

San Francisco Bay Area Rapid Transit District



FISCAL YEAR
2016
RESOURCE
MANUAL

March 31, 2015



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San Francisco Bay Area Rapid Transit District



FISCAL YEAR
2016
PRELIMINARY
BUDGET MEMO

March 31, 2015



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**SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT
MEMORANDUM**

TO: Board of Directors

DATE: March 31, 2015

FROM: General Manager

SUBJECT: Fiscal Year 2016 Preliminary Budget

The strength of the Bay Area's economy and the challenge of accommodating the ridership associated with the region's economic prosperity were of primary consideration in the development of the Fiscal Year (FY) 2016 Preliminary Budget. Average weekday ridership was over 441,000 in October 2014, BART's highest ever, and five of the top ten weekday ridership days happened within the last ten months. However, providing the transportation backbone for the region's growing economy is stressing the BART system, especially given the current number of rail cars in the fleet and its aging infrastructure.

New rail cars have been ordered and the pilot test cars are scheduled to be delivered later this year. In order to address crowding until the new cars are in service, it is critical that the District make strategic short term investments to increase rail car capacity. The FY16 Preliminary Budget outlines proposals to put more rail cars into service by increasing shop capacity and ramping up rail car maintenance. These investments will increase rail car availability to help relieve crowding, and allow us to provide the rail cars needed to serve the Warm Springs Extension, which is scheduled to open in December 2015.

BART also continues investment in our aging infrastructure in FY16. As in previous budgets, an allocation of \$45 million to the rail car replacement program is included. This represents the annual increment that the District has been setting aside as our contribution to the \$3.2 billion rail car purchase. The District has awarded contracts to purchase 775 new vehicles, and is seeking funding to purchase over 225 additional vehicles.

Once again, on-time performance was of critical importance to our customers in the 2014 Customer Satisfaction Survey, conducted last September. This budget builds upon previous investments made in the Asset Management Program and provides funding for track personnel and engineering staff within Rolling Stock and Shops. Given the limited resources available, the ability to gather data, evaluate information, and develop the most cost effective strategies for maintenance and capital replacement will be of increasing importance to the aging BART system. The budget also includes recommendations to explore opportunities to secure additional external revenues to rehabilitate our 40-plus year old infrastructure. Infrastructure investments will create jobs for thousands in construction-related trades, and ensure that BART service will continue to be reliable and safe.

The Customer Satisfaction Survey also influenced investments outlined in this budget. The survey identified critical service attributes rated as "below average" by BART customers. Train crowding and the cleanliness of stations and rail cars have been impacted by record ridership levels, and were noted by our customers as areas of deficiency. Several initiatives are specifically designed to address those issues.

By Board policy, incremental revenues from demand-based parking fee increases are dedicated to station upgrades and station access improvements designed to improve the customer experience. The proposed budget includes an additional \$8.5 million of station-related capital and operating initiatives. Increases in the number of station cleaning personnel, programs to increase bicycle parking, a staff person to manage an art program, and other important initiatives are outlined in this budget. We believe that these proposals will help to make our stations cleaner, easier to access, and create a safer and more inviting station environment.

It is important to note that this budget also includes approximately \$12 million in costs associated with the initiation and ongoing operation of service to the Warm Springs/South Fremont Station. While extra vehicle mechanics will increase shop capacity in order to provide the revenue vehicles necessary to serve the extension, additional personnel are needed to operate the trains; maintain the tracks, electrical and train control systems; serve as station agents; and provide police services.

While we are proposing to invest in a number of critical, high priority areas, our financial projections indicate considerable financial challenges in the upcoming years. Given the region's dependence on BART, I believe it is imperative that we make the investments outlined in this budget to provide the quality service our customers deserve and expect, and improve the public's perception of the District as a good steward of public funds and an agency that is worthy of additional support. I look forward to working with you in the coming months to finalize this year's budget.



Grace Crunican

cc: Board Appointed Officers
Deputy General Manager
Executive Staff

1. Overview

The FY16 Preliminary Budget focuses on addressing areas of concern raised by BART's customers in the 2014 Customer Satisfaction Survey, provides for increases in rail service capacity, and continues to support BART's commitment to deliver safe, reliable service by rebuilding BART's aging infrastructure. The following sections summarize the FY16 Preliminary Budget's focus areas to help achieve these goals. New initiatives proposed for FY16 are described in Section 7.

Development of the FY16 Preliminary Budget has been informed by the FY15-FY24 Short-Range Transit Plan/Capital Improvement Program (SRTP/CIP) approved by the Board last fall, which showed large annual operating deficits and \$4.8 billion of unfunded capital needs over the ten-year forecast period. This provides context for considering the long-term financial and operational impacts of FY16 spending decisions. The sizable future shortfalls mean that ongoing expenses need to be carefully controlled and revenues enhanced to help meet current and future capital commitments and address high-risk needs.

In FY16, BART will also welcome the extension to the Warm Springs/South Fremont community, with the single-station, 5.4 mile extension opening for revenue service in mid-FY16. This will enable a seamless connection to Santa Clara County via the Silicon Valley Berryessa Extension, anticipated for 2017. Work also continues on the two-station eBART rail project, which will provide a key linkage to eastern Contra Costa County.

Customer Satisfaction

BART's Customer Satisfaction Survey is conducted every two years to track how well BART is meeting customers' needs and to help BART prioritize investments to improve the system. Customers are asked three key questions to assess their overall opinion of BART (overall satisfaction, willingness to recommend, and value for the money). In addition, they are asked to rate 48 specific service attributes, such as on-time performance and station cleanliness.

The 2014 Customer Satisfaction Survey results showed a significant decline in customer satisfaction, which dropped from 84% in 2012 to 74% in 2014. Key contributing factors include increased crowding on the system (weekday ridership grew from 403,000 riders during the survey period in September 2012 to 430,000 riders in September 2014), aging trains and stations, system cleanliness concerns, and reductions in on-time performance.

The FY16 Preliminary Budget includes the following proposed new investments to improve customer satisfaction, most of which also address BART's other FY16 focus areas of increases in service capacity and system reinvestment:

Improved on-time performance

- Extended hours for stand-by paramedics to respond more quickly to medical emergencies in and near the Transbay Tube to reduce train delays. This initiative will expand paramedic support to cover 6-10AM and 3-8PM.
- Two more Train Control Technicians to quickly remedy train control problems during peak periods and minimize delays to our customers. Train control failures are responsible for 19% of late trains. The addition of these technicians is expected to improve response time by 15%.
- Six more rail vehicle engineers to sustain vehicle reliability
- Seven more grounds workers to ensure that the right-of-way is clear of obstructions to avoid service disruptions

Less crowding on trains

- A new graveyard shift at the Daly City maintenance yard (9 full time employees)
- Weekend maintenance shifts at the Hayward maintenance shop (28 full time employees)
- These investments will eventually result in 20 more train cars in service during peak periods.
- Also, the minimum length for all off peak Orange Line trains will increase from three cars currently to four cars in the future.

A cleaner BART system

- Twelve more station cleaners to clean and scrub stations more frequently
- Four more train cleaners to clean floors and disinfect seats
- More pigeon abatement

Personal Security

- Four new staff to expand BART Police presence in downtown San Francisco, and support the Crisis Intervention Team.

The new investments in FY16 will supplement previously funded improvements to improve satisfaction:

- Seat Condition ratings should improve in the next survey because the last cloth seats were removed from train cars in December 2014 (three months after customers were surveyed).
- Floor Condition ratings are also expected to improve as the last of the carpeted floors will be removed from cars by June 2015.
- The addition of station scrub crew staff, funded in the FY15 budget but not fully in place before the September customer survey, should improve ratings of Station Condition/State of Repair and Station Cleanliness going forward.
- Lastly, the current project to upgrade heating ventilation and air conditioning (HVAC) on BART's C-cars should improve future Train Temperature ratings.

These are all part of a multi-year program of investments to Build a Better BART system.

Capacity

Over the past five years, ridership on BART has increased by nearly 25%, or over 75,000 trips, on a typical weekday. In 2014, weekday ridership averaged over 410,000, with peak months as high as 440,000. Growth is occurring across the system, but the greatest increases are in the constrained Transbay corridor, which saw 50,000 additional daily trips between 2010 and 2014. Peak-hour, peak-direction trains now typically range from 120 to 140 passengers per car, far above BART's standard of 115 per car.

To relieve some of the crowding before the new rail cars arrive in late 2017, the FY16 Preliminary Budget proposes a number of projects to maximize availability of the current fleet. A third maintenance shift at the Daly City Shop will provide additional cars for revenue service. Other programs focus on reducing and minimizing train delays, which is challenging with an aging fleet and crowded trains. Additional Train Control Technicians will provide coverage at key locations around the system to ensure rail car equipment failures can be quickly and effectively addressed while maintaining revenue service and mitigating delays. New positions and equipment are also proposed to support additional track maintenance shifts, which will help maintain track for optimal revenue service conditions. These and other initiatives to maintain and improve service are discussed in Section 7.

Reinvestment

The top focus of BART's infrastructure reinvestment continues to be the "Big 3" capital projects: Fleet of the Future rail cars, Hayward Maintenance Complex (HMC), and Train Control Modernization Project. These three projects are inextricably linked and essential to meeting the District's key safety, reliability, capacity, and sustainability goals. A modern, expanded fleet meets current and future capacity demands while maintaining passenger comfort and service reliability. The Hayward Maintenance Complex provides for maximum car availability by maintaining and storing the expanded fleet. An improved train control system allows trains to operate closer together and puts an expanded fleet in service both safely and reliably.

The FY16 Preliminary Budget is guided by the District's comprehensive Asset Management Program. The Risk Assessment identifies BART's highest risk assets as defined by the likelihood of near-term failure and the consequent impact on the system, rather than simply by age or condition. With this information, BART can take a more systematic, risk-focused approach to prioritizing investment of scarce resources for both operating and capital needs.

BART is currently producing its annual Strategic Asset Management Plan (SAMP). This document will summarize the findings and conclusions from this year's asset management analysis. Over the past year, significant improvement was made to BART's asset registers and risk registers. Unmitigated high or very high risks identified on the risk registers informed the FY16 Preliminary Budget process, resulting in the proposed operating and capital initiatives.

FY16 Preliminary Budget

The following sections start with a discussion of rail service plans, following by the FY16 Preliminary Budget Income Statement. Operating and capital sources and uses are shown together in a combined Income Statement in order to present a more accurate picture of BART's financial situation. This is followed by descriptions of operating and capital sources and expenses. The final section is a summary of proposed initiatives for FY16.

BART Board rules require that the Board of Directors receive the Preliminary Budget document each year by April 1. During April and May, staff will give a series of informational presentations on the budget at regularly scheduled Board meetings. Board rules require adoption of the upcoming annual budget by June 30 of each year.

2. Rail Service Plan

Two rail service changes are planned for implementation in FY16. The first change focuses on increasing core capacity to address passenger overcrowding, while the second change will provide service to Warm Springs/South Fremont Station in mid-FY16 and add additional core capacity. Providing rail cars needed for FY16 service changes will require investments in the existing system and modifications to existing planned service, many of which are detailed in the Initiatives section. Already underway in FY15 and funded by the Warm Springs Extension (WSX) project is the Rail Car Major Repair Crew, also known as the “Accident Crew,” which will restore to revenue service four damaged cars. FY16 efforts, discussed in the Initiatives section, include adding a third maintenance shift at the Daly City Shop, weekend maintenance shifts in Hayward Shop and adding rail vehicle engineers to meet the increase in engineering demands on the aging fleet.

Rail Service Requirements	FY15	FY16
Peak Cars	534	554
Ready Spares and Yard Logistics	39	39
Total Peak Vehicles	573	593
Total Cars	669	669
Total Fleet Availability	86%	89%
Peak Trains	62	63
Total Car Hours (mil)	2.22	2.37
Total Car Miles (mil)	68.5	75.5

Core Capacity Improvements

The following service changes will be implemented to address the need for additional capacity. The FY16 service plan will require decreasing cars from specific runs, increasing cars in other runs/lines and adding service to WSX as listed below.

Peak service changes include reassigning 11 cars currently in revenue service and reducing by 20 the number of cars in maintenance:

- Shift six total peak runs to start service at Pleasant Hill (instead of Concord) using northern half of Contra Costa Crossover (+10 cars)
- Make all SFO-Bay Point trains ten cars with savings from Contra Costa Crossover (-9 cars)
- Make all Yellow Line peak extra trains nine cars (mix of 8-10 currently) (+1 car)
- Move two cars saved from Yellow Line peak extra trains to two most crowded Green Line trains (-2 cars)
- Add San Francisco-Pleasant Hill runs (one each: late AM peak, early PM peak, late PM peak) (peak trains make additional runs with no additional cars required)
- Increase all Blue Line trains to nine cars (+6 cars, from Daly City and Hayward Shops)
- Extend Green Line to WSX from start of revenue service to 7PM (weekdays/Saturday) and Orange Line at all other times (+9 cars, required from shops)
- Lengthen select Green Line trains (+3 cars, required from shops)
- Lengthen select Red Line trains (+2 cars, required from shops)

Off Peak service changes:

- Lengthen all three car Orange Line trains to four cars
- Run longer trains later on weekday mornings (one each on Yellow, Green and Blue lines)
- Extend Red Line service one hour on weekday evenings, with the last train departing Millbrae at 9PM

Warm Springs Extension

While the service plan is currently under evaluation, for planning purposes the FY16 Preliminary Budget assumes the extension of the Green Line to Warm Springs/South Fremont Station until 7PM on weekdays or before evening service transitions to the Orange Line (20-minute headways). Saturday and Sunday service will be provided by the Orange Line.

Resources Required – Core Capacity & Warm Springs Extension

To implement the FY16 service changes BART is strategically investing in vehicle maintenance to provide additional cars for revenue service, and other maintenance and transportation initiatives to keep those cars in operation.

To supply the required additional rail cars, the Rolling Stock and Shops (RS&S) department will conduct routine car maintenance, component overhauls and cleaning at a higher rate. RS&S is currently restructuring the distribution of workload and reallocating resources within the shops. In addition to the changes, an FY16 budget initiative will add a third maintenance shift (11 full time employees) to the Daly City Shop to support the repair and scheduled maintenance of cars for the Blue Line and Green Line service improvements, and weekend maintenance shifts to the Hayward Shop (28 full time employees) to support the repair and rehabilitation of cars, axles assemblies, and trucks seven days per week. Additional Transit Vehicle Electronic Technicians (four positions) will provide coverage at key locations around the system to ensure rail car equipment failures can be quickly and effectively addressed while maintaining revenue service and mitigate delays. The FY16 budget will also include six vehicle systems engineers of various levels to provide engineering support to the existing fleet and new maintenance practices, and additional car cleaners (nine positions) to support the increased rail cars in service. Mid-way through FY15, the WSX project funded 12 positions to repair damaged rail cars in order to bring them into service in the fall/winter 2015 timeframe. This crew will eventually become part of the HMC staff when that project is completed.

As part of the FY16 budget, BART is also investing in maintenance and transportation services that are not directly related to rail cars in order to reduce system delays and handle service increases needed to address capacity demand. The Maintenance and Engineering (M&E) department is adding six positions to address track maintenance and rail replacement, and seven grounds workers to ensure that the right-of-way is clear of obstructions, which can create major service disruptions, and that workers are safe. BART currently has only two dedicated positions to address right-of-way clearance issues for over 104 route miles. M&E is also increasing the number of technicians who are strategically positioned throughout the system to address train control issues. Train control failures are responsible for 19% of late trains. The addition of these technicians is expected to improve response time by 15%.

The Transportation and System Service (T&SS) department is adding positions to increase staffing efficiency and improve response times to train and station-related problems. T&SS also aims to increase service efficiency by extending stand-by paramedic service hours at the Transbay Tube, which will result in faster response times to major medical events. Finally, the Operations Planning department is adding a manager to assist with the ongoing implementation of the Asset Management Program, which will assist in identifying the assets that are in the most critical need of rehabilitation and replacement.

These increases in resources are to support current and near-term capacity demand and to support the WSX, which will require 14 additional rail cars in the scheduled service plan. The additional resources mentioned above will accommodate this increase plus make additional cars available for service each day. In total, the resources to address current and near-term capacity demand plus the WSX will amount to 124 positions (91 WSX + 33 system reinvestment-related budget initiatives) and \$17.0M (\$12.2M WSX + \$4.8M capacity/system reinvestment-related budget initiatives).

Service Increase Impact on System

Unprecedented ridership growth in recent years has necessitated the steady increasing of train lengths to accommodate increased demand. The opening of WSX in mid-FY16 will require one additional train and additional car hours to maintain current headways.

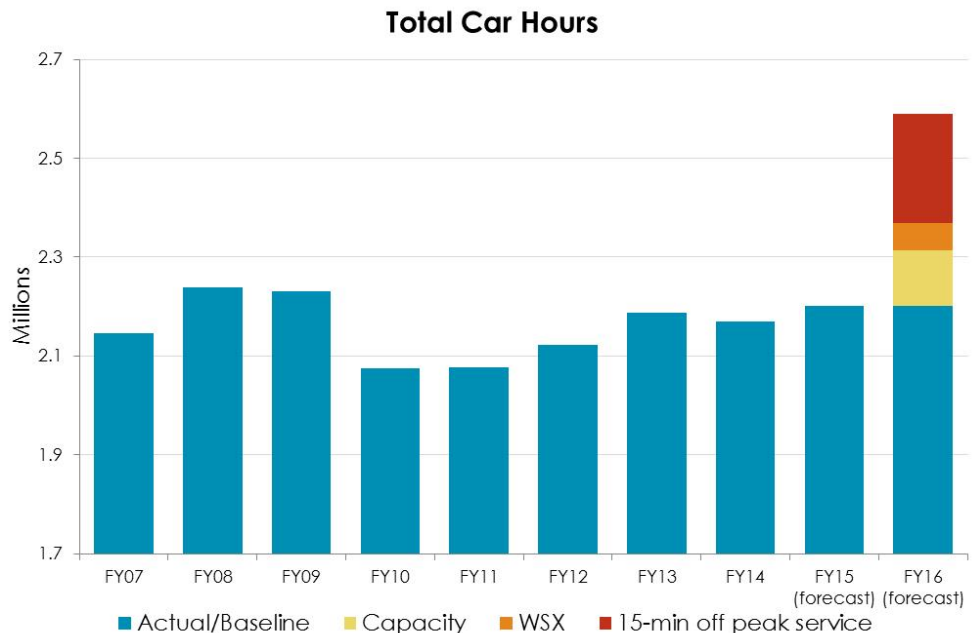
As of FY15, BART had already exceeded the industry standard fleet availability metric of 80% by running 86% of its fleet during weekday peak service. Fulfilling all scheduled runs for FY16 will require BART to run an unprecedented 89% of its available fleet. The planned FY16 service improvements are expected to strain an aging fleet, adding significant pressure on BART to maintain cars and the system.

Improving Off Peak Headways

Improving off peak headways (i.e. weeknights, Saturday nights and Sundays) to 15-minutes from the current 20-minutes was considered during the FY16 budget process. However, the additional car hours required to run 15-minute off peak service are twice that of the FY16 planned core capacity improvements and three times that of the WSX service. The FY16 core capacity improvements and WSX will require more total car hours than BART's previous peak in FY09, when 15-minute off peak service was in effect. In addition, the off peak capacity improvements planned for FY16 will help address some train crowding issues, especially in the urban core sections of system in San Francisco and Oakland.

Car hours are the biggest driver of vehicle maintenance requirements. Further increasing the need for maintenance would exceed available shop capacity, where in many cases three shifts a day are already running. Additionally, evenings and off peak hours are crucial times for single tracking, creating maintenance windows to allow work to be done with minimal service disruption. Combined with California Public Utilities

Commission General Order 175 (GO175), even relatively small scale maintenance work in one discrete location can delay revenue service by three to five minutes. Any reduction in time allowed



for maintenance is expected to increase maintenance backlogs which may result in additional temporary slow orders during revenue service and related service quality impacts.

While BART was able to operate 15-minute off peak service in FY08 and FY09, very different circumstances exist in FY16. Most of the car resources available in FY08 and FY09 have already been utilized to lengthen trains. Car hour levels today are approaching FY09 levels without 15-minute off peak service increases on a fleet that is much older. The figure above shows that car hours forecasted for FY16, with capacity improvements and WSX, greatly exceed the number of car hours in FY09.

3. FY16 Preliminary Budget Income Statement

(\$millions)	FY15		FY16		Change	
	Adopted		Preliminary		\$	%
SOURCES						
Passenger Revenue	440.8	\$	481.7	\$	40.9	9%
Parking Revenue	26.2		30.7		4.5	17%
Other Operating Revenue	20.2		26.4		6.2	31%
Operating Revenue Total	487.2		538.7		51.6	11%
Sales Tax	228.7		244.6		15.9	7%
Property Tax	33.7		34.7		1.0	3%
State Transit Assistance	21.9		18.8		(3.0)	-14%
Other Assistance	3.7		9.4		5.7	154%
Tax & Financial Assistance Total	288.0		307.6		19.6	7%
OPERATING SOURCES TOTAL	775.2		846.3		71.2	9%
5307 Funds (Rail Car Fund Swap from MTC)	77.0		52.7		(24.3)	-32%
CAPITAL SOURCES TOTAL ¹	711.5		664.7		(46.8)	-7%
TOTAL OPERATING AND CAPITAL SOURCES	1,563.7		1,563.7		0.0	0%
USES						
Net Labor & Benefits	420.5		470.0		49.5	12%
OPEB Unfunded Liability	2.4		2.5		0.1	3%
Traction & Station Power	38.1		40.3		2.2	6%
Purchased Transportation	23.5		26.0		2.5	11%
Other Non-Labor	114.6		117.3		2.7	2%
Operating Expenses Total	599.1		656.1		57.0	10%
Debt Service	56.0		50.3		(5.7)	-10%
Allocation - Capital Reinvestment	43.0		50.9		7.9	18%
Allocation - Rail Cars	45.0		45.0		-	0%
Allocation - Priority Capital Programs	18.8		27.0		8.2	44%
Allocation - Rail Cars from SFO Net Result	8.7		12.2		3.6	41%
Allocation - Access Prog (from Parking)	4.3		5.7		1.4	31%
Other Allocations	2.7		1.6		(1.1)	-40%
Allocations Total	178.4		192.8		14.3	8%
OPERATING USES TOTAL	777.5		848.8		71.3	9%
Extraordinary Expense-Rail Car Fund Swap to MTC Reserve	77.0		52.7		(24.3)	-32%
System Reinvestment	312.8		365.0		52.2	17%
System Expansion	245.4		173.5		(71.9)	-29%
Safety & Security	48.0		49.0		1.0	2%
Service & Capacity Enhancement	33.9		37.8		3.9	12%
Earthquake Safety	66.0		33.9		(32.1)	-49%
Reimbursable/Other	5.5		5.5		-	0%
CAPITAL USES TOTAL	711.5		664.7		(46.8)	-7%
TOTAL OPERATING AND CAPITAL USES	1,566.1		1,566.2		0.2	0%
OPEB Unfunded Liability	(2.4)		(2.5)		(0.1)	n/a
NET RESULT, subtotal	\$ 0.1	\$	-	\$	(0.1)	
Unfunded Annual Capital Need ²	\$ (480.0)	\$	(480.0)		-	0%
FINAL NET RESULT	\$ (479.9)	\$	(480.0)	\$	(0.1)	0%
Operating Ratio	81.3%		82.1%		0.8%	1.0%
Farebox Recovery Ratio	73.6%		73.4%		-0.2%	-0.2%
Average Weekday Trips	405,426		429,695		24,269	6.0%
Rail Cost/Passenger Mile (TSP Performance Measure)	33.3¢		34.4¢		1.1¢	3.4%

1. Federal, state and local grants, bridge tolls, bond funds, BART allocations and third party funding

2. Est. \$4.8B unfunded capital need over 10 years (FY15-FY24 Short Range Transit Plan/Cap Improvement Prog)

4. Operating Sources

BART's operating sources consist of two main categories, Operating Revenue and Tax and Financial Assistance, which are highly dependent on the health of the Bay Area economy including employment, business activity, population and housing growth, and tourism. Increasing traffic congestion and higher gas prices have also contributed to BART ridership growth. BART sources are also impacted by the State budget and legislative actions.

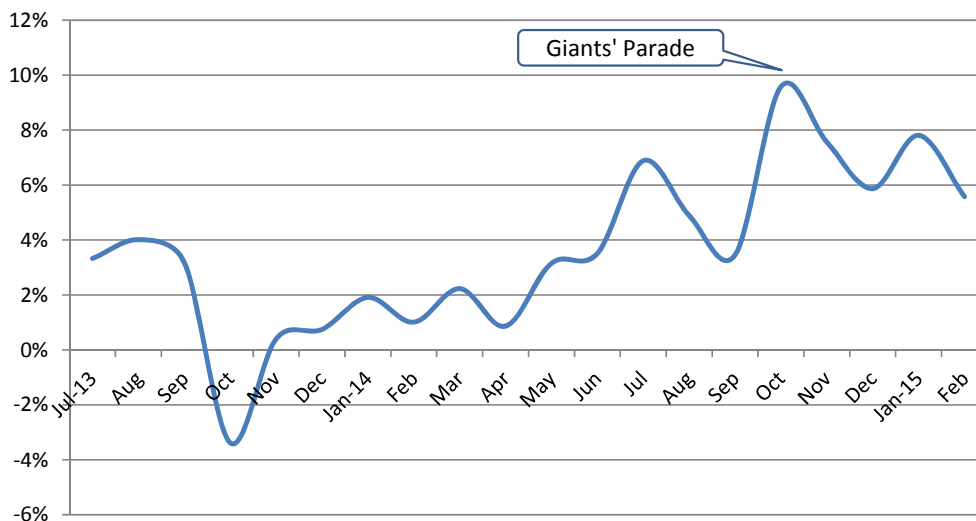
Operating Revenue

Ridership and Passenger Revenue

Continuing the strong growth seen since the end of the most recent recession, ridership is projected to average just over 421,000 weekday trips in FY15, approximately 5.5% higher than FY14 ridership (with FY14 adjusted for estimated 2013 strike impacts). For FY16, the current estimate for weekday trips is 429,695. The new Warm Springs/South Fremont Station is projected to add approximately 2,000 weekday trips for the second half of FY16. As with other newly opened BART stations, ridership is expected to start low and grow rapidly over the first few years of service. Growth in FY15 has been aided by the new service to the Oakland International Airport (OAK), which opened in November 2014. Through March 2015, approximately 2,700 passengers per weekday used this service, a 36% increase over ridership on the prior bus connection.

Total annual trips are projected to reach 126.0M in FY15 and 129.4M in FY16. These estimates represent BART's highest-ever levels of ridership. The growing ridership, despite capacity constraints on many parts of the system, further illustrates the important role BART plays in connecting the Bay Area and supporting the regional economy.

Year-to-Year Ridership Growth: FY14 to FY15 YTD
excluding July/Oct 2013 strike impacts



In addition to ridership, rail fare revenue has also grown substantially over the past few years. Beyond expected revenue growth from the increasing number of riders, fare revenue has also been fueled by a steady increase in the net average fare paid per rider, above and beyond implemented fare increases.

Much of the increase in average fare is due to stronger growth in Transbay trips, which have a higher average fare (currently \$4.40) than the current systemwide average of \$3.60. Fare revenue projections for FY16 have been adjusted to include the new, higher net average fare.

To help fund the system's extensive capital needs, a program of small regular inflation-based fare increases to generate revenue, with the next increase scheduled for January 1, 2016. The fare increase amount is determined by averaging national and local inflation over a two-year period and then subtracting 0.5% to account for BART's productivity improvements. This calculation results in a 2016 fare increase of 3.4%, with all fares rounded to the nearest nickel. New revenue from the fare increase, and the previously implemented January 2014 increase, will go to BART's "Big 3" capital needs. In FY16, the six months of the 3.4% increase is estimated to generate about \$7M, on top of the approximately \$20M generated annually by the 2014 fare increase, for a total of \$27M. Overall rail fare revenue for FY16 is estimated at \$481M.

Passenger revenue also includes \$0.9M for Americans with Disabilities Act (ADA) Paratransit Revenue, which covers 7% of BART's paratransit operating cost contribution.

Parking Fee Revenue

BART raises revenue from daily and permit parking fees charged at its 33 stations with parking facilities. Under BART's demand-based approach to pricing parking, the daily parking fees are now re-evaluated every six months. Costs for permits and fees may either increase or decrease, depending upon whether the facility's utilization is above or below 95% capacity. There is a daily fee maximum of \$3 at all stations, with the exception of West Oakland, which does not have a cap. Parking fees have now reached the \$3 daily fee limit at 23 of the 33 stations with parking.

Additional revenue raised from the demand-based parking fee program, implemented in May 2013, is dedicated solely for investments in station access, station rehabilitation, and station modernization. Programs and projects funded by the increased parking revenue consist of both operating and capital efforts, some of which are one-time in nature and others ongoing. The FY16 parking revenue budget is \$30.7M. Of this, \$13.5M is from the demand-based parking fee program, funding \$5.0M of FY14 and FY15 ongoing programs and \$8.5M of new projects and programs, described in the Initiatives section.

Other Operating Revenue

BART also generates operating revenue from non-passenger sources, which is expected to be \$26.4M in FY16. The two largest sources are the Commercial Communications Revenue Program (CCRP) and advertising, budgeted at \$12.2M and \$9.2M, respectively. Smaller revenue sources include fines and forfeitures, building and ground leases, concessions, and other miscellaneous revenues.

The amount of revenue generated by the CCRP, managed by the Office of the Chief Information Officer (OCIO), has doubled over the past year. In FY16, the CCRP will concentrate on expanding the District's underground cellular network to include 4G technology which will greatly improve the cellular performance for riders. In addition, in FY16 CCRP will focus on building an asset management system enabling marketing of the availability of fiber optic cable and cellular sites for revenue licensing. The implementation of this system will allow BART to plan, manage and sell internet bandwidth capacity that is not needed for operations. By providing both primary and redundant internet connections to local communities, businesses, hospitals, schools and emergency service workers, these efforts will greatly increase the overall resiliency of the region.

Tax and Financial Assistance

A dedicated 75% share of a one-half cent sales tax levied in the three BART counties (San Francisco, Alameda and Contra Costa) is BART's second largest source of revenue after passenger fares. The remaining 25% is split equally between AC Transit and the San Francisco Municipal Transportation Agency (SFMTA). Based upon three quarters of actual results in FY15, sales tax is projected to end FY15 at \$235.2M (\$6.5M, or 2.8% over budget), and FY16 is projected to grow 4% to \$244.6M.

Although sales tax growth has been extremely strong since the end of the recession, most regional economic forecasts anticipate Bay Area sales tax growth to return to more long-term growth rates of around 4% for FY16 and beyond.

Property tax revenue for operating purposes is generated by a permanent, dedicated assessment in the three BART counties. FY15 is projected to be on budget at \$33.7M, and FY16 is expected to grow an additional 3% to \$34.7M.

State Transit Assistance (STA) is based upon revenue generated by actual receipts from the sales tax on diesel fuel. The Metropolitan Transportation Commission (MTC) advises that the FY16 state budget estimate is considered "extremely optimistic" and recommends operators be conservative in budgeting STA until after the Governor's Revised Budget, with updated information, is released in May 2015. The current, potentially optimistic, estimate for BART is \$25.2M in STA funds, which is already substantially less than past years due to declining STA at the state level and revised transit operator allocation percentages based upon formulas established at the state level. Of this, \$5.9M will be directed by MTC to feeder bus operators providing service to BART stations and \$0.4M will be set aside for fare coordination efforts with AC Transit. The remaining \$18.8M will be allocated to BART and is dependent on actual receipts in FY16.

A new source of funds for BART is 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. BART anticipates receiving \$1.6M in FY15 and \$3.2M in FY16. The LCTOP provides transit agencies with operating and capital assistance for programs to reduce greenhouse gas emissions and improve mobility and prioritizes serving disadvantaged communities. BART plans to program LCTOP funds to put additional cars in service, including funding the additional shift at the Daly City Shop and new maintenance efforts at the Hayward Yard.

Other Assistance to BART in FY16 includes \$0.8M paid by Caltrain for the Millbrae Use, Operations, and Maintenance Agreement, \$0.8M in federal funds for the Strategic Maintenance Program, and \$70,000 from Contra Costa County's Measure J sales tax measure. BART is also budgeting \$2.5M and \$1.8M from Alameda County's Measure BB and Measure B, respectively.

5307 Funds (Rail Car Fund Swap from MTC)

Federal Section 5307 Urbanized Area Formula Grant funds are allocated to BART by MTC for preventive maintenance work. Through an agreement with MTC, BART spends the federal funds and returns an equivalent amount of BART funds that MTC places in an interest-generating reserve account to help MTC fund its share of the new rail cars. There is no net impact to BART's operating budget bottom line as the Section 5307 funds are merely swapped for other funds.

Including the \$52.7M budgeted for FY16, a total of \$343M has been directed to the MTC reserve account.

5. Operating Uses

Operating expenses include ongoing expenses such as wages, benefits, purchased transportation, power and other non-labor expenses. Operating expenses are projected to increase from \$599.1M in FY15 to \$656.1M in FY16, a total of \$57.0M or 10%. Major factors in the increase beyond typical cost increases include expenses for: operations of the Warm Springs Extension (\$11.8M), proposed Budget Initiatives (\$11.4M) and Stations/ Access Initiatives funded from parking revenues (\$2.8M).

Labor: Wages and Benefits

Labor and benefit expenses are projected to total \$470.0M in FY16, a 12% increase over the FY15 Adopted Budget.

The FY16 labor and benefit budget includes the following changes:

- 3.72% wage increase for non-represented employees effective 7/1/15;
- 3.72% wage increase for represented employees effective 1/1/16;
- Pension contribution increase non-represented employees: from 1% of pay to 2% effective 7/1/15;
- Pension contribution increase represented employees: from 2% of pay to 3% effective 1/1/16;
- \$7.5M in labor costs related to proposed 52 new operating positions;
- \$2.7M in labor costs related to proposed 25 new Stations/ Access operating positions; and
- \$11.1M in labor cost related to 91 positions for WSX and associated capacity expansion.

A total of 168 operating positions are proposed to be added in the FY16 budget, including 52 from budget initiatives, 25 for Stations/ Access projects, and 91 for WSX and associated core capacity increases. In addition, a net of 6.25 operating positions were added during FY15 and were built in to the FY16 Budget. These positions include 4 station agents in T&SS for BART to OAK staffing, 0.5 FTE for a BART to Oak superintendent, 5 positions in Employee Relations to assist with labor relations, (two labor relations representatives, one financial analyst, one administrative analyst and one admin tech), 0.5 FTE in Planning, Development & Construction converted from capital to operating, less a reduction of 3.75 FTE for positions in T&SS converted from full-time to part-time to facilitate hiring.

PERS Pension

The District's pension plan is administered by the California Public Employee Retirement System (CalPERS) and includes separate plans for Safety and Miscellaneous (non-safety) employees. All employer and employee contribution rates are determined by CalPERS. Pursuant to the FY13-FY17 labor contracts, beginning on July 1, 2013 employees began paying for an annually increasing portion of the PERS employee contribution. Prior to this date, the District had funded the entire employee contribution as a benefit to employees.

PEPRA

In 2012, the State Legislature passed Assembly Bill (AB) 340, the California Public Employees' Pension Reform Act (PEPRA). The PEPRA changes affect employees beginning employment on or after January 1, 2013 who have not been employed by another PERS or reciprocal agency within the six months prior to their hire date. Major changes for PEPRA employees include: (a) reduced retirement formulas, (b) required employee contributions, and (c) capped compensation.

In 2013, the U.S. Department of Labor (DOL) declined to certify federal grants to transit agencies in California under Section 13(c) of the Urban Mass Transit Act ("UMTA") in response to objections raised by transit unions claiming PEPRA interfered with collective bargaining. The State of California (for Caltrans) and the Sacramento Regional Transit District filed litigation in Federal court

seeking to overrule the DOL. In FY14 the California Legislature passed AB1222, which temporarily exempted represented transit employees from PEPRA and reinstated transit agency's eligibility for receipt of Federal funds. On December 30, 2014, a Federal District Court granted summary judgment in favor of the plaintiffs, and on February 25, 2015 CalPERS issued a circular (Circular Letter No.: 200-006-15) that specified: (a) employees hired after January 1, 2013 would be subject to PEPRA beginning December 30, 2014, and (b) all new employees hired on or after December 30, 2014 would be subject to PEPRA. Non-represented employees hired on or after January 1, 2013 have always been subject to PEPRA as they are not covered by Section 13(c) of the Urban Mass Transit Act.

For FY16, the forecasted PERS pension expense (employer plus BART-paid employee share) is estimated to be \$69.0M, a \$7.3M or 12% increase compared to \$61.6M budgeted in FY15. Of the \$69.0M, the estimated employer share is \$56.9M and the BART-paid employee share is \$12.1M. Approximately \$2.5M of the total pension increase is due to the proposed new positions for budget initiatives and the Warm Springs Extension, the balance of \$4.8M is due to a combination of higher employer rates and higher wages as PERS pension rates are based on percentage of payroll. For both the non-PEPRA and PEPRA employees, the FY16 Safety Plan employer rate will increase from 47.789% to 51.606% (+8%), and the Miscellaneous Plan employer rate will increase from 13.303% to 14.787% (+11%). The combination of increased payroll due to wage increases and increased rates set by CalPERS accounts for the pension expense increase. The increase is slightly offset by the implementation of pension reform cited above.

These relatively high employer rate increases were driven by lower than expected investment returns during the economic downturn and changes in actuarial factors. In 2013, CalPERS changed its amortization and smoothing policies beginning with valuations that set the FY16 rates. In addition, CalPERS changed the calculation of retirement age to better reflect the retirement experience. These changes result in greater liability and increased pension costs.

For classic (non-PEPRA) employees, the employee share contribution rates are fixed by CalPERS and will remain at 9% for the Safety Plan and 7% for the Miscellaneous Plan. The phase-in of represented employees paying a portion of the employee contribution is: FY14: 0.5% on 7/5/13, 1% on 1/1/14; FY15: 2% on 1/1/15; FY16: 3% on 1/1/16; FY17: 4% on 1/1/17, coinciding with contractual salary increase dates. Non-represented employee contributions follow a similar schedule, but delayed six months to coincide with their scheduled salary increase dates. The table below shows the net employee rate that will be paid by the District for represented employees in FY16.

**FY16 District-paid Net Represented Employee Pension
Contribution Rates – Classic Plans**

Plan	7-1 to 12-31-2015	1-1 to 6-30-2016
Safety	7.0%	6.0%
Miscellaneous	5.0%	4.0%

The PEPRA share contribution rate paid by employees is 12% for the Safety Plan and 6.25% for the Miscellaneous Plan. Due to AB340 pension reform, the District cannot make an employee pension contribution for PEPRA employees.

The historical trend of increased pension expenses is expected to continue into the future. CalPERS has implemented a number of key actuarial assumptions that have significant impacts on employer rates and volatility, intended to ensure the long-term health of the pension fund. Generally these

changes will increase employer payments, lower volatility from year to year, and reduce unfunded liabilities more rapidly than prior methodology and assumptions. Some of the past policy changes are mentioned above and will continue to impact rates into the future. CalPERS recently approved several changes to demographic assumptions that will be reflected in the future rates, with the most significant being the acknowledgement of greater life expectancies of retirees. These changes will impact rates beginning FY17. As a result, CalPERS estimates that for the five-year period from FY16 through FY21, the employer rate will increase 22% for the Safety Plan (from 51.6% to 63.2%) and 35% for the Miscellaneous Plan (from 14.8% to 20.2%), an average of 4.5% and 7.0% per year, respectively. Furthermore, BART's planned wage increases as specified by current collective bargaining agreements will contribute to increased pension costs, some of which will be offset by greater employee contributions.

Other Pension Benefits

In addition to the PERS pension, the District also contributes to a supplemental qualified retirement pension contribution, the Money Purchase Pension Plan (MPPP), which is a 401(a) type plan. The District contribution consists of 6.65% of base wages, but is capped at an annual amount of \$1,868.65 per employee. This is projected to be \$7.0M in FY16. An additional 1.627% of wages is also contributed for all employees other than sworn police. Of this 1.627%, 1.583% is provided by the District and the remaining 0.0888% is withheld per the 2013 labor agreements. An additional \$37/month for represented employees in AFSCME, ATU and SEIU¹ is deducted from the 1.627% contribution intended as an increased contribution towards medical insurance. The District's total estimated net cost for the additional 1.627% MPPP after these deductions in FY16 is \$3.5M.

Active Employee Medical Insurance

In FY16, the District cost of medical insurance plans for active employees is projected to be \$67.5M, an increase of \$5.6M or 9% over the FY15 adopted budget. Approximately \$3.4M of this increase is from the proposed new positions for budget initiatives and the Warm Springs extension, and the balance of \$2.2M due to higher premium cost less a small increase in employee contributions. Employee contributions will be subject to the scheduled 3% annual increase on January 1, 2016 which will result in the "base" monthly contribution increasing from \$97.86 to \$100.80. Per the FY14-17 labor contracts, each year an additional contribution of \$37/month is deducted from the District's 1.627% MPPP contribution (as described above) for AFSCME, ATU and SEIU. Non-represented employees will pay the additional \$37/month directly as a higher medical contribution; and in FY16, BPOA and BPMA² will pay an additional \$44/month directly as a higher medical contribution each year per their new contract. These additional contributions of \$37 and \$44 per month do not increase each year, but are kept at the same amount throughout the four years.

Health insurance rate increases are known for the first half of the fiscal year, and estimated for the second half. The 2015 rate increases for the medical plans with the largest employee enrollment were 11.0% for Blue Shield and -3.8% for Kaiser, and the overall average increase for all plans was 2.2%. In Calendar Year (CY) 2016, the actuarial projection used for the budget includes a 6.25% increase in premiums over CY15. The average rate of change for active employee medical insurance plans over the past five years was approximately 7%. The actuarial projection of rate changes for the next five years ranges between 3.75% and 6.25%.

¹ AFSCME - American Federation of State, County, and municipal Employees; ATU - Amalgamated Transit Union; SEIU - Service Employees International Union.

² BPOA - BART Police Officers' Association; BPMA - BART Police Managers' Association.

PERS Retiree Medical Insurance

The FY16 Preliminary Budget is based on the District's actuarial report received April 2014. FY16 cost is projected to be \$27.5M based on the 2014 report and increased per the actuary's estimate. An updated report will be received this spring. The District cost is the Annual Required Contribution (ARC) to BART's long-term retiree medical liability. The District began funding the full trust contribution in FY14, after "ramping up" to the full ARC between FY08 and FY13. The annual required contribution covers insurance premiums for retirees and builds funds in the retiree medical reserve to cover the long-term liability. Retirees pay the same medical contribution as active employees, including the increase of \$37/month that began FY15, paid directly by the retirees in the form of a higher monthly contribution.

Workers Compensation

The District is self-insured for workers compensation and maintains a reserve for outstanding losses based on annual actuarial reports. Annual funding is calculated as a percent of wages and budgeted each year as part of the labor and benefit budget, and if needed the claim reserve account is supplemented at the end of each fiscal year. Beginning in FY12, the District experienced substantial increases in workers' compensation costs, particularly in establishing reserves required by the actuarial evaluations. The forecasts recognized the continuing trend in increasing frequency and cost of claims with substantial fiscal impact. There have also been several individual high-cost claims that affect the required funding levels. In accordance with the recommendation from annual actuarial forecasts, the budgeted annual funding for workers compensation claims was increased from \$8.8M in FY12 to \$12.4M in FY14. The claim reserve account was also supplemented at FY12 and FY13 year-end by \$9M and \$11M respectively. The 2014 actuarial report required a reserve of \$44.4M, which was a smaller increase over the prior year's required reserve level than recent years. Subsequently the supplemental FY14 year-end addition to the reserve was \$1.6M - substantially lower than the large contributions needed in FY12 and FY13. Some older claims were settled, and the level of the reserve requirement appears stabilized for now. The District is continuing programs to proactively address the issue of increasing workers' compensation costs.

The FY16 Budget estimate for annual funding of \$17.7M is \$2.1M higher than FY15, driven by the increase in wages and positions, with the rate (percentage of wages) unchanged from last year. Based on the 2014 actuarial report, this level of funding should be sufficient and there is no need to raise the rate. An updated 2015 actuarial report will be received this spring, which will provide more information about whether a year-end supplemental reserve account addition is needed for FY15, and ensure the preliminary FY16 annual funding is sufficient.

Traction & Station Power

Electrical traction and station power is projected to be \$40.3M in FY16, an increase of \$2.2M or 6% above the adopted FY15 budget. The increase is due to increased cost to source power imports from carbon-free resources. This is new for FY16 and will increase the District's total percentage of carbon-free power. Of the projected budget, approximately \$27.8M, or 69%, will be expended on purchased power and the remaining \$12.5M, or 31%, will be expended on transmission, distribution, and other expenses.

BART estimates purchasing \$27.8M of traction and station power in FY16, as follows:

- Approximately \$13.9M of power will be obtained from forward (long-term) market purchases made on the District's behalf by the Northern California Power Agency (NCPA) including a green premium of \$1M. An estimated \$2.6M of power will be bought from the NCPA Lodi Energy Center (LEC).

- Approximately \$1.1M of power from the new Lake Nacimiento Hydroelectric project.
- Approximately \$0.7M of the annual power need will be from the solar farm in Gridley, CA.
- The \$9.5M balance of power need will be supplied by a combination of day-ahead market purchases (including a green premium of \$1M), Federal power contracts, an agreement with the San Francisco International Airport, on-site Photovoltaics (PV), and supplemental power.

Purchased Transportation

BART's cost of purchased transportation is projected to be \$26.0M in FY16, an increase of \$2.4M over the adopted FY15 budget.

Paratransit

BART participates in the East Bay Paratransit Consortium for service in the East Bay and pays Muni for paratransit services in the West Bay and provide funding to other local bus operators in the BART service area. Paratransit expenses are estimated to be \$13.6M in FY16, an increase of \$0.2M, or 1.6%, over the adopted FY15 budget. The slight increase for FY16 is attributed to returning demand for paratransit services after a two year decline.

San Francisco Municipal Transportation Agency/AC Transit Feeder Agreements

BART has agreements with the SFMTA and AC Transit with the annual Purchased Transportation (Feeder) payment linked to the rate of change in riders transferring between BART and the local operators and changes in the Bay Area inflation. The AC Transit agreement also includes a provision where 10% of the overall payment will be retained by MTC and used towards fare coordination efforts between the two agencies. The FY16 budgeted payments are \$3.2M for SFMTA and \$3.4M for AC Transit, an increase of \$0.3M over FY15.

BART-to-OAK

BART service to the Oakland International Airport opened in November 2014 and will be operated and maintained (O&M) for twenty years by a private contractor, Doppelmayr Cable Car (DCC). The FY16 estimated O&M cost is \$5.7M. An additional \$0.9M is booked under "Other Allocations" for funding the Capital Asset Replacement Program (CARP). BART will contribute to an escrow fund each year which will fund the refurbishment and replacement costs for the system for the twenty year term. Expenditure of these funds is controlled jointly by BART and DCC based upon actual needs for refurbishment and replacement over the twenty years. DCC is required to fund costs in excess of the CARP and any funds remaining at the end of the term belong to DCC.

Other Non-Labor

Major Other Non-Labor account groups are described below:

- Material Usage includes inventory withdrawals and purchases for required maintenance of rail cars, such as aluminum wheel assemblies, circuit boards, seat cushions, and all other materials used to keep cars in use and parts for infrastructure maintenance such escalators, automated fare equipment, and all other materials required to keep stations accessible;
- Professional & Technical Fees include costs for audit and legal services, benefit and insurance administration fees, printing, computer hardware and software service contracts, environmental fees, specialized consulting contracts, and professional services contracts;
- Maintenance, Repair & Other Contracts fund graffiti removal, traction motor rewinds, painting, equipment overhaul, elevator pit cleaning and other maintenance and repair related contracts;

- Insurance funding pays for premiums and self-insured losses for public liability, damage to property and risk-related services ;³
- Building Space Rental funds administrative building leases and other lease expenses;
- Equipment Rental funds equipment and vehicle rental costs; and
- Miscellaneous Other Non-Labor includes utilities, trash collection, natural gas, telephones, credit card and interchange fees, Clipper program fees, and miscellaneous supplies.

Other Non-Labor for FY16 is \$2.7M higher than the FY15 Adopted Budget. The increase is due to:

- FY16 proposed budget initiatives (described in the Initiatives section) of \$3.8M;
- FY16 proposed Station/ Access initiatives of \$0.1M;
- Warm Spring Extension addition of \$0.7M for initial year of service;
- Clipper program fees, bank fees and debit/ credit card fees increase of \$2.0M;
- Reductions of FY15 one-time items of \$5.4M;
- Additions of FY16 or FY15 item not completed and carried forward to FY16 – completion of Civil Rights Availability Study \$0.35M (\$0.5M in FY15 one-time carried forward plus \$0.35M to complete); and
- A 2.0% escalation applied to departmental base non-labor accounts for an increase in the amount of approximately \$1.2M.

Debt Service and Allocations

BART issues bonds, backed by the District's dedicated sales tax revenues, to fund capital costs for system improvement and renovation. The FY16 debt service expense is \$56.3M, however, this will be reduced by a one-time \$6.0M credit of capitalized interest related to sales tax-backed debt issued for the BART-to-OAK project, for a net expense of \$50.3M.

Capital Reinvestment Allocations of \$50.9M in FY16 include the following:

- Baseline allocation of \$25.0M for capital investment to serve as local match for federal grants; or 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 and other capitalized maintenance.
- Additional capital rehabilitation allocations include \$4.5M to replace obsolete and inefficient T12 fluorescent lighting in District tunnels, the Transbay Tube, and facilities (FY14-FY16); \$2.3M for right-of-way fencing (FY15-FY16); \$1.9M for Train Control Room Battery Replacement (FY15-FY17); \$1.5M for Train Control UPS Renovation (FY15-FY19); and \$0.9M for Cyber Security (FY14-FY16).
- Additional allocations of \$3.8M for one-time capital equipment for WSX (\$0.4M) and eBART startup (\$3.4M).
- Other allocations of \$10M for the Operations Control Center and \$1M for the Millbrae Tail Track project to replace an equal amount of Prop 1A High Speed Rail bond funds for these projects that was shifted to the HMC project.

