Housing, Seaside, California
- Shenandoah Historic District Development Plan, Moffett Field, California
- Urban Design Consultant, Fremont, California

**CITY OF FREMONT** (Aug 1996-Mar 2000)

**Assistant/Associate Planner/Project Manager**

Managed Fremont Central Business District Concept Plan, Catellus Business Park and downtown projects  
 Design review of all major projects including redevelopment agency projects  
 Lead planner on major planning projects and on-site construction inspections for the planning department  
 Provided design review training to planning staff and planning commission  
 Created design guidelines and ordinances both individually and with consultant teams  
 Assisted with the Development Organization building permit review process and building inspections

**OTHER**

Principal/Project Director, A Nuance Consulting in Planning and Design  
 Consultant with Metropolitan Planning Group on General Plan updates and visioning workshops  
 Instructor, Introduction to Urban Planning, University of Washington  
 Associate Architect, Fountainhead, Bangalore India

**education**

Master of Urban Planning and Urban Design - University of Washington, Seattle  
 Bachelor of Architecture - Bangalore University, India  
 Member, American Institute of Certified Planners  
 USGBC LEED Accredited Planner

**boards and commissions**

- Local Leaders Council, Smart Growth America
- Technical Advisory Panel Committee Co-Chair, Urban Land Institute San Francisco
- Regional Planning Committee, Association of Bay Area Governments (ABAG)
- Placemaking Committee Chair, ABAG
- Advisory Board Member, SPUR San Jose
- Boardmember/Vice Chair, Greenbelt Alliance
- Boardmember, Transform CA
- Boardmember, TriCity Life ElderCare
- Boardmember, Washington Township Hospital
- Committee Chair, Measure E Bond Oversight Committee, Fremont Unified School District
- Boardmember, League of Women Voters, Fremont, Newark and Union City
- Fremont Planning Commission (past)
- Member, Housing and Economic Development Committee of the League of California Cities (past)
- Co-Chair, Technical Advisory Panel, Urban Land Institute, San Francisco (past)
- Commissioner, Alameda County Housing Authority (past)
- President of Board, StopWaste.org (past)
- Boardmember, Alameda County Recycling (past)
- Boardmember, Alameda County Energy Council (past)

# Christine D. Johnson

## Professional Experience

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**Associate Director, Third Sector Capital Partners, Inc.**

**January 2015 – February 2017**

- Third Sector is a nonprofit consulting firm that works with governments, high-performing nonprofits, and private funders to develop the performance based social sector. Third Sector does this primarily by working with multiple stakeholders to implement Pay for Success projects that give effective service providers access to flexible, reliable resources to tackle critical social problems by tapping private funding to cover up-front costs.
- As an Associate Director, lead delivery of consulting engagements, business development efforts and support internal development efforts including standardization of service delivery.
- Client engagements led include Los Angeles County, City and County of San Francisco and national workforce development service provider, Year Up.

**Senior Product Manager, BNY Mellon Corporate Trust**

**April 2010 - August 2013**

- Senior product manager specializing in US local, state and federal public financial markets. Managed development and roll out for new and repositioned product in the public finance segment. Example impact: led re-pricing of services acquired through acquisition in 2009 (Arbitrage Services) that helped increase segment revenues by 28%.
- Moderated a monthly webcast sponsored by BNY Mellon in partnership with the Council of Development Finance Authorities on topics related to public finance and economic development.
- Provided business impact analysis and thought leadership pieces around federal legislative changes that impacted local government finance. Major pieces included in-depth reviews of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2009 and the Foreign Account Tax Compliance Act of 2012.
- Led efforts to apply BNY Mellon financial administration capabilities to new municipal finance tools such as Build America Bonds and Property Assessed Clean Energy programs with new/repositioned products.
- Worked with multiple internal stakeholders to reprice and restructure legacy Corporate Trust products including Loan Document Custody and Special Purpose Vehicle Administration.

**Senior Product Manager, Emphasys, Inc.**

**October 2006 - March 2010**

- Applied knowledge of public finance instruments to lead development of a debt management software solution for local governments. Responsible for product development, go-to market strategy, and development of all client-training materials.
- Lead role in building client roster from five to over thirty while tripling average license revenue size over three years.