Operating funds also directly support BART's "Big 3" high-priority System Reinvestment and Capacity Enhancement programs: Rail Car Replacement Program, Hayward Maintenance Complex, and Train Control Modernization Project.

³ Non-Labor Insurance does not include active employee health insurance, workers' compensation, Medicare, unemployment and other insurance categories included in the labor budget.

- Allocation - Rail Cars consists of BART's \$298M commitment, funded by annual allocations from BART's general fund, to the first 410 cars of the Rail Car Replacement Program made in May 2012. The budgeted allocation for FY16 is \$45M, leaving BART's remaining obligation at \$86M.
- Allocation - Priority Capital Programs. The incremental fare revenue from BART's inflation-based fare increase program starting in January 2014 is directly allocated to a fund for the "Big 3" Priority Capital Programs. This includes additional rail cars beyond the original 410 car commitment, HMC and the Train Control Modernization Project. In FY16, the incremental fare increase revenue is projected to generate \$27.0M.

Net positive results from operations of the SFO Extension are allocated to a reserve account per the terms of the 2007 agreements relieving SamTrans of financial responsibility for the extension into San Mateo County. Approximately \$12.2M is expected in FY16. The first \$145M in the reserve account will be directed to the New Rail Car procurement, per MTC's Transit Core Capacity Challenge Grant Program (Resolution 4123), adopted in December 2013.

Allocation to Stations and Access Programs are funded by the incremental parking fee revenue generated by BART's demand-based parking program. The incremental revenue is estimated to be \$13.5M in FY16, of which \$5.0M funds ongoing programs, including 28 positions, from FY14 and FY15. The remaining \$8.5M is proposed to be allocated to Stations and Access projects, with \$2.8M for new operating initiatives, most of which is ongoing, and \$5.7M for new capital initiatives that are generally one-time in nature. To begin to address some of the shortcomings identified in the Customer Satisfaction survey, FY16 renews investments in station brightening, increased security, as well as investments to expand the bike program and recycling program. These new projects and programs are detailed in the Initiatives section.

Other Allocations include accounting entries of \$0.7M to offset an equal amount booked as Other Revenue or Financial Assistance for the Pleasant Hill/Contra Costa Centre and West Dublin/Pleasanton stations and \$0.9M to the CARP for the BART-to-OAK project. Annual allocations to the CARP will fund future renovation and replacement needs on the BART-to-OAK project.

6. Capital Sources and Uses

Capital expenditures in any given fiscal year often consist of funds obtained in prior years, unlike the operating budget. Since most grants are awarded on a reimbursement basis, grant funds can be obtained for specific projects and programs over multiple years during which they can “accumulate” and be committed to a contract when the balance is sufficient for the project to proceed. Many funding commitments (especially relating to expansion) are awarded conditionally, requiring evidence that a project is fully funded prior to expending any funds. Consequently, the annual capital budget is a cash flow snapshot driven by expenditures, since a capital project cannot be included in the annual budget unless the cash or underlying commitment is in place.

More than 40 years after BART first began service, the organization faces two critical capital improvement challenges. First, significant reinvestment in the existing system is required to sustain reliable and safe service for current riders. Second, BART must invest to increase capacity to meet the growing demand for transit services in the region.

Each year BART must balance these core areas of capital investment with potentially conflicting stakeholder/political priorities. Further, BART faces the persistent challenge of static external funding despite the rising need for transit investment in BART, other Bay Area transit providers and transit properties nationally. In order to address these challenges, the consolidated BART budget centers on the fundamental need to prioritize the most vital initiatives and investments necessary to deliver key safety, reliability, capacity, and sustainability goals.

The prioritization of initiatives and investments is also a tradeoff between investing in capital infrastructure replacement and investing in maintenance to extend the life of an asset. The Asset Management Program supplies the data necessary to make these decisions. The comprehensive Strategic Asset Management Plan (SAMP) allows BART to take a more systematic, risk-focused approach to prioritizing investment of scarce resources for both operating and capital needs.

BART’s Budget Governance Group (BGG) was established to manage and implement the SAMP. The BGG is responsible for linking the SAMP with the annual budget process to ensure that funding decisions minimize BART’s safety, operational, and financial risks.

The FY16 budget is driven primarily by the need to meet established programmatic commitments and maintain the necessary financial capacity to address the most acute emerging and longstanding needs required to maintain the safety and reliability of essential capital assets. As a result, the majority of BART’s FY16 planned capital investment is in System Reinvestment. A summary of BART’s FY16 capital program is shown by program area in the adjacent table⁴:

Program Area	\$M
System Reinvestment	365.0
Service & Capacity Enhancement	37.8
System Expansion	173.5
Safety & Security	49.0
Earthquake Safety	33.9
Reimbursable/Other	5.5
TOTAL	664.7

⁴ Some projects characterized as System Reinvestment have a role in addressing Service & Capacity Enhancement and Safety & Security needs as well. These include capacity and enhancement improvements, lighting and life safety improvements, water intrusion mitigation, escalator/elevator replacement, station brightening and finish work, canopies, signage and concept design work.

BART's System Reinvestment program is a collection of approximately 100 discrete projects generally categorized as controls and communications, facilities, mainline, rolling stock, and work equipment. A major component of the System Reinvestment program is the "Big 3" projects - replacement/augmentation of the rail fleet, modernization of the obsolete train control system, and construction of the Hayward Maintenance Complex. The "Big 3" initiative cost in FY16 is \$170M and represents one of the largest commitments in the FY16 capital budget. Also in the System Reinvestment program are station investments and passenger and worker safety related projects (life safety systems, circulation, access control, coverboards, aerial structure fall protection, and others). System Reinvestment expenditures overall have increased by 17% over FY15 due to increased focus and prioritization of several reinvestment projects in operational areas of high risk exposure (track condition, traction power transformers and substations, rail tie/switch replacement, wayside equipment and existing train control rehabilitation).

The \$38M Service and Capacity Enhancement program area includes mainline track improvements such as additional crossover tracks and tail track extension projects. This program area also addresses stations-related projects as improvement and modernization of stations, including Balboa Park and Union City, and additional intermodal, wayfinding and ADA improvements, which have been a key BART priority in recent years. The capital investment in service and capacity enhancements compliments the substantial operating commitment in this area.

Overall, planned expenditures in stations-related initiatives totals \$70M for FY16 - \$40M categorized in the System Reinvestment program and \$30M categorized in Service and Capacity Enhancement. Funding for these station projects is provided primarily by proceeds from State Proposition 1B, with lesser amounts from federal Transit Capital Priorities (TCP) and, for enhancement projects, county and local sources.

Despite the wind-down of two of major recent expansion projects, System Expansion continues to represent a significant portion of the capital budget. Although BART-to-OAK is in service and WSX is nearing completion, substantial final construction and close-out costs remain in the capital budget. In the FY16 budget, as eBART approaches its development midpoint, construction and right-of-way expenses are augmented by systems and vehicle acquisition costs. System Expansion planned expenditures of \$174M will be met with a combination of committed categorical funds from regional and local sources.

The \$49M Safety and Security program area includes projects such as track worker safety barriers to comply with GO175 and surface and marine barriers around the transition structure at the San Francisco Ferry Plaza for security purposes. Safety and Security is almost exclusively funded by dedicated grants. While \$49M in projects has been categorized in the Safety and Security program area, many projects in other program areas have passenger and worker safety components.

Earthquake Safety anticipates \$34M in FY16 expenditures, a 48% reduction over FY15 as major construction projects are nearing completion. Planned activity is focused on next phase engineering, with program funding derived in its entirety from the proceeds of the 2004 Earthquake Safety General Obligation (G.O.) Bond program.

Other remaining capital budget program areas include smaller, fully-reimbursed activities sponsored by the Capitol Corridor Joint Powers Authority and other entities contracting with BART for specific purposes.

In regards to capital funding sources, the FY16 budget continues the trend of increased reliance on BART operating allocations to meet capital rehabilitation and replacement needs, a trend which is expected to continue for the foreseeable future. In tandem with funding partners, BART has made a substantial regional commitment to funding the “Big 3,” including \$72M in FY16 alone.

As a result of a recent effort to close out older Federal formula and transit rehabilitation TCP grants, System Reinvestment in FY16 will see greater expenditures from this source, as these older funds are combined with current TCP funds to pay for planned eligible projects. The capital investment funding picture is rounded out with BART matching funds from operating allocations to capital, bridge tolls, limited county funding and other partner participation. In addition, BART is working to streamline procurement and other project-related procedures in order to accelerate project delivery in an attempt to keep-up with its aging infrastructure.

7. Initiatives

The following proposed initiatives are ongoing operating expenses, except where noted. Any additional operating Full Time Equivalent (FTE) positions are also indicated. The initiatives are listed by category. Following the list of FY16 budget initiatives is a group of Station and Access related initiatives, funded by estimated revenue from the parking program changes.

Compliance

Grounds Personnel – ROW Safety \$0.7M, 7.0 FTE

The District is in the process of establishing a nine person right-of-way (ROW) grounds maintenance crew to meet regulatory requirements. Adding positions for this work will ensure that grounds workers are not pulled off programs such as station and parking lot cleanliness, cleaning up multiple homeless encampments and properly maintaining the irrigation systems. In addition there are safety concerns and CPUC regulations, particularly with GO118, which requires clear toe paths for workers and annual fence line inspections.

Civil Rights – Prevailing Wage Monitoring Personnel \$0.3M, 1 FTE

The Office of Civil Rights (OCR) will add a Senior Administrative Analyst in FY16 to support prevailing wage monitoring, investigation of potential prevailing wage violations, misclassifications of workers, and review of certified payroll reports (CPR) on all District contracts. These positions will ensure compliance with the federal Davis-Bacon Act and the California Labor Code requirements. Payment of the applicable prevailing wages is required on all public works contracts including, but not limited to, work performed during design, pre-fabrication, construction and maintenance of existing publicly owned or publicly operated facilities. In addition to the request for a Senior Administrative Analyst, OCR will also be adding 2.0 FTE positions in the capital budget to address labor compliance monitoring and Project Stabilization Agreements (PSA) administration.

Financial Advisory Services \$0.1M

With the implementation of the Dodd Frank Act, financial institutions can no longer approach municipal entities like the District with advice or recommendations concerning terms, structure of debt issuance, refunding opportunities, and other financial products without a designated financial advisor (FA) present. In order to comply with this law, the Controller/Treasurer plans to issue a Request for Proposals (RFP) for an on call financial advisor three year service contract with the option to exercise up to two- one year extensions for a total of five years. In the past, the District hired an FA specifically to assist in the issuance of bonds including the preparation of documentation, credit rating presentations, and evaluation of the pricing of bonds at sale. This RFP will encompass all of the above tasks and include working with the Controller/Treasurer to evaluate proposals submitted by banks, monitor market trends so as to alert the District to refunding or restructuring opportunities, provide assistance in developing new policies and updating existing financial policies, and advise on current and proposed state and federal legislation and market conditions that could impact the District.

Sheriff Information Exchange System \$0.1M

The Contra Costa County All County Criminal Justice Information Network (ACCJIN) connection currently provides BART access to electronic records for local arrest warrants, juvenile records, as well as 2011 Realignment Legislation information, and the ability to search and update warrants. This connection was established in 2010 under membership to the Contra Costa County Office of the Sheriff Automated Regional Information Exchange System (ARIES). ARIES allows the BART Police Department to share and integrate criminal justice information to increase BART's effectiveness and criminal justice as a whole in fulfilling the BART Police Department roles and duties under the law.

All costs for the connection to ACCJIN as well as ARIES were covered by Urban Areas Security Initiative (UASI) funding through 2014. There are no actual or projected UASI grant funds to pay for the cost of the connection to ACCJIN or the ARIES membership in the coming years.

Service/Capacity/ Customer Satisfaction

Daly City Shop Graveyard Shift \$1.3M, 9.0 FTE
This shop capacity enhancement supports the Warm Springs Extension by allowing RS&S to provide additional cars for revenue service. Adding a graveyard shift at Daly City shop will support an additional four cars for revenue service, which can be used for (a) lengthening trains during peak periods and/or (b) providing Millbrae-SFO shuttle service during the weekdays. In order for RS&S to provide additional rail cars, regular car maintenance and car modifications and overhauls will need to be conducted at a higher rate. Nine positions including seven (7) transit vehicle mechanics, a foreworker, a utility worker and non-labor funding are required to create the graveyard shift with the goal of decreasing the time that cars are out of service.

Transportation and System Service Department Personnel \$0.4M, 2.0 FTE
The Transportation and System Service (T&SS) department has the lowest manager-to-employee ratio in the District with only 16 managers to oversee approximately 1,100 employees. As a result, the Chief Transportation Officer (CTO) is forced to directly oversee a number of line and administrative functions. To resolve this problem, T&SS is adding two new positions to better manage operations. A Group Manager of Operating Support & Review is needed to manage the day-to-day operations of Rail and Station Programs for the District. This Manager will also assume oversight of the budget and administrative functions for the Department. In addition, the Group Manager will directly supervise the Transportation Training unit, which provides training for all ATU employees in T&SS. This new position will allow the CTO to focus on assisting the Assistant General Manager with global issues that affect all of T&SS. A new Transportation Operations Manager is also being added to manage the Pittsburg/Bay Point to 12th St. Line, which will provide front line oversight of field supervisory staff in all facets of line operations.

Storekeepers to Support Shop Efforts \$0.3M, 3.0 FTE
Increasing the number of shifts worked at the Hayward maintenance facility and at the Daly City shop requires additional resources from the Procurement Department. The Logistics Division does not have the current staff to meet the material supply needs of the new work shifts. Two personnel will be required at the Hayward facility and one additional storekeeper will be required at Daly City.

Paramedic Service Hours \$0.1M
This initiative would increase the hours for stand-by emergency and advance life support services at both ends of the Transbay Tube to further reduce train delays caused by medical emergencies. Currently the District contracts with two companies to provide these services. One agreement covers the four downtown San Francisco stations, where paramedic support is available weekdays during the peak travel times of 6-9 a.m. and 3-7 p.m. The other agreement covers West Oakland Station, where paramedic support is available weekdays during the peak travel times of 6-9 a.m. and 3-6 p.m. A number of medical events have occurred outside the current support period. This funding would extend the support at both stations to 6-10 a.m. and 3-8 p.m. Increasing the hours of medical support would allow for quicker response to medical emergencies and help to get trains back on schedule.

eBART Start-Up Funding \$3.4M Capital
This funding is critical for the successful start-up, testing and commissioning, and pre-revenue phases of the eBART service, ensuring the system will be ready for revenue service in December 2017. As the District undertakes this new technology start-up, it is essential to successfully lay the ground work for this project and any future Diesel Multiple Unit (DMU) extensions. The funding includes 6.5 positions, because a trained eBART start-up team is needed in place by April 2016. Non-labor funding includes professional services for start-up and technical expertise, field office and associated cubicle build-out, radios, vehicles, etc. The tasks include development of operating rules and procedures to comply with CPUC requirements, establishment of a temporary facility on the extension, developing start-up and testing activities, providing input to project design and construction, training, recruiting, etc. Further funding will be required in FY17, currently estimated at approximately \$8M.

Sustainability/Customer Satisfaction

Sustainability/Environmental Management \$0.8M, 1.0 FTE
The Sustainability/Environmental Management System (EMS) project scope proposes a two-year timeline to reach full implementation with ISO certification following in FY18. This proposal includes a Group Manager to integrate the EMS and Energy divisions, with the Energy Division being reorganized from Operating Budgets to Planning, Development & Construction as part of this initiative. It also includes professional services for planning and engineering consultant costs and EMS strategic and implementation support. BART needs a formalized Sustainability Plan to achieve its policies, and the APTA sustainability commitment. This will result in resource efficiency, long-term cost savings, and internal and external environmental accountability. Major efforts for FY16 include development of the Sustainability Action Plan: Targets, Baseline, Action Plan, GHG cost effectiveness study, Monitoring and Accountability, and Energy Policy.

Car Cleaning Personnel \$0.3M, 4.0 FTE
Because trains have become very crowded in recent years and staffing cuts were made in prior years, the overall cleanliness level of the rail cars has decreased. BART 2014 Customer Satisfaction Survey results indicate that interior cleanliness is important to customers and the current level of cleanliness does not meet their expectations. As ridership continues to increase, additional positions are required to conduct a more thorough and heavy duty cleaning of floors and car seats.

Customer Engagement Software \$0.2M
Due to increases in the volume of customer contacts and new technologies available, BART will invest in CRM (Customer Relationship Management) software. The software offers a suite of cloud-based services to manage customer service, marketing and communication tasks and measure effectiveness. The suite features three elements: (1) Service Cloud is a best-of-breed customer service application and provides a unified platform for the BART call center and customer service staff to improve and expedite customer support and case management. Service Cloud also allows for more granular issue tracking and reporting and provides multichannel support for customers (mobile, email, web, social). The platform integrates with (2) social media software for the Communications Department, which is a robust tool to listen, engage, quantify and assign sentiment to conversations in the social space. Finally, (3) Marketing Cloud provides email, mobile and social media marketing tools and web personalization software to deliver customized, trackable marketing experiences to BART.

Environmental Compliance Personnel \$0.1M, 1.0 FTE
Additional environmental staff is necessary to support new regulatory requirements, the Strategic Plan - Sustainability, BART Environmental Policy, and WSX/eBART/HMC projects. BART became

subject to the State's Municipal Separate Storm Sewer System (MS4) Permit in July 2013. The permit regulates the discharge of pollutants to the District's storm drains. It phases in over five years with extensive operating, monitoring, and reporting requirements that impact all District operations. The permit cannot be developed and administered with current staffing. This initiative will also support the District's Environmental Management System (EMS) by developing and implementing an environmental audit program. At current staffing, environmental compliance inspections are only conducted when outside regulatory agencies conduct inspections. As a result, BART's environmental compliance is reactive rather than proactive. The environmental audit program will provide regular internal inspections, corrective action, and management review.

Police Administrative Specialist \$0.1M, 1.0 FTE
The Police Department seeks to improve workflow and workload efficiency with the addition of a Police Administrative Specialist (PAS) position. The BART Police Citizen Review Board has set a goal for the department that any Internal Affairs (IA) complaint against an officer be received and properly investigated within six months. The new PAS position would work within the Office of Internal Affairs. This initiative will relieve officers in the Internal Affairs Unit from administrative tasks that could be better handled by an administrative professional, allowing for a more efficient and effective use of the sworn law enforcement officers' time.

System Reinvestment

Enterprise Asset Management System \$2.8M, 4.0 FTE
The District is continuously improving its Enterprise Asset Management (EAM) capability. At the heart of this program is Maximo (maintenance program) and OBIEE (Oracle Business Intelligence Enterprise), the District's Enterprise Reporting Engine (ERE).

Enterprise Asset Management: After the successful Maximo 7.5 upgrade, BART has a platform that allows full deployment of new features and functionalities as part of the Maximo roadmap. The Maximo Asset Management (AM) strategy will support System Safety and system expansion needs, increase efficiency and support Asset Management best practices and strategic goals. This will require staff, consulting services, and purchase of additional licenses to keep BART in compliance with IBM licensing agreement.

Performance Management: As part of the AM and Knowledge Management (KM) strategy, Performance Management will be implemented to help define and measure progress toward organizational goals. In order to successfully manage and evaluate programs' performances and effectiveness, an expanded usage of Business Analytics would allow users to track Key Performance Indicators (KPI), service level trends and risks. Staff will architect and design the warehouse, design and map out Maximo data and build dashboards for end-users.

There is significantly more system functionality available to implement in support the Asset Management Strategy. The Maximo roadmap includes a comprehensive plan to roll-out these new features, as well as introduce new applications such as Maximo Health, Safety and Environment (HSE) that can support the District's Safety Strategic plan, on-boarding of eBART, mobile technology and support to the new fleet.

Rail Vehicle Engineering Personnel \$1.0M, 6.0 FTE
Rolling Stock & Shops (RS&S) currently has 11 engineers working on vehicle systems engineering, new rail car engineering and incident investigations. The engineers are responsible for providing engineering reviews for parts purchases, conducting design improvements for parts and equipment, updating maintenance manuals and drawings, validating maintenance and production processes,

determining root cause failure investigations and directly supporting primary and secondary shop maintenance activities. In addition, if an incident occurs on mainline, engineers can be required to respond immediately to expedite restoration of normal operation. Although the existing engineers have been working a considerable amount of overtime hours, there is still a huge backlog of engineering work for the existing rail cars. Hiring six (6) engineers will help RS&S support increasing demands for service-ready cars.

Track Personnel \$0.7M, 6.0 FTE

The District needs a relief shift for its Track Geometry/Tamping program. In 2014 the District had multiple locations that required reductions in class and speed because of poor geometry due in part to equipment availability and lack of a dedicated crew to perform these tasks. The District is addressing this problem with the purchase of two large mainline switch tampers, a dynamic stabilizer and ballast regulator. There have also been extensive repairs to the antiquated tamper and ballast regulator for the purpose of maintaining a surfacing program until new equipment arrives a year from now.

Contract/Procurement Support \$0.3M, 2.0 FTE

The volume and complexity of contracting documents and special handling required for security sensitive information-related procurements continues to increase. This initiative provides for support functions in the Offices of the Controller/Treasurer and the District Secretary which have been heavily impacted. The District Secretary's Office will add a Senior Administrative Analyst to meet the increased need to support staff in contract/procurement management, records management in compliance with statutory requirements, and communication with members of the public. In the Controller/Treasurer's Office there has been a significant increase in the functions of the Insurance Analyst. As a result of the unbundling of contracts and additional projects coming online, such as HMC, Earthquake Safety Program and WSX, the amount of contracts has more than doubled and the number of permits have increased by over 50%. This has slowed the review, audit and compliance process and created a significant backlog of contracts for the current Insurance Analyst. The lack of staffing in the Insurance Department has been identified as an issue in the procurement process and causes delays.

Budget and Planning Software \$0.3M

The District's Budget and Planning System is becoming outdated; has limitations in supporting electronic data transfers between the human resources, budget, and accounting systems, and; creates a potential risk of not being able to generate the budget on time. BART is investing in new budget and planning software that will bring significant improvements in functionality and will allow the operating and project budget staff to (a) prioritize and approve necessary projects based on financial goals and Key Performance Indicators (KPIs); (b) help drive project change decisions by forecasting financial implications of on-going projects; and (c) evaluate the financial impacts of new projects to on-going projects. The FY16 initiative provides funding for the first year of a two-year project.

Workforce Development Grant Match \$0.3M

In December 2014, the District submitted a grant proposal to obtain funding for the Federal Transit Administration's Ladders of Opportunity Initiative 2014, in the amount of \$1M. The proposed Transit Career Ladders Training Program is designed to meet the District's future workforce needs by offering 20 employees, in non-technical positions, an alternative pathway into Electrician and Electronic Technician classifications. The goal of the program is to bridge the knowledge and skills gap that has been identified through the District's recruitment and selection efforts. This program partners externally with local Workforce Investment Boards (WIB) and Bay Area Community

Colleges, targeting Bay Area underutilized populations. The FY16 budget allocation of \$250K requested is a place holder amount with plans for the balance of funds to be requested upon grant award. The program is planned for March 2015 (FY15) through January 2017 (FY17) with costs to be covered through \$1M in grant funding and \$937K in BART matching funds to pay for the backfill of hours while employees attend classes.

Train Control Personnel \$0.2M, 2.0 FTE

While 9% of delay incidents are initiated by train control failures, 19% of late trains are attributed to train control. Response to train control issues is dependent on the Central Manager calling a foreworker or manager and locating a train control crew to address the problem. Because crews are not dedicated to mainline response, they must often shutdown the work they are engaged in to respond to the failure. This leads to unnecessary delay in dealing with the issue. This proposal funds train control technician positions by line, allowing for a quicker response to train control delays. It is expected that adding these positions will provide a 15% improvement to response time, which should translate into a corresponding reduction in delayed trains.

Asset Management Manager \$0.2M, 1.0 FTE

Asset Management responsibility was moved to Operations Planning in FY15. Two positions came with this responsibility, which have resulted in two hires; one specializing in data and one specializing in risk. Since inception of the program in 2012, a third position has been envisioned that would direct the program and provide leadership and coordination across BART. This year, with adoption of the ISO 55000 implementation structure, coordination of the asset management program with the Strategic Plan, Workforce Plan, Knowledge Management, the Capital Improvement Program, longer term financial planning, and other roles will require this third position. The data and risk specialists will be occupied with coordinating the asset-level improvement programs.

Cathodic Protection Personnel \$0.2M, 1.0 FTE

The Transbay Tube (TBT) is the single most critical asset for District operations. The corrosion of the TBT steel shell is mitigated by an active cathodic protection (CP) system of 30 anodes along the entire 3 mile length. This request is for additional staffing to establish a CP program to protect the TBT from corrosion. Previous staffing was two engineers working part time on CP and the effort was not continuous. Presently, only one engineer is working on CP projects part time, the other engineer is working on the Silicon Valley Berryessa Extension Project.

Better BART Polling and Public Education \$0.2M

This initiative supports research to help BART decide whether to consider a ballot initiative to fund improvements to the BART system. It also provides resources to help inform the public about the aging BART system, the need to increase capacity to relieve crowding, and the investments needed to restore BART to a source of pride among Bay Area residents. Collateral created under this program will include a "url" that points to a new Better BART web page that the public can reference to learn more.

OCIO Network Engineer \$0.2M, 1.0 FTE

The Office of the Chief Information Officer (OCIO) is proposing to create a dedicated Network Engineer position to support an enterprise environment. With this position in place, the OCIO will be able to augment the current Cybersecurity team, ensuring that all appliances and services are installed in a safe, secure and sustainable manner. This position will have a direct impact on BART employees by creating a faster and more reliable network.

FY16 Proposed Initiatives - Summary

OPERATING	Pos.	Labor	Non-Labor	Total
Compliance				
Grounds Personnel – ROW Safety	7.0	723,667	0	723,667
Civil Rights – Prevailing Wage Monitoring Personnel	1.0	155,142	100,000	255,142
Financial Advisory Services	-	0	100,000	100,000
Sheriff Information Exchange System	-	0	49,000	49,000
Service/Capacity				
Daly City Shop Graveyard Shift	9.0	1,177,377	139,530	1,316,906
Transportation & System Service Personnel	2.0	437,121	0	437,121
Storekeepers to Support Shop Efforts	3.0	310,143	0	310,143
Paramedic Service Hours	-	0	139,109	139,109
Sustainability/Customer Satisfaction				
Sustainability/Environmental Management	1.0	218,300	550,000	768,300
Car Cleaning Personnel	4.0	348,622	0	348,622
Customer Engagement Software	-	0	220,000	220,000
Environmental Compliance Personnel	1.0	134,575	0	134,575
Police Administrative Specialist	1.0	117,187	0	117,187
System Reinvestment				
Enterprise Asset Management	4.0	755,323	2,045,083	2,800,406
Rail Vehicle Engineering Personnel	6.0	978,558	0	978,558
Track Personnel	6.0	730,676	0	730,676
Contract/Procurement Support	2.0	314,942	0	314,942
Budget and Planning Software	-	0	300,000	300,000
Workforce Development Grant Match	-	250,000	0	250,000
Train Control Personnel	2.0	243,559	0	243,559
Asset Management Manager	1.0	218,300	0	218,300
Cathodic Protection Personnel	1.0	218,300	0	218,300
Better BART Polling & Public Education	-	0	205,000	205,000
OCIO Network Engineer	1.0	179,594	0	179,594
OPERATING TOTAL	52.0	7,511,386	3,847,721	11,359,107
CAPITAL				Total
Service/Capacity				
eBART Start-Up Funding				3,367,911
CAPITAL TOTAL				3,367,911

Stations and Access Initiatives

(Funded by estimated revenue from Parking Program modifications)

Customer Access

MacArthur Plaza and Placemaking \$0.9M Capital
Initiative would implement MacArthur plaza improvements to better link BART faregates to the intermodal, TOD and surrounding community, and incorporate new high-capacity bike storage. The objective is to create a safer station area, and encourage alternative access modes.

Wayfinding \$0.4M Capital
The District has made substantial progress during the past few years on improving wayfinding in stations through implementation of early phases of the program. The purpose of this program is to enhance the customer experience by helping customers navigate the BART system and make connections to other transit and local destinations. This investment would contribute towards implementation of Phase 3 of the Wayfinding program and leverage external funds.

Bike Programs \$0.35M Capital, \$50K Operating
This group of projects will accelerate station access via bicycles by increasing the amount of secure bike parking including addressing locker expansion and implementing the bike parking capital plan. This program also includes operating funds for bike stations. The funds may also be used to market bicycle programs, including bike route maps and signage, and to educate riders about BART's bicycle rules.

Last Mile Investments and Studies \$0.3M Capital
In the C-Line last mile pilot study, BART surveyed existing first mile/last mile connections at selected stations, evaluated the need for improved access, surveyed the recent work by BART and other agencies, developed potential new strategies internally and with stakeholders, and recommended an implementation prioritization plan for a variety of strategies for improving non-auto access to the stations. This project would implement some of the improvements identified in this study, or other access studies. The study framework would be used to conduct a similar analysis along additional corridors.

Embarcadero Station Elevator – Preliminary Engineering \$0.3M Capital
The Embarcadero Capacity Study has identified the need to advance to preliminary engineering the design of a new Embarcadero elevator, to position the District for emerging funding opportunities.

Intermodal Safety Improvement Program \$0.2M Capital
There are 27 BART stations with off-street bus intermodal facilities that enable passenger transfers from BART to local bus services throughout the region; however, the intermodals are mostly in a state of disrepair. These deficiencies create safety and/or security risks and discourage bus use. This project would develop an inventory and conditions assessment of the bus-related assets, and subsequently develop a prioritized maintenance and capital improvements plan. The data generated will fit within the District's broader Asset Management framework.

Plaza Activation Pilot \$0.2M Capital
This pilot program will implement plans to activate selected urban plazas in an effort to improve safety, customer-experience and quality-of-life, with a focus on 16th Street - Mission.

Warm Springs/South Fremont Station West Side Pedestrian Bridge \$0.1M Capital
These funds will support environmental, design and implementation of West Side Pedestrian Bridge improvement to connect to communities at the Warm Springs/South Fremont BART Station.

Sustainability/Customer Satisfaction

System Service Personnel \$1.1M Operating, 12.0 FTE, \$0.1M Capital
This initiative will improve station cleanliness, with equipment and twelve (12) new System Service Workers located at busy BART stations. The new staff would allow for extra coverage on morning and afternoon shifts at BART's highest passenger volume stations to keep stations cleaner. Passenger satisfaction with the new initiative will be measured by the quarterly Passenger Environment (PES) numbers for Station Cleanliness.

Public Safety Initiative \$0.6M Operating, 4.0 FTE
This action will enable the BART Police Department (BPD) to expand its presence in downtown San Francisco, and support the Crisis Intervention Team (CIT).

R-Line System Service Supervision \$0.3M, 2.0 FTE
Two new System Service Supervision positions along the R-Line are needed to support the additional system service workers. These staff will also manage cleaning activities at the Oakland Shops, the Treasury building, Lake Merritt building, BART-to-OAK, and coordinate truck delivery of cleaning supplies throughout the system.

Art Program Initiation \$0.2M, 1.0 FTE
The Art Program Manager will implement the forthcoming Board-adopted Art Policy. The Manager will promote innovation and improve customer satisfaction and engagement through art projects. They will lead art project planning and implementation; development of an art strategic plan; grant writing and fundraising; art procurement; contract administration; education, and community engagement; conservation and repair of artwork; and other tasks as identified.

Sustainability Program – Recycling Phase 1 \$0.9M Capital
In FY15, BART implemented a recycling pilot program to identify the type of recycling/trash receptacle that promotes recycling, best meets BART staff needs, improves operating labor efficiency, and reduces waste management fees. Based on the results from the recycling pilot program, funding from this initiative will purchase and install a first phase of the recycling program at initial stations.

Pigeon Abatement \$0.7M Capital
Pigeons have created a significant challenge to station cleanliness, safety and the overall customer experience. This initiative would fund on-going efforts to permanently seal or modify roosting areas and thus significantly reduce the pigeon population at BART stations. With annual funding, BART maintenance staff is able to seal roosting locations at four stations per year and adding additional staff will allow BART to increase the number of stations achieved per year.

Stations Refresh – Expansion \$0.4M Capital
The expansion of this existing program will provide capital support for key station initiatives including deep-cleaning and small scale station facilities investments to improve the customer environment and ensure that BART is safe, convenient, friendly and reliable (and could possibly include re-opening selected restrooms).

Lake Merritt Customer Service Center Modernization \$0.3M Capital
The Lake Merritt Customer Service Center project will create a more aesthetically pleasing and customer-friendly store front; upgrade the façade including the service windows, drawers, and microphones; improve ADA accessibility; and improve the workspace for BART employees.

System Resiliency/Climate Change Adaptation \$0.2M Capital
The FY15 FTA-funded climate change adaptation pilot evaluated sea-level rise, riverine flooding, and downpour future scenarios for four assets within the Oakland study area. The resulting risks ranged from low to high. The pilot was evaluated only the Oakland area. This study will expand the vulnerability and risk assessment District-wide in order to inform asset management and capital projects, and enable updates to the BART Facilities Standards (BFS).

Energy Storage Pilot Project \$0.2M Capital
These funds will support the development of a demonstration project to test energy storage (i.e., battery) at one or more BART stations, in order to efficiently manage energy use.

System Reinvestment

Grounds Personnel – Stations and ROW \$0.6M, 6.0 FTE
This initiative will help to staff the needs of the Track and Grounds department to increase the number of grounds-related maintenance crews. Having additional station and right-of-way crews will have a significant impact on station cleanliness, parking lot cleanliness, removal of trash and downed trees within the ROW and BART’s ability to properly maintain existing landscape and irrigation resources.

Stations Folders – Phase I \$0.4M Capital
BART has piloted a Stations Folder enterprise web application that lets employees use District-based maps to access information from multiple data sources. This features an enterprise web application that allows employees to use an intuitive map to access information. BART now intends to bring the pilot application into District-wide production, which will aid business operations by enabling access to critical information for field work and planning.

FY16 Stations & Access Projects* - Summary

OPERATING	Pos.	Labor	Non-Labor	Total
Customer Access				
Bike Programs - Operating	-	0	50,000	50,000
Sustainability/Customer Satisfaction				
System Service Personnel	12.0	1,053,667	0	1,053,667
Public Safety Initiative	4.0	595,889	23,040	618,929
R-Line System Service Supervision	2.0	260,183	0	260,183
Art Program Initiation	1.0	207,905	0	207,905
System Reinvestment				
Grounds Personnel - Stations & Right-Of-Way	6.0	620,286	0	620,286
	OPERATING TOTAL	25.0	2,737,930	73,040
				2,810,970

CAPITAL				Total
Customer Access				
MacArthur Plaza & Placemaking				900,000
Wayfinding				400,000
Bike Programs - Capital				350,000
Last Mile Investments and Studies				300,000
Embarcadero Station Elevator - Preliminary Engineering				250,000
Intermodal Safety Improvement Program				150,000
Plaza Activation Pilot				150,000
Warm Springs/South Fremont Station West Side Pedestrian Bridge				100,000
Sustainability/Customer Satisfaction				
Pigeon Abatement				715,338
Station Refresh - Expansion				400,000
Lake Merritt Customer Service Center Modernization				300,000
System Resiliency/Climate Change Adaptation				200,000
Energy Storage Pilot Project				150,000
System Service - Capital				69,000
Sustainability Program: Recycling Phase I				868,000
System Reinvestment				
Station Folders - Phase I				400,000
	CAPITAL TOTAL			5,702,338

* Funded by estimated revenue from Parking Program fee modifications

FY16 Budget Initiatives Considered, But Unable to be Funded

OPERATING				
Description	FTE	Labor	Non-Labor	Total
Additional expenses associated with BART-to-OAK, including extra miles, hours, and contractor bonus payment.	0.0	\$0	\$175,412	\$175,412
Senior Financial Planner shared between Operations Planning and eBART/BART-to-OAK.	1.0	149,796	0	149,796
Dedicated Maintenance Workers for Station Access Improvements.	4.0	487,117	0	487,117
Bus Bridge Staffing during Planned Service Interruptions.	0.0	65,000	0	65,000
Center for Independent Living Partnership.	0.0	0	99,000	99,000
Procurement Department Modernization - New Procurement Vendor Portal.	1.0	134,017	0	134,017
Procurement Department Modernization - Staff Training.	0.0	0	50,000	50,000
Police Administrative Specialist - Security and Emergency Management Programs.	1.0	117,187	0	117,187
Additional Critical Asset Patrol (CAP) team. <i>Department has applied for federal grant and funding of this initiative will be decided based on the outcome of that application.</i>	4.0	675,943	23,040	698,983
Police Administrative Specialist Positions. <i>One of three requested positions will be funded through FY16 initiative.</i>	2.0	234,375	0	234,375
Additional BART Police Dispatch Staffing.	3.0	373,348	0	373,348
Unbundle and support for the On-call Small Business Supportive Services (SBSS).	0.0	0	400,000	400,000
Additional Title VI Fare Equity Analysis and Public Outreach.	0.0	0	100,000	100,000
Expansion of District's Diversity Program. <i>Ongoing funding of \$25,000 was provided in the FY15 budget.</i>	0.0	0	50,000	50,000
Additional Property, liability and Cyber Liability Insurances.	0.0	0	2,000,000	2,000,000
Worker's Compensation Fees. <i>Department will fund out of existing budget.</i>	0.0	0	377,137	377,137
Employee Assistance Program/Drug and Alcohol Program fees. <i>Department will attempt to extend the current contract and place a new contract out to bid in an attempt to lower the fees.</i>	0.0	0	216,771	216,771
Workforce Development Programs. <i>The office has also applied for an FTA workforce development grant that is more targeted than the overall program. BART will fund the local match of the FTA grant if it is awarded.</i>	1.0	147,755	100,000	247,755
Permanent position to process BART Identification Cards.	1.0	107,236	0	107,236
Program Manager - Knowledge Management.	1.0	207,905	0	207,905
Capital Program Management System solution for construction/project management processes.	0.0	0	1,500,000	1,500,000
Enhance Enterprise Resource Planning (ERP) with new modules and services.	0.0	0	500,000	500,000
Commercial Fiber: Sales Expansion & Asset Management.	1.0	152,384	0	152,384
Additional AFC Foreworker.	1.0	133,885	0	133,885

FY16 Budget Initiatives Considered, But Unable to be Funded (continued)

OPERATING	Description	FTE	Labor	Non-Labor	Total
	Additional AFC Technicians.	3.0	365,338	0	365,338
	Increase Engineering Staff for Maintenance Support.	4.0	636,470	0	636,470
	Cathodic Protection - Senior Engineer. <i>BART will fund one of two requested positions (Program Manager II) through the FY16 initiative process.</i>	1.0	179,594	0	179,594
	Escalator and elevator renovation program.	3.0	787,045	0	787,045
	Material Expeditor and Tool Room Attendant to support the Elevator/Escalator Department.	2.0	214,012	0	214,012
	Data encryption and EMV (Europay MasterCard Visa) card capability (credit cards with embedded chips).	1.0	179,594	0	179,594
	Additional Communications Electronic Technicians.	2.0	243,559	7,200	250,759
	Additional Senior Telecommunications Technicians.	2.0	163,107	25,000	188,107
	Additional Train Control Technicians. <i>BART will fund two of the four requested positions through FY16 initiatives.</i>	2.0	243,559	0	243,559
	System Simulation and Scheduling Software.	0.0	0	200,000	200,000
	Temporary Position: Program Manager 1 - Performance Management & Reliability Engineering (succession planning).	1.0	207,905	0	207,905
	System and Station Capacity Model.	0.0	0	37,500	37,500
	Transit Vehicle Electronic Technicians.	6.0	730,676	0	730,676
	Increase RS&S Training and Development.	10.0	1,456,200	0	1,456,200
	Operations Supervisors (A/L/S Operations Supervisors).	1.0	172,550	0	172,550
	Operations Supervisors (C/K Operations Supervisors).	1.0	172,550	0	172,550
	Transportation Line Manager for A/L/S Line. <i>BART will fund a C/K Line Manager through an FY16 initiative.</i>	1.0	207,905	0	207,905
	Hayward Test Track Management.	1.0	172,550	0	172,550
	Operating Total	62.0	9,118,562	5,861,060	14,979,622

CAPITAL	Description	TOTAL
	Intermodal Assets Inventory and Conditions Assessment.	172,500
	Capital Collateral for the Small Business Bonding Assistance Program (SBBAP). Funding for this program can come from other sources.	3,450,000
	OCIO Infrastructure - Business Computing Hardware.	575,000
	Improved Real Time Delivery System for BART.gov.	241,500
	Commercial Fiber - <i>Capital</i>	230,000
	Data encryption and EMV (Europay MasterCard Visa) card – <i>Capital</i>	3,243,000
	Passenger Information Systems study to analyze inconsistent information.	416,926
	Extend Elevator/Escalator Remote Monitoring System (RMS) to all escalators and elevators.	220,800
	Support Integrated Control System (ICS) functions.	210,111
	Enhance Sequential Occupancy Release System (SORS).	224,819
	TVM Modifications to Dispense Clipper Smart Cards.	9,545,000
	Asset Management Program implementation of International Organization for Standardization (ISO) 55000.	586,500
	Peak Incentives Pilot Program to Address Short-Term Capacity Constraints.	400,000
	Wheel truing machine for Concord Shop.	15,000,000

FY16 Budget Initiatives Considered, But Unable to be Funded (continued)

CAPITAL	Description	TOTAL
	A2/B2 Car Batteries Replacement. <i>RS&S plans to address this situation through additional engineering resources that will be funded as an FY16 initiative.</i>	712,988
	Car Lifts (Daly City shop and Richmond Shop).	20,000,000
	C Car Propulsion Modification. <i>RS&S plans to address this situation through additional engineering resources that will be funded as an FY16 initiative.</i>	1,303,094
	C1/C2 Car Auxiliary Power Supply Equipment Replacement. <i>RS&S plans to address this situation through additional engineering resources that will be funded as an FY16 initiative.</i>	5,000,000
	A2/B2 Car HVAC. <i>RS&S plans to address this situation through additional engineering resources that will be funded as an FY16 initiative.</i>	1,010,032
	C Car Cab Windows Replacement.	3,255,220
	Hayward Test Track – <i>Capital</i>	207,905
	Capital Total	66,005,394

Fare Modification for Future Consideration

YOUTH DISCOUNT EXTENSION

When the Board extended BART's productivity-adjusted inflation-based fare increase program through 2020, the Board directed staff to analyze other fare options. Staff performed a preliminary Title VI equity analysis of these alternatives, and the Board directed staff to continue to study extending the age at which BART offers youth a discounted fare, which is now from age 5 through 12 years. Riders in this age range currently receive a 62.5% discount to the regular fare. Children under the age of 5 ride for free. Students at participating middle and high schools receive a 50% discount by using a ticket color-coded orange.

Staff developed three options for extending the discount and calculated estimated ranges of annual revenue impacts, as shown in the table below. Annual revenue impacts reflect giving the discount to current full fare riders as well as generating new revenue from new riders. The maximum value of the range assumes that all current full fare riders age 13-17 get the discount by obtaining a Clipper Youth card or red mag stripe ticket, and the range's lower end assumes that one-half of these riders do so.

Issues remain to be resolved regarding extending the youth discount, including the need for regional consistency of youth age definition and discount level offered; the necessary Clipper modifications, which cost up to \$1.5M depending upon the discount option selected; and funding the revenue loss associated with extending the discount. Additionally, preliminary Title VI findings show that the age 5-12

rider group is more minority and low-income than BART's overall ridership. Staff will be discussing these issues with the Board in the upcoming fiscal year.

Annual Revenue Impact Estimate Range (in Millions)	
A. 50% age 5 thru 17	\$1.5 - \$3.0
A. 50% age 5 thru 18	\$1.9 - \$3.7
B. 62.5% age 5-12; 50% age 13 thru 17	\$1.8 - \$3.5
B. 62.5% age 5-12; 50% age 13 thru 18	\$2.2 - \$4.2
C. 62.5% age 5 thru 17	\$2.3 - \$4.6
C. 62.5% age 5 thru 18	\$2.8 - \$5.6

8. FY16 Budget Board Review Schedule

Board Meeting Date	Title
2/26/2015	FY16 Financial Priorities
4/23/2015	FY16 Preliminary Budget Overview Action: Consider motion to set date for public hearing on Preliminary Budget
5/14/2015	FY16 Preliminary Budget Sources, Uses and Service Plan
5/28/2015	FY16 Capital Budget Public Hearing on FY16 Annual Budget Action: Consider resolution to adopt annual Proposition 4 Limit
6/11/2015	Action: Consider resolution to adopt the FY16 Annual Budget

ORGANIZATION CHART DEFINITIONS

OPERATING POSITION

Positions to be funded through operating resources in the FY16 Preliminary Budget.

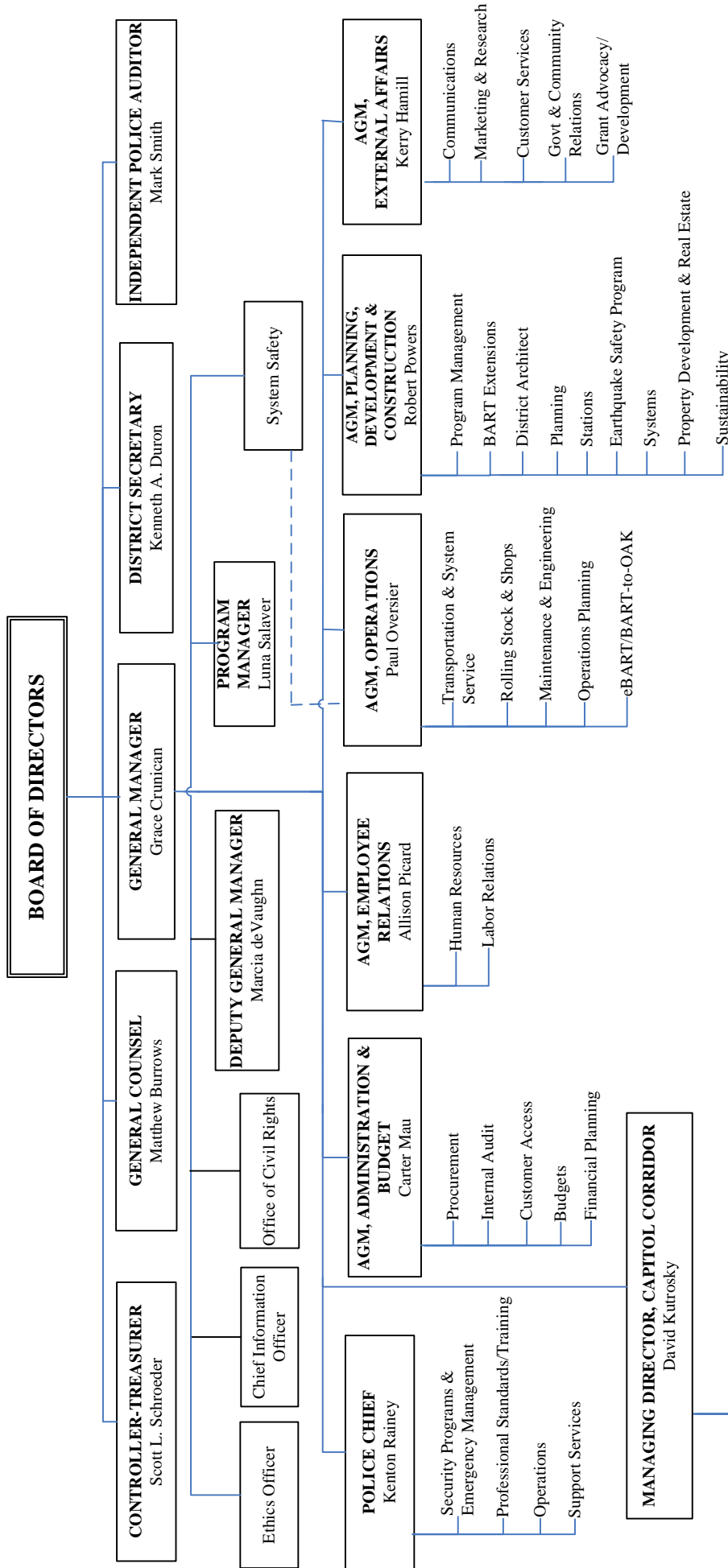
CAPITAL PROJECT SPECIFIC POSITION

Positions to be funded by specific Capital projects in the FY16 Preliminary Budget.

REIMBURSABLE POSITION

Positions to be funded by agency/entity other than BART in the FY16 Preliminary Budget (e.g., MUNI Maintenance, Capitol Corridor).

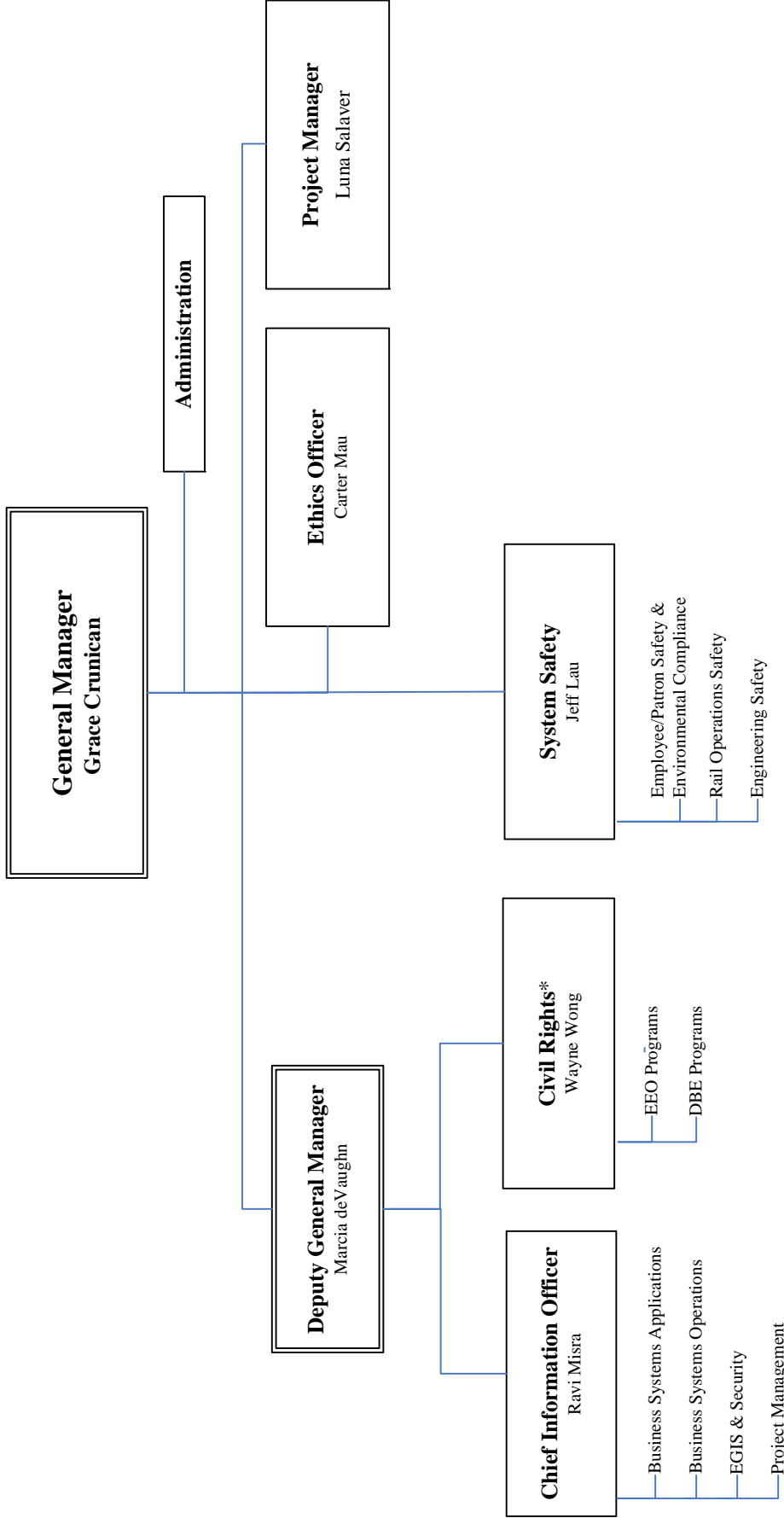
**SAN FRANCISCO BAY AREA RAPID TRANSIT
FY16 Preliminary Budget
ORGANIZATION CHART**



<u>Total Headcount</u>			
	Total	Allocation	Net
Operating	3,218.6	(48.0)	3,170.6
Capital	431.8	48.0	479.8
Reimb.	41.0	-	41.0
Staff	3,691.4	-	3,691.4

GENERAL MANAGER OFFICE - 01

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	100.3
Capital	9.8
REI	-
Staff	110.0

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

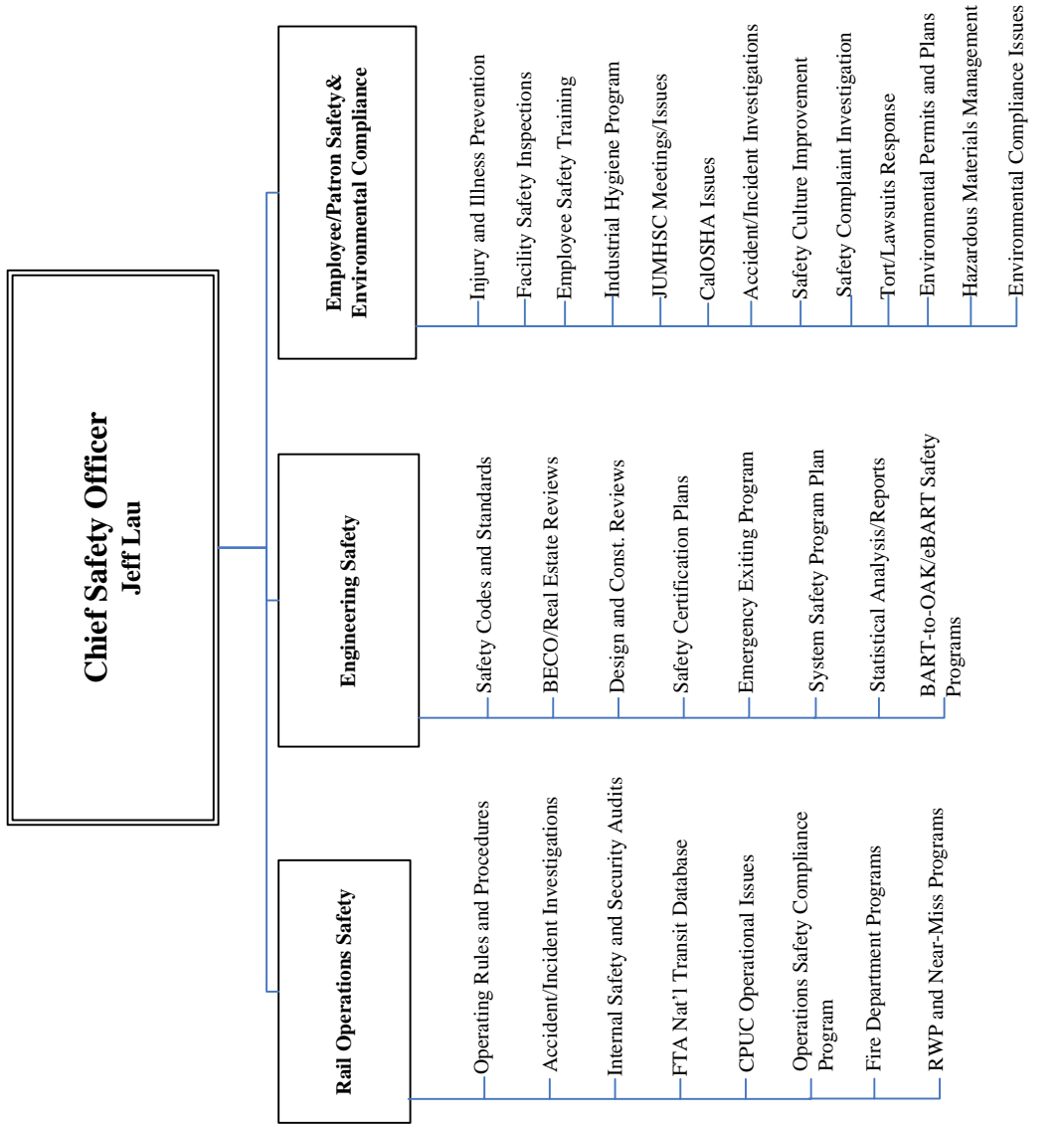
FY16 Goals & Objectives - General Manager

II. BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives
1. Identify in Work Plan high-priority projects and programs and develop specific implementation action items.	1. a. Implement "action items" laid out in FY16-17 General Manager Work Plan. Review with Board as necessary.
2. Provide members of the Board of Directors with timely and accurate information and recommendations necessary to make policy decisions regarding the organization.	2. a. Produce Quarterly Financial Reports and Operations Quarterly Performance Reviews that show current organization financial status, achievements and progress towards stated goals.
3. Ensure that the District functions in a cost effective manner to deliver its agenda of high-quality customer service, system renovation and expansion, sustainability goals and regional transportation leadership as guided by the Strategic Plan and Asset Management Program.	3. a. Lead, manage, direct and develop all employees so that the goals and objectives of the District are accomplished on schedule and within budget. Develop key performance indicators to measure efficiency. Integrate capital improvement planning and asset management to prioritize the expenditure of limited capital funds.
4. Carry out development and delivery of the District's programs and projects, ensuring coordination and consultation with our many internal and external partners.	4. a. Direct and guide staff to meet performance measures through practices consistent with BART's good neighbor policy. Advance Stations, TOD and Station Retail Programs and leverage local funding, as appropriate.
5. Invest in our current and future work force development, wellness and safety.	5. a. Implement employee safety initiatives, training opportunities and district wide wellness programs. Develop a succession plan and workforce retention strategy.
6. Work towards increasing diversity in hiring and contracting and meeting District goals.	6. a. Continue work to provide equal employment opportunities at all levels of the organization and expand programs to increase MBE/DBE/WBE and Small Business participation in District contracts.
7. Maximize financial assistance to the District through an effective legislative and government relations agenda.	7. a. Secure funds programmed for allocation to BART for FY16 and oversee efforts to secure future funds for the District from traditional and non-traditional sources.
8. Provide leadership in the ongoing efforts to build and strengthen community confidence in BART.	8. a. Improve communication through outreach and regular communication with elected officials, community leaders/groups, unions and BART customers.
9. Maintain leadership and continue development of innovations in technological enhancements for the District.	9. a. Provide direction and promote continuing progress in the District's pursuit of technological advances to improve quality, security, performance and cost effectiveness of service delivery.

SYSTEM SAFETY DEPARTMENT - 1303

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	14.0
Capital	4.0
REI	-
Staff	18.0

FY16 Goals & Objectives - System Safety Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
1 Implement the FTA and CPUC Safety Regulations as they relate to Rail Operations	1 a Review and update the District's Operations Rules and Procedures Manual, and issue timely Operating Bulletins as needed.	Review OR&P and issue OBs by 2/15 if required	OR&P reviewed and required OBs issued	Review OR&P and issue OBs by 2/15 if required	Review OR&P and issue OBs by 2/15 if required
		Report and investigate all as required	All CPUC threshold accidents reported and investigated	Report and investigate all as required	Report and investigate all as required
	1 b Report, investigate, and facilitate corrective actions for operational accidents that meet the CPUC reporting thresholds.	Perform audits as required	All audits performed and annual report submitted on time	Perform audits as required	Perform audits as required
	1 c Conduct Internal Safety and Security Audits. Submit an annual report to the CPUC by February 15, 2014.	Facilitate Corrective Action status reports	Facilitated CPUC audit and provided comments on draft report	Facilitate Corrective Action status reports	Facilitate Corrective Action status reports
	1 d Facilitate the CPUC Triennial Safety and Security Audit of BART.	Participate 100%	Participated in all events	Participate 100%	Participate 100%
	1 e Participate in the Rail Operations and Regulatory meetings with the CPUC twice annually.	Support Emergency Manager in achieving these objectives	Conducted and facilitated FD drills and training activities as required	Support Emergency Manager as required; facilitate training and conduct FD drills as requested	Conduct and facilitate FD drills and training as requested; support Emergency Manager as required
	1 f Maintain the District's Emergency Management Plan as required by Federal Requirements, and facilitate emergency response training and drills for various Fire Services serving the District, BART Operations departments, and BART Police Department.	Attend quarterly	Attended all meetings	Attend quarterly	Attend quarterly
	1 g Attend the Fire Liaison Committee meeting quarterly, and resolve fire department issues.				

FY16 Goals & Objectives - System Safety Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
2 Implement the FTA and CPUC Safety Regulations as they relate to Engineering Design Changes and Construction Projects	2 a Evaluate developing regulations and codes, and facilitate revisions to BART's design criteria and standards as necessary. Participate in the NFPA 130 transit fire code development committee.	Attend both NFPA 130 committee meetings	Attended all meetings	Attend both NFPA 130 committee meetings	Attend both NFPA 130 committee meetings
	b Review and update the District's System Safety Program Plan as needed.	Review SSPP	SSPP reviewed	Review SSPP	Review SSPP
	c Review Engineering Change Orders and District Work Permit applications for the potential impact on Safety.	Review BECOs and Permits as required	All BECOs submitted were reviewed	Review BECOs and Permits as required	Review BECOs and Permits as required
	d Facilitate development (and CPUC approval) of Safety and Security Certifications Plans for Design and Construction Projects.	Facilitate SSCP as required	All SSCPs were facilitated	Facilitate SSCP as required	Facilitate SSCP as required
	e Facilitate CPUC staff oversight of construction projects (witnessing of testing, inspections, record reviews).	Facilitate CPUC as required	CPUC participation appropriately facilitated	Facilitate CPUC as required	Facilitate CPUC as required
	f Review contractor Site Specific Work Plans and District Interim Operating Plans for safety.	Review SSWPs and IOPs as required	All SSWPs and IOPs were reviewed	Review SSWPs and IOPs as required	Review SSWPs and IOPs as required
3 Implement Cal/OSHA mandated Injury and Illness Prevention Program (IIPP)	3 a Review and update the IIPP plan, and IIPP training requirements as needed.	Review IIPP plan and training req.	IIPP and training requirements reviewed	Review IIPP plan and training req.	Review IIPP plan and training req.
	b Review, investigate, and facilitate corrective actions for employee accidents/incidents that meet the Cal/OSHA/workers comp. claim reporting thresholds.	Review, investigate and facilitate corrective action as required	Employee accidents reviewed, investigated when warranted, and corrective action facilitated	Review, investigate and facilitate corrective action as required	Review, investigate and facilitate corrective action as required
	c Record and report employee/patron accident data (Quarterly Safety Statistics Report).	Develop report each quarter	Report developed and distributed each quarter	Develop report each quarter	Develop report each quarter

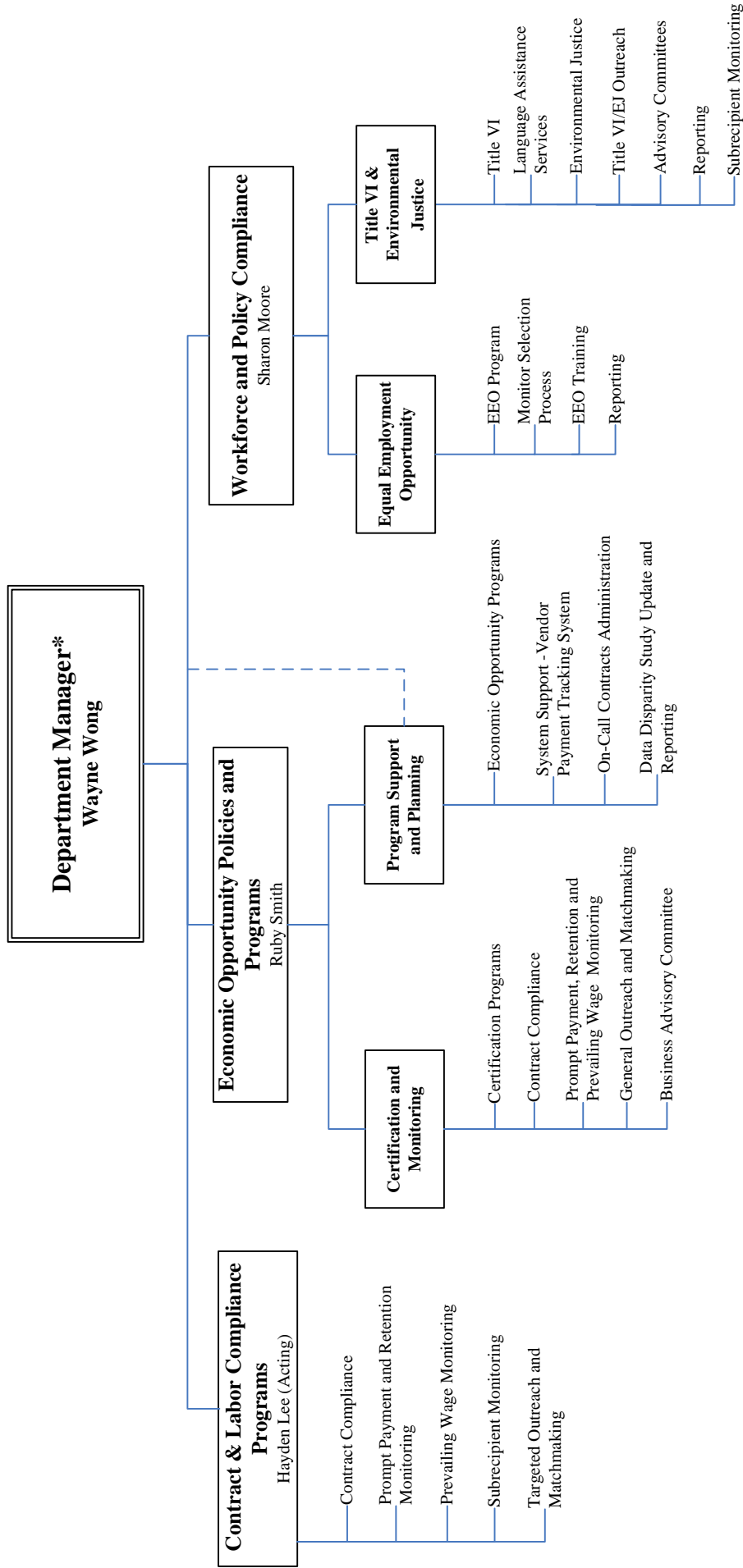
FY16 Goals & Objectives - System Safety Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
	d	Review, investigate, and resolve Safety Notices as required.	All Safety Notices reviewed and processed	Review and investigate Safety Notices as required	Review and investigate Safety Notices as required
	e	Chair the Joint Union/Management Health and Safety Committee monthly mtgs, maintain minutes, and resolve issues.	Chaired all meetings, distributed minutes, facilitated resolution of issues	Chair 12 monthly meetings per year and develop minutes	Chair 12 monthly meetings per year and develop minutes
	f	Perform facility and equipment inspections to ensure compliance with Cal/OSHA safety regulations; each passenger station, yard, and shop twice annually.	Each passenger station inspected twice	Inspect each station and shop twice annually	Inspect each station and shop twice annually
4 Implement Environmental Compliance Regulations	4 a	Support review and implementation of District NEPA/CEQA programs.	All submitted programs reviewed	Review NEPA/CEQA as required	To be completed by Planning & Development
	b	Facilitate the District's hazardous waste disposal programs.	Waste pick-ups facilitated	Facilitate waste pickups quarterly	Facilitate waste pickups quarterly
	c	Facilitate the District's Permit Programs (Air Quality, Industrial Waste Water, Underground Storage Tanks, Hazardous Materials Management, etc).	All permits renewed	Renew permits as required	Renew permits as required
	d	Administer the General Environmental Services Contracts.	Work directives processed as required	Process work directives as required	Process work directives as required
5 Implement District Initiatives	5 a	Compile the Safety Department's portion of the Quarterly Performance Report (QPR) to the Board each quarter.	All reports compiled	Compile reports each quarter	Compile reports each quarter

OFFICE OF CIVIL RIGHTS - 1304

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	16.8
Capital	5.3
REI	-
Staff	22.0

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

FY16 Goals & Objectives - Civil Rights Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
1 Attain Triennial DBE Goal.	1 a Ensure that the triennial DBE goal is met through race conscious and race neutral methods for contracts over \$50k.	23%	33.4%	23%	23%
	b Develop and submit Triennial DBE goal report.	Sep-13	Met	N/A	Aug-16
	c Complete and submit Uniform Report of DBE Awards or Commitments.	Semi-annual	Met	Semi-annual	Semi-annual
	d Prepare DBE Goal Shortfall Report to FTA (if needed).	Annual	Met	Annual	Annual
	e Complete Disparity Study within 12 months of award.	n/a	n/a	As required	Mar-16
2 Monitor DBE/MBE/WBE/SB/SBE/MSBE for contract compliance.	2 a Review and monitor DBE participation on all federally funded contracts, service agreements and procurement contracts over \$50K and document all monitoring activities.	100%	Not Met	100%	100%
	b Review and monitor SBE/MSBE participation on all federally funded contracts, service agreements and procurement contracts over \$50K and document all monitoring activities.	100%	Not Met	100%	100%
	c Ensure prompt payment and release of retention for DBEs and non-DBEs on federally funded projects.	100%	Not Met	100%	100%
	d Review and monitor all non-federally funded contracts for compliance with Non-Discrimination for Subcontracting Program and Small Business Program.	50%	Not Met	50%	50%
3 Monitor public works contracts for labor compliance.	e Review DBE/MBE/WBE/SB/SBE/MSBE participation within 10 business days after receipt of bid information.	10 days	10 days	10 days	10 days
	f In coordination with project sponsor, conduct Unbundling Analysis and develop Contracting Plans.	100%	Met	100%	100%
	3 a Review and investigate Davis Bacon wage requirements on all federal contracts.	Met	Not Met	N/A	N/A

FY16 Goals & Objectives - Civil Rights Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
4 Promote and facilitate opportunities for DBE/MBE/WBE/ SB/SBE/MSBE participation.	b Report any findings of prevailing wage violations to Department of Industrial Relations (DIR) within 10 days.	Met	Not Met	N/A	N/A
	c Conduct site visits to interview contractors' and subcontractors' employees. Document all monitoring activities.	25%	Not Met	50%	60%
	4 a Conduct project-specific outreach.	3	15	15	20
	b Conduct outreach events for MSBE set-aside contracts.	6	6	8	10
	c Co-sponsor outreach events with CBOs and regional transit partners.	2	2	5	7
	d Conduct matchmaking events.	10	10	10	15
5 Process DBE/MBE/WBE/SBE/MSBE certification and maintain database.	e Ensure and implement District-wide Small Business Support Services	N/A	N/A	50%	100%
	f Conduct workshops with Prime Contractors	N/A	2	5	5
	5 a Process DBE certifications within 90 business days of receipt of completed application.	90 days	Met	90 days	90 days
	b Process DBE certification renewals.	100%	100%	100%	100%
	c Conduct site visits on all new firms and any certification per DOT Regulations.	Annual	Annual	Annual	Annual
	d Process SBE/MSBE certifications within 120 business days of receipt of complete application.	120 days	Met	120 days	120 days
6 Maintain running tally of commitments and payments.	e Process M/WBE certifications within 90 business days of receipt of complete application.	90 days	Met	90 days	90 days
	6 a Establish record of all awarded contracts and subcontracts on all contracts over \$100,000.	100%	Not Met	100%	100%
	b Ensure that aggregate information for all contract awards under \$100,000 are obtained from procurement on a quarterly basis and incorporated into VPT reporting.	100%	Not Met	100%	100%

FY16 Goals & Objectives - Civil Rights Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
	c Input invoice and payment information for all contract awards under \$10M.	n/a	Not Met	100%	100%
	d Coordinate with projects to ensure vendors input invoice and payment information for all contract awards over \$10M.	n/a	Not Met	100%	100%
	e Maintain error free data in VPT system.	n/a	As required	As required	As required
7 Monitor subrecipients to ensure compliance with federal regulations.	a Monitor subrecipients to ensure compliance with Circular 4702.1B including submittal of Title VI programs.	100%	Met	100%	As required
	b Monitor subrecipients to ensure compliance with the DBE Program requirements.	100%	Not Met	100%	100%
	c Monitor EEO Programs of subrecipients and contractors that employ 50 or more transit related employees.	100%	Not Met	100%	As required
8 Monitor Title VI Program compliance.	a Provide oversight authority to ensure that Title VI requirements are met.	As required	Met	As required	As required
	b Identify, disseminate and provide specific requirements to departments responsible for implementing Title VI.	As required	Met	As required	As required
	c Investigate and record complaints and lawsuits.	90 days	Met	90 days	90 days
	d Update Title VI Triennial Program.	Mar-14	Met	Mar-17	Mar-15
	e Collaborate with Government and Community Relations on the effectiveness and inclusiveness of the Public Participation Plan.	Annual	Met	Annual	Annual
9 Monitor Language Assistance Plan (LAP).	f Coordinate with Operations Planning to monitor the level and quality of transit service on various lines.	Annual	Met	Annual	Annual
	g Develop Service and Fare Equity Analysis in coordination with stakeholders. Submit analysis for Board approval.	As required	Met	As required	As required
	a Evaluate LAP to gauge its effectiveness and determine if updates to the Plan are needed.	Annual	Met	Annual	Annual
	b Measure frequency of LEP contacts.	Quarterly	Met	Quarterly	Quarterly
	c Assess vital documents to determine if written translation or oral interpretation is necessary.	Annual	Met	Annual	Annual

FY16 Goals & Objectives - Civil Rights Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
10 Monitor Environmental Justice Policy and Program.	d Provide LEP training to appropriate District staff and new hires.	As required	Met	As required	As required
	10 a Provide oversight authority to ensure that Environmental Justice Policy requirements are met.	As required	Met	As required	As required
	b Develop impact analysis memo in coordination with stakeholders.	As required	Met	As required	As required
	c Coordinate with Operations Planning to monitor the level and quality of transit service for low-income populations.	Annual	Met	Annual	Annual
	d Collaborate with sponsoring departments in conducting public participation outreach efforts.	As required	Met	As required	As required
	e Develop Environmental Justice activities report.	Jul-14	Met	In progress	Annual
11 Monitor EEO Program compliance.	a Provide EEO-related reports as required to state and federal agencies.	100%	Met	100%	100%
	b Provide EEO-related reports to Executives and Managers.	Annual	Met	Annual	Annual
	c Update Triennial EEO Program.	n/a	n/a	Mar-16	n/a
12 Provide EEO training.	d Collect and analyze employment data to identify problem areas, goal setting and timetables and develop programs to achieve goals.	100%	Met	100%	100%
	e Review employment decisions to identify and remove barriers to achieving specific goals and objectives.	Annual	Met	Annual	Annual
	f Monitor and update Affirmative Action Management System database.	30 days	Not Met	30 days	30 days
13 Report, counsel and investigate EEO complaints.	12 a Provide EEO training to new hires.	100%	Met	100%	100%
	b Provide EEO and Title VII training to all newly appointed foreworkers, supervisors and managers.	100%	Met	100%	100%
	c Ensure that AB1825 bi-annual sexual harassment training requirements are met.	100%	Met	100%	100%
13 a Respond to external complaints within the designated time frame.	Respond to external complaints within the designated time frame.	Within time required	Met	Within time required	Within time required

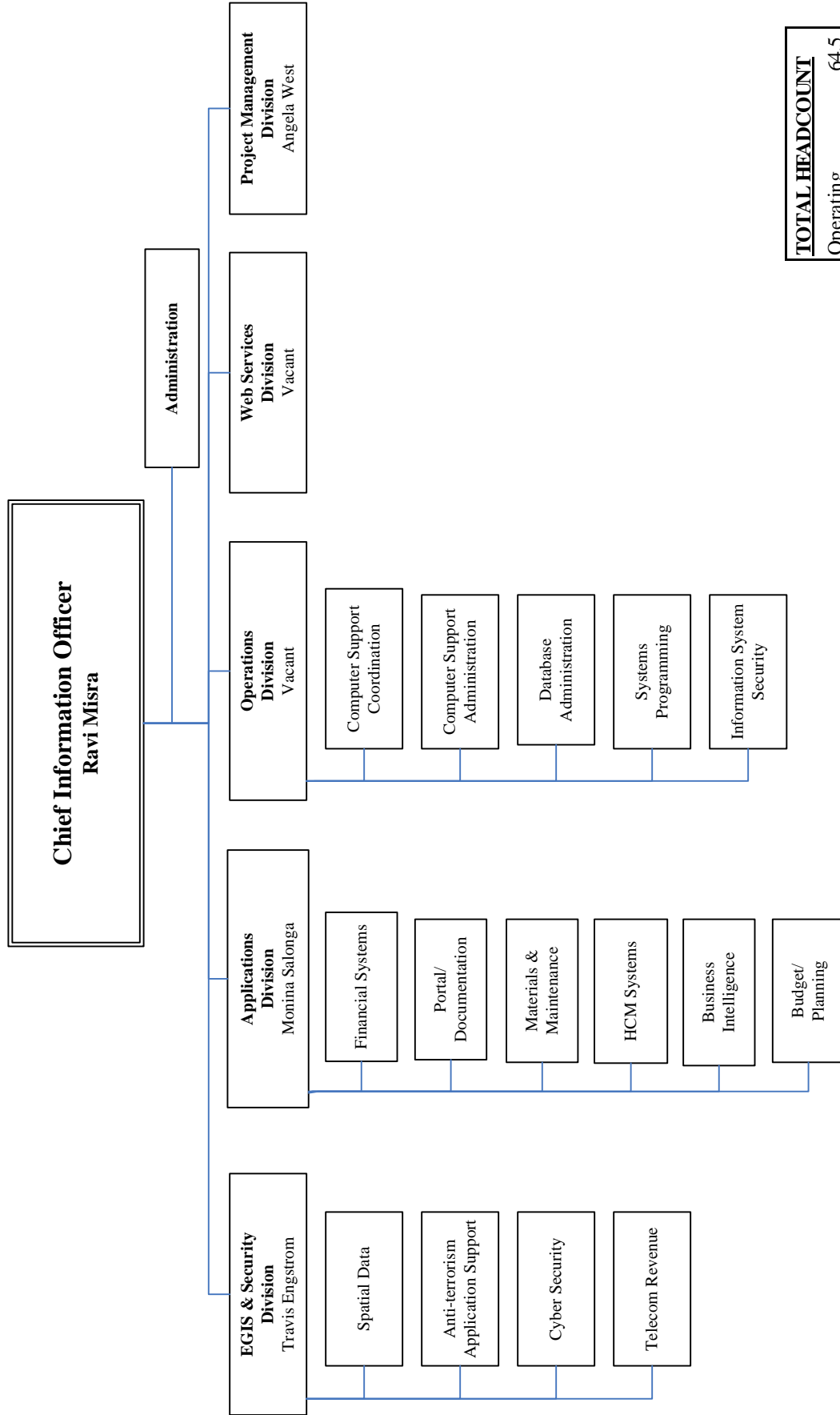
FY16 Goals & Objectives - Civil Rights Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
14 Monitor Hiring and Selection Process.	b Complete internal investigations including complaint determinations.	90 days	Met	90 days	90 days
	a Review recruitment plan for EEO compliance.	100%	Met	100%	100%
	b Concur on all phases of the selection process prior to job offer.	100%	Met	100%	100%
	c Collaborate with HR to develop and implement recruitment and selection strategies.	As required	Met	As required	As required
	d Provide training and support to managers regarding EEO matters in the hiring and selection process.	100%	Met	100%	100%
	e Create reports and analyze outcomes of selection processes, and modify as needed to facilitate effective selections.	100%	Met	100%	100%
	f Collaborate with HR to develop and implement recruitment strategies that encourage the employment of people with disabilities.	As required	Met	As required	As required
	g Participate in HR sponsored employment outreach events.	As required	Met	As required	As required
	a Provide technical assistance in evaluating requests for accommodation.	100%	Met	100%	100%
	a Maintain list of non-elected advisory committees including racial breakdown of membership and description of efforts to encourage minority participation.	Mar-14	Met	Mar-17	Mar-15
15 Collaborate with HR to address ADA issues.	b Coordinate the activities of LEP Advisory Committee, Business Advisory Council and the Title VI Environmental Justice Committee.	Quarterly	Met	Quarterly	Quarterly
	a Develop Celebratory Events to support diversity at BART	n/a	n/a	3 Events a year	3 Events a year
16 Support and facilitate Advisory Committee activities.	a Coordinate meetings and activities of the Diversity Employee Resource Group	n/a	n/a	Monthly	Monthly
	b				
17 Support District Diversity Initiative	a				
	b				

Office of the Chief Information Officer - 0504

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	64.5
Capital	0.5
REI	-
Staff	65.0

FY16 Goals & Objectives - Office of the Chief Information Officer

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
1 Manage a central Data Center to provide 24 hours a day/7 days a week access for all computing needs.	1 a Maintain at least 98% BAP and other computer systems availability.	N/A	N/A	N/A	N/A
	b Complete the enhancements and programming within agreed upon schedule at least 95% of the time.	95%	95%	95%	95%
	c After Go-Live, maintain at least 98% UNIX computer system availability.	N/A	N/A	N/A	N/A
	d Decommission Mainframe--NEW for FY13.	N/A	N/A	N/A	N/A
	e Maintain at least 98%, Peoplesoft, Maximo and other Mission Critical Business Systems Availability.	95%	95%	98%	98%
	f Implement virtualization for improved scalability and management of system availability and performance.	95%	95%	98%	98%
	g Implement proactive systems monitoring and reporting tools for system performance and availability.	95%	95%	98%	98%
2 Control, protect and support the District's technology assets by providing PC Help Desk and administration of Local AreaNetwork/Wide Area Network (LAN/WAN) and provide outside access for applicants and District employees.	2 a LAN/WAN. Manage a central network center to provide 11 hrs service (M - F) to ensure file and print services by maintaining 99% file server availability.	99%	99%	99%	99%
	b Following Systems Engineering standards, applicants can access eRecruit via bart.gov and employees can reach ESS via their personal Internet connections with 98% BART system availability.	98%	98%	98%	98%
	c Implement an enhanced Help Desk Plan that provides users with improved and timely resolution of issues. 90% (previously 80%) Priority 1 help calls resolved within 1 business day.	90%	90%	95%	95%

FY16 Goals & Objectives - Office of the Chief Information Officer

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
3 Conduct on-going software maintenance and troubleshooting of existing distributed computing infrastructure and supported business applications.	3 a Troubleshoot and provide problem resolution for supported Mission Critical business applications by responding to production problems within 4 hours at least 92% of the time.	95%	95%	95%	95%
	b Service Management (ITSM) for improved proactive monitoring, reporting and configuration management.	95%	95%	95%	95%
4 Support the District's PeopleSoft and Maximo implementation.	4 a Develop, test, and implement software enhancements based on agreed upon schedules 95% of the time.	95%	95%	95%	95%
	b Maintain application support by keeping installed business software and tools in vendor compliance.	100%	100%	100%	100%
	c Strengthen IT Department capacity with the necessary skills and capabilities, thereby enabling effective post production support to District-wide users. Fill the knowledge gap through effective training and knowledge transfer.	100%	100%	N/A	N/A
	d Strengthen partnerships between IT Departments and Business Divisions for improved business support and collaboration. Formation of steering committee of stakeholders to evaluate future enhancements and current issues.	98%	98%	98%	98%
	e Expand the roll-out of OBIEE (Oracle Business Intelligence Enterprise Edition) key performance indicators functionality to District users. Roll out delivered capabilities in FY12.	95%	95%	95%	95%

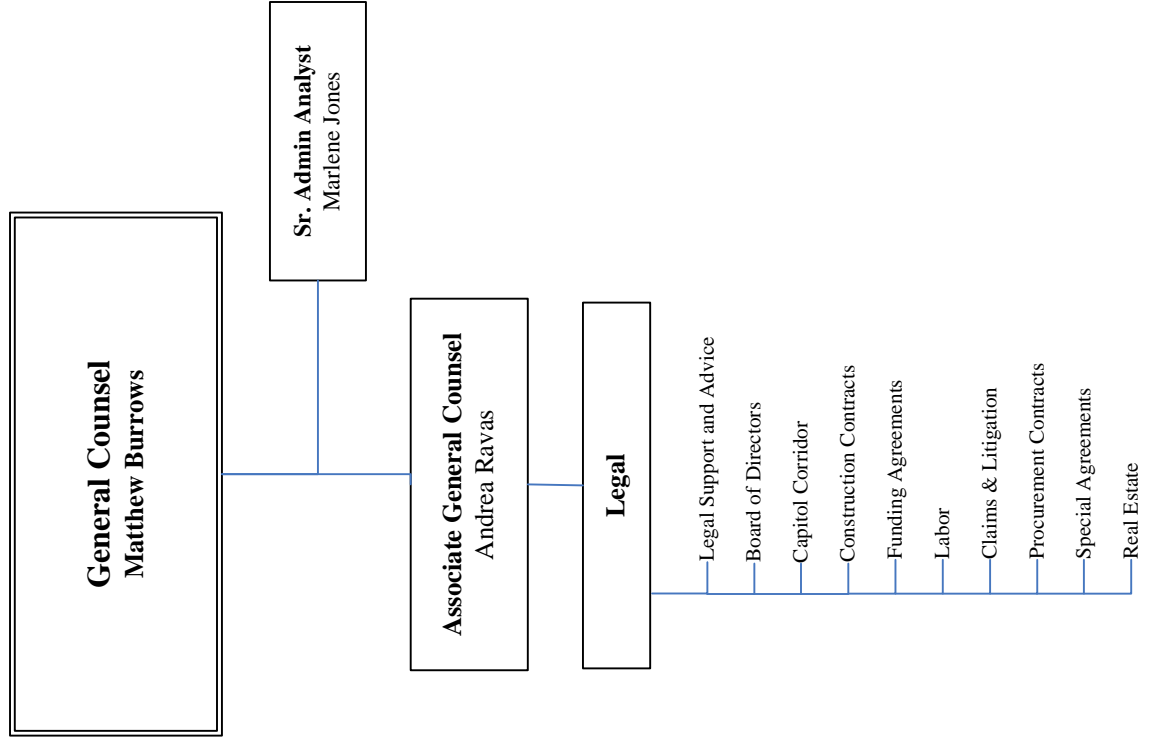
FY16 Goals & Objectives - Office of the Chief Information Officer

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
5 Support the District's Document Management System.	5 a Develop, test and implement new document design requests based on agreed upon schedules, 95% of the time.	95%	95%	95%	95%
	5 b Maintain at least 98% system availability in kiosks and desktops.	98%	98%	98%	98%
6 Support the District's Enterprise Geographic Information System (EGIS).	6 a Maintain application support by keeping all existing published geospatial data layers up to date through regional partnerships & local data sharing agreements.	95%	95%	98%	98%
	6 b Strengthen internal data sharing opportunities by deploying a multi-editor, Oracle based, geospatial data warehouse.	90%	90%	95%	95%
	6 c Expand the roll-out of EGIS by deploying a series of cloud based web and mobile SAS solutions including a portal to analyze and report Title 6 objectives.	90%	90%	95%	95%
7 Develop, implement and maintain the District's Unified Cyber Security (UCS) plan.	7 a Strengthen the Office of the CIO's capacity to protect against cyber-attack by instituting new policies and procedures, software, hardware, training and specialized personnel.	90%	95%	95%	95%
	7 b Develop, test and deploy specific applications related to the 6 points of UCS: Desktop Protection, Data Protection, Server Protection, Network Protection, Email & Web, Risk & Compliance.	90%	95	95%	95%
8 Support the overall technology & support needs for the District's Regional Anti-Terrorism Integrated Law Enforcement System (RAILS).	8 a Develop, test and deploy all geospatial layers for RAILS Phase 1 (Regional Anti-Terrorism Integrated Law Enforcement System).	90%	90%	98%	98%

OFFICE OF THE GENERAL COUNSEL - 02

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	17.0
Capital	4.0
REI	-
Staff	21.0

FY16 Goals & Objectives - Legal Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
1 Board of Directors Review all matters submitted to the Board and respond to all questions referred to the Office of the General Counsel.	1 a General Counsel or Associate General Counsel attend all Board and Committee Meetings.	100%	100%	100%	100%
	1 b Legal representation at all Board agenda review committees and all General Manager signing meetings.	100%	100%	100%	100%
2 Litigation Vigorously defend the interests of the District in matters handled in-house and provide clear direction and control of litigation referred.	2 a Meet all court imposed deadlines.	100%	100%	100%	100%
3 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.	3 a Respond to 75% of requests for legal review of Human Resources matters on average within 21 days of receipt of assignment by the reviewing attorney.	21 Days	MET	21 Days	21 Days
4 Labor Relations Provide accurate and timely legal advice on labor matters including contract negotiations, arbitrations, terminations, discipline, and BAP implementation.	4 a Provide an attorney for all arbitrations at which opposition is represented by counsel and at all other arbitrations as requested.	100%	100%	100%	100%
	4 b Provide review of and advice for proposed discipline within 5 working days.	5 Days	MET	5 Days	5 Days
	4 c Respond to 75% of legal questions pertaining to BAP implementation within 10 working days; the remaining 25% within 10 more days.	10 Days	MET	10 Days	10 Days

FY16 Goals & Objectives - Legal Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
5 CONTRACTS & AGREEMENTS Review, revise as necessary, and approve contracts and agreements of all types in support of District Operations, Earthquake Safety Program, Business Advancement Plan, Strategic Maintenance Program (SMP), Access Improvement Projects, System Security Projects, Capitol Corridor, and System Expansion including OAC, eBART, WSX, San Jose Extension and the HMC Project.	5 a Respond to 90% of requests for review of IFB award documents on average within 5 working days of receipt of reviewing attorney.	5 Days	MET	5 Days	5 Days
	b On average within 10 working days of receipt of assignment by reviewing attorney, provide written comment on:				
	1 75% of construction contracts and change orders; remaining 25% within 10 more days.	10 Days	MET	10 Days	10 Days
	2 75% of procurement contracts and change orders; remaining 25% within 10 more days.	10 Days	MET	10 Days	10 Days
	3 75% of professional services agreements (at any stage of review); remaining 25% within 10 more days.	10 Days	MET	10 Days	10 Days
4 100% of stop notices and stop notice releases.	10 Days	MET	10 Days	10 Days	

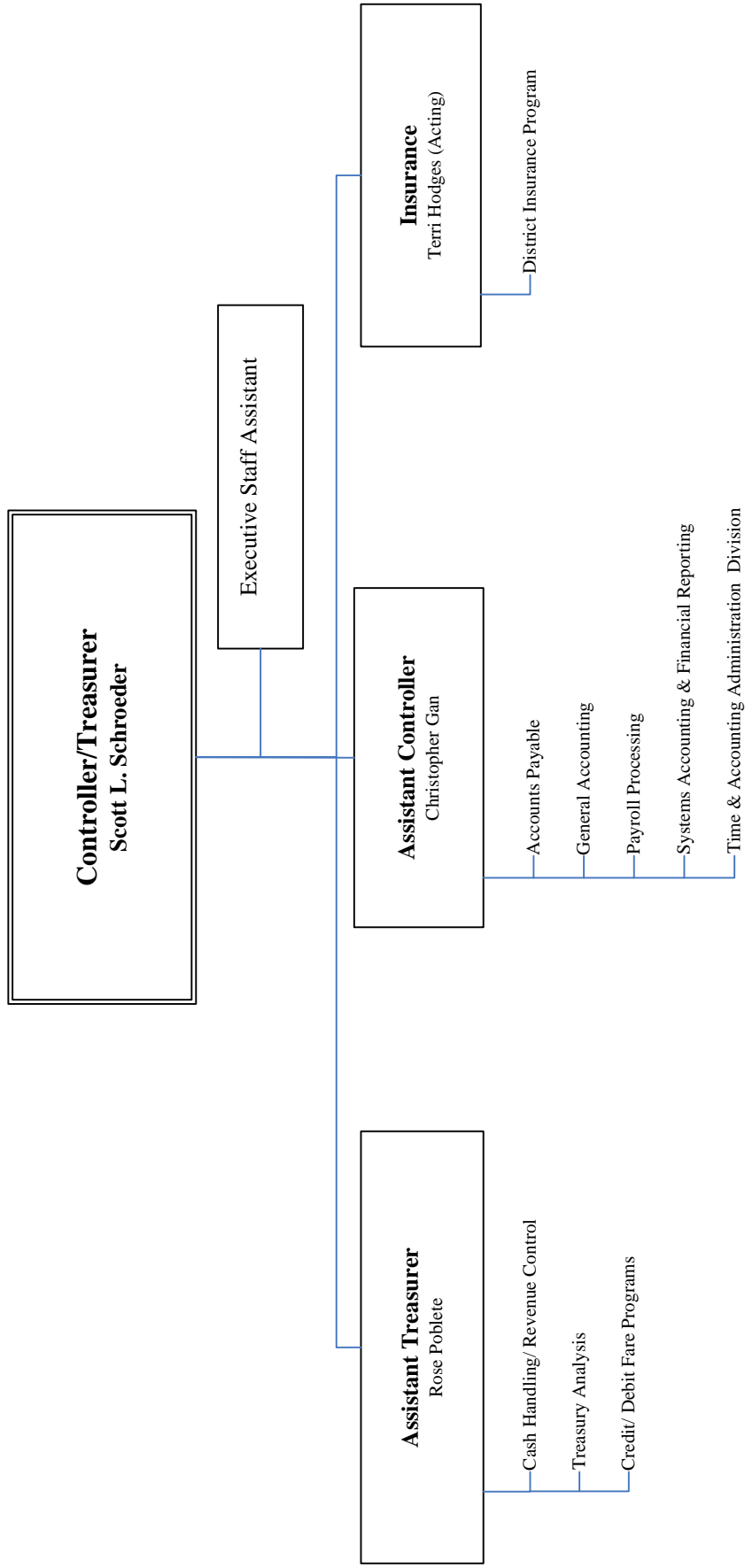
FY16 Goals & Objectives - Legal Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
<p>6 GENERAL MANAGER & DEPARTMENTAL LEGAL ADVICE Respond to requests for legal review and advice from the Office of the General Manager and other departments as required in connection with all aspects of District business including BART operations, Capitol Corridor, Human Resources, Planning (including system expansion and access improvements), real estate (including transit oriented development (TOD)), environmental, energy, safety and security, finances, contracts and agreements, marketing and revenue-generation initiatives (including advertising), concessions, conflicts of interest, and elections.</p>	<p>6 a Complete review (approve/disapprove) on 90% of final Executive Decision Documents (EDDs) on average within 2 working days of receipt.</p>	2 Days	MET	2 Days	2 Days

FINANCE – 03

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	104.0
Capital	5.0
REI	-
Staff	109.0



BART Strategic Plan Fiscal Year Goals & Objectives

Strategic Plan - F The Future of BART
 Department - 0301301 Finance Administration

Implementing Strategies		Performance Measures					
(F3) - Financial Stability	Project and/or Program (F3B) - Planning for a Fiscally Sound Future	Goal/Desired Outcome (F3B3-Board)			FY - 2014	FY - 2015	FY - 2016
		Objective	Actual	Objective	Objective	Objective	
Maintain and improve the stability of BART's financial base.	Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves.	Maintain operating reserve of at least 5% of total annual operating expenses.	Met Increase reserves to = one month of operating & capital expenses	Outcome pending Board Approval Proposed Board Policy would increase reserves to be = to one month of operating & capital expenses	Implement Board Resolution (approved Oct 2014) to increase reserves to equivalent of 1 mo operating expense by transferring 50% of any year-end net positive result, up to \$3.5M annually.		

FY16 Goals & Objectives - Finance Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
1	Invest funds in a manner to insure preservation of capital.	0 to 1.0% Return	0% Return	0 to 1.0% Return	0 to 1.0% Return
2	Monitor, control and account for cash collected, coordinate and monitor variances.	2 work days	Met	2 work days	2 work days
	a	Deposit revenues within two working day(s) of collection.			
	b	Prepare accounting reports within 3 days after cash is counted and deposited.	3 work days	Met	3 work days
c	Provide variance and unusual activity reports to maintenance and investigative departments as circumstances warrant.	As needed	Met	As needed	As needed
3	Service AFC equipment to maintain in-service condition and control cash.	As needed	Met	As needed	As needed
	a	Service ticket vending, add fare and bill change machines as necessary to meet customer service requirements.			
b	Work with affected departments to reduce ticket fraud.	As needed	Met	As needed	As needed
4	Administer Debit/Credit Card Ticket Program.	12 calendar days	Met	12 calendar days	12 calendar days
a	Respond to bank inquiries on credit/debit transactions within 12 days.				
5	Administer Customer Refund Claims.	7 work days	Met	7 work days	7 work days
a	Process patron refund claims within 7 working days of receipt to maximize customer convenience.				
6	Administer off-site ticket sales.	7 work days	Met	7 work days	7 work days
a	Process offsite ticket orders within 7 working days of receipt to maximize customer convenience.				
7	Administer the Group Sales Program.	10 work days	Met	10 work days	10 work days
a	Process all group sales orders within 10 working days.				
8	EZ Rider Parking Programs.	175,000 parking validation per month	255,000 parking validations per month	210,000 parking validations per month	270,000 parking validations per month
	a	Partner with Customer Access/Planning, Fare Collection Engineering and other Operating units to continue to develop and expand use of EZ Rider for parking. EZ Rider Smart Card Transit Program began 10/2/2007, terminated 12/22/2010 and replaced by Clipper.			