**Consultant, Public Financial Management, Inc.**

**July 2004 - September 2006**

- Provided capital plan analysis, economic feasibility studies, and analytical support for bond financing transactions. Focused on analysis of transportation, redevelopment, public pension and other post-employment benefit (OPEB) projects.

## **Public Sector and Community Development Experience**

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### **Commissioner, San Francisco Planning Commission**

July 2014 - Present

- The Planning Commission consists of seven members, appointed by the Mayor and the President of the Board of Supervisors, who help plan for growth and development in San Francisco. The Planning Commission advises the Mayor, Board of Supervisors and City departments on San Francisco's long-range goals, policies and programs on a broad array of issues related to land use, transportation, and current planning. The Commission has specific responsibility for the stewardship and maintenance of San Francisco's General Plan.

### **Chair, San Francisco Commission on Community Investment and Infrastructure**

December 2012 - July 2014

- Responsible for setting Commission meeting agendas and representing agency interests with project sponsors and other city agencies. Special focus and direct assistance on development plans for the three to five million square feet of research and development space in the Hunters Point Shipyard/Candlestick Point Redevelopment Project Area.

### **President, San Francisco Community Investment Fund Advisory Board**

April 2010 - Present

- The San Francisco Community Investment Fund (SFCIF) was created by the former San Francisco Redevelopment Agency to apply for federal New Market Tax Credits. The SFCIF has successfully received and allocated approximately \$80 million in tax credits over two funding cycles. Funded projects include SF Jazz, College Track, ACT/ Strand Theater and the Renoir Hotel.

### **Board Chair, San Francisco Housing Development Corporation**

November 2013 - Present

- San Francisco Housing Development Corporation (SFHDC) is a non-profit organization devoted to fostering financial stability in distressed minority communities by developing affordable housing and providing financial education/readiness programs. SFHDC also participates in economic revitalization by developing commercial spaces and providing business support.
- Elected Chair of the Board in September 2015. Served as Treasurer from November 2013 through September 2015.

## **Education**

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Smith College, Northampton MA

B.S. Engineering Science

# SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT

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## MEMORANDUM

**TO:** Board of Directors

**DATE:** April 14, 2017

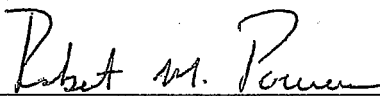
**FROM:** General Manager

**SUBJECT:** Item 3, Bond Implementation Plan Update

The attached presentation provides an update on the status of the Measure RR Bond Implementation Plan. Staff made its initial presentation on this matter at the January 2017 Board Workshop. Over the last few months, Maintenance & Engineering and Planning, Development, & Construction staff have refined the scope of the projects that were presented at the Workshop and have developed detailed cashflow projections for them. These cashflow projections served as the major input in establishing the size of the initial \$300 million Measure RR Bond issue scheduled for this Spring.

The presentation also provides a greater level of detail than previously available on the scope and the cashflow of the projects recommended for funding from the Measure RR Station Access program.

If you have any questions about the attached information, please contact Robert Powers, Deputy General Manager at 510-464-6126.

  
\_\_\_\_\_  
for Grace Crunican

Attachments

Cc: Board Appointed Officers  
Deputy General Manager  
Executive Staff



# SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT

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## MEMORANDUM

**TO:** Finance, Budget, and Bond Oversight Committee    **DATE:** April 14, 2017  
**FROM:** General Manager  
**SUBJECT:** Fiscal Year 2018 Preliminary Budget

The Fiscal Year 2018 Preliminary Budget will be discussed as an informational item at the Finance, Budget, and Bond Oversight Committee meeting of April 18, 2017. At the meeting, staff will follow up on questions asked by the committee members at the March 21, 2017 committee meeting, and if possible, provide responses to questions asked at the April 13 Board of Directors meeting. The following are questions and comments received at the March Standing committee meeting:

- Additional information requested on historical headcount with filled positions.  
See attached worksheet
- Additional information on how much revenue is gained from reducing discount for Senior, Disabled, Youth separately for each group  
For six months, revenue would increase by approximately \$1.7M total due to reducing the discount percentage for seniors (\$1.04M), disabled (\$0.48M), and youths (\$0.14M) from 62.5% to 50%. For additional detail please see page 36 of the FY18 Preliminary Budget Memo.
- Provide additional information on the causes of the increase in electric power costs and the electric portfolio's renewable percentage.  
Increase in electrical costs are driven primarily by higher forecast energy use and transmission costs due to new BART service to Warm Springs/South Fremont, Milpitas, Berryessa and the Antioch e-BART stations. For FY18, BART expects its power portfolio to be between 97% and 100% renewable. For additional details, please see page 22-23 of the FY18 Preliminary Budget Memo.
- Provide estimate on how much is annual fare evasion loss.  
Details on the fare evasion initiative will be discussed at the Safety & Operations committee meeting of April 18.

- Additional information on annual revenue/ridership vs. expenses for Oakland Airport Connector, Warm Springs Extension (WSX), Silicon Valley Berryessa Extension (SVBX), and eBART.  
See attached worksheet. For additional detail, please see page 24 of the FY18 Preliminary Budget Memo.
- Provide information on what portion of position cuts are represented and non-represented. The FY18 Preliminary Budget anticipates a total of 39.5 position cuts/conversions: 32 represented and 7.5 non-represented. For additional detail, please see page 34 of the FY18 Preliminary Budget Memo.

The passage of Senate Bill 1 (Beall and Frazier) on April 6, 2017 improves BART's financial outlook for FY18. Current estimates project approximately \$10M in revenue-based operating funds and \$6M in capital State Transit Assistance funds for BART in FY18. The capital funds could also be used for certain operating expenses. Based upon this, staff proposed a modified solution to the FY18 shortfall at the April 13, 2017 Board meeting.

This revised solution includes budgeting the full estimate of \$16M STA for operating purposes. With this, staff proposes to remove service reductions and reducing the discount for seniors and riders with disabilities from consideration. The FY18 proposed solutions are as follows:

- Staff reductions: \$5.3M
- Fare increases
  - Mag stripe surcharge: \$5.6M
  - Reducing the discount for youth to 50% (in conjunction with raising the age to 18 which is included as an expense initiative: \$0.1M)
- Reducing operating to capital allocations one-time: \$12.3M
- Additional initiatives (expenses)
  - Transportation Department Efficiency Assessment: \$1.0M cost
  - Low Carbon Fuel Standard dedicated to sustainability uses: \$4.0M cost
  - Late night bus service: \$0.3M cost

If you have any additional questions, please contact Carter Mau at 510-464-6194.


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 for Grace Crunican

Attachments

cc: Board of Directors  
Board Appointed Officers  
Deputy General Manager  
Executive Staff