FY16 Goals & Objectives - Finance Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures				
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj	
9 Prepare and distribute payroll.	a Prepare and distribute biweekly payroll in accordance with contractual agreements and pre-established time schedules.	Meet payroll deadlines	Met	Meet payroll deadlines	Meet payroll deadlines	
	b Process and distribute vacation, sick leave and holiday buy back checks based on established schedules.	Meet buy back deadlines	Met	Meet buy back deadlines	Meet buy back deadlines	
	c Remit in a timely manner, with the required reports, payroll related deductions such as withholding taxes, PERS contributions, deferred compensation, money purchase pension plan, union dues, deposits to credit unions and garnishments.	Meet agency schedules	Met	Meet agency schedules	Meet agency schedules	
	d Prepare the Quarterly Returns and submit to the IRS and EDD required files and/or reports within filing deadline.	Meet IRS/EDD deadlines	Met	Meet IRS/EDD deadlines	Meet IRS/EDD deadlines	
	e Prepare the W-2's and distribute them to employees on or before January 31; submit to the IRS required W-2 files and reports on or before February 28.	Meet IRS deadlines	Met	Meet IRS deadlines	Meet IRS deadlines	
	f Work with other departments to enhance functionality of the District's Payroll system and propose, configure, test, implement payroll system changes as required.	As Needed	Met	As Needed	As Needed	
	g Prepare and submit the Annual State Controller's Compensation Report for BART and CCJPA within filing deadline which is due electronically within 110 days from end of the fiscal year.	Meet State deadline	Met	Meet State deadline	Meet State deadline	
	10 Administer General Ledger closing.	a Monthly closing of the general ledger within 10 working days after the end of the accounting month.	Within 10 work days	Met for April and May 2014. Closings from July 2013 - February 2014 were delayed due to the time required to close the capital books for FY 13. PeopleSoft required more time for closing capital books since books had to be kept open longer for prior fiscal year, at least through the end of September, in order to capture capital expense accruals and processed the funding distribution of these accruals.	Within 10 work days	Within 10 days for March - May. Accelerated monthly closing for July - February from the close of the prior fiscal year.
			Within 10 work days		Within 10 work days	

FY16 Goals & Objectives - Finance Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
	b Close the general ledger at end of the year as soon as possible	Within 6 wks after fiscal year end for operating fund and 8 weeks for capital fund.	Operating Fund was closed timely. Capital funds were closed in 15 weeks - see item 10a.	Within 6 wks after fiscal year end for operating fund and 8 weeks for capital fund.	Within 6 wks after fiscal year end for operating fund and 15 weeks for capital fund.
	c Initiate and coordinate with cost centers the annual physical inventory of fixed assets.	As scheduled fund.	Met	As scheduled fund.	As scheduled fund.
11 Administer financial reporting.	a Prepare monthly Budget Performance Report (BPR) within 3 work days after close of the general ledger.	Within 3 work days after G/L close	Met	Within 3 work days after G/L close	Within 3 work days after G/L close
	b Complete all required Annual Audited Financial Reports within 6 months (9 months for Single Audit Report) after the end of the fiscal year. Currently, the required Annual Audit Reports are : BART's Basic Financial Statements, CCJPA Financial Statements, RHBT Financial Reports, Single Audit Report, Measure B Compliance Report, TDA/STA Compliance Report & the Board Expenses Compliance Report.	Meet deadlines as required	Met. Single Audit which is due on March 28, 2015 is still in progress.	Meet deadlines as required	Meet deadlines as required
	c Complete and submit the e file of the Annual State Controller's Report for BART and CCJPA within State's filing deadline.	Within 90 days for paper and 110 days for efile after FY close	Met	Within 90 days for paper and 110 days for efile after FY close	Within 90 days for paper and 110 days for efile after FY close
	d Complete and submit the National Transit Database Report within filing deadline.	Within 120 days after FY close	Met. Deadline was extended to January 31, 2015 due to FTA systems upgrade.	Within 120 days after FY close	Within 120 days after FY close
	e Ensure data used in preparing the District's financial statements are in conformity with Generally Accepted Accounting Principles & GASB Pronouncements.	On-going	Met	On-going	On-going
	f Provide assistance to auditors to facilitate the audit of the District's financial reporting requirements.	As needed	Met	As needed	As needed
	g Complete audit within the scheduled deadlines.	As scheduled	Met	As scheduled	As scheduled

FY16 Goals & Objectives - Finance Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
12 Administer Federal, State and Local Grants.	12 a Prepare and submit requests for reimbursements to the funding agencies monthly or quarterly after the month end close of the General Ledger and record transactions in the General Ledger.	Improvement in ability to bill the granting agencies towards the 2nd half of the fiscal year due to completion of funding distribution reconciliation at the end of fiscal year 2013.	Met. Billing has improved in FY 2014.	For Federal Grants within 1 month after G/L close. For State and Local Grants within 1 month after G/L close or quarterly as required.	Monthly, or quarterly as required.
	12 b Prepare the Qtrly Financial Status Reports (FSR) required by the Federal Transit Administration for active grants within 30 days after quarter end date, except for the year-end which is 90 days.	Within 30 (90 for year-end) days after Qtr end date	Met	Within 30 (90 for year-end) days after Qtr end date	Within 30 (90 for year-end) days after Qtr end date
	12 c Ensure timely collection of outstanding grant receivables.	On-going. Continue to monitor timely collections of receivables and address billing issues as soon as possible.	Met. Staff meetings were held, as needed, to discussed status of outstanding receivables.	On-going. Continue to monitor timely collections of receivables and address billing issues as soon as possible.	On-going. Continue to monitor timely collections of receivables and address billing issues as soon as possible.
	12 d Review process monthly to ensure that costs do not exceed the limits stipulated in the grant.	Monthly	Met	Monthly	Monthly
	12 e Grant Close-out: Ensure that project expenditures had been fully funded and any reimbursable expenses billed and collected.	Within 30 days after notice of completion is received	Met	Within 30 days after notice of completion is received	Within 30 days after notice of completion is received
	12 f Grant Close-out: For Federal Grants, ensure that close out letter is prepared and sent out within 30 days after grant closeout.	Within 30 days after grant closeout	Met	Within 30 days after grant closeout	Within 30 days after grant closeout

FY16 Goals & Objectives - Finance Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
13 Administer Commercial Revenue accounts receivable.	13 a Prepare and review all bills for Telecom, Real Estate rental and concession license agreements, in advance, and permits and support services, in arrears, of service performance.	10 days advance of license or 15 days after services performed	Met except for billing support services which on average took 45-60 days since billable information came from other departments, which analyzed and determined the billable charges.	10 days advance of license or 15 days after services performed	10 days for advance billing and 50 days after services performed
14 Administer Accounts Payable.	14 a Process and pay vendors and contractors within 30 days after receipt of acceptable invoices, which	Within 30 days of receipt	Met for invoices without issues. For those with	Within 30 days of receipt	Within 30 days of receipt
	14 b Prepare and distribute 1099's to vendors and contractors on or before January 31. Submit to the IRS and the State the required 1099 files and reports on or before February 28 (paper) or March 31 (e-file).	Meet IRS & State deadlines	Met	Meet IRS & State deadlines	Meet IRS & State deadlines
15 Manage Time Accounting and Administration.	15 a Provide assistance to time reporters and approvers to ensure that employee's payable time is reported accurately, processed correctly and approved in a timely manner.	As required	Met	As required	As required
	15 b-1 Actively and continuously participate in the design, setup, testing and implementation of the PeopleSoft Time and Labor Upgrade and working jointly on the PeopleSoft Phase II Project implementation.	As required	Met	Prep for Full HCM-TL Upgrade to 9.2 (implement additional enhancements that are beneficial)	As required
	15 b-2 Actively and continuously participate in Oracle / PeopleSoft/FIN-Projects Tools Upgrades and integration Upgrades with Time and Labor.	2014 - Participate in Financial Tools Upgrade.	Met	As required	As required
	15 c Meet with Labor and Legal to obtain updates and additions to existing contract language and where possible configure system to meet the specifications, and create DR when necessary.	Continue Implementation of 2013-2017 CBA Work Rules for all Groups. Meet weekly until complete.	Met	Completion of CBA Work Rule Implementation for all ratified Groups.	As required

FY16 Goals & Objectives - Finance Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
16 BAP II Implementation in FY 2011	d-1 Meet with Field Supervisors/Managers upon request to discuss reported system issues and respond timely with alternatives that will meet the needs of the group. (Notify Training of procedural changes.)	As required	Met	As required	As required
	d-2 Participate in nuts and bolts, new hire and adhoc F/S/M training on: timesheet review, work schedule updates, exceptions resolutions, understanding payable time summary/detail, time approval, running/scheduling queries/reports, TRC review, etc. Improve accuracy of reported time and payable time. Reduce overpayments, underpayments.	Offer/Participate in training class as needed.	Met	Offer/Participate in training classes as needed.	Offer/Participate in training classes as needed.
	e Validate and Process vacation, sick leave and holiday buy back election data based on established schedules.	As scheduled	Met	As scheduled	As scheduled
	f Continue to find ways to streamline the validation time for inactive employees when determining holiday legitimacy and FMLA/IND hours used during inactive period.	As required	Met	As required	As required
	g Create more queries and reports for a faster and accurate tracking and auditing of employee time.	Within reasonable time upon request	Met as needed	Within reasonable time upon request	Within reasonable time upon request
	a Continuing coordination and cooperation with consultants and other BART departments for a smooth and successful implementation of the new PeopleSoft system.	As required	Met as needed	As required	As required
	b Provide sufficient internal and external training to accounting staff to increase their knowledge and familiarity with the new PeopleSoft system.	As needed and as funding availability permits	Internal training met as needed	As needed and as funding availability permits	As needed and as funding availability permits
	c Reorganize the Department , including realignments of staff responsibilities, to gain utmost efficiency from the new PeopleSoft system.	As needed	Met as needed	As needed	As needed

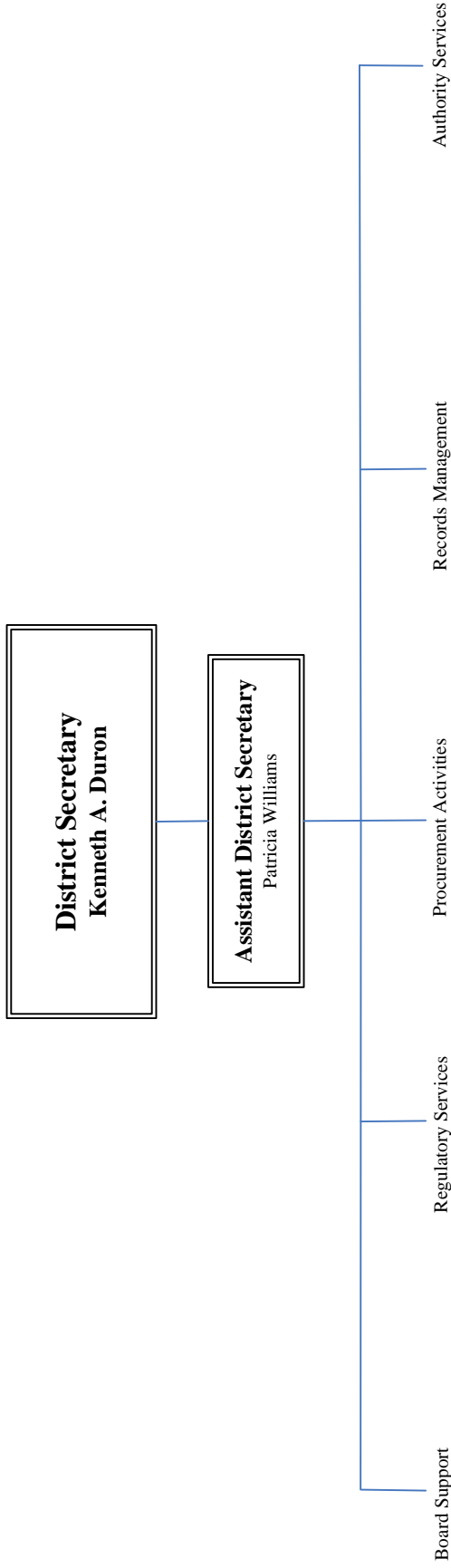
FY16 Goals & Objectives - Finance Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
	d Coordinate with IT in the development of reports necessary to satisfy reporting and audit requirements i.e. Project Cost Reports, Overhead Allocation Report etc.	As required	Met. However, report validation is an ongoing process since consistency of data shown in the report is sometimes spotty for a variety of reasons, although it has improved from the prior fiscal year.	As required	As required
	e Update accounting policies and procedures on areas impacted by the BAP implementation	Update as many areas as possible depending on availability of resources and funding and with C-T's and EM's approval	Met. A new manual for accounting policies and procedures was created.	Update as many areas as possible depending on availability of resources and funding and with C-T's and EM's approval	Update the accounting manual for policies and procedures as needed.
17 Administer the District's Insurance Program.	a Review and renew policies as required.	As required	As required	As required	As required
	b Reduce the District's Total Cost of Risk by 1% annually = (Total cost of risk insurance premium + paid claims + claim reserve changes)/\$1,000 fare revenue).	\$17.08 per \$1,000 are revenue	\$20.37 per \$1,000 are revenue	\$16.57 per \$1,000 fare revenue	Reduce TCOR by \$84,894
18 Administer the District's public liability claims program.	a Process personal injury and property damage claims against the District within 24 hours of receipt.	Within 24 hours	Within 24 hours	Within 24 hours	Within 24 hours
	b Reduce District's Claim Cost by 1.5% annually (Claim cost = (claim payments + claim reserve changes)/\$1,000 fare revenue.	\$3.87 per \$1,000 fare revenue	\$9.17 per \$1,000 fare revenue	\$3.75 per \$1,000 fare revenue	Reduce claims by \$57,336
19 Review contracts for indemnification and insurance provisions.	a Assure that all forms of District contract agreements contain appropriate indemnification and insurance provisions within 48 hours.	Within 48 hours	Not met due to increase in contracts/permits	Within 48 hours	Within 48 hours
	b Maximize indemnification and insurance provided by 3rd Parties.	83 Contracts 100 Permits	393 Contracts 104 Permits	85 Contracts 100 Permits	150 Contracts 100 Permits
20 Review and maintain certificates of insurance.	a Assure that certificates of insurance issued to the District are current and in conformance with contract insurance requirements and specifications.	As required	As required	As required	As required

DISTRICT SECRETARY OFFICE - 04

FY16 Preliminary Budget



<u>TOTAL HEADCOUNT</u>	
Operating	7.0
Capital	-
REI	-
Staff	7.0

FY16 Goals & Objectives - District Secretary Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
1 Effectively administer and record the activity of the Board of Directors, and the Capitol Corridor Joint Powers Authority (CCJPA) for compliance with applicable statute and agency requirements.	1 a Accurately prepare and post legally required notices and information.	Meet Deadlines	Met Deadlines	Meet Deadlines	Meet Deadlines
	b Accurately prepare & distribute meeting minutes prior to next Board meeting.	100%	93%	100%	100%
	c Finalize resolutions in advance of next Board meeting.	100%	100%	100%	100%
	d Record & maintain official records of activities of the Board of Directors.	100%	100%	100%	100%
2 Provide and enhance effective and responsive communications on behalf of the Board of Directors with customers, constituents, officials, agencies, staff, etc.	2 a Acknowledge all communication (voice, mail, electronic, and fax) and prepare responses to constituent/customer requests within 10 business days.	100%/75%	100%/78%	100%/75%	100%/75%
	b Ensure accurate, complete and timely maintenance of information for Board of Directors on District website, including agendas, supporting material, meeting minutes, and Statements of Economic Interest.	100%	100%	100%	100%
	c Facilitate communication between Directors and District staff.	Complete as Required	Completed	Complete as Required	Complete as Required
3 Effectively support the Board of Directors.	3 a Administer and coordinate District elections with applicable counties and state agencies.	100%	100%	100%	100%
	b Accurately manage acquisition, maintenance, and records for District issued equipment for ensuring adherence to applicable controls and audit requirements.	100%	100%	100%	100%
	c Manage BART Board Room facilities, systems, equipment, materials and supplies.	Meet Requirement	Met Requirement	Meet Requirement	Meet Requirement
	d Coordinate and/or perform special assignments required by the Board of Directors.	Complete as Required	Completed	Complete as Required	Complete as Required

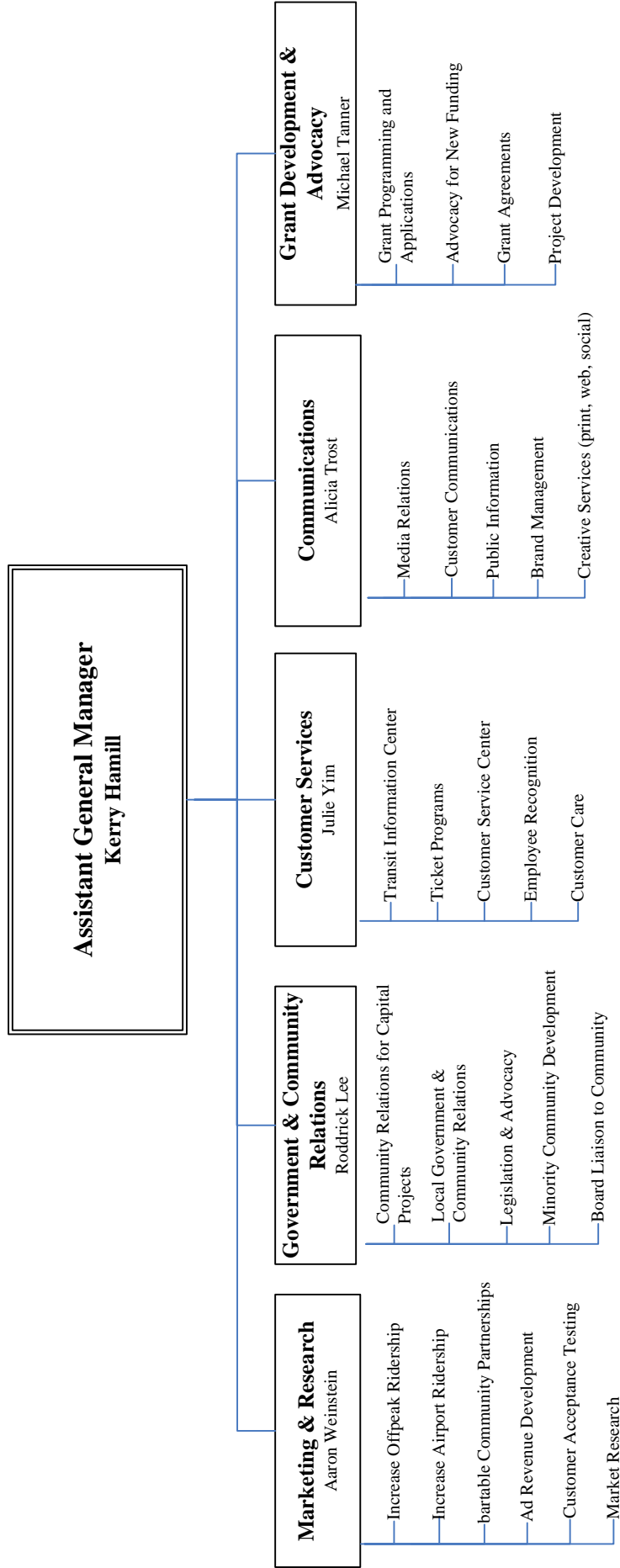
FY16 Goals & Objectives - District Secretary Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
4 Effectively provide compliant services to the public and regulatory agencies required by statute, regulations, and rules.	4 a Process, record, and file for the District, Capitol Corridor Joint Powers Authority (CCJPA) State of California Fair Political Practices Commission (FPPC) Statements of Economic Interest, meeting imposed deadlines.	Meet Deadlines	Met	Meet Deadlines	Meet Deadlines
	5 Perform prescribed contract administration supporting District procurement and construction activities and initiatives.	5 a Accurately advertise contracts, public notices and public hearings. b Sell bid documents and Standard Specifications. c Receive and publicly open Bids for Contracts and Invitations for Bids; receive Requests for Proposals. d Issue addenda, execute contracts, prepare and issue Notices of Award, Notices to Proceed, and Notices of Completion and execute and record Notice of Acceptance. e Maintain construction contract files, plan holders' lists and bid results. Administer, secure, and return bidder bonds.	100%	100%	100%
6 Efficiently perform as the authorized agent for legal service, request for records, and Custodian of Records.	6 a Facilitate public and court directed requests for documents and records under the California Public Records Act and as Custodian of Records, ensuring compliance with applicable statutory provisions.	100%	100%	100%	100%
	6 b Receive and process legal service on the District.	100%	100%	100%	100%
7 Effectively manage District Secretary's Office.	7 a Manage Office in accordance with District policies, procedures, and budgets.	100% Adherence	100% Adherence	100% Adherence	100% Adherence

EXTERNAL AFFAIRS OFFICE - 06

FY16 Preliminary Budget

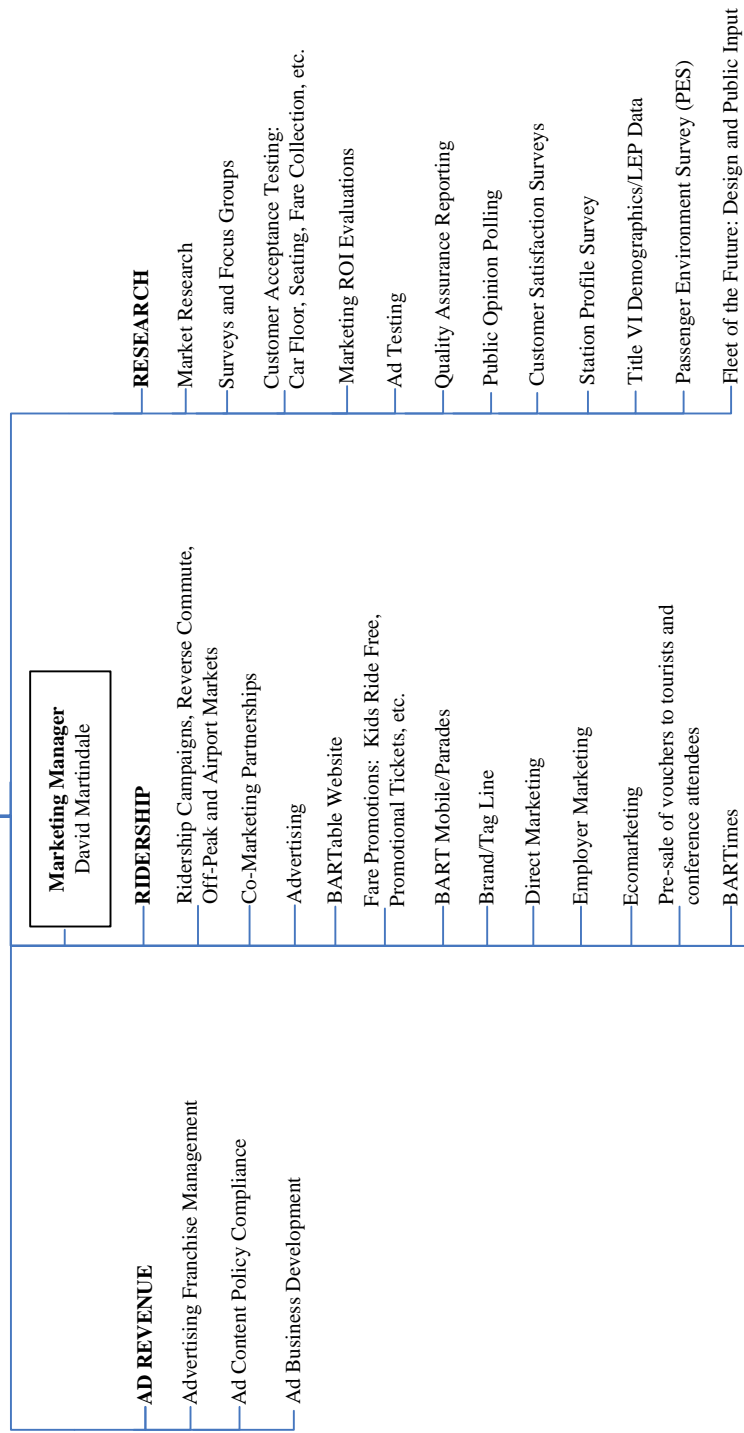


TOTAL HEADCOUNT	
Operating	53.3
Capital	6.5
REI	-
Staff	59.8

MARKETING & RESEARCH - 0602

FY16 Preliminary Budget

Department Manager
Aaron Weinstein



TOTAL HEADCOUNT	
Operating	12.8
Capital	2.0
REI	-
Staff	14.8



BART Strategic Plan Fiscal Year Goals & Objectives

Strategic Plan - C Customer of BART

Department - 0602358 Marketing & Research Admin

Implementing Strategies		Performance Measures			
(C1) - System Renewal	Project and/or Program (C1B) - Rail Vehicle Replacement Plan	Goal/Desired Outcome (C1B1-Other)	FY - 2014 Objective	FY - 2015 Objective	FY - 2016 Objective
Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.	Replace all existing rail cars; purchase expansion vehicles as funding becomes available.	Develop alternative car interior designs and secure feedback from the public and other key stakeholders, Chair Fleet of the Future Design Committee.	Prototype seats and Met mock-up outreach by June, 2014.	Develop initial content for passenger info signs and plan for ongoing content management by June 30, 2015.	Develop plan for passenger evaluation of pilot cars by March 1, 2016.
(C3) - Service Enhancements	Project and/or Program (C3A) - BART Core Service	Goal/Desired Outcome (C3A1-Other)	FY - 2014 Objective	FY - 2015 Objective	FY - 2016 Objective
Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	Provide service levels that meet the needs of the customers while maintaining optimum system reliability.	Conduct bi-annual customer satisfaction survey in the Fall of even-numbered years.		Fall 2014	
(C3A2-Other)	Project and/or Program (C3A) - BART Core Service	Goal/Desired Outcome (C3A2-Other)	FY - 2014 Objective	FY - 2015 Objective	FY - 2016 Objective
	Conduct quarterly Passenger Environment Surveys to track Operational and Police presence metrics for Board Quarterly Performance Reports.	Report results within 10 business days of the end of each quarter.	Report results within 10 business days of the end of each quarter.	Report results within 10 business days of the end of each quarter.	Report results within 10 business days of the end of each quarter.

Strategic Plan - F The Future of BART

Department - 0602358 Marketing & Research Admin

Implementing Strategies		Performance Measures			
(F3) - Financial Stability	Project and/or Program (F3C) - Revenue Generation	Goal/Desired Outcome (F3C2-Board)	FY - 2014 Objective	FY - 2015 Objective	FY - 2016 Objective
Maintain and improve the stability of BART's financial base.	Implement a variety of programs to increase non-farebox revenues, including advertising, transit-oriented development and concessions.	Quadruple advertising revenue by 2018.	Achieve ad revenue target by 2018.	Achieve ad revenue target by 2018.	Achieve ad revenue target by 2018.
		Currently 3.9X 2004 Level. Implemented digital ad demonstration.	In Progress		

Implementing Strategies		Performance Measures					
Project and/or Program (F3D) - Strategic Energy Plan	Goal/Desired Outcome (F3D2-Other)	FY - 2014		FY - 2015		FY - 2016	
		Objective	Actual	Objective	Actual	Objective	Actual
Procure low-cost, clean and reliable electricity for the BART system and continuously reduce the District's use of electricity.	Execute Blue Sky campaign and community festival in conjunction with Earth Day	Implement by April 2014	Met	Implement by April 2015		Implement by April 2016	
(F7) - Partnerships for Fin. Health Protect the Bay Area's investment in rail transit through long-term capital planning, strategic partnerships and outreach with elected and community leaders, the media and the public.	(F7A) - Ridership Development Plan Develop and execute a Ridership Development Plan to build commute, off-peak and reverse ridership.	(F7A2-Other) Execute at least the specified number of co-marketing partnerships to build leisure ridership to sporting arenas, shopping, entertainment, and other venues.	25	Met	25	25	
	(F7A3-Other) Execute at least the specified number of marketing tactics to build ridership to SFO and OAK through tour operator and convention planner outreach, travel industry partnerships, or other targeted outreach.	2	Met	2	Execute OAC marketing plan	2	
	(F7A4-Other) Execute at least the specified number of tactics to market BART and/or conduct Title VI outreach to ethnic comm. through targeted advertising, participation in parades, celebration of ethnic heritage, and promotion of events accessible by BART.	2	Met	2		2	
	(F7A5-Other) Explore technological options to continue and expand promotional ticket programs to build offpeak ridership to community attractions	Implement program pending tech solution.	Not Met	Launch program (subject to funding)		Launch program by December, 2015.	

Implementing Strategies		Performance Measures			
Project and/or Program		Goal/Desired Outcome			
		(F7A6-Other)	FY - 2014 Objective	FY - 2015 Objective	FY - 2016 Objective
		Provide marketing support for Field Trip Free Ride Promotions.		Implement Fall 2014	Implement Fall 2015
		(F7A7-Other)	FY - 2014 Objective	FY - 2015 Objective	FY - 2016 Objective
		Publish at least the specified number of BART Times issues per year to inform riders about important issues.	11	8	8
		(F7A8-Other)	FY - 2014 Objective	FY - 2015 Objective	FY - 2016 Objective
		Develop 2015 Late Night Bus marketing calendar and execute by December 31, 2015			Complete by December 31, 2015.
		(F7A9-Other)	FY - 2014 Objective	FY - 2015 Objective	FY - 2016 Objective
		Launch new BARTable website to promote offpeak ridership to BART accessible venues by July 1, 2015.			Launch by July 1, 2015.
		(F7B) - Legislative and Community Outreach Program	FY - 2014 Objective	FY - 2015 Objective	FY - 2016 Objective
		Develop and implement a federal, state and local legislative and community outreach program to increase funding and community support for key BART initiatives.			
		(F7B1-Other)	FY - 2014 Objective	FY - 2015 Objective	FY - 2016 Objective
		Initiate public opinion tracking survey to gauge support for BART improvements. Partner department - Government & Community Relations Dept.	Award contract for additional polling. Met	Conduct 2nd round of polling.	Conduct 3rd round of polling. Schedule TBD.

Strategic Plan - P The People of BART

Department - 0602358 Marketing & Research Admin

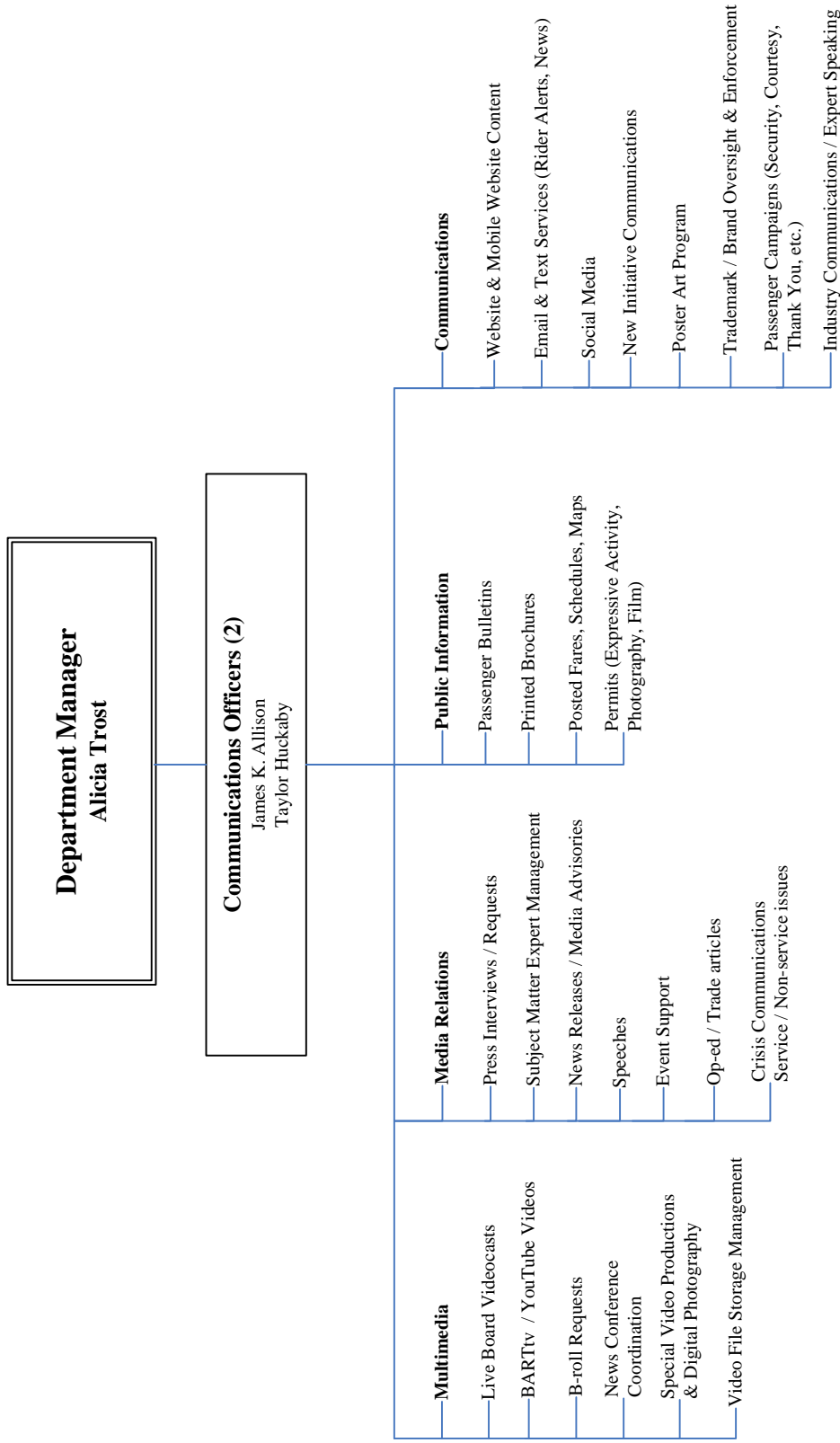


BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures				
(P1) - BART Culture	Project and/or Program	Goal/Desired Outcome (P1E1-Board)		FY - 2014	FY - 2015	FY - 2016
	(P1E) - Internal Customer Service Program			Objective	Actual	Objective
Help employees meet high personal and team expectations and become engaged in BART's mission.	Develop and implement measures of service satisfaction among internal stakeholders at BART.	Develop internal customer service survey as companion to external survey to provide data on service quality by non-ops groups within BART. Develop baseline data by 2010.				Conduct employee survey #2 by January, 2016.

COMMUNICATIONS DEPARTMENT - 0603

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	8.5
Capital	0.5
REI	-
Staff	9.0



BART Strategic Plan Fiscal Year Goals & Objectives

Strategic Plan - C Customer of BART
 Department - 0603361 Communications

Implementing Strategies		Performance Measures					
(C6) - Customer Information	Project and/or Program	Goal/Desired Outcome		FY - 2014	FY - 2015	FY - 2016	
		(C6A1-Board)	Actual	Objective	Objective	Objective	
Provide our customers with state of the art wayfinding and customer information.	(C6A) - Branding Initiative A package of changes to BART communications, initiatives and services to position BART as "a better day for you and the environment."	By 2009, develop and launch a uniform look, feel, and voice for BART communications, including enhancements to bart.gov. Develop a plan for companion initiatives to reinforce the brand position.	Met	Incorporate recommendations from 2013 Brand Review	Continue ongoing brand enforcement	Develop templates and assist Transportation with use of "Better BART" branding in stations as "pardon our dust" messages to communicate with public the benefits to come from project occurring	
		(C6A1-Other)	Actual	Objective	Objective	Objective	
		Display at least one showing of art work in ad space on the BART system.	Met	One Art Poster Campaign	One Art Poster Campaign	Continue use of original art in customer campaigns	
		(C6A2-Other)	Actual	Objective	Objective	Objective	
		Launch "Better BART" section of bart.gov to educate public about current improvement projects. Set up "Better BART" alerts email group so riders can stay informed of improvement projects.				Launch site with content and set up Gov Delivery group	
		(C6B) - Real Time Information Program	Actual	Objective	Objective	Objective	
Expand real time BART train and bus arrival and emergency information to aid customers.	(C6B) - Real Time Information Program Expand real time BART train and bus arrival and emergency information to aid customers.	Maintain real time info feed for bart.gov, TIC, 511, and other media.	Met	Maintain info feed for website, TIC and 511.org	Maintain info feed for website, TIC and 511.org	Conduct various customer campaigns to promote BART Service Advisories and other ways to get real time train info	
		(C6B2-Other)	Actual	Objective	Objective	Objective	
		Maintain at least 90% customer ratings for BART brochures and the website	Met	Meet 90% or better customer ratings for brochure, website	Meet 90% or better customer ratings for brochure, website	Meet 90% or better customer ratings for brochure, website	

Implementing Strategies		Performance Measures			
Project and/or Program		Performance Measures			
Goal/Desired Outcome		FY - 2014	Actual	FY - 2015	FY - 2016
		Objective		Objective	Objective
	relative to other service attributes.	relative to other service attributes		relative to other service attributes	relative to other service attributes
(C6B3-Other)	Publish 11 general news stories to the web.	Publish at least 12 news articles on bart.gov	Met	Publish original content with information helpful to customers on bart.gov. At least 12 news articles each year	Publish original content with information helpful to customers on bart.gov. At least 12 news articles each year
(C6B4-Other)	Update brochures, posted schedules, maps, website, and other customer information to reflect service and fare changes.	Update brochures and other customer info as needed	Met	Update brochures and other customer info as needed	Update brochures and other customer info as needed
(C6B5-Other)	Deploy New System Maps Systemwide.	Deploy new system maps only if needed	Met	Deploy new system maps only if needed	Deploy new system maps only if needed
(C6B6-Other)	Conduct at least the specified number of customer communication campaigns related to courtesy, safety, security, renovation, ridership or Clipper tips.	3 campaigns	Met	3 campaigns, at least one multilingual	At least 3 car card campaigns pushing key messages to public, at least one multilingual

Implementing Strategies		Performance Measures					
Project and/or Program		Goal/Desired Outcome					
<p>(F7) - Partnerships for Fin. Health</p> <p>Protect the Bay Area's investment in rail transit through long-term capital planning, strategic partnerships and outreach with elected and community leaders, the media and the public.</p>	<p>(F7C) - Media Relations Public Awareness Program</p> <p>Nurture positive relationships with media outlets and shape media and public opinion to build support for BART's initiatives and reputation.</p>	<p>(F7C10-Other)</p> <p>Expand social media plan to use as information conduit with targeted members of the public</p>	<p>FY - 2014 Objective</p> <p>Continue via relevant channels</p>	<p>Actual</p> <p>Met</p>	<p>FY - 2015 Objective</p> <p>Continue via relevant channels</p>	<p>FY - 2016 Objective</p> <p>Hold at least two online twitter town halls to engage with public on relevant topics. Use infographics in social media campaigns.</p>	
			<p>FY - 2014 Objective</p> <p>Continue to identify and train Subject Matter Experts</p>	<p>Actual</p> <p>Met</p>	<p>FY - 2015 Objective</p> <p>Continue to identify and train Subject Matter Experts, ensuring diversity and multiple languages</p>	<p>FY - 2016 Objective</p> <p>Continue to identify and train Subject Matter Experts, ensuring diversity and multiple languages</p>	
			<p>FY - 2014 Objective</p> <p>Update digital database and written smartbook on, at minimum, a quarterly basis.</p>	<p>Actual</p> <p>Met</p>	<p>FY - 2015 Objective</p> <p>Maintain digital contact list, develop an online media center on bart.gov</p>	<p>FY - 2016 Objective</p> <p>Maintain digital contact list, maintain online media center on bart.gov</p>	
		<p>(F7C1-Board)</p> <p>Visit each major Bay Area newsroom once per year.</p>	<p>(F7C1-Other)</p> <p>Keep public informed of activities/progress through proactive Public Info Programs: Prepare stories for trade publications (3x yr); Produce Annual Report (annually); issue News Releases (as needed).</p>	<p>FY - 2014 Objective</p> <p>Publish news releases on website</p>	<p>Actual</p> <p>Met</p>	<p>FY - 2015 Objective</p> <p>Publish news releases on website</p>	<p>FY - 2016 Objective</p> <p>Publish news releases on website</p>
				<p>FY - 2014 Objective</p> <p>Schedule editorial board mtgs and submit op eds as needed</p>	<p>Actual</p> <p>Met</p>	<p>FY - 2015 Objective</p> <p>Schedule editorial board mtgs and submit op eds as needed</p>	<p>FY - 2016 Objective</p> <p>Schedule editorial board mtgs and submit op eds as needed</p>
				<p>FY - 2014 Objective</p> <p>As needed</p>	<p>Actual</p> <p>Met</p>	<p>FY - 2015 Objective</p> <p>As needed</p>	<p>FY - 2016 Objective</p> <p>Post passenger bulletins online and on twitter as well, work</p>
		<p>(F7C3-Board)</p> <p>Meet with editorial boards and submit six op-ed pieces for publication.</p>	<p>(F7C3-Other)</p> <p>Keep BART customers informed of progress, activities, events and issues</p>	<p>FY - 2014 Objective</p> <p>Schedule editorial board mtgs and submit op eds as needed</p>	<p>Actual</p> <p>Met</p>	<p>FY - 2015 Objective</p> <p>Schedule editorial board mtgs and submit op eds as needed</p>	<p>FY - 2016 Objective</p> <p>Schedule editorial board mtgs and submit op eds as needed</p>
				<p>FY - 2014 Objective</p> <p>As needed</p>	<p>Actual</p> <p>Met</p>	<p>FY - 2015 Objective</p> <p>As needed</p>	<p>FY - 2016 Objective</p> <p>As needed</p>
				<p>FY - 2014 Objective</p> <p>As needed</p>	<p>Actual</p> <p>Met</p>	<p>FY - 2015 Objective</p> <p>As needed</p>	<p>FY - 2016 Objective</p> <p>As needed</p>

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2014		FY - 2015		FY - 2016	
Goal/Desired Outcome		Objective	Actual	Objective	Actual	Objective	Actual
	of importance by issuing passenger bulletins on an "as needed" basis.	(F7C4-Board)					
		Identify new media for communicating with customers and public.	Use blog, Twitter, and YouTube to communicate to customers	Met	Use social media (Twitter, Facebook, YouTube, and other relevant trending channels) to communicate to customers and public		Release at least 2 videos highlighting aging infrastructure and what BART is doing to meet rider needs.
	(F7C5-Other)	Print all vital documents, passenger bulletins, and post to web in up to the 5 basic languages as required by Title VI and LEP plan.	Production in up to 5 LEP plan languages	Met	Production in up to 5 LEP plan languages		Production in up to 5 LEP plan languages
		(F7C6-Other)	Keep customers up-to-date on changes to Clipper or other major changes to service.	Communicate as needed as product evolves	Met	Communicate as needed as product evolves	Communicate as needed as product evolves
	(F7C7-Other)	Maintain Media Center in order to use the latest technology to communicate with passengers, taxpayers and elected officials via video and/or audio media on website.	Ensure media center is well maintained and operational	Met	Ensure media center is well maintained and operational, utilize an archiving system to preserve content		Ensure media center is well maintained and operational, maintain archiving system to preserve content
			(F7C8-Other)	Maintain a steady flow of information on policy developments at BART by posting all Board Meetings on BART website.	Post Board agenda on website, stream Board mtgs live, make video of past Board mtgs available	Met	Post Board agenda on website, stream Board mtgs live, make video of past Board mtgs available

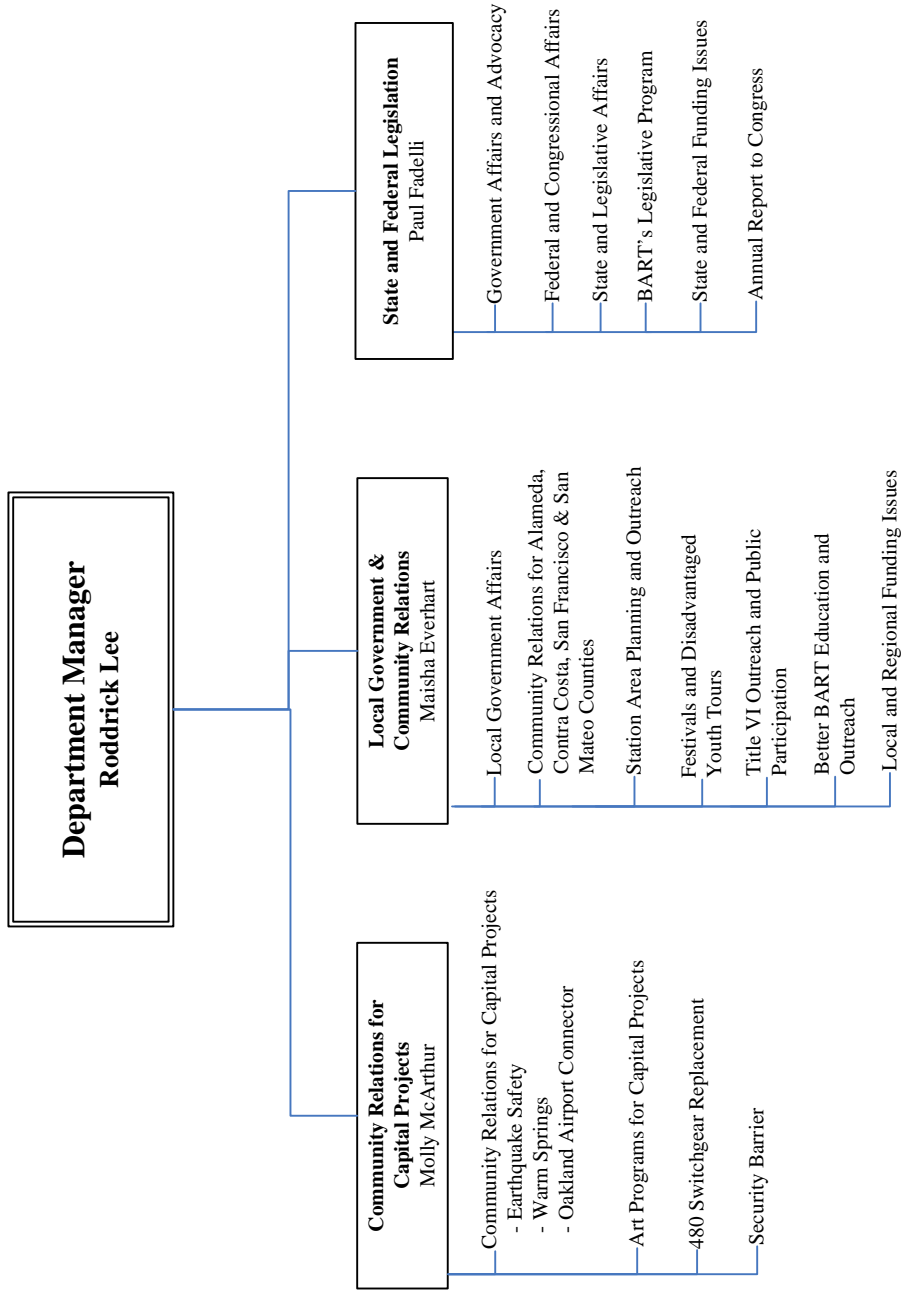
Implementing Strategies		Performance Measures			
Project and/or Program		Goal/Desired Outcome (F7C9-Other)			
		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective
		Continue to update	Met	maintain historical section of bart.gov	maintain historical section of bart.gov
		Update BART history facts and figures piece for BART employees, local state and federal offices, and members of public upon request.			

Strategic Plan - P The People of BART
Department - 0603361 Communications

Implementing Strategies		Performance Measures			
Project and/or Program		Goal/Desired Outcome (P1B1-Other)			
(P1) - BART Culture Help employees meet high personal and team expectations and become engaged in BART's mission.	(P1B) - Communications Program BART will ensure input from stakeholders in development and training for initiatives involving BART employees generally, and in specific areas of BART or life in the BART workplace.	FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective
		Stream Board mtgs live, assist Executive Offices in internal communication	Met	Stream Board mtgs live, assist Executive Offices in internal communication	Stream Board mtgs live, assist Executive Offices in internal communication
		(P1B2-Other) Use internal subject matter experts to respond to media questions that cover aspects of their responsibilities.	FY - 2014 Objective As needed	Actual Met	FY - 2015 Objective as needed, ensure diversity
(P1B3-Other) Produce and distribute an employee newsletter		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective
					at least 3 per year
		(P1B4-Other) Launch public "Heart of BART" series highlighting positive stories about employees.	FY - 2014 Objective	Actual	FY - 2015 Objective

GOVERNMENT & COMMUNITY RELATIONS - 0604

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	7.0
Capital	2.0
REI	-
Staff	9.0

Strategic Plan - F The Future of BART
Department - 0604366 Gov't & Community Relations

Implementing Strategies		Performance Measures					
(F2) - System Expansion	Project and/or Program (F2A) - eBART project	FY - 2014		FY - 2015		FY - 2016	
		Objective	Actual	Objective	Objective	Objective	Objective
Seek partnership with other transit agencies, local communities and private entities to plan and implement cost-effective service that demonstrates a commitment to transit-supportive growth and development and addresses the core needs of the system.	Expand BART rail service to eastern Contra Costa County.	(F2A1-Board)					
			Begin eBART revenue service by 2015.	In Progress			Begin eBART revenue service in 2018.
		(F2A1-Other)					
			Facilitate regular outreach with Caltrans and other partner agencies in the project to keep updated as to schedule and potential obstacles.	Met	6		4
		(F2A2-Other)					
			Strategize with BART Capital and Planning staff on informational outreach to the community.	Met	12		6
		(F2A3-Other)					
			Meet monthly with community, business and civic organizations to update as to progress and answer questions.	Met	12		12
		(F2A4-Other)					
			Create opportunities for Board of Directors to interface with policy makers, constituents, and community leaders.	Met	12		12
		(F2A5-Other)					
			Set up quarterly meetings with Board members and local elected officials to present updates.	Met	4		4

Implementing Strategies		Performance Measures					
Project and/or Program		Goal/Desired Outcome (F2B1-Board)		FY - 2014	FY - 2015	FY - 2016	
(F2B) - Warm Springs Project Extend BART service over five miles in Fremont.		Complete Warm Springs by 2014.		Objective	Objective	Objective	
				Actual	Actual	Actual	
(F2B1-Other) Strategize with BART Capital Grants and Planning staff.		12		Met	12	12	
				Objective	Objective	Objective	
		12		Met	12	12	
				Objective	Objective	Objective	
		9		Met	6	4	
				Objective	Objective	Objective	
(F2B2-Other) Meet monthly with local civic and community groups to build support for the project and keep the community updated.		12		Met	12	12	
				Objective	Objective	Objective	
		9		Met	6	4	
				Objective	Objective	Objective	
		4		Met	4	2	
				Objective	Objective	Objective	
(F2B3-Other) Look for opportunities for Board members to make presentations about the project to community groups, neighborhood and business associations.		4		Met	4	2	
				Objective	Objective	Objective	
		4		Met	4	2	
				Objective	Objective	Objective	
		4		Met	4	2	
				Objective	Objective	Objective	
(F2B4-Other) Meet with local elected officials to update them about progress and benefits from the project.		4		Met	4	2	
				Objective	Objective	Objective	
		4		Met	4	2	
				Objective	Objective	Objective	
		4		Met	4	2	
				Objective	Objective	Objective	
(F2C) - Silicon Valley Rapid Transit (SVRT) Project Extend BART service over 16 miles into Santa Clara County.		12		Met	12	12	
				Objective	Objective	Objective	
		12		Met	12	12	
				Objective	Objective	Objective	
		12		Met	12	12	
				Objective	Objective	Objective	
(F2C1-Other) Organize strategy meetings with SJVTA to discuss progress on project and common funding goals & priorities between the two		12		Met	12	12	
				Objective	Objective	Objective	
		12		Met	12	12	
				Objective	Objective	Objective	
		12		Met	12	12	
				Objective	Objective	Objective	

Implementing Strategies		Project and/or Program		Performance Measures							
Goal/Desired Outcome		Goal/Desired Outcome		FY - 2014		FY - 2015		FY - 2016			
				Objective	Actual	Objective	Actual	Objective	Actual		
		agencies.									
				(F2C2-Other)							
				Include San Jose in all outreach efforts involving new rail car procurement and funding opportunities.	12	Met	12	6			
		(F2C3-Other)	Give updates on progress with rail cars and Warm Spring project construction to the SJ VTA.								
	(F2D) - Livermore project	Extend BART service to Livermore.	Educate the community, local elected officials and local transportation leaders about BART's planning efforts related to the project.								
				(F2D1-Other)							
					12	Met	12	12			
	(F5) - Transit-Oriented Development	Work with community partners to maximize support for TODs, to enhance the livability and vitality at our stations, and to support regional goals.	Project and/or Program	Performance Measures							
				(F5A) - Station Planning Program							
	(F5A1-Other)	Secure federal, state and local funding for capital and operating programs, secure legislators help to lessen the financial impact of the project.	Monthly written and verbal communications with stakeholder groups.								
	(F5A2-Other)	Monthly written and verbal communications with stakeholder groups.	Strategize with BART Capital Grants and Planning staff weekly.								
	(F5A3-Other)	Strategize with BART Capital Grants and Planning staff weekly.									

Implementing Strategies		Performance Measures			
Project and/or Program		FY - 2014	FY - 2015	FY - 2016	
<p>(F5B) - TOD Station Development Program Working with cities and local communities, BART will implement approved development projects.</p>	<p>Goal/Desired Outcome (F5A4-Other) Meet monthly with local, civic and community groups to build support for BART initiatives.</p>	Objective	Objective	Objective	
	<p>(F5A5-Other) Create opportunities for Board Directors to interface with policymakers and other constituents.</p>	Objective	Objective	Objective	
	<p>(F5A6-Other) Set up quarterly meetings with Board Members and local elected officials to advance BART policy agenda.</p>	Objective	Objective	Objective	
	<p>Goal/Desired Outcome (F5B1-Other) Schedule monthly meetings with legislators and staff.</p>	Objective	Objective	Objective	
	<p>(F5B2-Other) Quarterly advocacy meetings with Washington DC policymakers.</p>	Objective	Objective	Objective	
	<p>(F5B3-Other) Meet monthly with local, civic and community groups to build support for BART initiatives.</p>	Objective	Objective	Objective	
	<p>(F5B4-Other) Attend monthly MTC, SFCTA, ACTC, and CCTA and legislative meetings to support the District's funding priorities for SOGR and capital reinvestment.</p>	Objective	Objective	Objective	
	<p>(F5B5-Other) Create opportunities for Board Directors to interface with policymakers and other</p>	Objective	Objective	Objective	
		Met			
			Met		
				Met	
					Met

Implementing Strategies		Performance Measures			
Project and/or Program		Goal/Desired Outcome			
(F6) - Sustainability Apply sustainable techniques and business practices to BART's programs, projects and operations in a cost-effective manner to enhance the Bay Area's quality of life.	Project and/or Program (F6A) - Transit Sustainability Guidelines Build consensus among transit operators for reducing greenhouse gas emission, and utilizing sustainability techniques.	Goal/Desired Outcome (F5B6-Other) Set-up quarterly meetings with Board Members and community/business/civic groups to advance BART policy agenda. (F5B7-Other) Set-up quarterly meetings with Board Members and Congress/staff in DC to advance BART policy agenda. (F5B8-Other) Set up quarterly meetings with Board Members and local elected officials to advance BART policy agenda.	FY - 2014	FY - 2015	FY - 2016
			Objective	Objective	Objective
			Met		
			FY - 2014	FY - 2015	FY - 2016
			Objective	Objective	Objective
			Met		
			FY - 2014	FY - 2015	FY - 2016
			Objective	Objective	Objective
			Met		
			FY - 2014	FY - 2015	FY - 2016
			Objective	Objective	Objective
			Met		
(F6) - Sustainability Apply sustainable techniques and business practices to BART's programs, projects and operations in a cost-effective manner to enhance the Bay Area's quality of life.	Project and/or Program (F6A) - Transit Sustainability Guidelines Build consensus among transit operators for reducing greenhouse gas emission, and utilizing sustainability techniques.	Goal/Desired Outcome (F6A1-Other) Secure federal, state and local funding for capital and operating programs. (F6A2-Board) Implement guidelines through pilot projects such as Station Modernization Program, and New Car Procurement specifications by 2010. (F6A2-Other) Schedule monthly meetings with legislators and staff.	FY - 2014	FY - 2015	FY - 2016
			Objective	Objective	Objective
			12	12	
			FY - 2014	FY - 2015	FY - 2016
			Objective	Objective	Objective
			In Progress		
			FY - 2014	FY - 2015	FY - 2016
			Objective	Objective	Objective
			24	24	24
			FY - 2014	FY - 2015	FY - 2016
			Objective	Objective	Objective
			Met	Met	

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2014		FY - 2015		FY - 2016	
Goal/Desired Outcome (F6A3-Other)		Objective	Actual	Objective	Objective	Objective	Objective
Quarterly advocacy meetings with Washington DC policymakers.		6	Met	4			
(F6A4-Other)							
Meet monthly with local, civic and community groups to build support for BART initiatives.		24	Met	24		24	
(F6A5-Other)							
Create opportunities for Board Directors to interface with policymakers and other constituents.		12	Met	12		12	
(F6A6-Other)							
Increase public awareness of BART's State of Good Repair needs and costs through a comprehensive educational campaign (Better BART).			Met				
(F6A7-Other)							
Conduct outreach and conduct open house sessions for the input on the design of the Fleet of the Future.			Met				
(F6B) - Greenhouse gas emissions targets							
Reduce GHG emissions per BART vehicle mile.							
(F6B1-Other)							
Schedule monthly meetings with legislators and staff.		24	Met	24		24	
(F6B2-Other)							
Quarterly advocacy meetings with Washington DC policymakers.		8	In Progress	4		4	
(F6B3-Other)							
Monthly written and verbal communications with stakeholder groups.		24	Met	24		24	

Implementing Strategies		Performance Measures						
Project and/or Program		Goal/Desired Outcome						
		(F6B4-Other)	FY - 2014	FY - 2015	FY - 2016	FY - 2016	FY - 2016	
		Monthly strategy meetings with federal and state BART lobbyists.	Objective	Actual	Objective	Objective	Objective	Objective
			12	Met	12		12	
		(F6B5-Other)	FY - 2014	FY - 2015	FY - 2016	FY - 2016	FY - 2016	FY - 2016
		Strategize with BART Capital Grants and Planning staff bi-weekly.	Objective	Actual	Objective	Objective	Objective	Objective
			26	Met	36		26	
		(F6B6-Other)	FY - 2014	FY - 2015	FY - 2016	FY - 2016	FY - 2016	FY - 2016
		Meet monthly with local, civic and community groups to build support for BART initiatives (Better BART).	Objective	Actual	Objective	Objective	Objective	Objective
			12	Met	12		48	
		(F6B7-Other)	FY - 2014	FY - 2015	FY - 2016	FY - 2016	FY - 2016	FY - 2016
		Attend monthly Metropolitan Transportation Commission (MTC) and legislative meetings to coordinate the District's legislative goals.	Objective	Actual	Objective	Objective	Objective	Objective
			12	Met	12		12	
(F6B8-Other)	FY - 2014	FY - 2015	FY - 2016	FY - 2016	FY - 2016	FY - 2016		
Create opportunities for Board Directors to interface with policymakers at the state, federal and local level.	Objective	Actual	Objective	Objective	Objective	Objective		
	12	Met	12		24			
(F6C) - Bay Area VMT reduction target	Goal/Desired Outcome							
Contribute to Bay Area reduction in VMT.	(F6C1-Board)	FY - 2014	FY - 2015	FY - 2016	FY - 2016	FY - 2016		
	Work with Bay Area transportation and air quality agencies to reduce vehicle miles traveled (VMT) per capita in the Bay Area.	Objective	Actual	Objective	Objective	Objective		
			In Progress					
(F6C1-Other)	FY - 2014	FY - 2015	FY - 2016	FY - 2016	FY - 2016	FY - 2016		
Continue to advocate for programs that benefit transit riders such as the Federal Commuter Benefit Program.	Objective	Actual	Objective	Objective	Objective	Objective		
		In Progress						

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2014		FY - 2015		FY - 2016	
Goal/Desired Outcome (F6C2-Other)		Objective	Actual	Objective	Objective	Objective	Objective
		E-communicate with our vast network of thousands of transit supporters; constantly expand our network of non profit and transit supporters.	Met	E-communicate with our vast network of thousands of transit supporters; constantly expand our network of non profit and transit supporters.	E-communicate with our vast network of thousands of transit supporters; constantly expand our network of non profit and transit supporters.	E-communicate with our vast network of thousands of transit supporters; constantly expand our network of non profit and transit supporters.	E-communicate with our vast network of thousands of transit supporters; constantly expand our network of non profit and transit supporters.
Project and/or Program		Performance Measures					
(F7B) - Legislative and Community Outreach Program		FY - 2014		FY - 2015		FY - 2016	
Goal/Desired Outcome (F7B10-Other)		Objective	Actual	Objective	Objective	Objective	Objective
	Develop and implement a federal, state and local legislative and community outreach program to increase funding and community support for key BART initiatives.	Set up quarterly meetings with Board Members and local elected officials to advance BART policy agenda.	4	4	4	4	4
(F7B11-Other)		FY - 2014		FY - 2015		FY - 2016	
Goal/Desired Outcome (F7B11-Other)		Objective	Actual	Objective	Objective	Objective	Objective
	Strengthen relationships for BART in all minority communities throughout the BART District. Attend community events and/or schedule monthly meetings with community leaders, orgs and/or elected officials in minority communities within the District.	24	Met	24	36	36	36
(F7B12-Other)		FY - 2014		FY - 2015		FY - 2016	
Goal/Desired Outcome (F7B12-Other)		Objective	Actual	Objective	Objective	Objective	Objective
	Set up quarterly meetings with Board Members to do outreach in minority communities within the District.	4	Met	4	4	4	4
(F7B13-Other)		FY - 2014		FY - 2015		FY - 2016	
Goal/Desired Outcome (F7B13-Other)		Objective	Actual	Objective	Objective	Objective	Objective
	Demonstrate BART's cultural sensitivity by supporting/attending comm. events, fairs, festivals, celebrations, and mixers that promote diversity. Explore new/different ways	36	Met	36	40	40	40

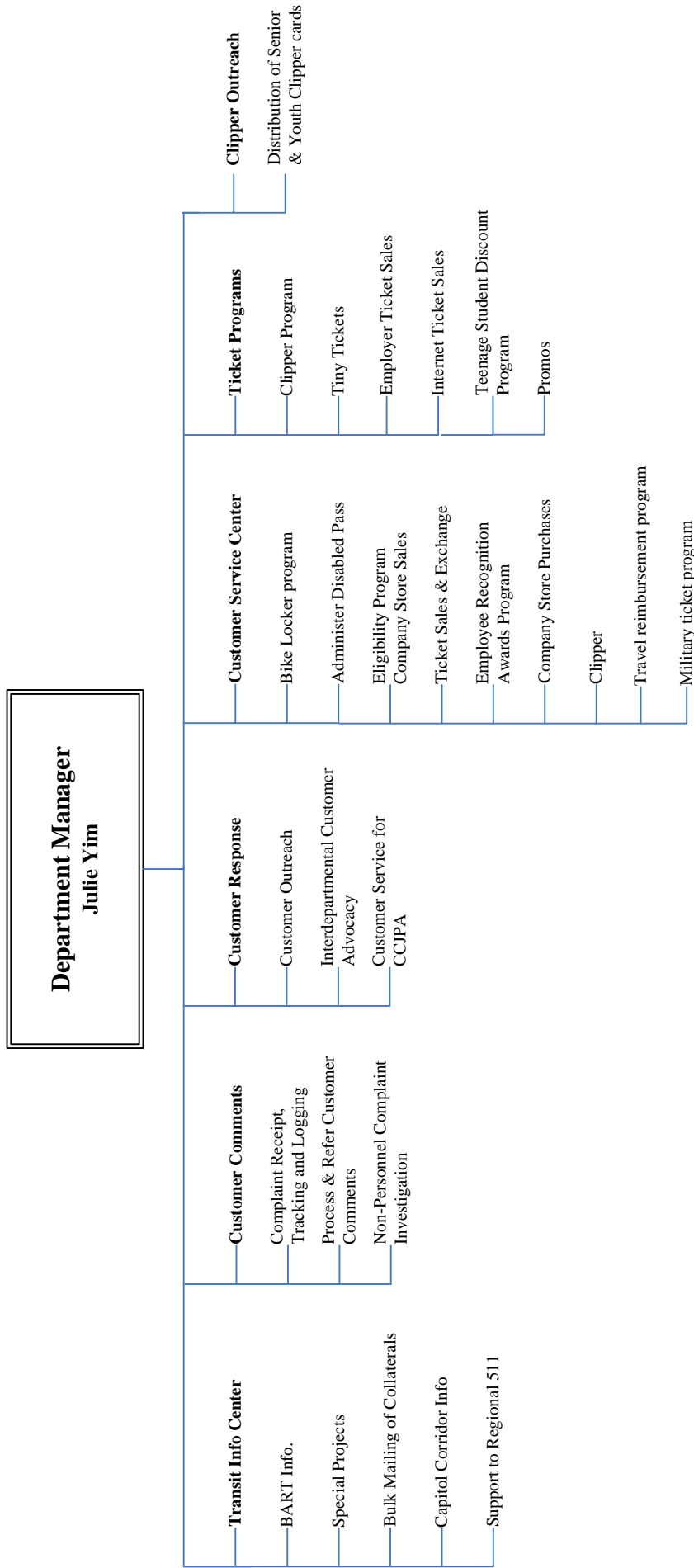
Implementing Strategies		Performance Measures			
Project and/or Program		Performance Measures			
	<p>Goal/Desired Outcome for BART to underline its commitment to youth development and the community.</p> <p>(F7B14-Other) Expand/cultivate network of BART constituents who receive information/updates/act as comm. advocates for BART programs/projects. Maintain effective communication infrastructure with comm. leaders about a variety of BART projects/programs/issues.</p> <p>(F7B15-Other) Enhance relationships with community based organizations and educational institutions by administering the Free Rides for Field Trips Program.</p> <p>(F7B16-Other) Promote the Summer Youth Tours Program to expose youth from low income families to public transportation on BART.</p> <p>(F7B17-Other) Advocate for increased Federal funding for District security improvements.</p> <p>(F7B18-Other) Implement an education and advocacy campaign (Better BART) to acquire additional local funding for capital and reinvestment needs.</p>	FY - 2014 Objective	FY - 2015 Objective	FY - 2016 Objective	
		Monthly	Monthly	Monthly	Monthly
		Met			

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2014		FY - 2015		FY - 2016	
Goal/Desired Outcome (F7B19-Other)		Objective	Actual	Objective	Objective	Objective	Objective
Augment public participation efforts by piloting online townhall meetings.			Not Met				
(F7B1-Board)		FY - 2014	Actual	FY - 2015	Objective	FY - 2016	Objective
Increase BART's share of federal funding through formula and program changes during reauthorization of the surface transportation law. Seek new sources of funding through any federal climate change legislation or other state and local initiatives.		Objective	In Progress	Objective	Objective	Objective	Objective
(F7B1-Other)		FY - 2014	Actual	FY - 2015	Objective	FY - 2016	Objective
Advocate and build support and relationships for BART and its programs at the local, regional, state and federal levels. Schedule monthly meetings with legislators and staff.		Objective	Met	Objective	Objective	Objective	Objective
(F7B20-Other)		FY - 2014	Actual	FY - 2015	Objective	FY - 2016	Objective
Work with the State Legislature to support District initiatives and priorities.		Objective	In Progress	Objective	Objective	Objective	Objective
(F7B2-Other)		FY - 2014	Actual	FY - 2015	Objective	FY - 2016	Objective
Quarterly advocacy meetings with Washington DC policymakers in DC.		Objective	Met	Objective	Objective	Objective	Objective
(F7B3-Other)		FY - 2014	Actual	FY - 2015	Objective	FY - 2016	Objective
Monthly written and verbal communications with stakeholder groups.		Objective	Met	Objective	Objective	Objective	Objective

Implementing Strategies		Performance Measures					
Project and/or Program	Goal/Desired Outcome (F7B4-Other)	FY - 2014		FY - 2015		FY - 2016	
		Objective	Actual	Objective	Actual	Objective	Actual
	Monthly strategy meetings with federal, state, local BART lobbyists.	16	Met	12			12
	(F7B5-Other) Strategize with BART Capital Grants and Planning staff bi-weekly.	36	Met	36			26
	(F7B6-Other) Meet monthly with local, civic and community groups to build support for BART initiatives.	40	Met	40			60
	(F7B7-Other) Attend monthly MTC, SFCTA, ACTC, and CCTA and legislative meetings to support the District's funding priorities for SOGR and capital reinvestment.	12	Met	24			30
	(F7B8-Other) Set-up quarterly meetings with Board Members and community/business/civic groups to advance BART policy agenda.	12	In Progress	12			16
	(F7B9-Other) Set-up quarterly meetings with Board Members and Congress/staff in DC to advance BART policy agenda.	12	Met	8			8

CUSTOMER SERVICES DEPARTMENT - 0605

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	18.0
Capital	-
REI	-
Staff	18.0

Strategic Plan - C Customer of BART
 Department - 0605376 Cust Service Administration

Implementing Strategies		Performance Measures					
(C3) - Service Enhancements	Project and/or Program (C3A) - BART Core Service	Goal/Desired Outcome (C3A2-Other)		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Objective	Objective	Objective
Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	Provide service levels that meet the needs of the customers while maintaining optimum system reliability.	BART and CCJPA response to 90% of customers within 10 days of comment.	Met	90% within 10 days	90% within 10 days	90% within 10 days	90% within 10 days
		(C3A3-Other)					
		Continue to support Clipper transition from magstripe tickets.	Met	Support Clipper Transition, focus on Youth and Senior and Disabled Program	Support Clipper Transition, focus on Youth and Senior and Disabled Programs	Support Clipper Transition, focus on Youth and Senior and Disabled Programs	Support Clipper Transition, focus on Youth and Senior and Disabled Programs
(C5) - Customer Environment	Project and/or Program (C5C) - Accessibility Improvements	Performance Measures					
Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	Develop and implement program of system-wide accessibility improvements as opportunities and funding become available.	Goal/Desired Outcome (C5C1-Other)		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Objective	Objective	Objective
		Three day turn around to customer request for: a) sale of all BART "Tickets by Mail" b) bike locker rentals c) enter RTC applications into system for transmission.	Met	3 days	3 days	3 days	3 days
		(C5C2-Other)					
		Maintain minimal ticket outlets for sale of Green & Red tickets. Phase out HVD tickets to Clipper.	Met	maintain minimal ticket outlets for green & red sales and eventually phase out HVD.	maintain minimal ticket outlets for green & red ticket sales and eventually phase out HVD.	maintain minimal ticket outlets for green & red ticket sales and eventually phase out HVD.	maintain minimal ticket outlets for green & red ticket sales and eventually phase out HVD.
		(C5C4-Other)					
		Maintain number of students & schools who sign up for the Student Discount Program.	Met	increase by 5%	increase by 5%	increase by 5%	increase by 5%
			increased by 5.2%				



BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures					
Project and/or Program	Goal/Desired Outcome (C5C6-Other)	FY - 2014		FY - 2015		FY - 2016	
		Objective	Actual	Objective	Objective	Objective	Objective
	Develop social media pilot program to increase accessibility by our customers to BART administration in regards to non-emergency communications.	Maintain Social Media Program established in 2012	Met	Maintain Social Media Program established in 2012	Maintain Social Media Program established in 2012	Maintain Social Media Program established in 2012	Maintain Social Media Program established in 2012
		Evaluate effectiveness of the program and make recommendation to continue program or not.	Implemented Twitter	Evaluate effectiveness of the program and make recommendation to continue program or not.	Evaluate effectiveness of the program and make recommendation to continue program or not.	Evaluate effectiveness of the program and make recommendation to continue program or not.	Evaluate effectiveness of the program and make recommendation to continue program or not.
	(C5C7-Other) Evaluate current Department practices and performance in regards to service level and responsiveness to customers	Implement improvements to processes as found in Best Practices findings	In Progress	Implement improvements to processes as found in Best Practices findings	Implement improvements to processes as found in Best Practices findings	Implement improvements to processes as found in Best Practices findings	Implement improvements to processes as found in Best Practices findings

Strategic Plan - F The Future of BART

Department - 0605376 Cust Service Administration

Implementing Strategies		Performance Measures					
Project and/or Program	Goal/Desired Outcome (F7B1-Other)	FY - 2014		FY - 2015		FY - 2016	
		Objective	Actual	Objective	Objective	Objective	Objective
Protect the Bay Area's investment in rail transit through long-term capital planning, strategic partnerships and outreach with elected and community leaders, the media and the public.	Maintain active participation of charitable agencies in the Tiny Ticket Program.	As magnetic ticket sales decrease, monitor donations and shrink accordingly	Met	As magnetic ticket sales decrease, monitor donations and shrink accordingly	As magnetic ticket sales decrease, monitor donations and shrink accordingly	As magnetic ticket sales decrease, monitor donations and shrink accordingly	As magnetic ticket sales decrease, monitor donations and shrink accordingly
		Develop and implement a federal, state and local legislative and community outreach program to increase funding and community support for key BART initiatives.	Met	As magnetic ticket sales decrease, monitor donations and shrink accordingly	As magnetic ticket sales decrease, monitor donations and shrink accordingly	As magnetic ticket sales decrease, monitor donations and shrink accordingly	As magnetic ticket sales decrease, monitor donations and shrink accordingly
	(F7B2-Other) Generate Tiny Tickets through contributions.	11,000 tickets	Met	11,000 tickets	11,000 tickets	11,000 tickets	11,000 tickets
		51,569 tickets collected.	51,569 tickets collected.	51,569 tickets collected.	51,569 tickets collected.	51,569 tickets collected.	51,569 tickets collected.



BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures				
Project and/or Program	Goal/Desired Outcome	FY - 2014	FY - 2015	FY - 2016		
(F7D) - Employer Transit Forum Recognize and cultivate a closer relationship with the employers we serve.	(F7D1-Other) Develop and continue programs to keep customers informed about District issues/related activities; support District Goals by responding to and interacting with customers; coordinate w/Communications to deliver consistent messages.	Objective 20 events - Station or Employer sites	Objective 20 events - Station or Employer sites	Objective 20 events - Station or Employer sites	Objective 20 events - Station or Employer sites	
		Actual Not Met Clipper awareness events drew CS Reps into community instead of stations (20 locations)				
	(F7D2-Other) Market BART Logo items to enhance the Districts visibility and promote a positive image.	Objective Sell \$16,000 in Company Store Merchandise	Objective Sell \$16,000 in Company Store Merchandise	Objective Sell \$16,000 in Company Store Merchandise	Objective Sell \$16,000 in Company Store Merchandise	
		Actual Met \$27,282				

Strategic Plan - P The People of BART

Department - 0605376 Cust Service Administration

Implementing Strategies		Performance Measures				
Project and/or Program	Goal/Desired Outcome	FY - 2014	FY - 2015	FY - 2016		
(P1) - BART Culture Help employees meet high personal and team expectations and become engaged in BART's mission.	(P1D) - Customer Service Program Institute a comprehensive program to promote customer-friendly service from all staff.	Objective Weekly report and quarterly input for AGM, OPS QPR presentation	Objective Weekly report and quarterly input for AGM, OPS QPR presentation	Objective Weekly report and quarterly input for AGM, OPS QPR presentation	Objective Weekly report and quarterly input for AGM, OPS QPR presentation	
		Actual Met				
	(P1D2-Other) Employee Rewards Program: a) Distribute award	Objective 100% quarterly and within 5 days	Objective 100% quarterly and within 5 days	Objective 100% quarterly and within 5 days	Objective 100% quarterly and within 5 days	
		Actual Met				

Implementing Strategies		Performance Measures					
Project and/or Program	Goal/Desired Outcome	FY - 2014		FY - 2015		FY - 2016	
		Objective	Actual	Objective	Actual	Objective	Actual
	<p>(P1D3-Other)</p> <p>Operate the Transit Information Center</p> <p>a) Maintain service standards of 93% of calls served</p> <p>b) Achieve service standard of 20 seconds average wait time</p>	Maintain service standard of 93% of calls served	Met	Maintain service standard of 93% of calls served	Met	Maintain service standard of 93% of calls served	Met
		Achieve service standard of 20 seconds average wait time	Met	Achieve service standard of 20 seconds average wait time	13 second average wait time.	Achieve service standard of 20 seconds average wait time	
	<p>(P2B) - Diversity Awareness Program</p> <p>BART will ensure that all employees are knowledgeable about the benefits and challenges of working in a culturally diverse environment.</p>	<p>(P2B1-Other)</p> <p>Support & implement 3 employee activities during the year.</p>					
		3 activities	Met	3 activities	CNY, NYE, OAC, Halloween	3 activities	
	<p>(P2B2-Other)</p> <p>Conduct one familiarization tour per month.</p>	<p>(P2B3-Other)</p> <p>Demonstrate how use TVM to load money to Clipper card so that Seniors will feel confident using their card instead of purchasing senior tickets</p>					
		One per month	In Progress	One per month		One per month	
	<p>(P2B4-Other)</p> <p>Demonstrate how use TVM to load money to RTC Clipper Card so that discount card holders will feel confident using their</p>	<p>(P2B4-Other)</p> <p>Demonstrate how use TVM to load money to RTC Clipper Card so that discount card holders will feel confident using their</p>					
		One per month	In Progress	One per month		One per month	
	<p>(P2) - Diversity</p> <p>Ensure that BART's workforce is fully reflective of the diversity of the Bay Area and that the District values its diversity.</p>	<p>(P2B1-Other)</p> <p>Support & implement 3 employee activities during the year.</p>					
		3 activities	Met	3 activities	CNY, NYE, OAC, Halloween	3 activities	
	<p>(P2B2-Other)</p> <p>Conduct one familiarization tour per month.</p>	<p>(P2B3-Other)</p> <p>Demonstrate how use TVM to load money to Clipper card so that Seniors will feel confident using their card instead of purchasing senior tickets</p>					
		One per month	In Progress	One per month		One per month	
	<p>(P2B4-Other)</p> <p>Demonstrate how use TVM to load money to RTC Clipper Card so that discount card holders will feel confident using their</p>	<p>(P2B4-Other)</p> <p>Demonstrate how use TVM to load money to RTC Clipper Card so that discount card holders will feel confident using their</p>					
		One per month	In Progress	One per month		One per month	

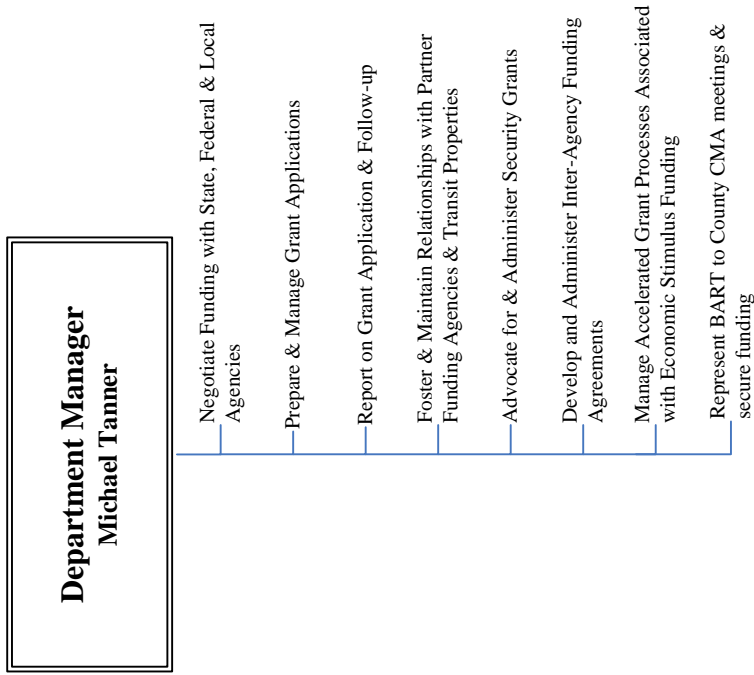


BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures
Project and/or Program	Goal/Desired Outcome	
	card instead of purchasing senior tickets	

GRANT DEVELOPMENT AND REPORTING - 0606

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	4.0
Capital	2.0
REI	-
Staff	6.0

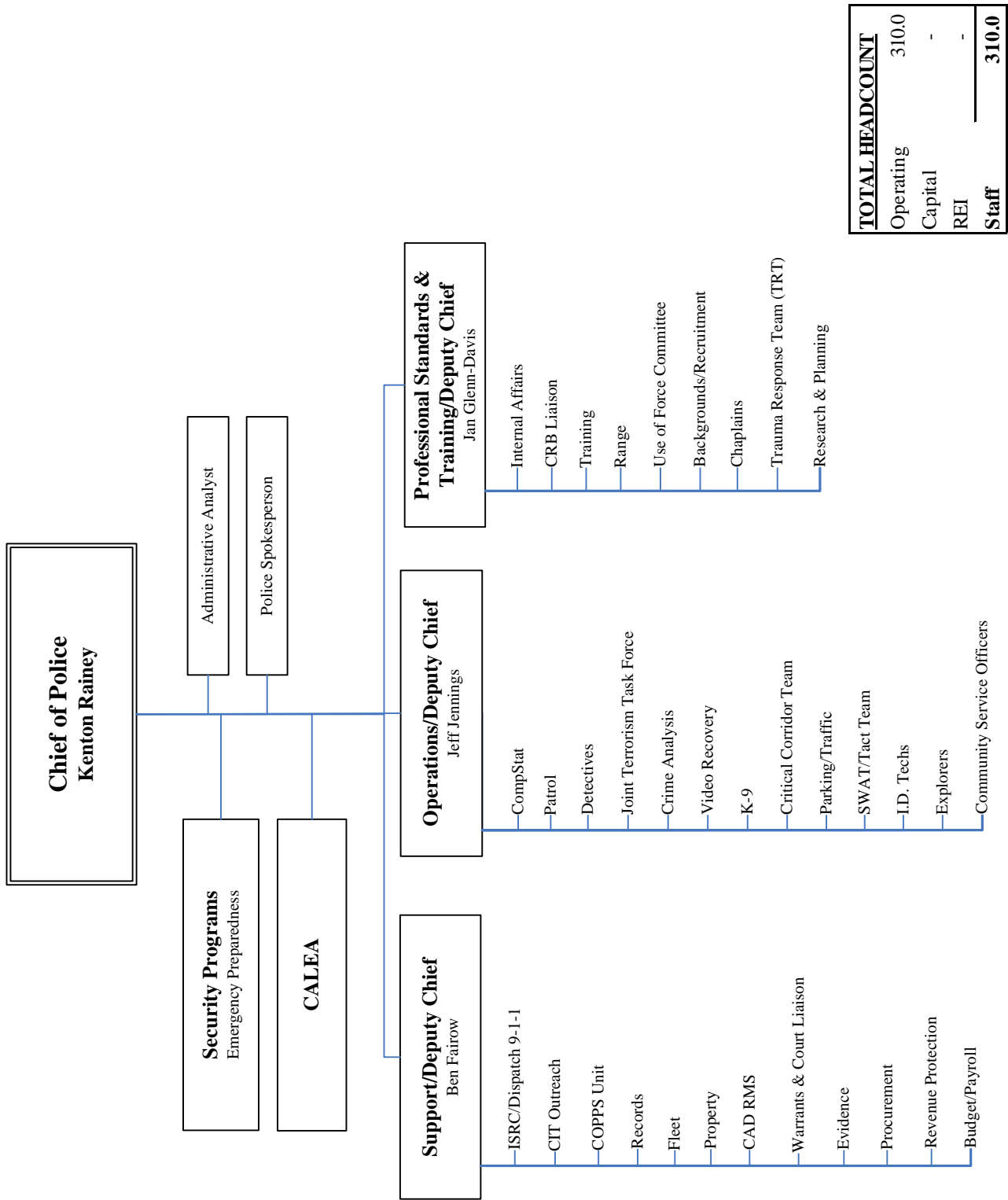
FY16 Goals & Objectives - Grant Development

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
1 Secure external funding for the District's capital programs	2 a Maximize capital grant awards for on-going renovation needs as programmed in the CIP with County CMAs, Regional (MTC), State (Caltrans/CTC) and Federal (FTA/FHWA) agencies.	6/30/2014		Reorg - OEA	6/30/2016
	b Negotiate and refine funding agreements for Warm Spring Extension, Oakland Airport Connector, Earthquake Safety Program, e-BART, Translink, SVRT, Rail Car replacement, Crossovers and SGR	As needed		Reorg - OEA	Ongoing
	c Submit Grant applications and allocation documents after partnering sessions with affected departments: TLC/TCRP Land Use and Capital grants: - TDA/STA Claim - MTC Bridge Tolls - Federal Sec. 5307 and 5309 Grants - Clean Air Act Grants - STP/SMAQ Funds and TLC/HIP Grants	10/30/2014 6/30/2014 6/30/2014 As needed As needed		Reorg - OEA	Ongoing 6/30/2016
	Coordinate with Government and Community Relations to assist in the Better BART presentations to CMA Directors	As needed		Reorg - OEA	6/30/2016
	d Coordinate staff at BA to spend down federal funds in a timely manner	As needed		Reorg - OEA	Ongoing

POLICE DEPARTMENT - 07

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	310.0
Capital	-
REI	-
Staff	310.0



BART Strategic Plan Fiscal Year Goals & Objectives

Strategic Plan - C Customer of BART

Department - 0701282 Office of the Chief

Implementing Strategies		Performance Measures							
(C5) - Customer Environment	Project and/or Program (C5D) - BART Police Program	Goal/Desired Outcome (C5D1-Board)		FY - 2014		FY - 2015		FY - 2016	
		Objective	Actual	Objective	Objective	Objective	Objective	Objective	Objective
Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	Staff and deploy a professional and well-trained police force.	Maintain the rate of Part 1 crimes against persons at or below 2.00 crimes per million passenger trips per quarter.	Not Met	2.00	2.00	2.00			
		(C5D2-Other)							
		Maintain average emergency response time at 5 minutes or less.	Met	5	5	5			
		(C5D3-Board)							
		Maintain an overall police presence of at least 2.5 based on Passenger Environment Survey (PES) statistics.	Not Met	2.5	2.5	2.5			
		(C5D4-Board)							
		Identify and procure available local, state and federal grants to complete security projects.	Met	\$22.8M					
		(C5E2-Other)							
		(C5E4-Other)							
		(C5E5-Other)							
(C5E) - BART Security Programs	Focus on infrastructure protection and training front-line employees.	Update BART Facility Standards (BFS) to meet required security levels.		As required		As required		As required	
		Develop and mobilize Critical Asset Corridor Patrol Team.	Met						
		(C5E4-Other)							
		Renew grant funding	Met						
		(C5E5-Other)							
		Expend grant funds for CAP Team	Met						
		Continue hardening of BART critical infrastructure.	Met						
		(C5E5-Other)							
		As required	Met						
		(C5E5-Other)							
		As required	Met						



BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures			
Project and/or Program		Goal/Desired Outcome			
		FY - 2014 Objective Meet monthly	Actual Met	FY - 2015 Objective Meet monthly	FY - 2016 Objective Meet monthly
		Coordinate security efforts through District's Executive Security Committee.			

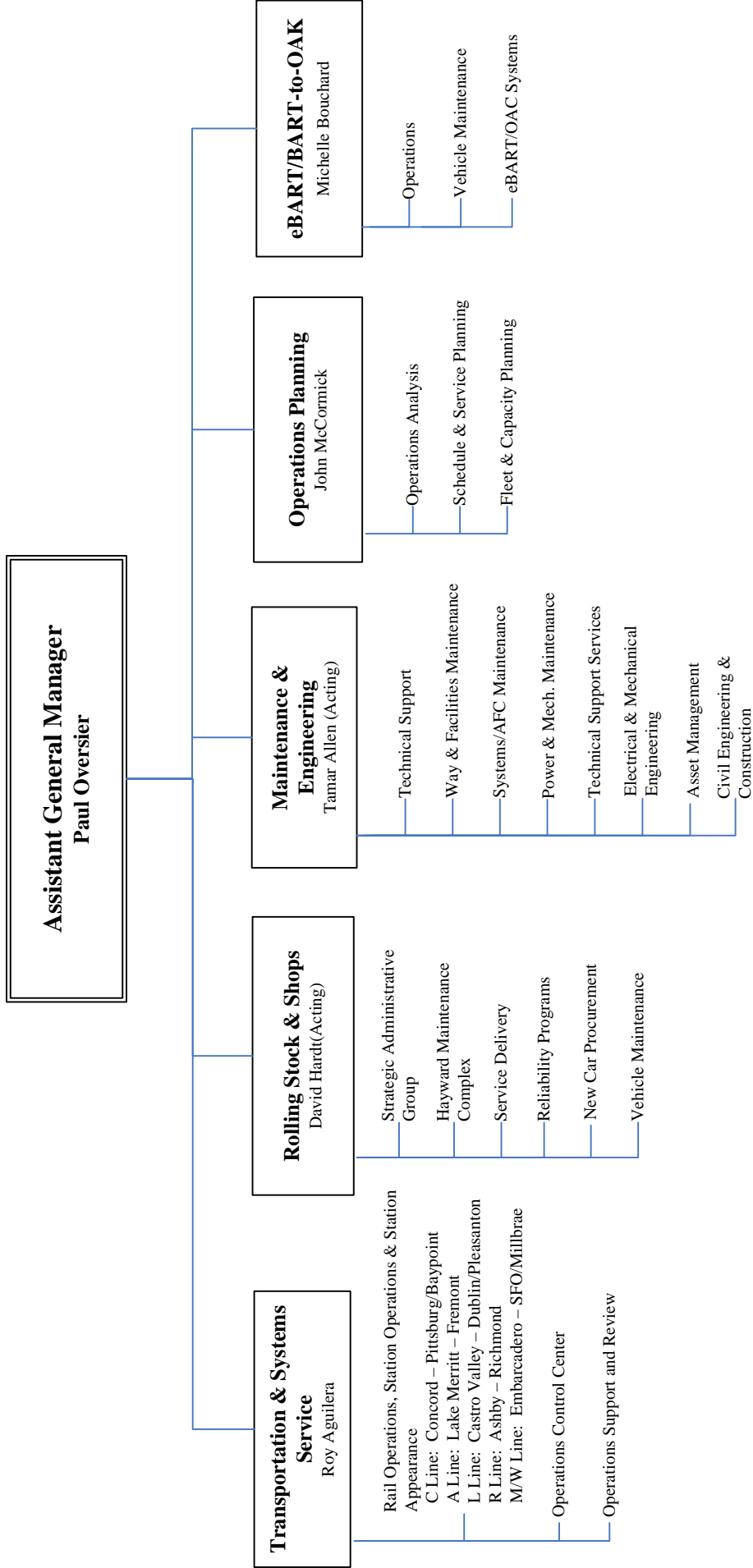
FY16 Goals & Objectives - Police Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives
<p>1 Strengthen Police Service to our customers and employees through more effective and efficient high visibility patrols.</p>	<p>1 a Use crime analysis to deploy extra patrol detail officers to the Top Five (5) PART I crime problem stations to combat fare evasion.</p> <p>b Ensure that all Supervisors and Field Training Officers receive Fair and Impartial Police Training.</p> <p>c Provide a minimum of four (4) random train sweep inspections per patrol officer per shift during revenue hours.</p>
<p>2 Strengthen management oversight and accountability to the department and maintain a high level of professionalism which exemplifies a highly ethical department.</p>	<p>2 a Maintain a high standard of conduct by investigating all allegations of misconduct involving Police personnel by completing all investigations within six (6) months of receipt of the complaint, and taking corrective action when appropriate.</p>
<p>3 Strengthen Services to the communities that BART serves.</p>	<p>3 a Provide Fair and Impartial Training to all sworn personnel and Community Service Officers.</p> <p>b Expand the COP (Community Policing) Team to one (1) Community Service Officer per Zone.</p>
<p>4 Provide support and resources to our personnel to increase morale.</p>	<p>4 a Work with Real Estate to identify a new headquarters facility for the police department.</p>
<p>5 Maintain a high level of readiness to deal with major critical incidents.</p>	<p>5 a Ensure that all supervisors and managers are trained and in compliance with ICS 100/200 and NIMS 300/400.</p> <p>b Conduct semi-annual table top exercises involving major incidents response and manning the EOC.</p> <p>c Evaluate whether the SWAT and Tactical Response Team can and should be combined into one "All Hazards Special Response Team."</p> <p>d Work with the FBI to strengthen our response to suspicious package calls for service.</p> <p>e Conduct annual training and drills to maintain a level of preparedness, by both initial responders and specialized personnel within the department, to deal with the crisis management aspects of a terrorism incident within BART or adjacent areas.</p> <p>f Maintain eight (8) explosive detection canines.</p>

OPERATIONS OFFICE - 08

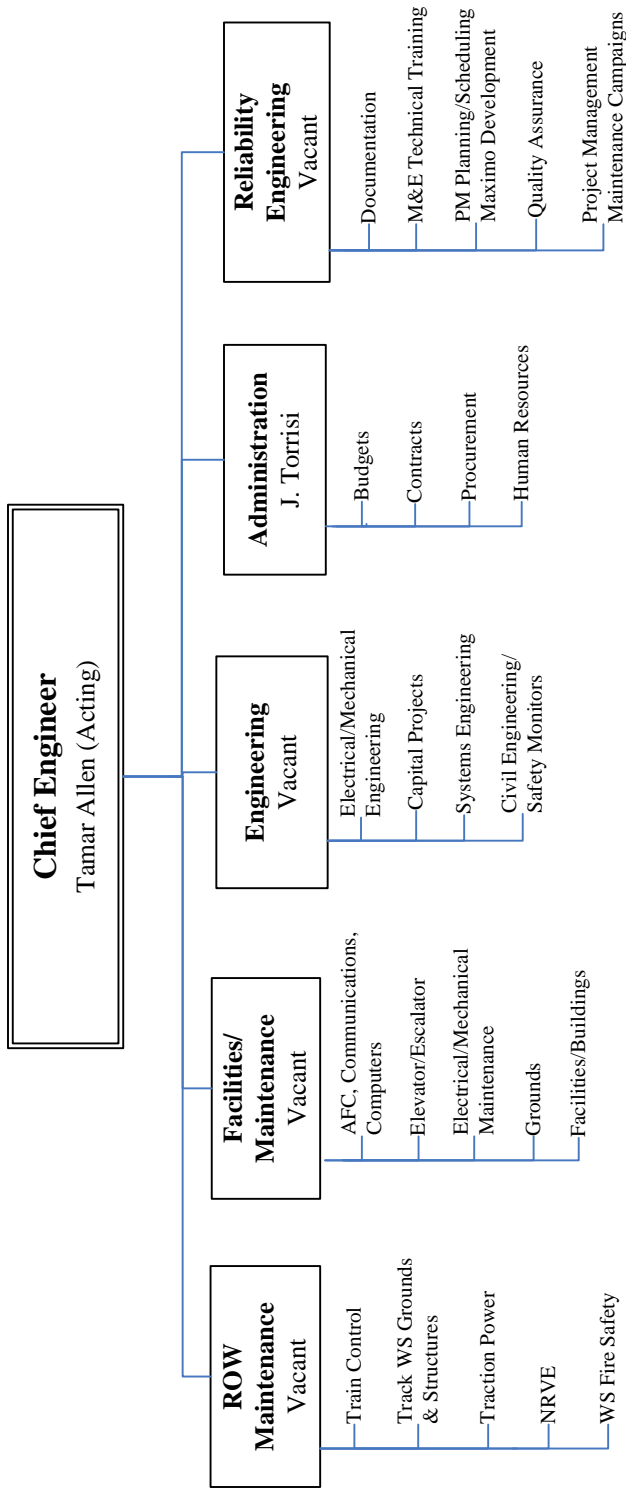
FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	2,428.4
Capital	320.6
REI	14.0
Staff	2,763.0

MAINTENANCE & ENGINEERING - 0802

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	668.9
Capital	246.1
REI	7.0
Staff	922.0

Strategic Plan - C Customer of BART

Department - 0802843 Maint & Engineering Admin.

Implementing Strategies		Performance Measures					
(C1) - System Renewal	Project and/or Program (C1A) - System Renovation Plan	Goal/Desired Outcome (C1A1-Board)		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual	Objective	Actual
Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.	Develop a prioritized list of renovation projects with a funding plan, including implementation schedule, cash flow analysis and key milestones. Plan will include core infrastructure renovation, existing fleet renovation or replacement, security, mandatory and capacity modifications and quality enhancement.	Develop a prioritized system renovation plan, including a funding element, by 2010.	Met	Developed Capital Needs Inventory which was used as a foundation for CIP/SRTP (which includes funding sources), CNI applied to Asset Mgt. Plans	Pending FTA funding, develop a CNI database application	Transfer to OCIO. Business case approved by OCIO Project Control Group (PCG) on 4/8/14.	
			Met	Develop 5 -Yr Strategic Plan	CNI will provide further breakdown to individual years as necessary. CNI projections will become part of the Asset Management Plans.	Completed	
Replace all existing rail cars; purchase expansion vehicles as funding becomes available.	(C1B) - Rail Vehicle Replacement Plan	Working with Vehicle Group on issues relating to infrastructure load bearing capacity for new vehicles.	Met	Develop a phasing plan.			
			Transfer to P+D				
Utilize best-practices maintenance management principles Districtwide to improve system reliability, extend equipment service life, and gain maintenance cost and schedule efficiencies.	(C1C) - Strategic Maintenance Plan (SMP)	Develop schedule and strategy by June 2009 to extend SMP to Maintenance and Engineering.	Met	Build Asset data base for Track, Structures, Building, complete data scrub, implement data transfer to Maximo	Develop Centered Maint. Program to improve reliability & availability. Establish materials management throughout M&E		

Implementing Strategies		Performance Measures			
	Project and/or Program (C1D) - Infrastructure Evaluation Study Undertake a comprehensive evaluation of District infrastructure.	Goal/Desired Outcome (C1D1-Board) Complete study by 2011; identify funding for additional phases.	FY - 2014	FY - 2015	FY - 2016
			Objective	Actual	Objective
			Begin Scope	Seeking funding	
	(C1E) - District Operations Support Facilities Study Perform a comprehensive analysis of facility requirements to support current and future operations.	Goal/Desired Outcome (C1E1-Board) Complete study by 2010, if funding becomes available.	FY - 2014	FY - 2015	FY - 2016
			Objective	Actual	Objective
			Deferred	Deferred	Complete study
(C3) - Service Enhancements Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	Project and/or Program (C3C) - Smart Card Program Implement an all smart card fare system to make it easier for customers to purchase, store and use fares.	Goal/Desired Outcome (C3C1-Board) Phase out magnetic stripe tickets as funding permits.	FY - 2014	FY - 2015	FY - 2016
			Objective	Actual	Objective
			Continue to seek funding	Awaiting funding	Closed. Revisit in 5 years.
(C4) - Station Access Develop alliances with our transit partners and the community to maximize connectivity and to facilitate multi-modal access including transit, bicycling and walking.	Project and/or Program (C4A) - Station Access Program Develop a package of programs and projects to improve access to our stations by modes other than single occupant vehicles.	Goal/Desired Outcome (C4A1-Other) Support Planning and Access for their proposals for funding.	FY - 2014	FY - 2015	FY - 2016
			Objective	Actual	Objective
			Transfer to P+D		
(C4B) - Station Wayfinding Program Implement wayfinding signage to and from BART stations, and within the station, to aid the customer in navigating the BART system and in making connections to other transit and local destinations.	Goal/Desired Outcome (C4B1-Board) Incorporate station signage improvements into Station Modernization Program.	Goal/Desired Outcome (C4B2-Other) Work with MTC and other agencies to develop and implement wayfinding.	FY - 2014	FY - 2015	FY - 2016
			Objective	Actual	Objective
			Transfer to P+D		
(C4B3-Board) In collaboration with cities, develop and implement wayfinding signage directing customers to local BART stations, as funding becomes available.	Goal/Desired Outcome (C4B3-Board) In collaboration with cities, develop and implement wayfinding signage directing customers to local BART stations, as funding becomes available.	Goal/Desired Outcome (C4B3-Board) In collaboration with cities, develop and implement wayfinding signage directing customers to local BART stations, as funding becomes available.	FY - 2014	FY - 2015	FY - 2016
			Objective	Actual	Objective
			Transfer to P+D		



BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures			
(C5) - Customer Environment Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	Project and/or Program (C5A) - Station Modernization Program Upgrade BART stations to improve lighting, pathways, and signage systems.	Goal/Desired Outcome (C5A1-Other) Support TSD.			
		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective
			Transfer to P+D		
(C6) - Customer Information Provide our customers with state of the art wayfinding and customer information.	Project and/or Program (C5B) - Universal Design Incorporate universal design principals into planning for BART renovation, expansion and improvement.	Goal/Desired Outcome (C5B1-Other) Implementation opportunity.			
		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective
			Transfer to P+D		
	Project and/or Program (C6B) - Real Time Information Program Expand real time BART train and bus arrival and emergency information to aid customers.	Goal/Desired Outcome (C6B3-Board) Expand program to 10 additional stations by 2013, as funding permits.			
		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective
			Transfer to P+D		

Strategic Plan - F The Future of BART

Department - 0802843 Maint & Engineering Admin.