Budgeted Positions - Vacant and Filled, by Operating/Capital, FY05 - Present													
	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17*
Budgeted - District	3,329.0	3,251.5	3,265.0	3,343.5	3,379.5	3,221.5	3,217.5	3,281.3	3,352.5	3,417.8	3,478.1	3,746.4	3,985.5
Vacant - District	233.5	200.5	245.0	381.0	362.5	315.0	312.0	330.0	326.3	333.4	302.1	446.0	580.0
Total Filled - District	3,095.5	3,051.0	3,020.0	2,962.5	3,017.0	2,906.5	2,905.5	2,951.2	3,026.2	3,084.4	3,176.0	3,300.4	3,405.5
<b>% Vacant - District</b>	<b>8%</b>	<b>7%</b>	<b>8%</b>	<b>13%</b>	<b>12%</b>	<b>11%</b>	<b>11%</b>	<b>11%</b>	<b>11%</b>	<b>11%</b>	<b>10%</b>	<b>14%</b>	<b>17%</b>
Budgeted - Operating	3,014.5	2,946.5	2,997.0	3,061.5	3,065.5	2,858.1	2,820.5	2,868.1	2,933.2	2,985.4	3,044.4	3,221.6	3,240.8
Vacant - Operating	219.5	188.5	190.2	330.6	300.1	217.8	236.8	253.0	264.9	261.4	250.5	324.0	312.2
Filled - Operating	2,795.0	2,758.0	2,806.8	2,730.9	2,765.5	2,640.4	2,583.7	2,615.1	2,668.3	2,724.0	2,793.9	2,897.7	2,928.6
<b>% Vacant - Operating</b>	<b>8%</b>	<b>7%</b>	<b>7%</b>	<b>12%</b>	<b>11%</b>	<b>8%</b>	<b>9%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>9%</b>	<b>11%</b>	<b>11%</b>
Budgeted - Capital	314.5	305.0	268.0	282.0	314.0	363.4	397.0	413.2	419.3	432.4	433.8	524.8	744.8
Vacant - Capital	14.0	12.0	54.8	50.4	62.5	97.3	75.2	77.0	61.4	72.0	51.7	122.1	267.8
Filled - Capital	300.5	293.0	213.2	231.6	251.6	266.2	321.8	336.1	357.9	360.4	382.1	402.7	477.0
<b>% Vacant - Capital</b>	<b>5%</b>	<b>4%</b>	<b>26%</b>	<b>22%</b>	<b>25%</b>	<b>37%</b>	<b>23%</b>	<b>23%</b>	<b>17%</b>	<b>20%</b>	<b>14%</b>	<b>30%</b>	<b>56%</b>

Data retrieved from year-end (June) labor stats reports

\*As of 3/1/2017

**Estimated Expense/Revenue of Extensions & Expansions, FY18 Preliminary Budget**

	HMC	OAC	WSX/Service Expansion <sup>5</sup>	SVBX January 2018	eBART May 2018
Anticipated Opening					
FTE <sup>1</sup>	63.0	1.0	91.0	162.0	70.5
<b>\$ million</b>					
Operating Expense					
Labor <sup>2</sup>	8.2	0.3	10.9	11.0	2.0
Non Labor	3.0	1.1	0.7	3.3	0.7
Purchased Transportation	-	6.3	-	-	-
Indirect Expense	-	-	-	2.0	-
Comp Agreement Overhead	-	-	-	2.1	-
<b>Total Op Expense</b>	\$ <b>11.2</b>	\$ <b>7.6</b>	\$ <b>11.6</b>	\$ <b>18.4</b>	\$ <b>2.7</b>
Revenue Sources					
Fare Revenue <sup>3</sup>	-	5.9	3.4	11.3	0.6
Parking Revenue <sup>4</sup>	-	-	1.2	-	0.1
Financial Assistance	-	-	-	7.1	-
<b>Total Op Revenue</b>	\$ <b>-</b>	\$ <b>5.9</b>	\$ <b>4.6</b>	\$ <b>18.4</b>	\$ <b>0.7</b>
<b>Net Operating Result</b>	\$ <b>(11.2)</b>	\$ <b>(1.7)</b>	\$ <b>(7.0)</b>	\$ <b>0.0</b>	\$ <b>(2.0)</b>
Capital Expense					
Labor	-	-	-	9.8	8.3
Non Labor	-	0.9	-	3.4	1.3
<b>Total Cap Expense</b>	\$ <b>-</b>	\$ <b>0.9</b>	\$ <b>-</b>	\$ <b>13.2</b>	\$ <b>9.7</b>
<b>Capital Reimbursement</b>	-	-	-	\$ 13.2	-

<sup>1</sup> FTE as of June 30, 2018. Positions converting cap>op in the midyear are reflected as operating. The labor cost of such a position would be reflected as capital for pre-revenue, and operating for revenue service.

<sup>2</sup> Includes overtime, shift differential, and uniform allowance where applicable. Excludes PERS fixed cost of approx \$10k/pp.

<sup>3</sup> WSX and eBART estimated fare revenue is net of trips/fares diverted from prior end-of-line stations. SVBX estimated fare revenue is per the Comprehensive Agreement formula (all trips entering or exiting at an SVBX station).

<sup>4</sup> VTA will collect parking revenue at the two SVBX stations.

<sup>5</sup> The FY16 budget included expenses for capacity expansion on the Blue and Green lines concurrent with WSX service.