Implementing Strategies		Performance Measures			
(F6) - Sustainability Apply sustainable techniques and business practices to BART's programs, projects and operations in a cost-effective manner to enhance the Bay Area's quality of life.	Project and/or Program (F6A) - Transit Sustainability Guidelines Build consensus among transit operators for reducing greenhouse gas emission, and utilizing sustainability techniques.	Goal/Desired Outcome (F6A2-Board) Implement guidelines through pilot projects such as Station Modernization Program, and New Car Procurement specifications by 2010.			
		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective
			Transfer to P+D		
	(F6B) - Greenhouse gas emissions targets Reduce GHG emissions per BART vehicle mile.	Goal/Desired Outcome (F6B1-Other) Advance climate action planning in support of GHG reduction targets.			
		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective
		Transfer to P&D			

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome (F6D1-Board)	FY - 2014	FY - 2015	FY - 2016	
		Objective	Objective	Objective	Objective
(F6D) - BART water consumption target Reduce District water consumption.	Sustainability Committee to establish target in 2009/10.		Actual Transfer to P+D		

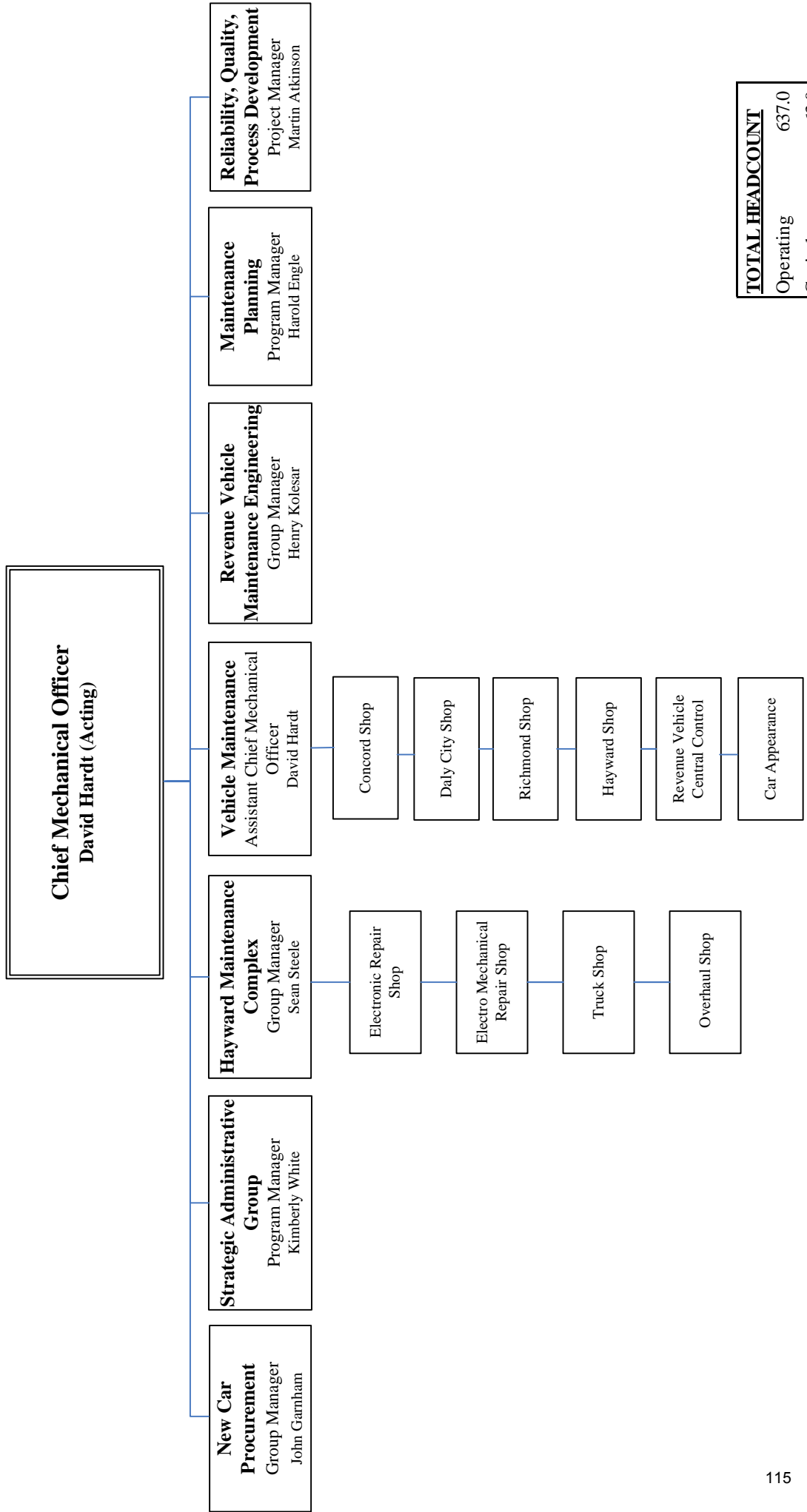
FY16 Goals & Objectives - Maintenance and Engineering Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/ Goals	Objectives	FY 14		FY15		FY16
		Goal	Actuals	Goal	YTD	Goal
1 Safety	1 a Safety Compliance Checks	N/A	100%	NA	99%	100%
	b IIPP Training	N/A	N/A	100%	85%	100%
	c Regulatory Training: GO175, GO172	N/A	N/A	100%	92%	100%
	d Replace Track	6 miles	1.5 miles	6 miles	4.2 miles	Replace 8 miles
	e. Rebuild Aerial Interlocking	N/A	N/A	N/A	N/A	2
	f. Replace Rail Fastener Pads	N/A	N/A	N/A	N/A	5500
2 Reliability	2 a Computer Control Systems	0.08	0.158	0.08	0.04	0.08
	b Wayside Train Control	1.00	1.46	1.00	1.42	1.00
	c Traction Power	0.2	0.13	0.09	0.06	0.09
	d AFC Average Availability	99%	99.28%	99%	99.32%	99%
	e Ticket Vendors Average Availability	95%	95.57%	95%	95.60%	95%
	f Switch Replacement of 427 Switches	N/A	N/A	160	160	Complete by 6/30/16
3 Customer Convenience	1 a Elevators/Escalators:					
	Platform Escalators	96%	95.58%	96%	95.87%	96%
	Street Escalators	95%	92.24%	95%	91.27%	95%
	Station Elevators	98%	98.04%	98%	98.62%	98%
	Parking Garage Elevators	98%	95.39%	98%	97.03%	98%
4 Cleanliness	1 a Walkways & Plazas (shared goal - Transp)	2.73	2.68	2.77	2.65	2.7
	Parking Lots (shared goal - Transp)	3.1	2.98	3.1	2.95	3.1
	Landscaping Appearance	2.8	2.70	2.8	2.69	2.7
5 Asset Management	1 a Maintain all assets through Maximo	N/A	NA	NA	NA	100%
	Train M&E Staff Maximo	N/A	NA	NA	NA	100%

ROLLING STOCK & SHOPS DEPARTMENT - 0803

FY16 Proforma Budget



TOTAL HEADCOUNT	
Operating	637.0
Capital	63.0
REI	-
Staff	700.0

FY 16 Goals & Objectives - Rolling Stock and Shops Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

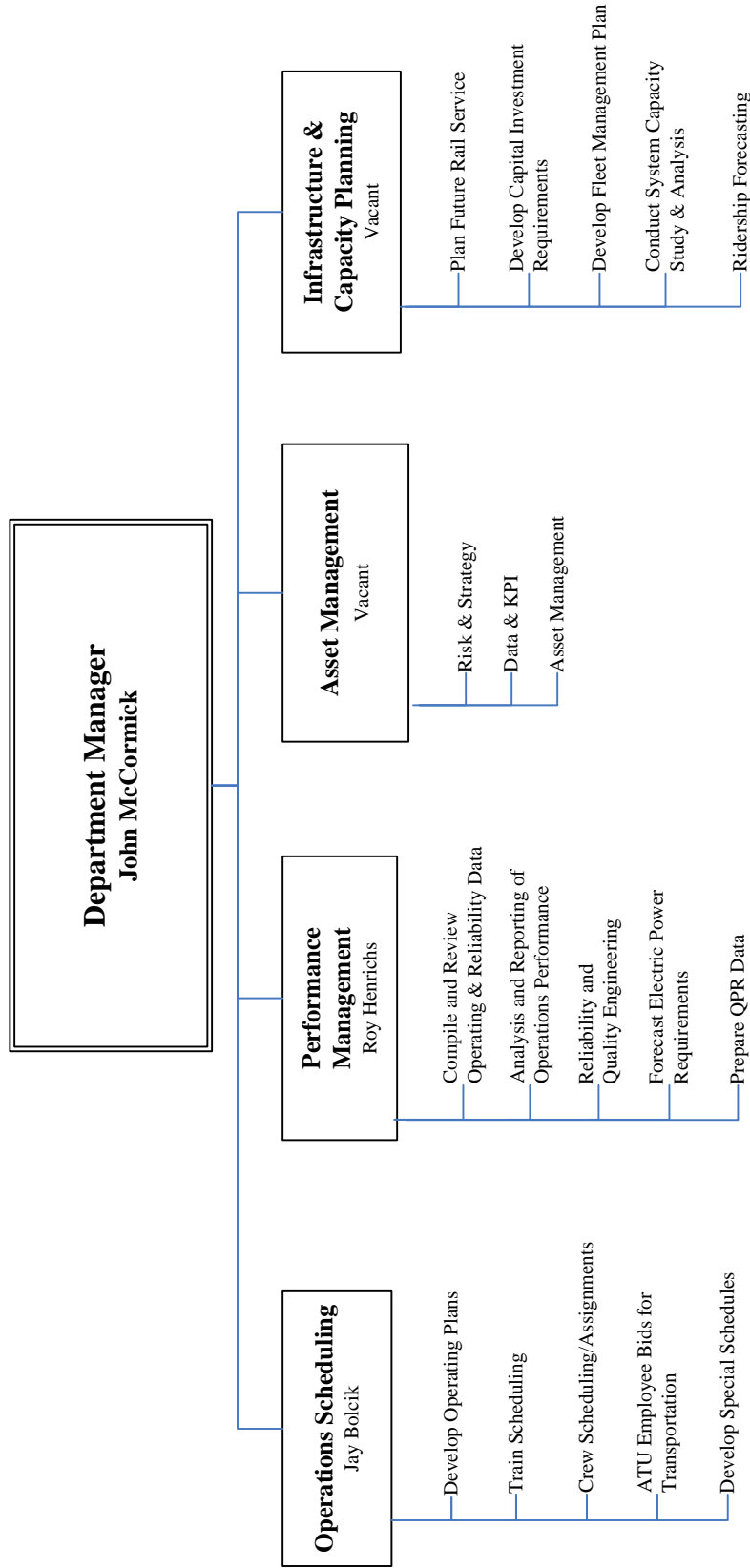
Projects / Programs / Goals	Desired Outcomes/Objectives	Performance Measures					
		FY14 Obj	FY 14 Actual	FY15 Obj	FY15 YTD	FY16 Obj	
1 Revenue Vehicles	1 a	Provide proper complement of revenue vehicles to meet service requirement daily	573	577	573	563	TBD
	b	Component availability (min/max) (New FY14)	90.0%	89.7%	90.0%	91.7%	Discontinue
	c	Component availability (min/max) (Revise FY14)	n/a	n/a	n/a	n/a	<6
2 Preventive Maintenance	2 a	Complete all Preventive Maintenance on schedule	100%	98%	100%	99%	100%
	b	Establish KPI's and tracking for Component Overhaul Scheduled adherence.	n/a	n/a	n/a	n/a	08/01/15
	c	Establish Production KPI's and tracking for Component Overhaul programs	n/a	n/a	n/a	n/a	05/01/15
3 Car Reliability	3 a	Maintain MTBSD	3500	3584	3550	3744	3550
	b	Maintain MTBI	160	196	175	189	185
	c	Repeater cars (average per week) *convert to hours based	2.2	2.4	1.8	2	Discontinue
	d	Repeater car rate (based on operating hours)	n/a	n/a	n/a	n/a	Establish baseline and KPI
4 Train Interior Appearance	4 a	PES Score	2.95	2.95	2.97	2.94	3.00
	b	Train Interior Cleanliness (60%) - PES	2.71	2.68	2.75	2.66	2.75
	c	Train Interior Graffiti (40%) - PES	3.3	3.35	3.3	3.35	3.4
	d	Establish scheduled interior cleaning program	n/a	n/a	n/a	n/a	08/01/15
	e	Install New Seating	115 C Cars	173 cars	115 C Cars	57 cars	n/a
	f	Install Hard Surface Flooring	50 cars	46 cars	100 cars	90 cars	n/a

Projects / Programs / Goals	Desired Outcomes/Objectives	Performance Measures				
		FY14 Obj	FY 14 Actual	FY15 Obj	FY15 YTD	FY16 Obj
5 Quality Assurance	5 a 1 Audit per Primary Shop each month (multi shop audits count for each)	n/a	n/a	n/a	n/a	36
	b 6 Audits each for EMRS, ERS & Car Cleaning processes	n/a	n/a	n/a	n/a	18
	c 1 Audit every six months of vendors for major contracts	n/a	n/a	n/a	n/a	2
	d Corrective Actions Responses submitted within established time limits.	n/a	n/a	n/a	n/a	90%
	e Effective Corrective Action Responses and follow-up actions.	n/a	n/a	n/a	n/a	90%
	f Incorporate all calibrated equipment and shop test equipment into Maximo as assets; utilize MX calibration module to manage	n/a	n/a	n/a	n/a	By 09/15/15
6 Safety	g All PM and Component Repair procedures reviewed on a 5 year cycle. All forms, MOSEL, and Book 429 procedures reviewed on a 2 year cycle. Complete review cycle to be current.	n/a	n/a	n/a	n/a	By 03/15/16
	6 a Reduce vehicle caused unscheduled door openings	3	1	1	0	1
	b Complete Safety Compliance Checks	100%	98%	100%	99%	100%
	c Hold Safety Crew Meetings: 1/shop/week - Primary Shops	100%	100%	100%	100%	100%
	d Hold Safety Crew Meetings: 1/shop/week - Hayward Shops	100%	100%	100%	100%	100%
	e Hold Shop Labor/ Mgmt Safety Meetings: 1/shop/month	100%	100%	100%	100%	100%
f Further refine industrial injury investigation program with System Safety (FY 15 develop and post KPIs)	Launched	Developed reports.	KPI's developed and reviewed monthly.	Completed	KPI's posted in work areas.	

Projects / Programs / Goals	Desired Outcomes/Objectives	Performance Measures				
		FY14 Obj	FY 14 Actual	FY15 Obj	FY15 YTD	FY16 Obj
7 Attendance Management	7 a Develop & Post Attendance KPI by shift or workgroup with IT	Delayed to 6/30/2014	Delayed to 6/30/2014	KPI's developed and reviewed monthly.	Completed	Set benchmarks and post to each workgroup.
	b Align department attendance discipline procedure with M&E for SEIU personnel	n/a	n/a	n/a	n/a	7/30/15
8 New Car	8 a Complete Final Design	06/01/13	Delayed to 06/13/15	06/13/15		Discontinue
	b Complete sub system qualification testing	n/a	n/a	n/a	n/a	08/15/15
	c Complete Test Track readiness to receive pilot cars	n/a	n/a	n/a	n/a	08/15/15
	d Receive pilot cars	n/a	n/a	n/a	n/a	11/15/15
	e Complete composite test	n/a	n/a	n/a	n/a	01/15/16
	f Commence Pilot Car Dynamic Testing	n/a	n/a	n/a	n/a	01/31/16
9 Fleet	9 a Establish 5-Year Fleet Maintenance Plan	n/a	n/a	n/a	n/a	09/01/15
	b Define Car Retirement Strategy and Plan	n/a	n/a	n/a	n/a	02/01/16
10 Personnel	10 a Establish 5-Year Staffing Plan	n/a	n/a	n/a	n/a	02/01/16
	b Develop Annual Training Plans & Schedules	n/a	n/a	n/a	n/a	02/01/16
11 Facilities	11 a Complete Shop Capacity Assessment	n/a	n/a	n/a	n/a	11/01/15
	b Define Capacity & Equipment Requirements for each Shop based upon fleet size of 1081 cars	n/a	n/a	n/a	n/a	12/01/15

OPERATIONS PLANNING DEPARTMENT - 0804

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	16.0
Capital	1.0
REI	-
Staff	17.0

FY16 Goals & Objectives - Operations Planning Department

II. BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives
1. Manage the District's Asset Management Program to achieve program milestones during FY16.	1. a. Manage the annual Asset Management calendar leading to BART's Asset Management Plan.
	b. Coordinate annual improvement of District's Asset Registers and Risk Register.
	c. Evaluate BART knowledge base and work to develop a taxonomy for Knowledge Management.
	d. Partner with IT on developing and implementing a roadmap for IT functionality deployment in support of Operations and Asset Management.
2. Manage The District's train scheduling and planning needs to meet patronage demand with the appropriate level(s) of service.	2. a. Improve the efficiency of all ATU or Train Operator, Station Agent and Foreworker Scheduling
	a-1. Partner with Transportation to maintain appropriate staffing levels
	a-2. Partner with Transportation to improve efficiency of current rail service delivery
	c. Partner with RS&S to actively manage an aging revenue vehicle fleet that is in high demand
	d. Actively support P&D's long-term oriented planning and capital projects
	e. Improve Operations Planning capabilities with weekend construction shut downs
	e-1. Work with Operations staff in M&E and Transportation to institute weekend bus bridges for system reconstruction
	e-2. Engage outreach personnel in agency and support Title VI/ADA compliance
	e-3. Assist Customer Access with bus planning logistics at impacted stations
	e-4. Use specialized software tools to analyze options and make informed service delivery decisions
	f. Partner with Maintenance & Engineering, Transportation and P&D to strategically plan the track allocation calendar
3. Support District and Operations through data analysis and publishing system performance and equipment reliability reports	3. a. Publish the following reports, as specified:
	a-1. Daily Executive Summaries.
	a-2. Vehicle Reliability Reports by the 10th of month.
	a-3. Operations Performance Reports by 15th of month.
	a-4. Monthly Key System Performance Stats by 15th of month.
	a-5. Weekly summary system performance reports by Tuesdays.
	a-6. Weekly equipment performance and availability reports.
	a-7. Weekly elevator/escalator availability charts.
	b. Increase RE support for New Car Pilot Program

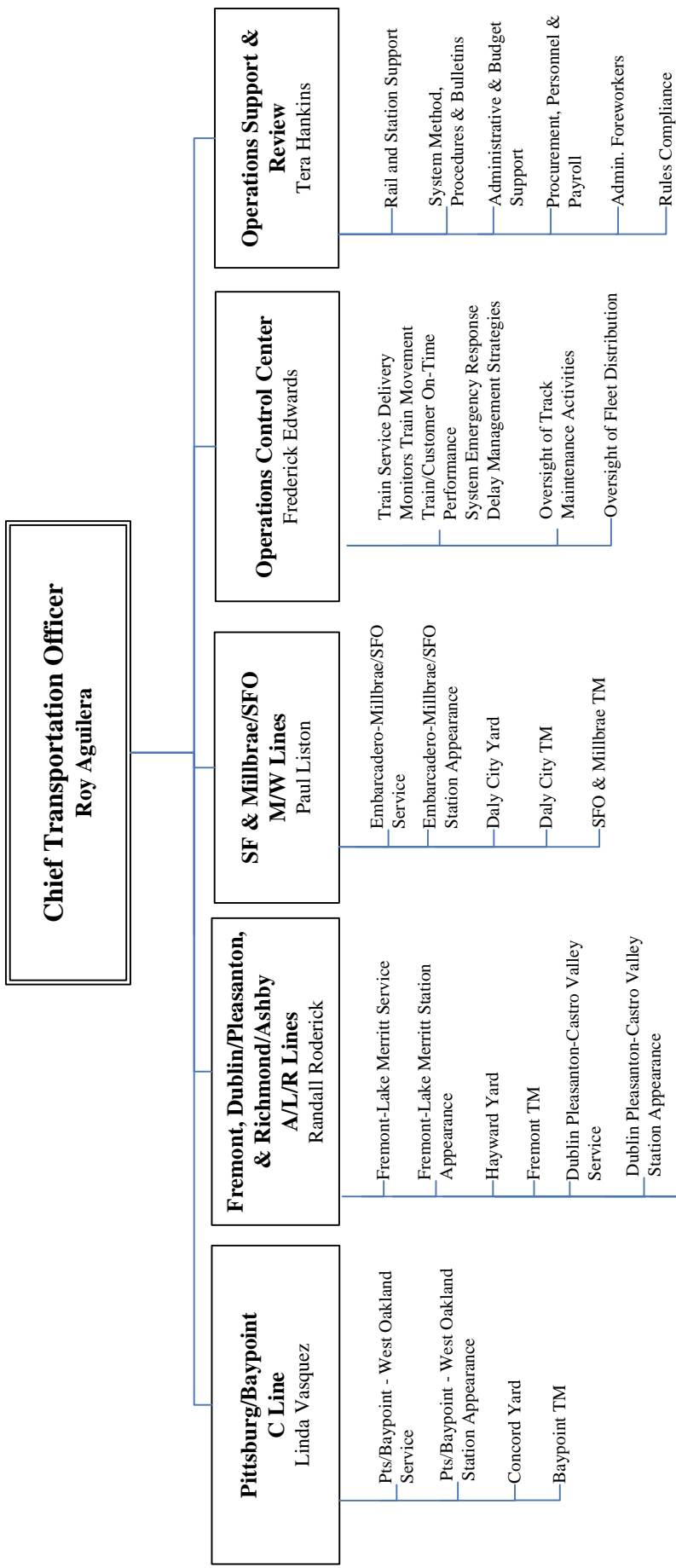
FY16 Goals & Objectives - Operations Planning Department

II. BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives
4. Support various District planning and policy initiatives via participation, analyses and reporting.	4. a. Be responsive to external data and analysis requests
	b. Support SVRT Phase II and other system expansion needs
	c. Support FTA, CPUC and other official regulatory needs

TRANSPORTATION & SYSTEM SERVICE DEPARTMENT - 0805

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	1,103.0
Capital	-
REI	7.0
Staff	1,110.0



BART Strategic Plan Fiscal Year Goals & Objectives

Strategic Plan - C Customer of BART

Department - 0805701 Transportation & System Svc

Implementing Strategies		Performance Measures					
(C3) - Service Enhancements	Project and/or Program	Goal/Desired Outcome			FY - 2014	FY - 2015	FY - 2016
		(C3A3-Board)	Actual	Objective	Objective	Objective	Objective
Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	(C3A) - BART Core Service Provide service levels that meet the needs of the customers while maintaining optimum system reliability.	Maintain 95% on-time performance.	Not Met	95%	93.5%		95%
			94%				
(C5) - Customer Environment	Project and/or Program	Goal/Desired Outcome			FY - 2014	FY - 2015	FY - 2016
		(C5F1-Board)	Actual	Objective	Objective	Objective	Objective
Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	(C5F) - Station Cleanliness Program Adequately staff program to ensure station and bathroom cleanliness that meets the standards of BART passengers.	Increase the rating of "station cleanliness" by BART customers.	Not Met	2.90	2.90		3.00%
			2.76				

FY16 Goals & Objectives - Transportation and System Service Department

II. BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
1. Provide highly reliable, on-time performance through critical analysis of train and customer on-time performance; improvement of delay management; and additional troubleshooting training for Train Operators.	1. a. Achieve Customer On-Time performance of 96%	96%	94%	95%	95%
	b. Achieve Train On-Time performance of 94%	94%	92%	92%	92%
	c. Manage train delays attributable to late dispatches, controller-train operator-tower procedures and other operations delay to .50 per 100 train runs or less.	0.50	0.51	0.50	0.50
	d. Hold interdepartmental delay management debriefings w/ky to include yard and shop incidents at the line level as required. Analyze delay trends and causes w/ky. Disseminate lessons learned to appropriate RS&S, TSS and M&E staff.	48 debriefings/year	48 debriefings/year	48 debriefings/year	48 debriefings/year
	e. Complete scheduled make-breaks 85% of the time.	85%	84%	85%	85%
	f. On-time delivery of PM cars to the shops (Joint Car Availability Goal with Rolling Stock & Shops).	90%	99%	90%	90%
2. Improve Safety by improving employee training efforts; routinely observe the performance of Train Operators in the yard and on mainline; provide feedback to Train Operators on their compliance with operational safety practices; and institute a disciplinary system which treats operational/safety violations in a clear, unambiguous and serious manner.	Conduct at least two Ride Checks of each active Train Operator per year, and train new supervisors on how to conduct ride checks.	100%	100%	100%	100%
3. Maintain Customer Amenities by performing daily scheduled cleaning and inspection activities	3. a. Achieve an average Passenger Environment Survey (PES) rating for "Station Cleanliness" of 2.90.	2.90	2.76	2.90	3.00

FY16 Goals & Objectives - Transportation and System Service Department

II. BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
at all stations as well as heavy station cleaning on the prescribed cycles.	b. Maintain an average PES rating for "Station Platform cleanliness" of 3.07 .	3.07	2.91	3.07	TBD
	c. Maintain an average PES rating for "Other Station Areas" of 2.85 .	2.85	2.71	2.85	TBD
	d. Maintain an average PES rating for "Restroom Cleanliness" of 2.15 .	2.15	2.24	2.15	TBD
	e. Achieve an average PES rating for "Elevator Cleanliness" of 2.71 .	2.71	2.51	2.71	TBD
4. Improve Customer Amenities by maintaining an aggressive graffiti removal program.	a. Achieve an average PES rating for "Station Graffiti" of 3.19 .	3.19	3.02	3.19	3.19
	b. Maintain an average PES rating for "Walkways & Entry Plaza Cleanliness" of 2.77 .	2.73	2.69	2.77	2.80
	c. Ensure a graffiti removal contract is in place at all times.	Contract in place	Contract in place	Contract in place	Contract in place
5. Maintain Customer Amenities by meeting car washing standard as per the Revenue Vehicle Cleaning Program (Joint Goal with RS&S).	5. Wash 75% of available fleet at least once per week.	75%	73%	75%	75%
6. Maximize Customer Service by maintaining Station Agent staffing at the budgeted levels to ensure that customers have available easily identifiable personnel to respond to provide customer assistance.	a. Maintain an average PES rating for "Agent Available or Sign in Place" of 3.00 .	3.00	2.94	3.00	3.00
	b. Ensure a uniform contract is in place at all times.	Contract in place	Current contract in place	New contract in place by Jun 1, 2015	New contract in place by Jun 1, 2015
	c. Maintain Rude Agent complaints to 200 or less.	Reduce by 5%	201	200 or less	200 or less
7. Maximize Customer Service by providing Train Operators with clear communication guidelines	7. a. Maintain an average PES rating for Train Operators making "Arrival Announcements" of 3.03 .	3.03	3.07	3.14	3.14

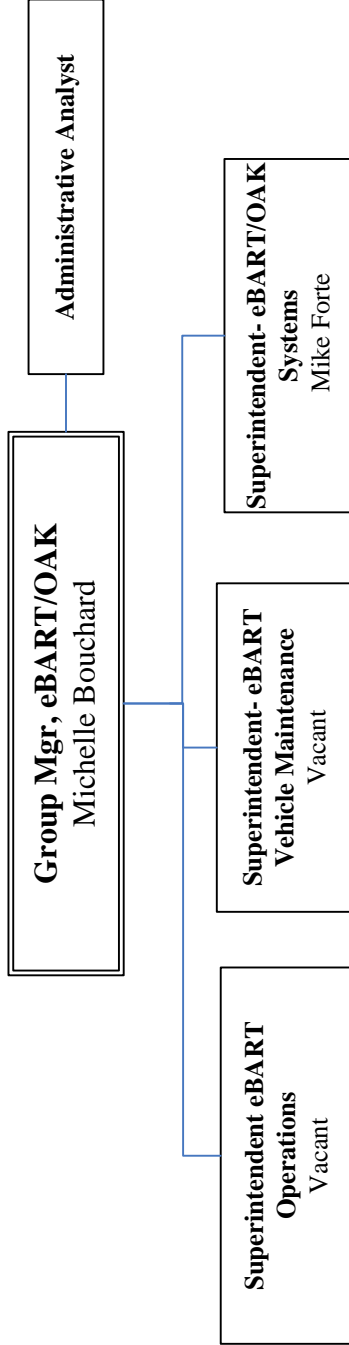
FY16 Goals & Objectives - Transportation and System Service Department

II. BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
and expectations regarding the making of train arrival, destination, and transfer points announcements. (Joint Goal with Rolling Stock & Shops, in that RS &S must ensure PA system is operable.)	b. Maintain an average PES rating for Train Operators making "Train Destination Announcements" of 3.20 .	3.20	3.21	3.26	3.26
	c. Maintain an average PES rating for Train Operators making "Transfer Announcements" of 3.03 .	3.03	3.03	3.10	3.10
8. Maximize Customer Service by monitoring the availability of brochures in the information kiosks.	8. Maintain an average PES rating for "Brochures in Kiosks" (Joint Goal with Marketing) of 3.17 .	3.17	3.03	3.17	3.17
9. Maximize human resource development.	9. Deliver 100% of the required and mandated training certifications/recertifications.	100%	100%	100%	100%

eBART/BART-to-OAK - 0807

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	1.5
Capital	10.5
REI	-
Staff	12.0



BART Strategic Plan Fiscal Year Goals & Objectives

Strategic Plan - F The Future of BART
 Department - 0807300 eBART/BART-to-OAK

Implementing Strategies		Performance Measures			
(F2) - System Expansion	Project and/or Program (F2A) - eBART project	Goal/Desired Outcome (F2A1-Other)			
		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective
Seek partnership with other transit agencies, local communities and private entities to plan and implement cost-effective service that demonstrates a commitment to transit-supportive growth and development and addresses the core needs of the system.	Expand BART rail service to eastern Contra Costa County.				By July 2015 develop eBART operating rules. By August 2015, develop manuals for engineers, vehicle maintainers, systems maintainers and operations managers. By October 2015 develop training programs for all eBART employees.
		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective
					By August 2015 complete eBART SSPP in collaboration with System Safety. Submit SSPP to PUC by November 2016. Convene a monthly joint safety and security task force to develop the emergency response plan and perform table top and field drills in advance of start up activities in April 2016.
		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective
					By April 2015, complete all job descriptions and complete compensation analysis for eBART positions.

Implementing Strategies		Performance Measures											
Project and/or Program	Goal/Desired Outcome	FY - 2014		FY - 2015		FY - 2016							
		Objective	Actual	Objective	Actual	Objective	Actual						
							By November 2015 begin training programs for eBART employees in view of hiring 18 employees for start up activities beginning in April 2016.						
		(F2A4-Other) Collaborate with internal departments to develop plans in support of the eBART start up including: IT, HR, Labor Relations, operations planning, etc.						Complete interviews with department heads by May 2015.					
	(F2A5-Other) Identify office/project space at the project site to house the eBART start up team.						Develop milestone based schedule incorporating feedback from department heads.						
	(F2A6-Other) Secure funding for the eBART program development and start-up team and activities.						Collaborate with P and D to identify space requirements and identify appropriate facilities for start up team and entire eBART organization.						
(F2F) - Oakland Airport project Connect the Oakland Airport to the BART system.	(F2F1-Other) Manage the OAC Contract Operator to attain a high level of service availability commensurate with contract requirements.						Complete 5 year budget estimate in July 2015.						

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome	FY - 2014	FY - 2015	FY - 2016	
		Objective	Actual	Objective	Objective
					system availability of 99.5%.
					Review on a monthly basis preventative maintenance records to ensure conformance with the contractors' program.
	(F2F2-Other) Provide for an attractive and clean travel environment for all customers through providing clean and well-maintained rolling stock and station facilities.	FY - 2014	FY - 2015	FY - 2016	
		Objective	Actual	Objective	Objective
					Develop an audit program, using the contract amenity standards to track compliance with contract provisions and to assess the state of cleanliness of all public areas. Audit results to be reviewed on a monthly basis.
	(F2F3-Other) Provide a seamless customer service experience for OAC customers accessing/egressing the guideway system through the Coliseum station.				Complete by June 2016 a customer satisfaction survey to gauge patron satisfaction with the travel environment and amenities.
		FY - 2014	FY - 2015	FY - 2016	
		Objective	Actual	Objective	Objective
					Convene monthly BART coordination meetings to identify issues and opportunities to improve customer service between BART OCC, A-Line and Contract operator management.
					Collaborate with Operations Planning to complete a ridership analysis by Q4 FY2016

Implementing Strategies		Project and/or Program		Performance Measures			
				Goal/Desired Outcome		FY - 2014	FY - 2015
			Objective	Actual	Objective	Objective	Objective
							to assess OAC service frequency.
		(F2F4-Other)					
		Develop appropriate methods and reporting tools for measurement of contractor performance and compliance.					In Q4 FY 2015 and Q1 2016 finalize format for OAC performance reporting to the BART board.
							Develop a database for use in tracking performance, contract compliance and safety audits.
		(F2F5-Other)					
		Ensure the implementation of all elements of the OAC System Safety Program Plan and develop appropriate audit and oversight tools to ensure contractor compliance					Convene a monthly Safety and Security meeting that is documented and is intended to track compliance with the 21 elements of the SSPP.
							Contractor to develop and implement a hazard tracking log to document corrective actions and track progress on their closure. The log will be reviewed on a monthly basis.

FY 16 Goals & Objectives - EBART/BART-TO-OAK

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives
1 Secure funding for the eBART program development and start-up team and activities.	a Complete 5 year budget estimate.
2 Develop rules, operating procedures and training programs for eBART staff in support of start-up and commissioning activities.	a Develop draft eBART operating rules. b Develop draft manuals for engineers, vehicle maintainers, systems maintainers and operations managers. c Develop draft training programs for all eBART employees.
3 Collaborate with the eBART project team and System Safety to develop the eBART SSPP and associated safety programs and emergency response plans.	a Complete eBART SSPP in collaboration with System Safety. Submit SSPP to PUC by November 2016.
4 Complete the development of the eBART organization and hire and train 11 qualified individuals to participate in eBART start up and commissioning activities.	b Convene a monthly joint safety and security task force to develop the emergency response plan and perform table top and field drills in advance of start up activities
5 Collaborate with internal departments to develop plans in support of the eBART start up including: IT, HR, Labor Relations, operations planning, etc.	a Complete all job descriptions and complete compensation analysis for eBART positions b Begin training programs for eBART employees in view of hiring 11 employees for start up activities beginning in April 2016.
6 Identify office/project space at the project site to house the eBART start up team.	a Complete interviews with department heads. b Develop milestone based schedule incorporating feedback from department heads.
	a Collaborate with P and D to identify space requirements and identify appropriate facilities for start up team and entire eBART organization.

Projects/Programs/Goals

Desired Outcomes/Objectives

BART to OAK FY 2016

<p>1 Develop appropriate methods and reporting tools for measurement of contractor performance and compliance.</p>	<p>a Finalize format for BART to OAK performance reporting to the BART board.</p>
	<p>b Develop a database for use in tracking performance, contract compliance and safety audits.</p>
<p>2 Manage the BART to OAK Contract Operator to attain a high level of service availability commensurate with contract requirements.</p>	<p>a Conduct weekly service review meetings with the contractor to review weekly service performance and ensure the identification of corrective measures as appropriate to attain system availability of 99.5%.</p>
	<p>b Review on a monthly basis preventative maintenance records to ensure conformance with the contractors' program.</p>
<p>3 Provide for an attractive and clean travel environment for all customers through providing clean and well-maintained rolling stock and station facilities.</p>	<p>a Develop an audit program, using the contract amenity standards to track compliance with contract provisions and to assess the state of cleanliness of all public areas. <u>Audit results to be reviewed on a monthly basis.</u></p>
	<p>b Complete a customer satisfaction survey to gauge patron satisfaction with the travel environment and amenities.</p>
<p>4 Provide a seamless customer service experience for BART to OAK customers accessing/egressing the guideway system through the Coliseum station.</p>	<p>a Convene monthly BART coordination meetings to identify issues and opportunities to improve customer service between BART OCC, A-Line and Contract operator management.</p>
	<p>b Collaborate with Operations Planning to complete a ridership analysis to assess BART to OAK service frequency.</p>
<p>5 Ensure the implementation of all elements of the BART to OAK System Safety Program Plan and develop appropriate audit and oversight tools to ensure contractor compliance.</p>	<p>a Convene a monthly Safety and Security meeting that is documented and is intended to track compliance with the 21 elements of the SSPP.</p>
	<p>b Contractor to develop and implement a hazard tracking log to document corrective actions and track progress on their closure. The log will be reviewed on a monthly basis.</p>

Planning, Development & Construction – 10

FY16 Preliminary Budget

**Assistant General Manager
Robert Powers**

**Chief Transit Sys. Dev. Officer
Carlton Allen**

**Sr. Admin. Analyst
Vacant**

**Chief Transit Systems Development Officer
Robert Mitroff**

**Chief Transit Systems Development Officer
Val Menotti**

**Capital Program ESP/HMC
Tom Horton**

Aerial Structures & Stations Retrofits
Transbay Tube Retrofits
Other BART Facilities Retrofits (Yards, Shops, Parking, Structures, Systems, etc)
Security Program Construction
Hayward Maint. Complex
Hayward Yard East

**Capital Program eBART
Ric Rattray**

eBART Extension
eBART DMU Procurement

**Capital Program WSX
Paul Medved**

Warm Springs Extension
Irvington Station

**Capital Program SVBX
Emile Jilwan**

Silicon Valley Berryessa Extension
Engineering/Coordination

**Program Management
Paul Guerin**

Project Controls / Contracts
Professional Services Agreements Administration
Procurement Oversight
Project Controls Support to other Depts

**Capital Program Stations Eng./Const Mgmt
Shirley Ng**

Phase 1 Station Modernization
Joint Development Engineering / Construction
Livermore Extension EIR Support
Station Project Construction

**District Architect
Tian Feng**

Facilities Rehabilitation
ADA Projects
BART Facilities Standards Co-lead

**Capital Program Systems
J. Slama**

Systems Renovation
Train Control
Traction Power Extensions
Systems
AFC Projects
OCC Replacement

**Real Estate & Prop. Devel.
Susan Shaffer (Acting)**

Surveying, Excess Land Sales
Permitting, Leases & Licenses, Property Mgmt, Station Retail
ROW/Mapping & GIS/Certification
Appraisals/Acquisitions/Relocations
TOD Opportunities/Solicitation/Negotiations/Agreements

**Strategic & Policy Planning
Ellen Smith (Acting)**

System Expansion
Regional Rail Coordination
Art at BART
BART Metro
Systemwide Access
Strategic Plan
Regional Planning

**Station Area Planning
Val Menotti (Acting)**

Station Area Planning
TOD
Coordination Station Comprehensive Planning
Community Coordination
Placemaking
Station Project Development

**Sustainability
Vacant**

Energy Environ. Mgt. System

TOTAL HEADCOUNT	
Operating	35.1
Capital REI	74.9
Staff	110.0

Strategic Plan - C Customer of BART

Department - 1001215 Planning And Development

Implementing Strategies		Performance Measures					
(C1) - System Renewal	Project and/or Program (C1A) - System Renovation Plan	Goal/Desired Outcome (C1A1-Other)		FY - 2014	FY - 2015	FY - 2016	
		Objective	Actual	Objective	Objective	Objective	
Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.	Develop a prioritized list of renovation projects with a funding plan, including implementation schedule, cash flow analysis and key milestones. Plan will include core infrastructure renovation, existing fleet renovation or replacement, security, mandatory and capacity modifications and quality enhancement.	As-needed	In Progress	As-needed	As-needed	As needed for VTA; Livermore	
(C1G) - Hayward Maintenance Complex	Expand and improve the Hayward shops and yard facilities for vehicle and systemwide maintenance to facilitate a state of good repair and fleet reliability.	Goal/Desired Outcome (C1G1-Other)		FY - 2014	FY - 2015	FY - 2016	
		Objective	Actual	Objective	Objective	Objective	
		Finalize cost sharing agreement with VTA		Award 4 design-bid-build construction contracts	Complete Design for 4 new projects	Complete 2 construction contracts Qtr 1	
		Achieve ROW Certification	Met				
(C2) - Earthquake Safety		Performance Measures					
(C2A) - BART's Earthquake Safety Program	Retrofit core system to meet operability standards and retrofit remainder of system to meet Life Safety standards."	Goal/Desired Outcome (C2A1-Board)		FY - 2014	FY - 2015	FY - 2016	
		Objective	Actual	Objective	Objective	Objective	
		Complete Earthquake Safety Program by January 2014.	Not Met	As a result of scope changes, completion - 2022		As a result of scope changes, completion - 2022	
(C2A1-Other)	Secure and certify all real property rights in support of Program.	Goal/Desired Outcome (C2A2-Other)		FY - 2014	FY - 2015	FY - 2016	
		Objective	Actual	Objective	Objective	Objective	
		Issue A Line Construction Contracts		Qtr 3	1 contract	Advertise Transbay Tube contract	

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome	FY - 2014	FY - 2015	FY - 2016	
		Objective	Actual	Objective	Objective
(C3) - Service Enhancements Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	Goal/Desired Outcome (C3B1-Other) Based on March 2013 Board direction, update peak fare pricing study to better manage demand at Embarcadero and Montgomery Stations.	FY - 2014 Objective	FY - 2015 Objective	FY - 2016 Objective	Qtr 2 - 2 contracts
		FY - 2014 Actual	FY - 2015 Objective	FY - 2016 Objective	
(C4) - Station Access Develop alliances with our transit partners and the community to maximize connectivity and to facilitate multi-modal access including transit, bicycling and walking.	Goal/Desired Outcome (C4A1-Board) Depending on results of Station Profile Survey, develop plan by 2010 to meet or exceed systemwide access guidelines	FY - 2014 Objective	FY - 2015 Objective	FY - 2016 Objective	
		FY - 2014 Actual	FY - 2015 Objective	FY - 2016 Objective	
(C4B) - Station Wayfinding Program Implement wayfinding signage to and from BART stations, and within the station, to aid the customer in navigating the BART system and in making connections to other transit and local destinations.	Goal/Desired Outcome (C4A2-Board) Establish station specific access targets by 2010.	FY - 2014 Objective	FY - 2015 Objective	FY - 2016 Objective	
		FY - 2014 Actual	FY - 2015 Objective	FY - 2016 Objective	
(C4B) - Station Wayfinding Program Implement wayfinding signage to and from BART stations, and within the station, to aid the customer in navigating the BART system and in making connections to other transit and local destinations.	Goal/Desired Outcome (C4B1-Other) As funding permits, expand Wayfinding Improvements up to 10 more stations.	FY - 2014 Objective	FY - 2015 Objective	FY - 2016 Objective	
		FY - 2014 Actual	FY - 2015 Objective	FY - 2016 Objective	Completed Qtr 2
(C4B) - Station Wayfinding Program Implement wayfinding signage to and from BART stations, and within the station, to aid the customer in navigating the BART system and in making connections to other transit and local destinations.	Goal/Desired Outcome (C4B1-Other) As funding permits, expand Wayfinding Improvements up to 10 more stations.	FY - 2014 Objective	FY - 2015 Objective	FY - 2016 Objective	
		FY - 2014 Actual	FY - 2015 Objective	FY - 2016 Objective	Completed Qtr 2

Implementing Strategies		Project and/or Program		Performance Measures					
				FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2015 Actual	FY - 2016 Objective	FY - 2016 Actual
(C5) - Customer Environment Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	Project and/or Program (C4B2-Other) Wayfinding improvements for 16 stations	Goal/Desired Outcome							
		(C4B2-Other) Wayfinding improvements for 16 stations	NTP Awarded Qtr 3	NTP 1/2015 - construction duration 20 mos.	Complete construction - Qtr2				
(C5) - Customer Environment Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	Project and/or Program (C4B3-Other) Wayfinding improvements at 10 stations	Goal/Desired Outcome							
		(C4B3-Other) Wayfinding improvements at 10 stations			Phase III - Design & advance to advertise	Start construction - Qtr 2			
(C5) - Customer Environment Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	Project and/or Program (C5A) - Station Modernization Program Upgrade BART stations to improve lighting, pathways, and signage systems.	Goal/Desired Outcome							
		(C5A1-Board) Award construction contracts for the replacement of 480 volt switch gear at 15 stations and modernization of 4 stations by July 2009.	Complete	Met					
(C5) - Customer Environment Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	Project and/or Program (C5A1-Other) Implement Station Brightening at selected stations to improve environment for customers and employees.	Goal/Desired Outcome							
		(C5A1-Other) Implement Station Brightening at selected stations to improve environment for customers and employees.			Coordinate and prioritize investments, and initiate implementation.	Coordinate and prioritize investments, and initiate implementation.	Identify early wn opportunities for priority and implementation		
(C5) - Customer Environment Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	Project and/or Program (C5A2-Other) Implement Systemic Investments to advance State of Good Repair and improve customer environment across multiple stations.	Goal/Desired Outcome							
		(C5A2-Other) Implement Systemic Investments to advance State of Good Repair and improve customer environment across multiple stations.			Identify, prioritize and prepare Systemic investment recommendations.	Identify, prioritize and prepare Systemic investment recommendations.	Implement design & construction of identified projects		
(C5) - Customer Environment Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	Project and/or Program (C5A3-Other) Implement Gateway improvements at selected stations.	Goal/Desired Outcome							
		(C5A3-Other) Implement Gateway improvements at selected stations.			Completed conceptual design at 2 Gateway stations.	Completed conceptual design at 2 Gateway stations.			

Implementing Strategies		Performance Measures			
Project and/or Program (C5B) - Universal Design	Goal/Desired Outcome (C5B1-Other)	FY - 2014	FY - 2015	FY - 2016	
		Objective	Actual	Objective	
Incorporate universal design principals into planning for BART renovation, expansion and improvement.	Work with APTA to develop design standard to incorporate Title VI Requirement. Work with OCR to develop signs.	Seek budget to develop design for station improvement projects.	In Progress	Continue to seek budget for station improvement projects and write White Paper	Develop Universal Design Standard
			Qtr 4 Award one station contract - Qtr. 2		
Project and/or Program (C6B) - Real Time Information Program		Performance Measures			
Project and/or Program (C6B) - Real Time Information Program	Goal/Desired Outcome (C6B1-Other)	FY - 2014	FY - 2015	FY - 2016	
		Objective	Actual	Objective	
Expand real time BART train and bus arrival and emergency information to aid customers.	Expand Real Time Information Program to 10 additional stations, as funding permits.	Ensure Real Time performs correctly. Expand Real Time improvements to more stations.		Ensure Real Time performs correctly. Expand Real Time improvements to more stations.- Phase III	Real Time improvements to more stations.- Phase II

Strategic Plan - F The Future of BART

Department - 1001215 Planning And Development

Implementing Strategies		Performance Measures			
Project and/or Program (F2A) - eBART project	Goal/Desired Outcome (F2A1-Board)	FY - 2014	FY - 2015	FY - 2016	
		Objective	Actual	Objective	
Seek partnership with other transit agencies, local communities and private entities to plan and implement cost-effective service that demonstrates a commitment to transit-supportive growth and development and addresses the core needs of the system.	Begin eBART revenue service by 2015.	Continue construction. Revenue service 2018.	In Progress	Continue construction. Revenue service 2018 On-going through FY18	
Project and/or Program (F2A1-Other)	Goal/Desired Outcome (F2A1-Other)	FY - 2014	FY - 2015	FY - 2016	
		Objective	Actual	Objective	
Secure and certify all real property rights in support of project.		As-needed.		As-needed Certification completed Qtr 4	

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2014		FY - 2015		FY - 2016	
Goal/Desired Outcome (F2A2-Other)		Objective	Actual	Objective	Objective	Objective	Objective
		Transfer Platform and Maintenance.	Completing		Close-out. Qtr 4		
		(F2A3-Other)	FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective	
		Begin construction on trackway systems and station finishes.	Awarding Qtr 4		Qtr.3		
		(F2A4-Other)	FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective	
		NTP - Award Vehicle contract.	Negotiating	Met	Qtr.1		
		(F2A5-Other)	FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective	
		Hayward Maintenance Complex - increase District's maintenance capacity.	Qtr 4		On-going	On-going	
		(F2A6-Other)	FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective	
		Hayward Maintenance Complex - Award 4 construction contracts.			Completed		
		Goal/Desired Outcome (F2B1-Board)					
(F2B) - Warm Springs Project Extend BART service over five miles in Fremont.		(F2B1-Board)	FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective	
		Complete Warm Springs by 2014.	Continue construction. Complete 2015.	In Progress		Achieve LTSS contract substantially completed Qtr 2 - Revenue Service	
		(F2B1-Other)	FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective	
		Secure and certify all real property rights in support of project.	completed	Met			
		(F2B2-Other)	FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective	
		Substantially complete project work.			Begin integration testing.	Achieve LTSS contract substantially complete Qtr 1	

Project and/or Program		Performance Measures					
		FY - 2014		FY - 2015		FY - 2016	
Goal/Desired Outcome (F2B3-Other)		Objective	Actual	Objective	Objective	Objective	Objective
Support City of Fremont led Warm Springs Community Plan for station area.			In Progress	As required		On-going effort	
(F2C) - Silicon Valley Rapid Transit (SVRT) Project Extend BART service over 16 miles into Santa Clara County.		Goal/Desired Outcome (F2C1-Board)					
In partnership with the Santa Clara Valley Transportation Authority, assist in the implementation and completion of the Silicon Valley extension by 2018.		FY - 2014 Objective	Actual	FY - 2015 Objective	Objective	FY - 2016 Objective	Objective
		Support Core System Modification Access Implementation, as required.	In Progress			Support Core System Modification Access Implementation, as required	
		FY - 2014 Objective	Actual	FY - 2015 Objective	Objective	FY - 2016 Objective	Objective
Complete facilities and systems design oversight.		Complete facilities and systems design oversight.	Met	Complete facilities and systems design oversight.			
(F2C2-Other) Implement Construction Management Oversight team for commencement of major alignment construction.		FY - 2014 Objective	Actual	FY - 2015 Objective	Objective	FY - 2016 Objective	Objective
Implement Construction Management Oversight team for commencement of major alignment construction.		Implement Construction Management Oversight team for commencement of major alignment construction.	Met	On-going		Engage BART Construction Management oversight & team facilities system construction	
(F2C3-Other) Implement System Integration Testing Team		FY - 2014 Objective	Actual	FY - 2015 Objective	Objective	FY - 2016 Objective	Objective
Procurement beginning FY14 and continuing to the end of the project		Procurement beginning FY14 and continuing to the end of the project	In Progress	Implement Construction Management Oversight team for commencement of major alignment construction		Implement system testing /integration to team support testing	
(F2C4-Other) Phase II completion - 2025		FY - 2014 Objective	Actual	FY - 2015 Objective	Objective	FY - 2016 Objective	Objective
Beginning FY 14 and continuing to project's end		Beginning FY 14 and continuing to project's end	Met	Begin implementation of Phase II		Support VTA in implementing Phase II	

Implementing Strategies	Project and/or Program	Performance Measures					
		Goal/Desired Outcome		FY - 2014		FY - 2015	
			Objective	Actual	Objective	Objective	Objective
(F2D) - Livermore project Extend BART service to Livermore.	Goal/Desired Outcome (F2D1-Board) Adopt EIR and select preferred alternative for Livermore project by 2009.	Objective					
		Objective					
		Objective					
		Objective					
		Objective					
		Objective					
(F2F) - Oakland Airport project Connect the Oakland Airport to the BART system.	Goal/Desired Outcome (F2F1-Board) TBD	Objective	Advance environmental process.	Met	Prepare Draft EIR.	Prepare Admin Draft	
		Objective					
		Objective					
		Objective					
		Objective					
		Objective					
(F2F1-Other)	Secure and certify all real property rights in support of project.	Objective	Continue construction. Complete 2014.	Met			
		Objective					
		Objective					
		Objective					
		Objective					
		Objective					
(F2F2-Other)	Hold 2 public events leading up to the opening of OAC to inform the public.	Objective			Qtr. 1		
		Objective					
		Objective					
		Objective					
		Objective					
		Objective					
(F2F3-Other)	Open Station - Fall 2014.	Objective			Qtr. 2		
		Objective					
		Objective					
		Objective					
		Objective					
		Objective					

Implementing Strategies		Performance Measures					
(F3) - Financial Stability	Project and/or Program	Goal/Desired Outcome		FY - 2014	FY - 2015	FY - 2016	
		(F3B1-Other)	(F3B1-Other)	Objective	Objective	Objective	
<p>(F3B) - Planning for a Fiscally Sound Future</p> <p>Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves.</p> <p>(F3C) - Revenue Generation</p> <p>Implement a variety of programs to increase non-farebox revenues, including advertising, transit-oriented development and concessions.</p> <p>(F3D) - Strategic Energy Plan</p> <p>Procure low-cost, clean and reliable electricity for the BART system and continuously reduce the District's use of electricity.</p>	<p>(F3B1-Other)</p> <p>Under the direction of the General Manager, initiate update of the BART Strategic Plan.</p>	<p>(F3B1-Other)</p> <p>Under the direction of the General Manager, initiate update of the BART Strategic Plan.</p>	Identify process for updating Strategic Plan, as required.	In Progress	Develop framework for update of Strategic Plan.	If adopted, advance implementation	
			Complete CEQA Thresholds study.	Met			
			Presented draft findings to the General Manager.				
	<p>(F3C2-Other)</p> <p>Generate revenue through third party uses of BART stations, corridors, and excess lands.</p> <p>(F3C3-Other)</p> <p>Implement Benefit Assessment District Project</p>	<p>(F3C2-Other)</p> <p>Generate revenue through third party uses of BART stations, corridors, and excess lands.</p> <p>(F3C3-Other)</p> <p>Implement Benefit Assessment District Project</p>	<p>(F3C2-Other)</p> <p>Generate revenue through third party uses of BART stations, corridors, and excess lands.</p> <p>(F3C3-Other)</p> <p>Implement Benefit Assessment District Project</p>	As required, through June 2014.	Actual	As required through 2015.	As required through 2016
	<p>(F3D1-Board)</p> <p>Maintain cost of independent power supply arrangements at less than cost of comparable PG&E service.</p> <p>(F3D1-Other)</p> <p>Update Strategic Energy Plan.</p> <p>(F3D2-Board)</p> <p>Develop and maintain a portfolio of diversified market supply.</p>	<p>(F3D1-Board)</p> <p>Maintain cost of independent power supply arrangements at less than cost of comparable PG&E service.</p> <p>(F3D1-Other)</p> <p>Update Strategic Energy Plan.</p> <p>(F3D2-Board)</p> <p>Develop and maintain a portfolio of diversified market supply.</p>	<p>(F3D1-Board)</p> <p>Maintain cost of independent power supply arrangements at less than cost of comparable PG&E service.</p> <p>(F3D1-Other)</p> <p>Update Strategic Energy Plan.</p> <p>(F3D2-Board)</p> <p>Develop and maintain a portfolio of diversified market supply.</p>	Procure power supply at or below PG&E cost.	Met	Procure power supply at or below PG&E cost.	Procure power supply at or below PG&E cost.
				Update plan as required.	Actual	Update plan as required.	Update plan as required.

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2014		FY - 2015		FY - 2016	
Goal/Desired Outcome (F3D2-Other)		Objective	Actual	Objective	Objective	Objective	Objective
(F4) - Metro Service Develop the BART Metro service concept to better serve concentrations of riders in the urban core.	(F3D3-Board) Monitor federal and state energy regulatory actions, recommend legal intervention as appropriate.	As required.	Met	As required.	As required.	As required.	As required.
		(F3D3-Other) Continue to procure cost-effective renewable energy supplies.	Consider green projects if economically feasible.	Met	Consider green projects if economically feasible; pursue goal of 75% renewable supply by 2017.	Consider green projects if economically feasible; pursue goal of 75% renewable supply by 2017.	Consider green projects if economically feasible; pursue goal of 75% renewable supply by 2017.
		(F3D3-Other) Identify new renewable power resources to meet 75% renewable.	Identify options available to minimize greenhouse gas effects of Lodi Energy Center and bring to Board.		Identify options available to minimize greenhouse gas effects of Lodi Energy Center and bring to Board.	Work with Government Relations to identify possible legislative changes if needed.	
(F4) - Metro Service Provide more frequent service in the urban core ("show up and go") to meet the travels demands of the market.	(F3D4-Other) Replace expiring Transmission and Distribution Delivery Agreements by December 2016.	As required.	Met	As required.	As required.	As required.	As required.
		(F4A1-Other) Advance Sustainable Communities Operational Analysis (SCOA) recommendations.	Advance elements, as funding becomes available.	Met	Refine and advance program, as funding permits.	Refine and advance program, as funding permits.	Refine and advance program, as funding permits.
		(F4A2-Other) Advance Metro Vision analysis to evaluate State of Good Repair, capacity, and expansion / infill investment	Complete analysis.		Complete analysis.		

Implementing Strategies		Performance Measures					
Project and/or Program		Goal/Desired Outcome					
		opportunities.					
		(F4A3-Other) Train Control Modernization Program. Replace the current tradition fixed block ATC System with a new Communication Based Train Control (CBTC) system which is based on a moving-block signaling approach - system-wide.		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective
		(F4B) - Expansion of Rail Through Linkages Serve suburban and exurban markets by strategic linking to other systems.		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective
		(F5) - Transit-Oriented Development Work with community partners to maximize support for TODs, to enhance the livability and vitality at our stations, and to support regional goals.		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective
		(F4B1-Other) Participate with California High Speed Rail Authority, and Caltrain, as Altamont and Peninsula projects are advanced.		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective
		(F5A1-Other) Following lead of local jurisdictions, advance station area plans: North Concord/Martinez, Concord, Fremont, Lake Merritt, Coliseum, 19th Street, West Oakland, Powell, and Embarcadero.		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective
		(F5A2-Other) Advance Comprehensive Station Plans/Station Master Plans, at three stations, to coordinate station renovation and capacity investments with land use, access, urban design and architecture.		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective

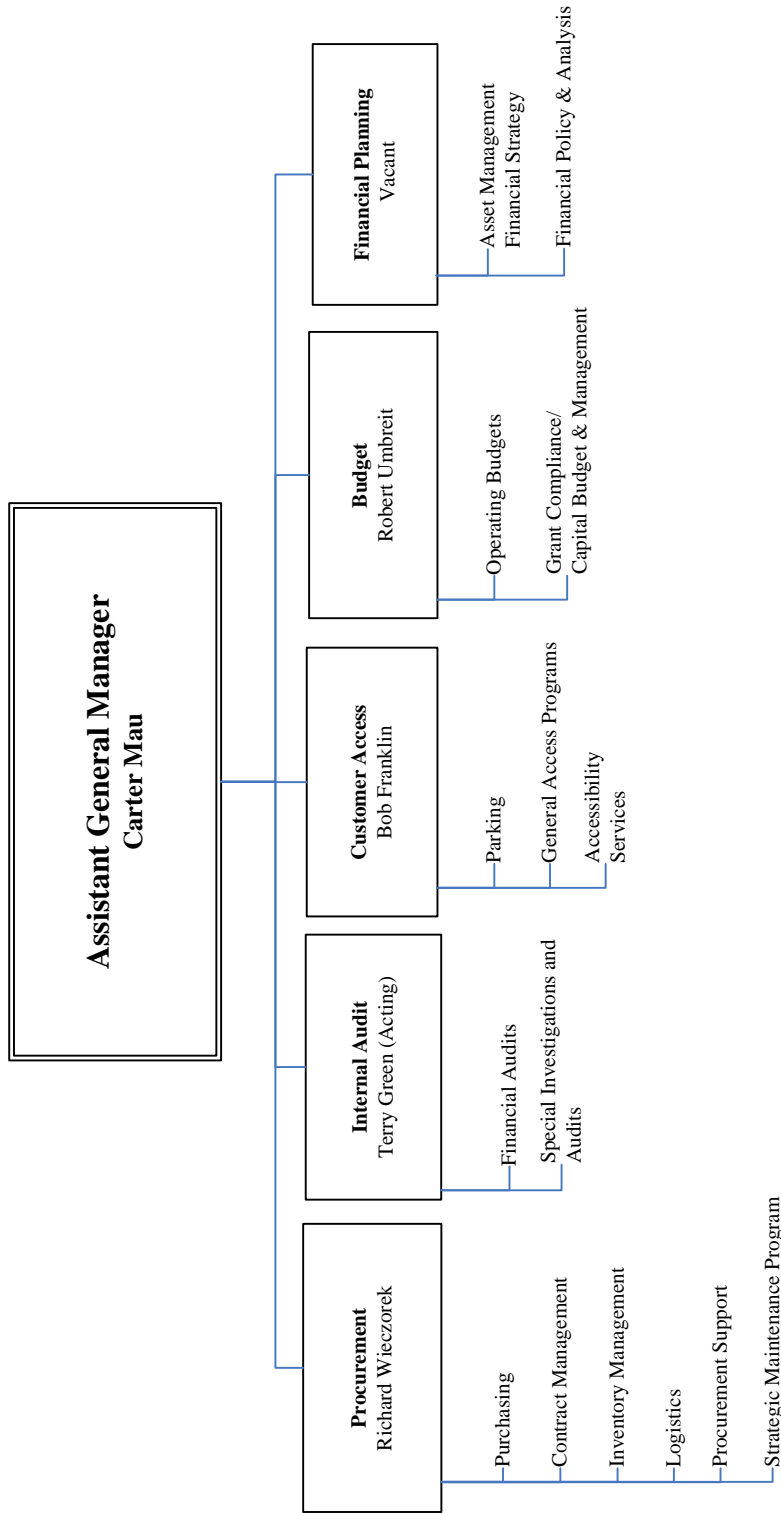
Implementing Strategies		Performance Measures					
Project and/or Program	Goal/Desired Outcome (F5B1-Other)	FY - 2014		FY - 2015		FY - 2016	
		Objective	Actual	Objective	Actual	Objective	Actual
(F5B) - TOD Station Development Program Working with cities and local communities, BART will implement approved development projects.	(F5B2-Other) Obtain development approvals from local land use jurisdictions.	Objective Coliseum, Glen Park.		Objective Coliseum, Glen Park		Objective Coliseum, Glen Park, West Oakland	
		Objective Pleasant Hill, Richmond, Fruitvale, Walnut Creek, West Dublin/Pleasanton, MacArthur, San Leandro, South Hayward.		Objective Continuation.		Objective Continuation.	
		Objective Coliseum, Glen Park, Millbrae, El Cerrito Plaza, West Oakland.		Objective Continuing negotiations - Coliseum, Glen Park, Millbrae, West Oakland		Objective Continuing negotiations - Coliseum, Glen Park, Millbrae, West Oakland, El Cerrito	
		Objective As required, through June 2014.		Objective As required through June 2015		Objective As required through June 2015	
(F5B4-Other) Based on results of Portfolio Review, determine future strategy to maximize impact of TOD program.	(F5B3-Other) Conduct negotiations with selected developers and secure Board approval of transactions.	Objective As required, through June 2014.		Objective As required through June 2015		Objective As required through June 2015	
(F6) - Sustainability Apply sustainable techniques and business practices to BART's programs, projects and operations in a cost-effective manner to enhance the Bay Area's quality of life.	(F6A1-Other) Initiate FTA funded pilot project for climate change adaptation of BART facilities.	Objective Completed pilot projects.	Met	Objective Completed pilot projects.		Objective Completed pilot projects.	
		Objective Incorporate in design process, and construction documents.		Objective Incorporate into design and construction docs		Objective Incorporate into design and construction docs	
		Objective Incorporate in design process, and construction documents.	Met	Objective Incorporate into design process, and construction docs		Objective Incorporate into design process, and construction docs	
		Objective Incorporate in design process, and construction documents.	Met	Objective Incorporate into design process, and construction docs		Objective Incorporate into design process, and construction docs	
(F6A2-Other) Implement guidelines through pilot projects such as Planning & Development capital projects.	(F6A2-Other) Implement guidelines through pilot projects such as Planning & Development capital projects.	Objective Incorporate in design process, and construction documents.	Met	Objective Incorporate into design process, and construction docs		Objective Incorporate into design process, and construction docs	

Implementing Strategies		Project and/or Program		Performance Measures			
		Goal/Desired Outcome (F6A3-Other)	FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective	
		<p>(F6A5-Other) Advance Environmental Management System (EMS) by expanding to Oakland Shop, and initiating targeted training.</p>	<p>FY - 2014 Objective Initiate EMS program at Oakland Shop, and targeted training to Procurement and the Office of Planning & Development.</p>		<p>FY - 2015 Objective Completed first cycle of EMS and initiate second cycle. Qtr 3</p>	<p>FY - 2016 Objective Develop EMS strategy</p>	
			<p>FY - 2014 Objective</p>	<p>Actual</p>	<p>FY - 2015 Objective</p>	<p>Actual</p>	<p>FY - 2016 Objective Qtr 1 install WSX. Qtr 4 install e-BART.</p>
			<p>FY - 2014 Objective</p>	<p>Actual</p>	<p>FY - 2015 Objective</p>	<p>Actual</p>	<p>FY - 2016 Objective FY17 - 3 locations</p>
		<p>(F6A7-Other) Climate Change Climate change impacts on BART's system. Build resiliency through adaption solutions. Impacts of sea level rise (SLR) and adaption solutions.</p>	<p>FY - 2014 Objective</p>	<p>Actual</p>	<p>FY - 2015 Objective Provided technical support to the FHWA ART study. Study anticipated to be completed August 2014</p>	<p>FY - 2016 Objective</p>	
			<p>FY - 2014 Objective</p>	<p>Actual</p>	<p>FY - 2015 Objective</p>	<p>Actual</p>	<p>FY - 2016 Objective</p>
			<p>FY - 2014 Objective</p>	<p>Actual</p>	<p>FY - 2015 Objective</p>	<p>Actual</p>	<p>FY - 2016 Objective</p>
	<p>(F6B) - Greenhouse gas emissions targets Reduce GHG emissions per BART vehicle mile.</p>	<p>Goal/Desired Outcome (F6B1-Board) Sustainability Committee to establish targets in 2009/10.</p>	<p>FY - 2014 Objective As required, through June 2014.</p>	<p>Actual</p>	<p>FY - 2015 Objective As required, through June 2015.</p>	<p>FY - 2016 Objective As required, through June 2016.</p>	
			<p>FY - 2014 Objective</p>	<p>Actual</p>	<p>FY - 2015 Objective</p>	<p>Actual</p>	<p>FY - 2016 Objective</p>
			<p>FY - 2014 Objective</p>	<p>Actual</p>	<p>FY - 2015 Objective</p>	<p>Actual</p>	<p>FY - 2016 Objective</p>
	<p>(F6C) - Bay Area VMT reduction target Contribute to Bay Area reduction in VMT.</p>	<p>Goal/Desired Outcome (F6C1-Other) Support regional agencies development of SB375-guided Regional Transportation Plan (RTP) / Sustainable Communities Strategy to achieve state GHG emissions reduction targets.</p>	<p>FY - 2014 Objective As required, through June 2014.</p>	<p>Actual</p>	<p>FY - 2015 Objective As required, through June 2015.</p>	<p>FY - 2016 Objective As required, through June 2016.</p>	
			<p>FY - 2014 Objective</p>	<p>Actual</p>	<p>FY - 2015 Objective</p>	<p>Actual</p>	<p>FY - 2016 Objective</p>
			<p>FY - 2014 Objective</p>	<p>Actual</p>	<p>FY - 2015 Objective</p>	<p>Actual</p>	<p>FY - 2016 Objective</p>

Implementing Strategies		Performance Measures				
Project and/or Program		Performance Measures				
	<p>Goal/Desired Outcome (F6C2-Other)</p> <p>Support regional, state and federal-level GHG efforts as they related to transportation policy, funding and/or environmental regulation.</p>	<p>FY - 2014 Objective</p> <p>As required, through June 2014.</p>	<p>Actual</p>	<p>FY - 2015 Objective</p> <p>As required, through June 2015.</p>	<p>FY - 2016 Objective</p> <p>As required, through June 2016.</p>	
	<p>Goal/Desired Outcome (F6D1-Other)</p> <p>If funded, prepare water usage baseline. Develop preliminary water conservation plan. Complete short term efforts in response to 2014 drought.</p>	<p>FY - 2014 Objective</p>	<p>Actual</p>	<p>FY - 2015 Objective</p> <p>Prepared plan and initiated implementation.</p>	<p>FY - 2016 Objective</p> <p>Implement Plan's Action</p>	
	<p>Project and/or Program (F7B) - Legislative and Community Outreach Program</p> <p>Develop and implement a federal, state and local legislative and community outreach program to increase funding and community support for key BART initiatives.</p>	<p>FY - 2014 Objective</p> <p>As required, through June 2014.</p>	<p>Actual</p>	<p>FY - 2015 Objective</p> <p>As required through 2015</p>	<p>FY - 2016 Objective</p> <p>As required through 2016.</p>	
<p>(F7) - Partnerships for Fin. Health</p> <p>Protect the Bay Area's investment in rail transit through long-term capital planning, strategic partnerships and outreach with elected and community leaders, the media and the public.</p>		<p>Goal/Desired Outcome (F7B1-Other)</p> <p>Continue to promote implementation of TOD at national and state levels through involvement in Rail-Volution and the Urban Land Institute's TOD Council.</p>				

ADMINISTRATION AND BUDGET OFFICE - 11

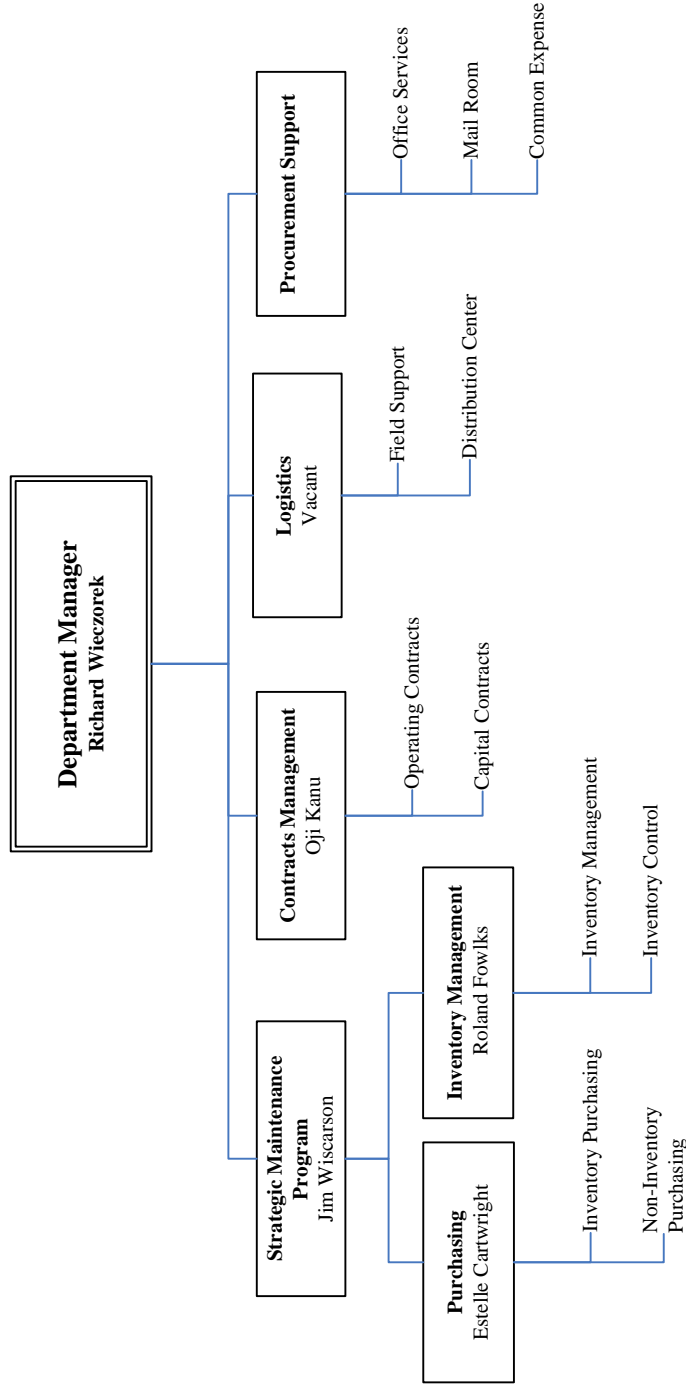
FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	117.0
Capital	11.0
REI	2.0
Staff	130.0

PROCUREMENT DEPARTMENT - 0503

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	84.0
Capital	7.0
REI	-
Staff	91.0

Strategic Plan - C Customer of BART
 Department - 0503450 Procurement Management

Implementing Strategies		Performance Measures					
(C1) - System Renewal	Project and/or Program (C1C) - Strategic Maintenance Plan (SMP)	Goal/Desired Outcome (C1C10-Other)		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Objective	Objective	Objective
Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.	Utilize best-practices maintenance management principles Districtwide to improve system reliability, extend equipment service life, and gain maintenance cost and schedule efficiencies.	Create and maintain PO Tracking Database for Federal PO's.		Complete cleanup of obsolete files and create new filing system in numerical order	Met Task completed.	No longer required for FY15	
		(C1C11-Other) Return to vendor timeliness.		FY - 2014 Objective	FY - 2014 Actual	FY - 2015 Objective	FY - 2015 Objective
		Utilize new CMS procedures to complete RTV's in 15 days	Met Task completed.	Add new buyer & vendor notifications to CMS	Create new RTV Report to maintain effectiveness.		
		(C1C1-Other) Develop and implement processes to support the kitting of parts for maintenance activities in Secondary Repair Shop and Primary Shops.		FY - 2014 Objective	FY - 2014 Actual	FY - 2015 Objective	FY - 2015 Objective
		Continue to introduce vendor supplied kitting on 5 components	Met Task completed.	No longer required for FY15			
(C1C3-Other) Implement tracking of non-inventory purchased vehicle parts in inventory control computer system.		FY - 2014 Objective	FY - 2014 Actual	FY - 2015 Objective	FY - 2015 Objective		
Re-evaluate existing process & implement procedures in Maximo & Peoplesoft "Go Live"		Met Task completed.	No longer required for FY15				
(C1C5-Other) Work to reduce obsolete inventory as funding becomes available.		FY - 2014 Objective	FY - 2014 Actual	FY - 2015 Objective	FY - 2015 Objective		
Continue to identify & reduce obsolete inventory per available funding		In Progress	On-going process	Continue to identify & reduce obsolete inventory per available funding.	Continue to identify & reduce obsolete inventory per available funding.		

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2014		FY - 2015		FY - 2016	
Goal/Desired Outcome		Objective	Actual	Objective	Objective	Objective	Objective
		(C1C7-Other) Shorten cycle time for buyers to begin purchasing requisitions.	Met	Task completed.	Streamline categories & buyer assignments to better utilize Peoplesoft automation.	Streamline categories & buyer assignments to better utilize Peoplesoft automation.	Streamline categories & buyer assignments to better utilize Peoplesoft automation.
			Task completed.				
		(C1C8-Other) Develop and implement a world-class buyer program where buyers have a stake in efficient purchase and delivery processes.	Continue to seek additional 3% savings on PO expenses	In Progress	Develop buyer initiative to create more vendor competition	Develop buyer initiative to create more vendor competition	Create small business vendor initiatives and relationships to enhance competition.
			Continue system stabilization & develop actual leadtime report	Met	Task completed.	Categorize leadtime report by type of purchase	Categorize leadtime report by type of purchase
	(C1F) - Business Advancement Plan Phase II Develop functional requirements that underlie Maintenance and Material Management as well as Financial Managerial. Functional areas include: procurement, inventory management, asset management, budgeting, accounting and related reporting.	(C1F1-Other) Assist in moving the District's Business Advancement Program (BAP) forward by participating in the Phase 2 implementation of Peoplesoft and MRO modules.	Work to stabilize system & debug integration of Maximo & Peoplesoft systems	In Progress	Work to stabilize system & debug integration of Maximo & Peoplesoft systems.	Work to stabilize system & debug integration of Maximo & Peoplesoft systems.	Initiate five year plan with IT relative to Maximo upgrade 7.5, stabilize and debug
			Work to stabilize system & debug integration of Maximo & Peoplesoft systems	In Progress	Work to stabilize system & debug integration of Maximo & Peoplesoft systems.	Work to stabilize system & debug integration of Maximo & Peoplesoft systems.	Work to stabilize system & debug integration of Maximo & Peoplesoft systems.
		(C1F2-Other) Support the BAP program by being responsive to Program Office requests in the procurement, inventory management and logistics areas both technically and	Work to stabilize system & debug integration of Maximo & Peoplesoft systems	In Progress	Work to stabilize system & debug integration of Maximo & Peoplesoft systems.	Work to stabilize system & debug integration of Maximo & Peoplesoft systems.	Initiate five year plan with IT relative to Maximo upgrade 7.5; stabilize and debug
			Work to stabilize system & debug integration of Maximo & Peoplesoft systems	In Progress	Work to stabilize system & debug integration of Maximo & Peoplesoft systems.	Work to stabilize system & debug integration of Maximo & Peoplesoft systems.	Work to stabilize system & debug integration of Maximo & Peoplesoft systems.



BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures			
Project and/or Program		Goal/Desired Outcome			
		FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective

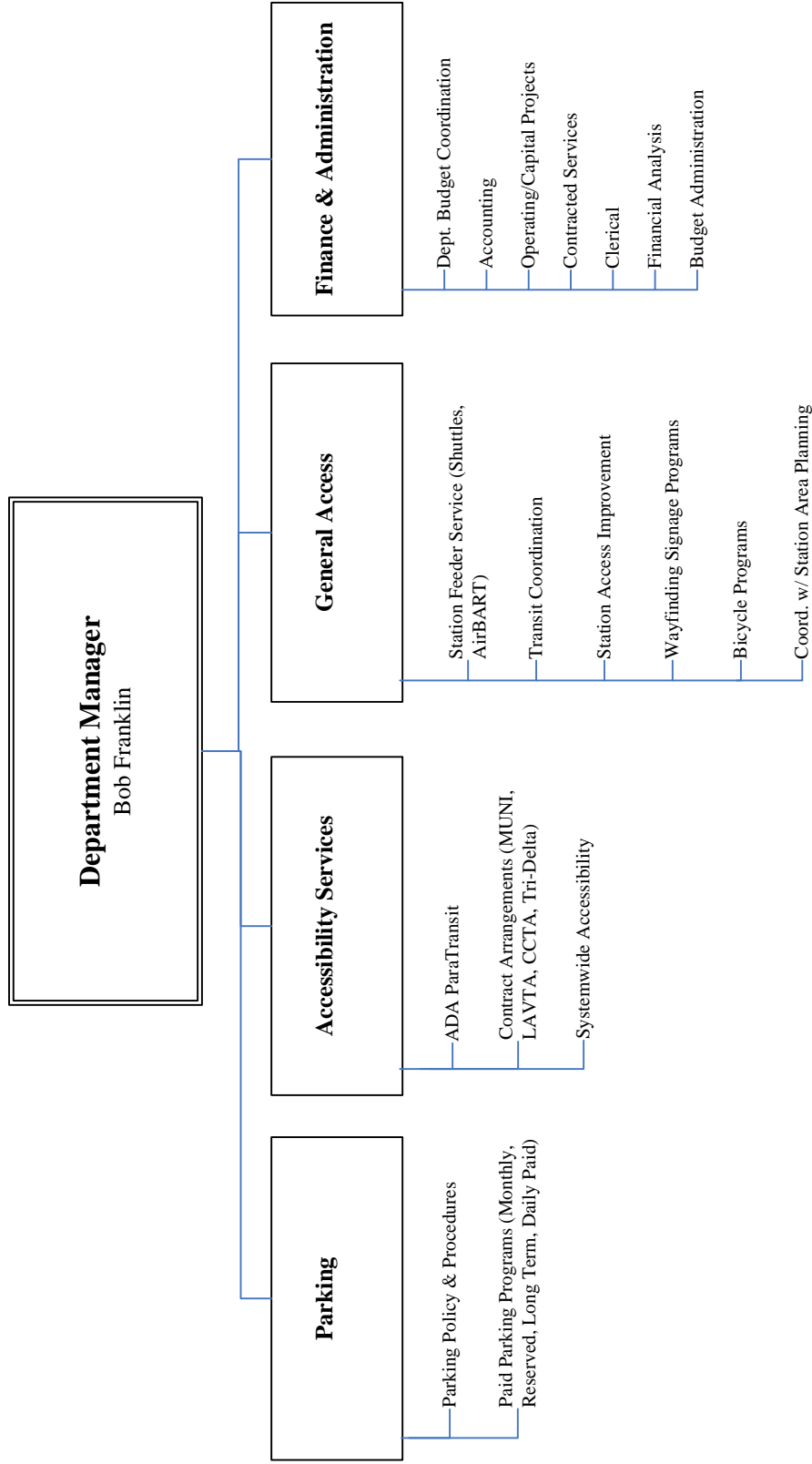
FY16 Goals & Objectives - Procurement Department

II. BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
1 Manage the District's inventory to meet inventory requirements and ensure control over inventory performance and investment.	1 a Maintain inventory levels to limit car days out of service for parts to no more than 1% each day.	1%	Met	1%	1%
	b Coordinate with RS&S on inventory requirements for the SMP Program to restrain inventory build up.	As required	Discussion held as needed	As required	As required
	c Work with M&E to identify appropriate material component for equipment support. (new for FY15)			As required	As required
	d Work with M&E elevator/escalator to identify sole source requirements. (new for FY15)			As required	As required
	e Coordinate with M&E on inventory requirements to restrain inventory build up. (new for FY15)			As required	As required
2 Purchase all inventory and non-inventory goods and services within the established procedures, laws and regulations.	2 a Process purchase requisitions, not requiring formal bidding, within 30 days.	2 days	25 days	2 days	2 days
	b Maintain a 95% on-time purchase and receipt rate of parts for the SMP kit program in accordance with RS&S' requirements.	98%	Met; task completed	No longer required in FY15	
	c Ensure 95% match rate on invoices received without matching receipt are properly disseminated and communicated for follow-up by Purchasing. (New for FY12.)	95%	Met; task completed	No longer required in FY15	
	d Maintain on-going meetings with RS&S Maintenance to support on-going maintenance and special projects parts needs. (New for FY16)				Meet once a week
3 Develop contract documents and procurement materials in cooperation with sponsoring departments, OCR and Legal.	3 a Process advertised agreements and contracts in excess of \$100K and recommend for award in less than 180 calendar days of receipt of a complete purchase requisition package.	180 days	Met	180 days	180 days
	4 a Forward at least 100% of approved and posted requisitions to the Purchasing Division within 15 days.	100%	Met	100%	100%
4 Perform analysis of inventory reorder notices based on demand, lead time and price, for material purchased and Inventory Write-offs and Adjustments.					
5 Evaluate and control the program and budget performance activity of the Procurement Dept's operations.	5 a Provide a monthly summary report of each Division's budget performance within 4 days of the receipt of the month's BPR.	Within 4 days	Met	Within 4 days	Within 4 days

CUSTOMER ACCESS DEPARTMENT - 1102

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	7.0
Capital	-
REI	-
Staff	7.0

Strategic Plan - C Customer of BART

Department - 1102491 Customer Dev & Station Access

Implementing Strategies		Performance Measures			
(C1) - System Renewal	Project and/or Program (C1B) - Rail Vehicle Replacement Plan Replace all existing rail cars; purchase expansion vehicles as funding becomes available.	FY - 2014		FY - 2015	
		Objective	Actual	Objective	Objective
Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.		Attend 90% of requested meetings and respond to 100% document review.	Met	Attend 90% of requested meetings and respond	Continue to monitor and participate in accessibility and bike issues
(C2) - Earthquake Safety					
Bring the original system up to current seismic safety standards ensuring core system operability shortly after an earthquake.	Project and/or Program (C2A) - BART's Earthquake Safety Program Retrofit core system to meet operability standards and retrofit remainder of system to meet Life Safety standards."	FY - 2014		FY - 2015	
		Objective	Actual	Objective	Objective
		Attend 90% of requested meetings and respond to 100% document review.	Met	Attend 90% of requested meetings and respond	Attend 90% of requested meetings and respond
(C3) - Service Enhancements					
Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	Project and/or Program (C3C) - Smart Card Program Implement an all smart card fare system to make it easier for customers to purchase, store and use fares.	FY - 2014		FY - 2015	
		Objective	Actual	Objective	Objective
		Increase Clipper Card parking payment use to 40% of daily fees paid by June 2014.	Met	Increase Clipper Card parking payment use to 50%	Increase Clipper Card usage to 50%
(C4) - Station Access					
Develop alliances with our transit partners and the community to maximize connectivity and to facilitate multi-modal access including transit, bicycling and walking.	Project and/or Program (C4A) - Station Access Program Develop a package of programs and projects to improve access to our stations by modes other than single occupant vehicles.	FY - 2014		FY - 2015	
		Objective	Actual	Objective	Objective
		Support Planning Department efforts as required	Met	Support Planning Department efforts as required	Support Planning Department efforts as required

Implementing Strategies		Project and/or Program		Performance Measures					
				FY - 2014		FY - 2015		FY - 2016	
Goal/Desired Outcome (C4A1-Other) Increase bicycle access to BART: manage bicycle program and parking facilities.		Objective Increase bicycle access use over previous year.	Actual Met	Objective Increase bicycle access use over previous year.	Objective Increase bicycle access use over previous year.	Objective Increase bicycle access use over previous year.	Objective Increase bicycle access use over previous year.	Objective Increase bicycle access use over previous year.	
		Objective Support Planning Department efforts as required	Actual Met	Objective Support Planning Department efforts as required	Objective Support Planning Department efforts as required	Objective Support Planning Department efforts as required	Objective Support Planning Department efforts as required	Objective Support Planning Department efforts as required	
(C4A2-Board) Establish station specific access targets by 2010.		Objective Complete design for Civic Center and Walnut Creek Station Bike Facilities	Actual Met	Objective Complete design for Civic Center and Walnut Creek Station Bike Facilities	Objective Complete design for Civic Center and Walnut Creek Station Bike Facilities	Objective Complete design for Civic Center and Walnut Creek Station Bike Facilities	Objective Complete design for Civic Center and Walnut Creek Station Bike Facilities	Objective Complete design for Civic Center and Walnut Creek Station Bike Facilities	
		Objective Complete design for Met	Actual Met	Objective Complete design for Met	Objective Complete design for Met	Objective Complete design for Met	Objective Complete design for Met		
(C4A3-Board) Implement 4 model access stations by 2010.		Objective Procure 200 additional lockers by June 2014	Actual Met	Objective Procure 200 additional lockers by June 2014	Objective Procure 200 additional lockers by June 2014	Objective Procure 200 additional lockers by June 2014	Objective Procure 200 additional lockers by June 2014	Objective Procure 200 additional lockers by June 2014	
		Objective Continue implementing Bike Plan	Actual Met	Objective Continue implementing Bike Plan	Objective Continue implementing Bike Plan	Objective Continue implementing Bike Plan	Objective Continue implementing Bike Plan		
(C4A4-Other) Increase bicycle access to BART through planning.		Objective Define new shuttle program	Actual Met	Objective Define new shuttle program	Objective Define new shuttle program	Objective Define new shuttle program	Objective Define new shuttle program	Objective Define new shuttle program	
		Objective Propose Shuttle Policy for Board consideration	Actual Met	Objective Propose Shuttle Policy for Board consideration	Objective Propose Shuttle Policy for Board consideration	Objective Propose Shuttle Policy for Board consideration	Objective Propose Shuttle Policy for Board consideration		
(C4A5-Other) Increase shuttle access to BART.		Objective Procure additional bike lockers and plan for additional bike stations.	Actual Met	Objective Procure additional bike lockers and plan for additional bike stations.	Objective Procure additional bike lockers and plan for additional bike stations.	Objective Procure additional bike lockers and plan for additional bike stations.	Objective Procure additional bike lockers and plan for additional bike stations.	Objective Procure additional bike lockers and plan for additional bike stations.	
		Objective Continue implementing Bike Plan and monitor new rules	Actual Met	Objective Continue implementing Bike Plan and monitor new rules	Objective Continue implementing Bike Plan and monitor new rules	Objective Continue implementing Bike Plan and monitor new rules	Objective Continue implementing Bike Plan and monitor new rules		

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2014		FY - 2015		FY - 2016	
Goal/Desired Outcome		Objective	Actual	Objective	Objective	Objective	Objective
		(C4A6-Other)	Promote expanded employer based shuttle to and from Walnut Creek Station.	Eliminated			
		(C4A7-Other)	Support Planning in conducting bus intermodal and pedestrian improvements efforts at Daily City Station.	Met	Support Planning in conducting bus intermodal and pedestrian improvements efforts at Daily City Station		Continue work and implement path and improve intermodal.
		(C4A8-Other)	Define new shuttle programs at BART and increase ridership on shuttles	Met			Inventory shuttles. Hire consultant to work on shuttle policy
	(C4B) - Station Wayfinding Program Implement wayfinding signage to and from BART stations, and within the station, to aid the customer in navigating the BART system and in making connections to other transit and local destinations.	Goal/Desired Outcome (C4B1-Board)	Incorporate station signage improvements into Station Modernization Program.	Met			Continue to work with Office of District Architect
		(C4B2-Board)	Implement a prototype signage improvement program by 2010.	Met			Continue to improve station signage and expand BFS to additional signs
		(C4B3-Board)	In collaboration with cities, develop and implement wayfinding signage directing customers to local BART stations, as funding becomes available.	Met			Work with agency partners - Caltrans and EBRPD



BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures							
Project and/or Program		Goal/Desired Outcome		FY - 2014		FY - 2015		FY - 2016	
(C5B) - Universal Design		(C5B1-Board)		Objective	Actual	Objective	Actual	Objective	Actual
(C5) - Customer Environment	<p>Incorporate universal design principals into planning for BART renovation, expansion and improvement.</p> <p>(C5C) - Accessibility Improvements</p> <p>Develop and implement program of system-wide accessibility improvements as opportunities and funding become available.</p>	<p>Develop specific guidelines on the inclusion of universal design concepts in BART facilities.</p>		Met					
		<p>Based on guidelines for universal design & in consultation with the BART Accessibility Task Force & the Bay Area disability community, develop prioritized recommendations for specific projects to enhance & improve accessibility of BART facilities.</p>		Define process to implement project list	Met	Define process to implement project list		Define process to implement project list	
(C6) - Customer Information	<p>Provide our customers with state of the art wayfinding and customer information.</p> <p>(C6B) - Real Time Information Program</p> <p>Expand real time BART train and bus arrival and emergency information to aid customers.</p>	<p>Support interdepartmental accessibility planning.</p>		Met				Work with all departments to improve accessibility at BART	
		<p>Develop Station Access Map for Website.</p>						Provide improved maps for various access modes.	
(C6) - Customer Information	<p>Seek funding for Pilot Program completion.</p>	<p>Seek funding for Pilot Program completion.</p>		Support M&E as required		Support M&E as required		Support M&E as required	
		<p>Seek funding for Pilot Program completion.</p>							

Implementing Strategies		Performance Measures							
(F1) - Capacity	Project and/or Program (F1A) - SVRT Core Modification Study Complete comprehensive analysis of system and station capacity needs required to accommodate the Silicon Valley Rapid Transit (SVRT) project by 2009	Goal/Desired Outcome (F1A1-Other)		FY - 2014		FY - 2015		FY - 2016	
		Objective	Actual	Objective	Objective	Objective	Objective	Objective	
(F3) - Financial Stability	Implement a variety of programs to increase non-farebox revenues, including advertising, transit-oriented development and concessions.	(F1B) - Car modifications Increase train car capacity	Advise SVRT core capacity team on ADA, bicycle accommodations, and general customer issues.	Attend 90% of requested meetings and respond	Met				Attend 90% of requested meetings and respond
				Attend 90% of requested meetings and respond	Met				Attend 90% of requested meetings and respond
(F3) - Financial Stability	Implement a variety of programs to increase non-farebox revenues, including advertising, transit-oriented development and concessions.	(F1B) - Car modifications Increase train car capacity	Advise car modification team and rail vehicle replacement plan on ADA, bicycle accommodations, and general customer issues.	Attend 90% of requested meetings and respond	Met				Attend 90% of requested meetings and respond
				Attend 90% of requested meetings and respond	Met				Attend 90% of requested meetings and respond
(F3) - Financial Stability	Manage flat fee and market-based parking programs to contribute more than \$1,500,000 in non-fare revenue annually.	(F3C) - Revenue Generation	(F3C1-Other) Manage flat fee and market-based parking programs to contribute more than \$1,500,000 in non-fare revenue annually.	Evaluate parking occupancy twice/year to determine fees	Met				Evaluate parking occupancy twice/year to determine fees
					Met				Evaluate parking occupancy twice/year to determine fees
(F3) - Financial Stability	Manage parking permit vendor contract.	(F3C2-Other)	Manage and monitor according to contract provisions	Manage and monitor according to contract provisions	Met				Manage and monitor according to contract provisions
					Met				Manage and monitor according to contract provisions
(F3) - Financial Stability	Implement daily paid parking fee program at additional stations.	(F3C3-Other)	Implement new demand-based parking program	Implement new demand-based parking program	Met				Implement new demand-based parking program
					Met				Implement new demand-based parking program
(F3) - Financial Stability	Manage concession for Coliseum Special Event parking.	(F3C4-Other)	Manage concession for Coliseum Special Event parking.	Manage concession for Coliseum Special Event parking.	Met				Manage concession for Coliseum Special Event parking.
					Met				Manage concession for Coliseum Special Event parking.

Implementing Strategies		Performance Measures					
(F5) - Transit-Oriented Development	Project and/or Program (F5A) - Station Planning Program	Goal/Desired Outcome (F5A1-Other)		FY - 2014	FY - 2015	FY - 2016	
		Objective	Actual	Objective	Objective	Objective	
Work with community partners to maximize support for TODs, to enhance the livability and vitality at our stations, and to support regional goals.	In cooperation with cities and local communities, BART will conduct station planning to determine the appropriate level of development on and near BART station property. These plans will also include prioritized access improvements and funding plans.	Respond to 100% document review and attend meetings as staffing permits	Met	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	
		Respond to 100% document review and attend meetings as staffing permits	Met	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	
		Respond to 100% document review and attend meetings as staffing permits	Met	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	
(F5B) - TOD Station Development Program	Working with cities and local communities, BART will implement approved development projects.	Obtain development approvals at six station areas by 2013.	Met	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	
		Provide input for impacts on accessibility, bus/shuttle service, pedestrian access and parking	Met	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	Work collaboratively with Planning and Dev on access issues.	
		Complete construction of transit-oriented developments at eight BART stations by 2013.	Met	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	
(F6) - Sustainability	Project and/or Program (F6A) - Transit Sustainability Guidelines	Manage agreements for car-share placement at BART Stations.	Deferred meetings scheduled for Jan 2015	Implement new agreement by June 2014	Implement new agreement by June 2014	Implement new agreement by June 2016	
		Build consensus among transit operators for reducing greenhouse gas emission, and utilizing sustainability techniques.	Deferred meetings scheduled for Jan 2015	Implement new agreement by June 2014	Implement new agreement by June 2014	Implement new agreement by June 2016	
		Apply sustainable techniques and business practices to BART's programs, projects and operations in a cost-effective manner to enhance the Bay Area's quality of life.	Deferred meetings scheduled for Jan 2015	Implement new agreement by June 2014	Implement new agreement by June 2014	Implement new agreement by June 2016	

FY16 Goals & Objectives - Customer Access Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals		Desired Outcomes/Objectives	Performance Measures			
			FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
1	Manage District parking program consistent with Board parking policies	a	Maximize occupancy and patron satisfaction with parking programs.	Achieved	Monitor programs daily/correct problems	Monitor programs daily/correct problems
		2	Manage ADA Paratransit Program	Achieved	Meet EBPC performance measures within budget	Meet EBPC performance measures within budget
2	Manage ADA Paratransit Program	a	Manage East Bay Paratransit to provide excellent and cost efficient ADA compliant services.	Achieved	Meet EBPC performance measures within budget	Meet EBPC performance measures within budget
		b	Manage other paratransit partnerships to ensure success in providing cost effective and compliant services.	Achieved	b1) Review monthly and quarterly invoices. Meet with partners as necessary to keep costs within budget	b1) Review monthly and quarterly invoices. Meet with partners as necessary to keep costs within budget
3	Meet all federal, state, and local requirements for service and funding related to paratransit.	c	Hire new paratransit broker and work to develop an Emergency Response Plan.	Achieved	Monitor new paratransit broker contract and work to develop an Emergency Response Plan.	Monitor new paratransit broker contract and work to develop an Emergency Response Plan.
		d	Audit and funding agency requirements complied w/on time	Achieved	Audit and funding agency requirements complied w/on time	Audit and funding agency requirements complied w/on time
4	Provide enhancements to existing paratransit operation	d	Finish Testing and Implement Program by June 2014	Achieved	Provide enhancements to existing program.	Provide enhancements to existing program.
		e	Monitor the performance of assessments in Contra Costa County satellite office.	Achieved	Monitor paratransit broker contracts in other parts of the District.	Monitor paratransit broker contracts in other parts of the District.
5	Contract out paratransit operation	e	Award New Broker Contract in FY14.	Achieved		

FY16 Goals & Objectives - Customer Access Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals		Desired Outcomes/Objectives	Performance Measures			
			FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
3 BART Accessibility and ADA Compliance: Develop and implement a successful accessible services program which coordinates and cooperates with the work of other departments.	a	Develop and conduct disability awareness program for Station Agents.	4 New Agent and 4 Station Agent Refresher training classes or as requested by Ops. Conduct Train Operator Training as needed.	Achieved	New Station Agent Refresher training classes or as requested by Ops. Conduct Train Operator Training as needed.	New Station Agent Refresher training classes or as requested by Ops. Conduct Train Operator Training as needed.
	b	Manage EPAMD (Segway) Program.	All permit applications processed within 30 days	Achieved	All permit applications processed within 30 days	All permit applications processed within 30 days
	c	Conduct elevator construction outreach and mitigation program so as to inform the public in a timely fashion and minimize problems and complaints.	Provide notification of elevator projects in cooperation with M&E within agreed timeframes	Achieved	Provide notification of elevator projects in cooperation with M&E within agreed timeframes	Provide notification of elevator projects in cooperation with M&E within agreed timeframes
	d	Improve disabled person customer experience	Continue implementation of pilot program for video relay services for patrons with hearing impairments.	Achieved	Continue implementation of pilot program for video relay services for patrons with hearing impairments.	Continue implementation of pilot program for video relay services for patrons with hearing impairments.
4 Coordinate Transit Access to Stations	a	Ensure that transit facilities at stations are designed, signed, and managed to allow for easy transfers between bus and BART.	Respond to BART and bus operator requests for assistance as required	Achieved	Respond to BART and bus operator requests for assistance as required	Respond to BART and bus operator requests for assistance as required
	b	Address bus operator plans and operational issues on an on-going basis.	Meetings with operators as necessary or quarterly.	Achieved	Meetings with operators as necessary or quarterly.	Meetings with operators as necessary or quarterly.

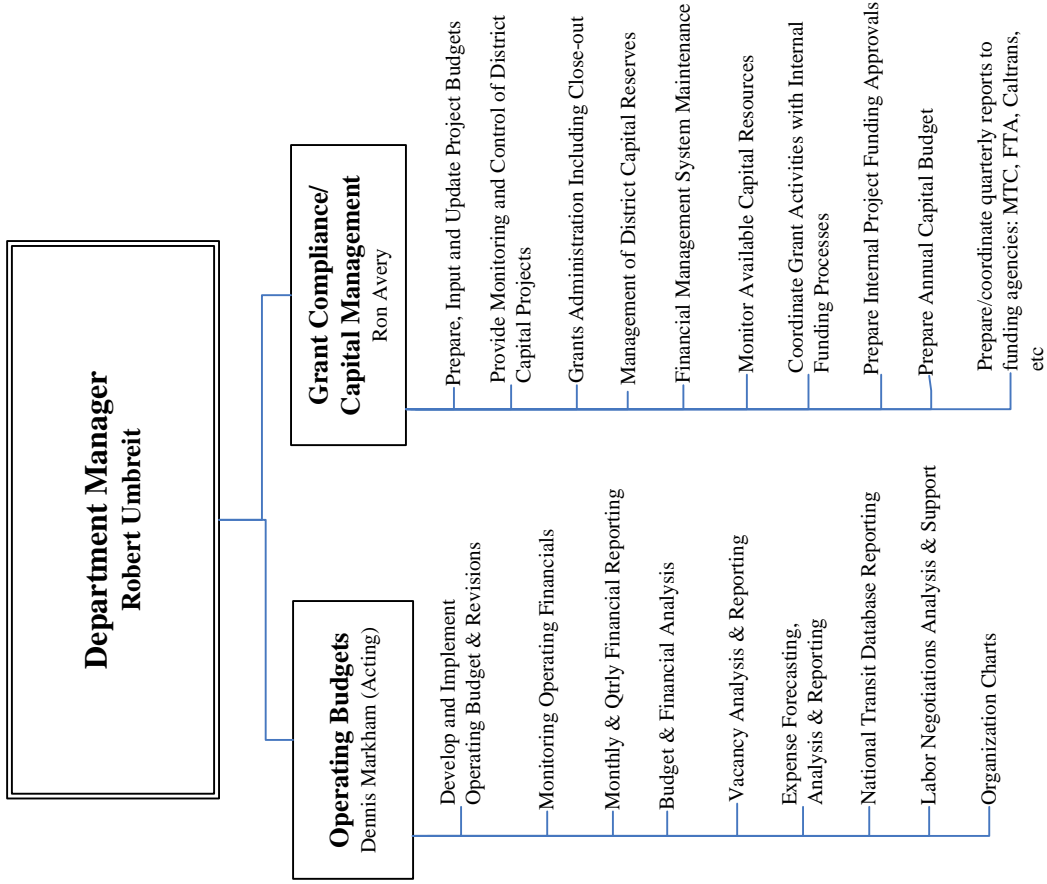
FY16 Goals & Objectives - Customer Access Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
5 Work with regional partners to provide a transit link to major Bay Area airports.	5 a Work with Port of Oakland to manage AirBART.	Respond to issues and requests for assistance as required	Achieved	Respond to issues and requests for assistance as required	Work with OAK connector to ensure smooth transition
6 Address requests for information and complaints from Board Members, other governmental agencies and patrons	6 a Respond to requests for information and complaints from Board Members, other governmental agencies and patrons	Provide info w/in 5 days of request	Achieved	Provide info w/in 5 days of request	Provide info w/in 5 days of request
7 Manage District's Art Program	7 a Provide direction and staffing for the development, selection and installation and maintenance of the District's Art Program	Establish an Art Policy and begin to implement new program.	Moved to Planning and Development	Department moved to Planning and Development	

BUDGET DEPARTMENT - 1104

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	13.0
Capital	1.0
REI	-
Staff	14.0



BART Strategic Plan Fiscal Year Goals & Objectives

Strategic Plan - F The Future of BART
 Department - 1104473 Budgets

Implementing Strategies		Performance Measures					
(F3) - Financial Stability	Project and/or Program (F3B) - Planning for a Fiscally Sound Future	FY - 2014		FY - 2015		FY - 2016	
		Objective	Actual	Objective	Actual	Objective	Actual
Maintain and improve the stability of BART's financial base.	Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves.	Goal/Desired Outcome (F3B1-Other)					
		Develop and present Monthly Financial Report to Executive Management.	Met	2nd Tuesday after close	2nd Tuesday after close	2nd Tuesday after close	2nd Tuesday after close
		(F3B2-Other)					
		Develop and present Quarterly Financial Report to Board.	Met	2nd meeting after quarter close	2nd meeting after quarter close	2nd meeting after quarter close	2nd meeting after quarter close
		(F3B3-Other)					
		Develop and present year end projections for Executive Management.	Met	As required	As required	As required	As required
		(F3B4-Other)					
		Review personnel actions and EDDs within time guidelines.	Met	2 days	2 days	2 days	2 days
(F3B5-Other)							
Coordinate preparation of the District's Goals and Objectives.	Met	To Board by 4/30	To Board by 4/30	To Board by 4/30	To Board by 4/30		
(F3B6-Other)							
Complete/submit Prop. 4 Appropriations Limit documents for Board adoption.	5/23/13	6/30	6/30	6/30	6/30		
(F3B7-Other)							
Revise/adjust annual Operating Budget.	As required	As required	As required	As required	As required		
(F3B8-Other)							
Close out prior FY annual budget and obtain Board approval.	10/9	8/31	8/31	8/31	9/30		



BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures			
Project and/or Program		Goal/Desired Outcome (F3B9-Other)			
		FY - 2014	Actual	FY - 2015	FY - 2016
		Objective	Actual	Objective	Objective
		As required	Met	As required	As required
		Develop financial forecasts to guide spending decisions.			

FY16 Goals & Objectives - Budget Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
1 Manage and implement annual Operating Budget	1 a Produce annual budget for Board review and approval, including Board presentations and reports	Draft 3/31 Final 6/30	Met	Draft 3/31 Final 6/30	Draft 3/31 Final 6/30
	1 b Manage monthly/quarterly budget review and reporting, including variance trend analysis. Develop/implement strategies to address shortfalls/overruns.	Monthly/ Quarterly	Met	Monthly/ Quarterly	Monthly/ Quarterly
	1 c Close-out prior FY budget and obtain Board approval	8/31	Met	8/31	8/31
2 Manage and implement annual Capital Program and Budget	2 a Produce annual budget for Board review and approval, including Board presentations and reports	Draft 3/31 Final 6/30	Met	Draft 3/31 Final 6/30	Draft 3/31 Final 6/30
	2 b Assist BART capital project managers in refining and updating the District's capital inventory for inclusion in EAM database	As required	Met	As required	As required
	2 d Provide Government & Community Relations with capital priorities/needs to assist in securing external capital funding.	As required	Ongoing	As required	As required
	2 e Integrate planning for BART capital initiatives and baseline capital program into BART capital financial planning documents.	As required	Ongoing	As required	As required
	3 a Complete as required: financial and budget analyses; major studies; cost analyses and forecasts in support of labor/management contract decisions, arbitrations and mediations; analyses of PERS retirement and medical benefit options, labor contracts and fiscal projections.	As required	Met	As required	Met
4 Prepare and respond to regulatory reports, studies and audits	4 a National Transportation Database, MTC Annual Submittal, State Controller's Report, APTA	As required	Met	As required	As required
	4 b Support internal and external audit inquiries and requirements	As required	Met	As required	As required

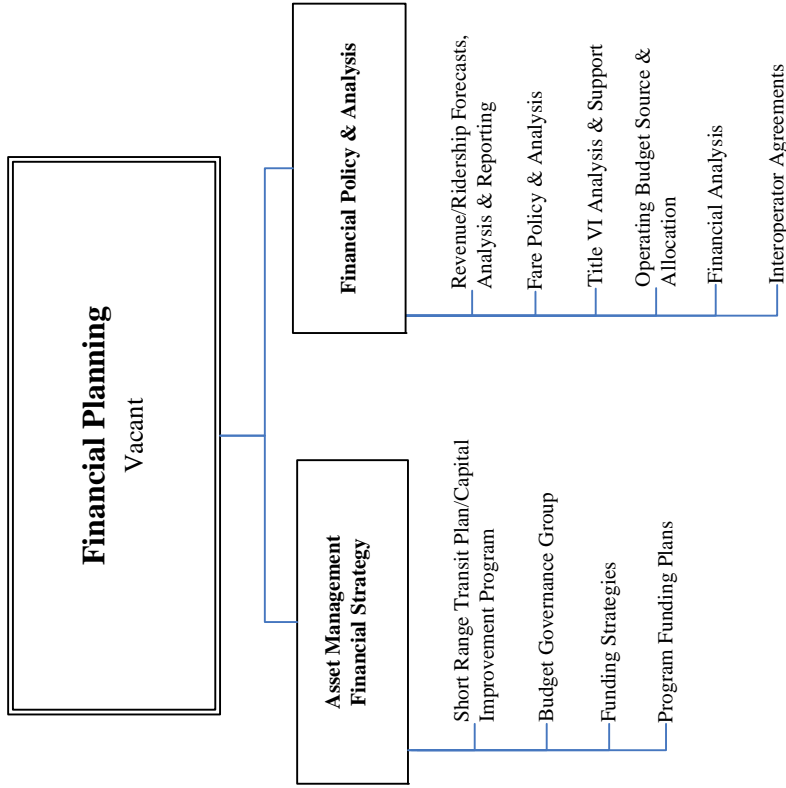
FY16 Goals & Objectives - Budget Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
5 Monitor and control the District's Capital Programs	5 a Prepare and maintain capital project budgets and financial data including Capital Reserve and Grants in Financial Management System.	Monthly within 1 week of close	Met	Monthly within 1 week of close	Monthly within 1 week of close
	5 b Coordinate with Project Administrators and the Assistant Controller to manage capital grants and District Reserves as required.	As required	Met	As required	As required
	5 c Support IT modifications to systems used for funds/project administration (FMS/CPMS/BAP).	As required	Met	As required	As required
	5 d Compare G/L & Cap. Reports after closing to ensure accurate project reporting and that BART meets audit requirements.	Monthly	Met	Monthly	Monthly
	5 e Monitor environment for events that impact CAP model (new cost centers and accounts) and new/change projects overhead recovery methods.	Annual	Met	Annual	Annual
6 Manage Active Grants	6 a Monitor the use of grant funds, including scope limitations and timely use or expiration deadlines. Prepare grant revisions, amendments, time extensions, and close outs.	As required	Met	As required	As required
	6 b Prepare District's quarterly progress report for all fund sources including federal, MTC Bridge Tolls, State Prop 1B and TCRP, OES/FEMA, SF Prop K	Quarterly	Met	Quarterly	Quarterly
	6 c Provide support to external audit for covering District's 3rd party agreements/contracts.	March, May As required	Met	March, May As required	March, May As required

FINANCIAL PLANNING DEPARTMENT - 1106

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	3.0
Capital	-
REI	2.0
Staff	5.0

Implementing Strategies		Performance Measures			
Project and/or Program		Goal/Desired Outcome		Performance Measures	
(F3B) - Planning for a Fiscally Sound Future		(F3B2-Board)		FY - 2014	FY - 2015
		Objective	Actual	Objective	Objective
Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves.		Develop and adopt a Short-Range Transit Plan and Capital Improvement Program in accordance with MTC Guidelines.	Met 8/28/14	Not Required	TBD

FY16 Goals & Objectives - Financial Planning Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
1 Lead BART's financial planning efforts.	a Maintain Short Range Transit Plan (SRTP) and Capital Improvement Program (CIP) financial models to monitor and manage BART's long-term financial outlook.	Update for FY15-FY24 SRTP/CIP	Met	Update with current info	Update with current info
	b Utilize financial models to support budget development, Asset Management, capital project funding, labor neg, fare analysis, and project forecasts.	As required	Met	As required	As required
	c Develop SRTP/CIP document for Board approval, submission to MTC and public release.	Draft by 6/30/14	Board review on 8/28/14	Final doc by 10/30/14	Fin Forecast update by 4/30/16
	d Enhance CIP model to include a project-level capital funding and cost component.				6/30
	e Provide Government & Community Relations with capital priorities/needs to assist in securing external capital funding.	As required	Ongoing	As required	As required
	f Work with other departments (e.g. RS&S, Capital, Hayward Shops)/programs (e.g. Asset Management) to determine data needs to accurately portray funding and costs.			Include O&M components	Refine and expand
2 Report and manage actual ridership data and develop ridership forecasts	a Track, analyze and maintain ridership databases including regular internal/external reporting.	Daily and monthly	Met	Daily and monthly	Daily and monthly
	b Identify and implement new reports and analysis, improving automation and increasing access to ridership data on bart.gov.	As required	Met	Include OAC in reports	Include WSX in reports
	c Respond to internal and external info requests.	Within 1 day	Met	Within 1 day	Within 1 day
	d Manage and update BART Ridership Model (BRM) Lite and coordinate model updates with Planning.			Update with 2014 ridership	Incorporate SVBX
3 Asset Management (AM)	Develop and implement the AM Financial Plan, align AM Plans into SRTP/CIP, Strategic Plan, and annual budget.			Ongoing	As required

FY16 Goals & Objectives - Financial Planning Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
	b Lead Budget Governance Group and identify potential projects to fund at year-end.			6/30	6/30
	c Lead Budget Governance Group and coordinate annual initiative (White Paper) process with Budget Department.				2/28
	d Integrate grant-funded projects into Asset Management and initiative (White Paper) process.				Ongoing
4 Silicon Valley Berryessa Extension	a Create financial SVBX model based on Comp Agreement for BART long-term planning; identify agreement implementation issues and develop solutions.				Incorporate into SRTP/CIP
	b Work with VTA to update O&M Cost Model to estimate operating expenses of SVBX and internal BART projects.	Support model development	Cost Drivers updated	Update to FY15 Budget	Develop current O&M cost estimates
	c Serve as resource on Comp Agreement and SVBX financial model.	As required	Met	As required	Support O&M Agreement development
5 Produce BART's Operating Source and Allocation budget	a Develop and monitor revenue, financial assistance, debt service and allocation forecasts for current budget year and long-term outlook.	Coordinate with annual budget process	Met	Coordinate with annual budget process	Coordinate with annual budget process
	b Manage operating-to-capital allocation cash flow financial models.	Incorporate "Big 3" projects	Met	Update as required	Update as required
	c Assist in Budget memo and Board presentation development.	Coordinate with annual budget process	Met	Coordinate with annual budget process	Coordinate with annual budget process
6 Manage the development and implementation of fares, fare policy, and fare programs	a Serve as District's resource on fare structure, including alternatives and impacts, and create options to solve financial shortfalls.	As required	Met	As required	As required

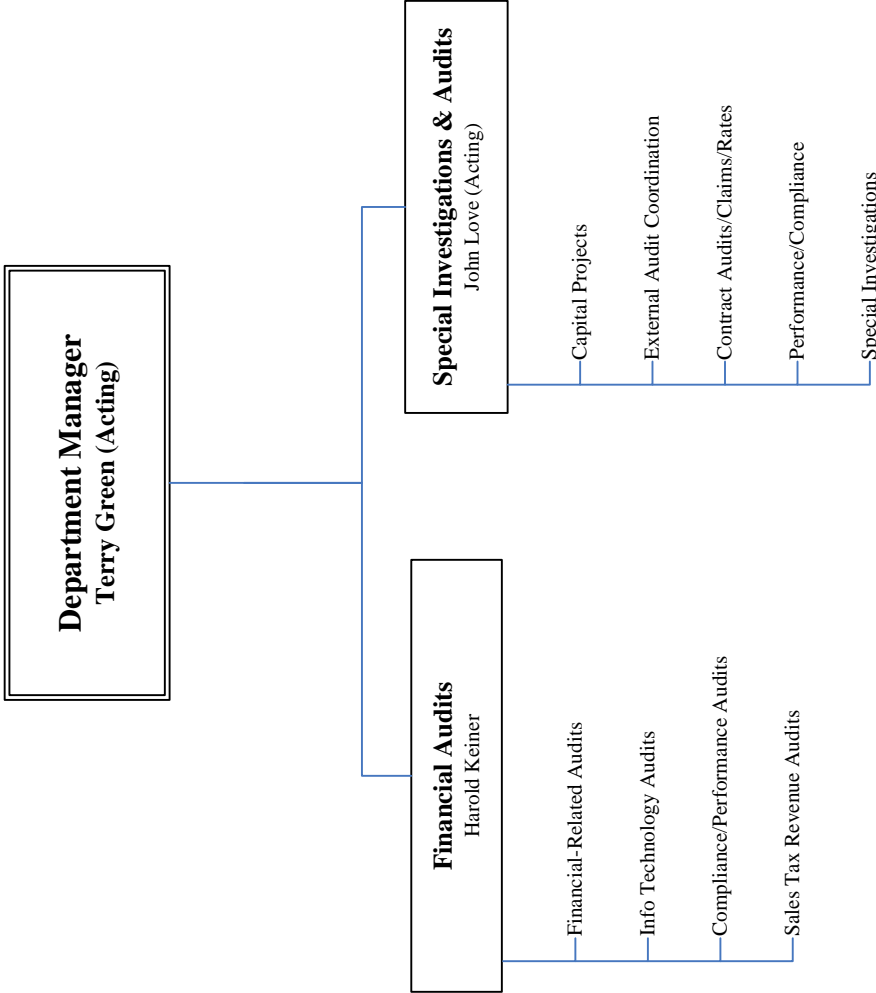
FY16 Goals & Objectives - Financial Planning Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
	b Analyze fare changes and perform public outreach in compliance with Title VI and Environmental Justice requirements.	As required	Met	As required	As required
	c Develop new fare programs to generate sufficient revenue to meet identified future needs and be compliant with Title VI and Environmental Justice regulations and principles.	As required, continue to refine fare program	Met	As required, continue to refine fare program	As required, continue to refine fare program
	d Develop options for new fare products on Clipper, such as a Bus/BART Discount product.	As required	Met	As required	As required
	e Work with VTA to determine draft fare structure and associated revenue for SVBX.	As required	Met	As required	As required
	f Develop Title VI Circular 4702.1B Minority Disparate Impact Policy and Low-Income Disproportionate	Board adopts 9/2013	Completed	--	--
	g Work with OAC project staff to determine fare structure for OAC, including airport employee discount program, and compliant with Title VI/EJ.	Board adopts by 4QFY14	Completed	--	--
	h Perform Title VI analysis and bring fares for Warm Springs Station fares to Board for approval.	--	--	Work in progress	Board approval 1QFY16
	i Respond to BART Board members requests for evaluation and analysis of fare options.	As required	Presentation Dec 2013	As required	As required
	j Continue work with MTC, SFMTA and AC Transit regarding standardizing youth discount regionwide.	--	--	Board approves Title	Include as potential
	7 Manage financial aspects of inter-agency operating agreements between BART and other agencies	a Renegotiate Muni Fast Pass (FP) and Feeder (F) agreements and invoice Maintenance (Maint) Agreement.	As required	FP 7/11/13 Maint 2/1	Maint 2/1
b Update and report MTC Transit Sustainability Project performance indicators.		7/31	Met	7/31	7/31
c Renegotiate BART Plus Agreement.		As required	Met	As required	Terminate at request of bus operators

INTERNAL AUDIT DEPARTMENT - 1302

FY16 Preliminary Budget



<u>TOTAL HEADCOUNT</u>	
Operating	7.0
Capital	2.0
REI	-
Staff	9.0

Strategic Plan - C Customer of BART
 Department - 1302386 Internal Audit

Implementing Strategies		Performance Measures							
(C1) - System Renewal	Project and/or Program (C1B) - Rail Vehicle Replacement Plan Replace all existing rail cars; purchase expansion vehicles as funding becomes available.	Goal/Desired Outcome (C1B1-Other) Perform cost and price analysis in support of contracting efforts.		FY - 2014		FY - 2015		FY - 2016	
		Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual
Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.	(C1D) - Infrastructure Evaluation Study Undertake a comprehensive evaluation of District infrastructure.	Objective	Met	As required	Met	As required	As required	As required	As required
		Actual							
		Objective							
(C2) - Earthquake Safety Bring the original system up to current seismic safety standards ensuring core system operability shortly after an earthquake.	(C1F) - Business Advancement Plan Phase II Develop functional requirements that underlie Maintenance and Material Management as well as Financial Managerial. Functional areas include: procurement, inventory management, asset management, budgeting, accounting and related reporting.	Objective	Met	As required	Met	As required	As required	As required	As required
		Actual							
		Objective							
(C2A) - BART's Earthquake Safety Program Retrofit core system to meet operability standards and retrofit remainder of system to meet Life Safety standards."	(C2A1-Other) Provide contract audit support as required by funding agencies and the district. Provide support as requested by the Citizens Earthquake Oversight Committee.	Objective	Met	As required	Met	As required	As required	As required	As required
		Actual							
		Objective							



BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures			
(C3) - Service Enhancements	Project and/or Program	Goal/Desired Outcome			
Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	(C3B) - Demand Management Optimize BART system to serve at peak hour weekday riders.	FY - 2014	FY - 2015	FY - 2016	
		Objective Eliminated	Objective As required	Objective As required	Objective As required
	(C3C) - Smart Card Program Implement an all smart card fare system to make it easier for customers to purchase, store and use fares.	FY - 2014	FY - 2015	FY - 2016	
		Objective Met	Objective As required	Objective As required	Objective As required
(C5) - Customer Environment	Project and/or Program	Performance Measures			
Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	(C5D) - BART Police Program Staff and deploy a professional and well-trained police force.	Goal/Desired Outcome (C5D1-Other) Liaison for funding agencies audits of grantee, e.g. MTC/FTA/Homeland Security audits. Audits required for future and present grants.			
		FY - 2014	FY - 2015	FY - 2016	
		Objective As required	Objective As required	Objective As required	Objective As required

Strategic Plan - F The Future of BART

Department - 1302386 Internal Audit

Implementing Strategies		Performance Measures			
(F1) - Capacity	Project and/or Program	Goal/Desired Outcome			
Optimize the BART system to meet projected ridership increases.	(F1B) - Car modifications Increase train car capacity	FY - 2014	FY - 2015	FY - 2016	
		Objective As required	Objective As required	Objective As required	Objective As required
(F2) - System Expansion	Project and/or Program	Performance Measures			
Seek partnership with other transit agencies, local communities and private entities to plan and implement cost-effective service that demonstrates a commitment to transit-supportive growth and development and addresses the core needs of the system.	(F2A) - eBART project Expand BART rail service to eastern Contra Costa County.	Goal/Desired Outcome (F2A1-Other) Provide contracting support as required by funding agencies.			
		FY - 2014	FY - 2015	FY - 2016	
		Objective As required	Objective As required	Objective As required	Objective As required



BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome (F2B1-Other)	FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual
(F2B) - Warm Springs Project Extend BART service over five miles in Fremont.	Provide contracting support as required by funding agencies.	As required	Met	As required	As required
(F2C) - Silicon Valley Rapid Transit (SVRT) Project Extend BART service over 16 miles into Santa Clara County.	Provide contracting support as required by funding agencies.	As required	Met	As required	As required
(F2D) - Livermore project Extend BART service to Livermore.	Provide contracting support as required by funding agencies.	As required	Met	As required	As required
(F3) - Financial Stability Maintain and improve the stability of BART's financial base.	Perform audits to save District money, ensure compliance w/funding agencies requirements so money will not be taken from the District (incl. sales tax) and of rev generating contracts to ensure BART receives all the rev to which it is entitled.	As required	Met	As required	As required
(F5) - Transit-Oriented Development Work with community partners to maximize support for TODs, to enhance the livability and vitality at our stations, and to support regional goals.	Continue to review agreements with cities/BART/Developer, monitor compliance with agreements.	As required	Met	As required	As required

Implementing Strategies		Performance Measures			
(P3) - Workforce Development	Project and/or Program	FY - 2014	FY - 2015	FY - 2016	
Ensure that all employees have the tools, mentoring and opportunities that encourage and support excellence and professional development.	(P3B) - Informational Training Programs Provide a variety of short courses for managers on issues that are secondary aspects of their jobs.	Goal/Desired Outcome (P3B1-Other)			
		Objective As required	Actual Met	Objective As required	Objective As required
Professional development courses have been requirements.					

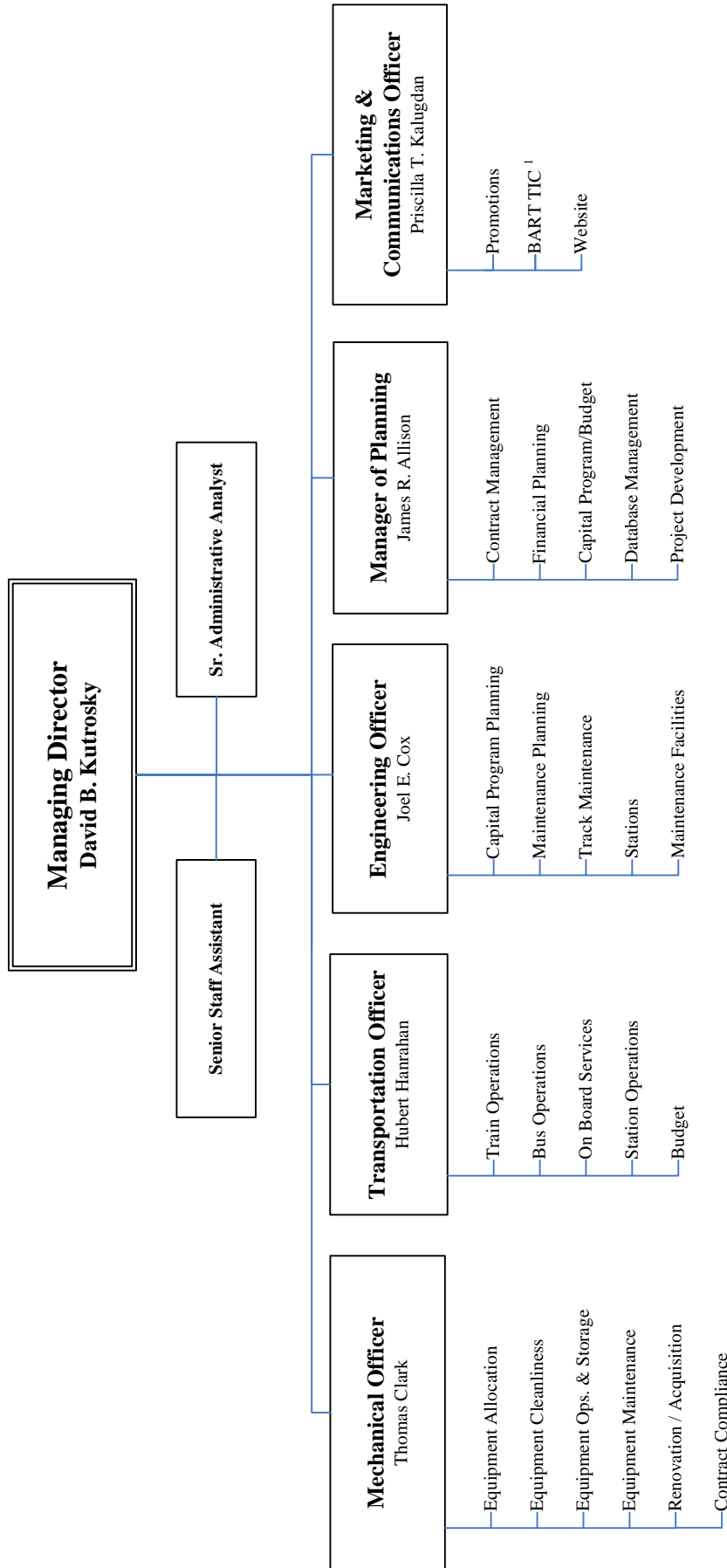
FY16 Goals & Objectives - Internal Audit Department

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj June 30 2014	FY14 Actual June 30, 2014	FY15 Obj	FY16 Obj June 30, 2015
1 Develop the District's annual audit plan	1 a Develop the next fiscal year's audit work plan in conjunction with District staff and District goals and objectives and external requirements.	3	4		
2 Conduct financial related audits and revenue enhancement audits	2 a Perform financial related audits and follow-up reviews covering revenues and/or expenditures, includes sales tax monitoring/audits and BAP control reviews for external auditors.	3	4		3
3 Conduct information systems audits	3 a Perform audit required by Wells Fargo Bank and other information systems audits.	2	2		2
4 Conduct performance audits designed to assess economy, efficiency, and effectiveness of District operations	4 a Conduct performance audits and follow-up reviews for the District's performance, output, and compliance with procedures, includes audits required by funding agencies and board rules.	4	3		4
5 Conduct special investigations of potential fraud, waste, and abuse within the District	5 a Conduct special investigations of fraud, waste, and abuse within the District in accordance with the CA Whistleblower Protection Act.	As required	0		As required
6 Audit District contracts with external parties, construction payments, overhead rates and claims on BART Capital and non Capital Projects	6 a Conduct contract/claims audits and follow-up reviews covering the District's construction, maintenance, and operations contracts with third parties. Most audits required by funding agencies.	12	21		12
7 Coordinate all of the District's external audit activities (except the annual financial audit)	7 a Coordinate all of the District's external audit activities. Audits required by funding agencies.	2	2		2
8 Support District-wide cross-functional team efforts	8 a Provide audit support to District-wide cross-functional teams, including BAP.	4	4		4

CAPITOL CORRIDOR OFFICE - 14

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	-
Capital	-
REI	24.0
Staff	24.0

1: Day-to-day administrative responsibilities are with BART Transit Information Center (7.0 FTE) Customer Service (0605378)

FY16 Goals & Objectives - Capitol Corridor Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
		Oct-13	Ops cost 2% less than budget	Oct-14	Oct-15
1 Deliver cost-effective operation of passenger rail service.	a1 Work with Amtrak to secure 2% cost savings in annual operating budget.	1% by 6/1/2014	Rev increased .3% from FY13	1% by 6/1/2015	1% by 6/1/2016
	b1 Work with Amtrak to increase revenues through yield management, on board sales, and targeted pricing by improvement as compared to prior FY.	4 to 1	4 to 1	4 to 1	4 to 1
	b2 Increase value of marketing investments and media coverage by maintaining at least a 4:1 return on investment for marketing partnerships, through in-kind contributions, supplemental revenue, and trade asset values.	\$200,000	\$611,501	\$200,000	\$350,000
	b3 Achieve earned media value of at least \$250,000 for the fiscal year.	Reduce condemnation from FY 13	Amtrak neglected to provide regular reports	Reduce condemnation from FY 14	Reduce condemnation from FY 15
	b4 Reduce Condemnages vs. Prior Year Level	As required	Attended one meeting	N/A	Construction kickoff January 2015
2 Build on constructive working partnerships with riders, local communities, Amtrak, the Union Pacific Railroad and the State of California.	b2 Attend scheduled Fairfield/Vacaville Station Project Team meetings to assist them with development of design plans and construction of the grade separation and station project (CCJPA Board has approved Capitol Corridor to serve stations once it is ready for operation.)	As required	Attended one meeting	As required	As required
	b3 Attend scheduled Hercules Station Project Team meetings to assist them with development of design plans and construction of the grade separation and station project.	As required	Attended one meeting	As required	As required
	d1 Work with State (Legislature, Caltrans) and Federal (Amtrak, FRA, Congress) agencies to obtain additional capital and operating funds to support service expansion plans (see Sec. 4).	As required	CCJPA participated significantly to support more capital \$	As required	As required

FY16 Goals & Objectives - Capitol Corridor Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY14			FY16		
		Obj	Actual	Obj	Obj	Obj	Obj
	d2 Submit grant applications for all applicable and available federal grants which could support CCJPA service expansion plans to achieve at least a 1:1 ratio.	1:1 or better	No federal grant opportunities	1:1 or better	1:1 or better	1:1 or better	1:1 or better
	d3 Submit funding requests/applications for all applicable and available State funding which could support CCJPA service expansion plans to achieve at least a 1:1 ratio.	1:1 or better	No state grant opportunities but did participate in development of Cap/Trade	1:1 or better	1:1 or better	1:1 or better	1:1 or better
	e Work with U.S. Coast Guard/Union Pacific to utilize bridge protocol to keep train delay at the draw bridge: Average minutes of delay will be under 15 minutes when bridge is open.	less than 15 minutes average	11.91 for FY14	less than 15 minutes average	less than 15 minutes average	less than 15 minutes average	less than 15 minutes average
	e2 Fewer than 10 significant incidents (of 15 minutes, or greater delay) per quarter. (Objective Measure changed from date-based to number of incidents)	less than 10	decreased by 11%	less than 10	less than 10	less than 10	less than 10
	e3 Meet with U.S. Coast Guard/Union Pacific and stakeholders twice each FY to monitor bridge delays.	2 meetings	2 meetings attended	2 meetings	2 meetings	2 meetings	2 meetings
	e4 Recognizing weather conditions, lighter fuel requirements, seasonal traffic, etc., monitor quarterly average bridge delays with intent to reduce over previous quarter	Reduce from previous FY	Same amount of bridge delays but delays were shorter in FY 14	Reduce from previous FY	Reduce from previous FY	Reduce from previous FY	Reduce from previous FY
	3 Develop rail service as the preferred means of travel along the Northern California San Jose-Oakland-Sacramento/Auburn route.						
	3 a1 Meet or exceeded standard for Amtrak Customer Satisfaction Index (CSI).	Score 92 or greater	89 for FY14	Score 88 or greater	Score 88 or greater	Score 88 or greater	Score 88 or greater
	b1 Ensure Amtrak scores a rating of at least 4.0 for station services in the CCJPA annual on-board customer surveys.	Score 4.2 or greater	Score was 4.3	Score 4.2 or greater	Score 4.2 or greater	Score 4.2 or greater	Score 4.2 or greater

FY16 Goals & Objectives - Capitol Corridor Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
		Score 4.2 or greater	Score was 4.5	Score 4.2 or greater	Score 4.2 or greater
	b2 Ensure Amtrak scores a rating of at least 4.0 for on-board crews in the CCJPA annual on-board customer surveys.	Standard: OTP 90% or higher	Standard met at 94%	Standard: OTP 90% or higher	Standard: OTP 90% or higher
	c1 Work with Amtrak and UPRR to maintain and improve service reliability (90+% OTP).	No action - 2nd of 5 years	funds expended per plan	No action - 3rd of 5 years	No action - 4th of 5 years
	c2 Establish a funding plan to continue track/tie replacement capitalized maintenance projects.	No action - 2nd of 5 years	surfacing gang continued	No action - 3rd of 5 years	No action - 4th of 5 years
	c3 Continue supplemental track surfacing gang.				
	d Work with Amtrak and other agencies to increase ridership through service expansions and upgrades, and targeted marketing.				
	d1 Increase ridership compared to prior FY.	2% by Jun-14	+1.1% FY14 vs FY13	2% by Jun-15	2% by Jun-16
	d2 Increase revenues compared to prior FY.	2% by Jun-14	+03% FY14 vs FY13	2% by Jun-15	2% by Jun-16
4 Expand passenger rail service to meet travel demands along the route.	4 a Secure funds to install track improvements that will expand train service to:				
	a1 San Jose (22 daily trains). -agreement on track plans w/UPRR. -add 2 trains.	Expende PS & E for FY 15	PS&E funds expended but still no agreement with UPRR	Expend PS & E for FY 16	TBD - still in UPRR negotiations
	a2 Auburn (4 trains): -adjust our track plans w/UPRR. -add 2 trains.	N/A N/A	No UPRR deal No UPRR deal	N/A N/A	N/A N/A

FY16 Goals & Objectives - Capitol Corridor Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
<p>a3</p> <p>Roseville (20 trains):</p> <ul style="list-style-type: none"> -agree on conceptual track plans w/UPRR. -design/env/funding w/UPRR. <p>b</p> <p>Develop new car specifications with Caltrans:</p> <p>b1</p> <p>Support Caltrans/Amtrak efforts to develop and release RFP for new rail car order.</p> <p>b2</p> <p>Support Caltrans/Amtrak efforts to award rail car order to selected vendor.</p> <p>b3</p> <p>Support Caltrans/Amtrak efforts to award locomotive order to selected vendor.</p> <p>c1</p> <p>Union Pacific:</p> <ul style="list-style-type: none"> -Prepare grant applications to State and Federal Agencies for various track upgrades between San Jose and Oakland. -Prepare grant applications to State and Federal agencies for various track upgrades between Sacramento and Roseville/Auburn (no funds available). 		<p>Release draft EIR/EA</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>Submit by grant application deadline(s) Submit by grant application deadline(s)</p>	<p>EIR/EA Delayed due to UPRR negotiations Now on target for Nov 2015 release</p> <p></p> <p>New rail car order released & awarded</p> <p>New rail car order released & awarded</p> <p>New locomotive award made</p> <p>No UPRR deal at present</p> <p>No applicable funding for this project; Cap & Trade funding not funding multi-year or size of request as of yet</p>	<p>Finalize EIR/EA</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>Submit by grant application deadline(s) Submit by grant application deadline(s)</p>	<p>N/A</p> <p></p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>TBD based on UPRR deal</p> <p>Submit by grant application deadline(s)</p>

FY16 Goals & Objectives - Capitol Corridor Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals		Desired Outcomes/Objectives				
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj	
5	Provide high quality passenger rail and connecting bus service that is safe, fast, frequent, and reliable.					
	a	Provide enhancements to IVR and website train status reporting.		Website train status complete by June 2015	Establish new IVR by June 2016	
	b	Customer-Focused Events & Promotions:				
	b1	Hold Rider Appreciation/Cappy Hour Events.	4 for FY14	1 held with due to staff turnover	4 for FY15	4 for FY 16
	b2	Develop plan for customer loyalty program.	Advance CRM if funding available	No funding available but working with Amtrak on aspects of CRM see above	Advance CRM if funding available	Advance CRM if funding available
	b3	Identify funding source or partnership for customer loyalty program.	See above	See above	See above	see above
	b4	Implement customer loyalty program	See above	see above	See above	see above
b5	Increase membership to CC Rail Mail e-newsletter from 1178.	10% compared to prior fiscal year	Increased 111% to 2493	10% compared to prior fiscal year	25% compared to prior fiscal year	
b6	Establish or hold at least two promotional offers per quarter.	2 promotions per quarter	Seasonal sports promotions, Weekend 50%, Seniors Half off midweek and Take 5 ran at different times during the fiscal year, resulting in at least 2 concurrent promotions running at a time.	2 promotions per quarter	3 promotions per quarter	

FY16 Goals & Objectives - Capitol Corridor Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY14 Actual			FY14 Obj	FY15 Obj	FY16 Obj
		FY14 Actual	FY14 Obj	FY15 Obj	FY16 Obj	FY15 Obj	FY16 Obj
b7	Install OBIS system of Northern CA fleet	Contracts and development far behind G/O schedule	Have 10% install of NorCal fleet by FY 14 end	Have 80% install of NorCal fleet by FY 15 end	Be installed to 50% by FY 16 end		
		Install will commence and potentially be at 30% by end of FY 14. Folding bicycle rental will commence in FY 15	install 30% of eLockers; issue RFP for folding bicycle rental facilities	install 100% of eLockers and three folding bicycle rental facilities	Install at least three folding bicycle rental locations		
c1	Improve equipment reliability, thereby reducing monthly assessment penalties. Measured in dollars-prior measure was number of incidents.	Increased 46% from FY13	Reduce penalty total by 7% or more	Reduce penalty total by 7% or more	Reduce Monthly assessments by \$ 5000.00		
c2	Increase training sessions for employees to improve equipment reliability, thereby reducing the mechanical delays from number in previous FY.	Increased Training sessions by 50 %	Maintain training sessions set in FY 13	Maintain training sessions set in FY 13	Our Goal is to Train All Amtrak Employees iby Mid year.		

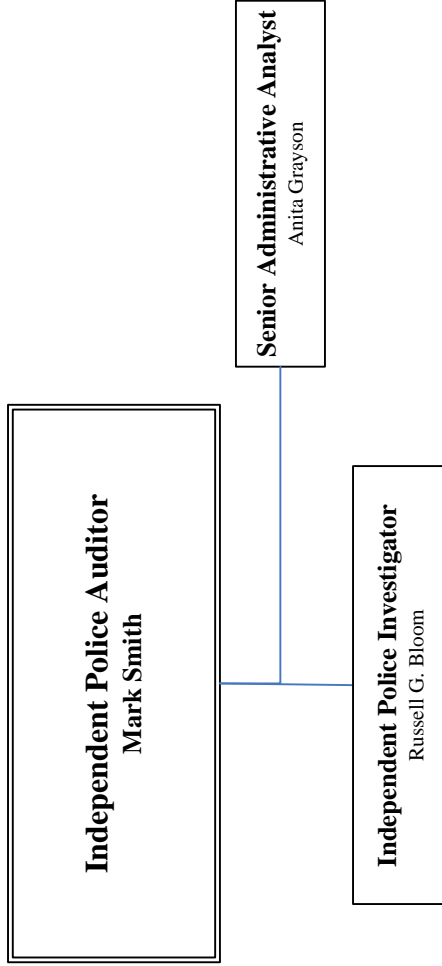
FY16 Goals & Objectives - Capitol Corridor Office

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
c3	Reduce total monthly assessments from total of previous FY.	Reduce assessments by 2% over FY13, reduce annulments by 15% over FY13 and reduce late trains over 25 minutes for mechanical delays by 3% over FY13	Assessments increased by 19% Annulments increased by 24% Late Trains decreased by 21%	Reduce assessments by 2% over FY14, reduce annulments by 15% over FY14 and reduce late trains over 25 minutes for mechanical delays by 3% over FY14	Reduce Assessments by 10% over fy 15. Reduce annulments by 20 % over fy 15. Reduce late trains of 25 minutes for Mechanical by 10 %.
c4	Maintain the required minimum number of cars available for weekday (peak) service.	Maintain standard to 40 cars available daily - June 2014	Minimum of cars were maintained for daily service.	Maintain standard to 40 cars available daily - June 2015	Maintain the Standard of 40 cars available daily June 2016
c5	Reduce number of mechanical-related service delays of 15 minutes or greater (including train cancellations) to no more than 8 per quarter.	8 or fewer per quarter by June 2013	Increased by 2%	8 or fewer per quarter by June 2013	6 or fewer mechanical delays per quarter for Fy 16.

INDEPENDENT POLICE AUDITOR – 17

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	3.0
Capital	-
REI	-
Staff	3.0

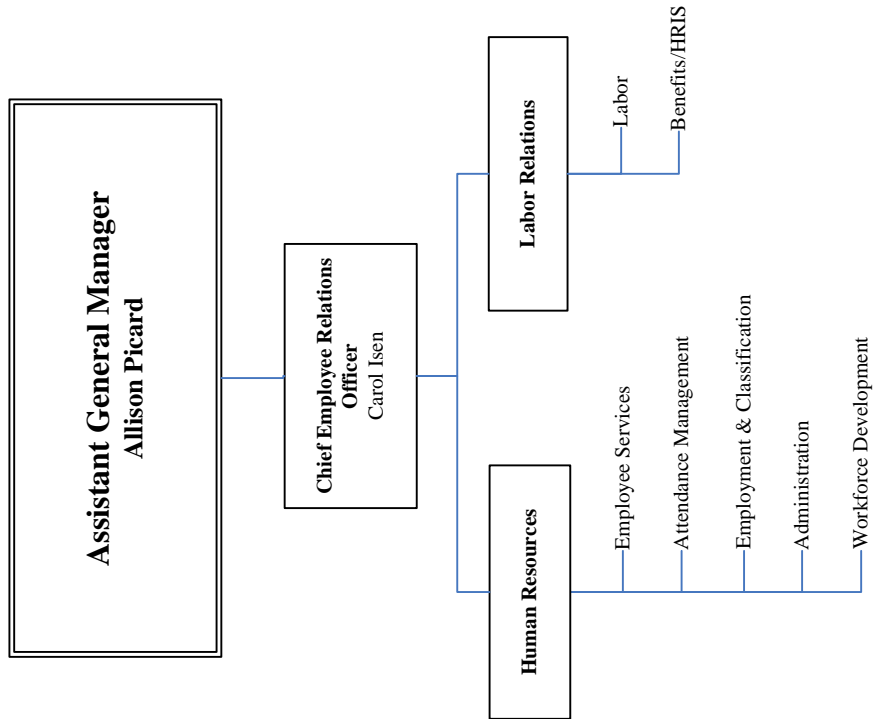
FY16 Goals & Objectives - Office of the Independent Police Auditor (OIPA)

II BART Operational Effectiveness: FY 2016 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actuals	FY15 Obj	FY16 Obj
1. Complaint Intake, Investigations, Reviews of Investigations	1. a. Respond to all contacts from complainants within 1 business day.	100%	99%	100%	100%
	b. Inform BART PD of all complaints received within 1 business day.	100%	95%	100%	100%
	c. Complete all OIPA investigations within 6 months (absent reason for tolling investigation pursuant to applicable statute).	100%	0%	100%	100%
	d. Provide 3-month progress updates to complainants and involved officers for all OIPA investigations, except when doing so would undermine integrity of investigation.	100%	91%	100%	100%
	e. Complete all appeals of BART PD findings within 3 months.	100%	100%	100%	100%
	f. Complete all reviews of BART PD investigations initiated through OIPA within 2 months.	100%	94%	100%	100%
	g. Forward all investigative findings and completed appeals of BART PD findings to the Chief of Police within 5 business days of a vote on OIPA's conclusions by the Citizen Review Board.	100%	100%	100%	100%
	2. a. Develop a voluntary alternative dispute resolution process.	Implement process	Awaiting implementation	Manage process as required	Manage process as required
	3. a. Respond to the scene of all incidents resulting in death or serious bodily injury. b. Monitor BART PD investigation into incident.	As required As required	100% 100%	As required As required	As required As required
4. a. Review at least 1 policy per quarter and issue recommendations for change when appropriate. <i>In FY16, it is anticipated that "per quarter" will be modified to "per year" for this objective.</i>	100%	100%	100%	Meet requirement	
5. a. Contact the BART Police Officers Association and the BART Police Managers Association at least 1 time per quarter to arrange a meeting.	100%	100%	100%	100%	
6. a. Organize at least 1 outreach event per quarter.	100%	100%	100%	100%	
7. Reporting	a. Submit monthly report of complaint activity to the Citizen Review Board at its regular monthly meeting.	100%	100%	100%	100%
	b. Submit draft of annual report to the Citizen Review Board for its review within 3 months of the end of the fiscal year.	100%	100%	100%	Meet deadline
8. Relationship with Citizen Review Board	a. Submit draft minutes of each Citizen Review Board regular monthly meeting at subsequent meeting.	100%	100%	100%	100%
	b. Post Citizen Review Board minutes online within 3 business days of approval.	100%	100%	100%	100%
	c. Facilitate at least 1 training exercise for the Citizen Review Board per quarter. <i>In FY16, it is anticipated that "per quarter" will be modified to "per year" for this objective.</i>	100%	100%	100%	Meet requirement
	d. Promptly notify the Chairperson of the Citizen Review Board of on-duty officer involved incident resulting in death or serious bodily injury within 1 hour of receiving information.	As required	100%	As required	As required

EMPLOYEE RELATIONS - 18

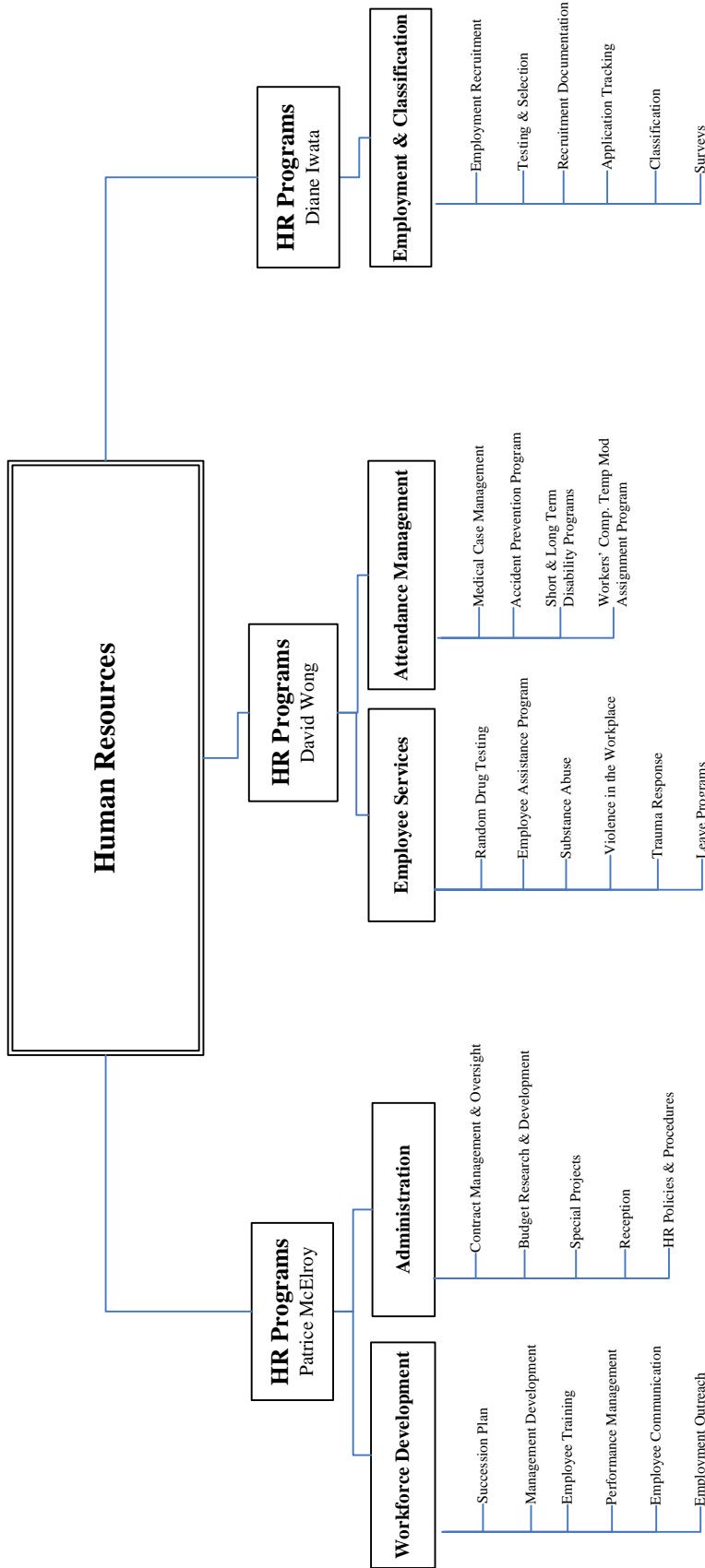
FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	43.6
Capital	-
REI	1.0
Staff	44.6

HUMAN RESOURCES - 0502

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	23.6
Capital	-
REI	-
Staff	23.6



BART Strategic Plan Fiscal Year Goals & Objectives

Strategic Plan - P The People of BART

Department - 0502420 Human Resources

Implementing Strategies		Performance Measures							
(P1) - BART Culture	Project and/or Program	Goal/Desired Outcome (P1A1-Board)	FY - 2014		FY - 2015		FY - 2016		
			Objective	Actual	Objective	Objective	Objective	Objective	
Help employees meet high personal and team expectations and become engaged in BART's mission.	(P1A) - Policy and Procedure Program BART will have well-articulated, clearly understood and accessible communication as to all matters of rights, benefits, decision-making that affect employees.	Fully develop and update HR manual by 2009.	Eliminated	Executive Staff did not implement the HR Policy/Procedure manual.					
			Complete training by Q4.	Eliminated	Executive Staff did not implement the HR Policy/Procedure manual.				
			Design and partially complete training by Q4.	Eliminated	Executive Staff did not implement the HR Policy/Procedure manual.				
			Update the Non-Represented Employee Handbook.		The Non-Represented Employee Handbook will be updated by June 2015.				
(P1B) - Communications Program BART will ensure input from stakeholders in development and training for initiatives involving BART employees generally, and in specific areas of BART or life in the BART workplace.	Involve employees in developing programs and projects that affect their work.	Monitor programs and revise as appropriate.	Met	Introduced several employee engagement programs.					
			Monitor current programs and work to develop new programs as needed by the District.		HR is working with the Marketing staff on an Employee Satisfaction Survey scheduled for 2016.				

Performance Measures						
Project and/or Program	Goal/Desired Outcome		FY - 2014	FY - 2015	FY - 2016	
	(P1B1-Other)		Objective	Actual	Objective	Objective
	Include involvement of stakeholders in development of internal customer service tools.		Monitor and expand on tools in accordance with prior priorities established.	Met Conducted Internal Customer Service training for employees.	Monitor and expand on tools and programs in accordance with prior priorities established.	Continue to offer Internal Customer Service and skill building training to employees.
(P1C) - Applicant Assistance and Feedback Program Assistance to applicants for employment is readily available and internal applicants not selected in a hiring process can request and receive feedback to assist in future preparations.	Goal/Desired Outcome (P1C1-Board) Provide feedback and advice to 100% of internal applicants who request it by 2011.	FY - 2014	Objective Provide feedback and advice to 100% of internal applicants who request it by 2011.	Actual Met	FY - 2015	Objective Staffing Analysts continue to provide feedback to employees who request it.
		FY - 2016	Objective Staffing Analysts continue to provide feedback to employees who request it.	Actual Staffing Analysts offered interview debriefing and general counsel as requested by employees.	Objective Staffing Analysts continue to provide feedback to employees who request it.	Objective Staffing Analysts continue to provide feedback to employees who request it.
(P1D) - Customer Service Program Institute a comprehensive program to promote customer-friendly service from all staff.	Goal/Desired Outcome (P1D1-Board) Encourage the extension of customer service as a priority for "back office" BART functions; modify procedures and provide training as appropriate.	FY - 2014	Objective Continue to review and develop work plans for training procedures and accountability tools, etc.	Actual Met Specific customer service classes have been added to the training pool.	FY - 2015	Objective Continue to review and develop work plans for training procedures and accountability tools, etc.
		FY - 2016	Objective Continue to review and develop work plans for training procedures and accountability tools, etc.	Actual Met Specific customer service classes have been added to the training pool.	Objective Continue to review and develop work plans for training procedures and accountability tools, etc.	Objective Modify the performance evaluation tool to include a customer service component.
	(P1D1-Other) Institute employee training in customer service and ensure that employee evaluations include a measurement for this priority.	FY - 2014	Objective Institute employee training in customer service and ensure that employee evaluations include a measurement for this priority.	Actual Met Training pool enhanced with specific customer service classes.	FY - 2015	Objective Institute employee training in customer service and ensure that employee evaluations include a measurement for this priority.
		FY - 2016	Objective Customer service component will be added to the performance evaluation tool by June 2015.	Actual Customer service component will be added to the performance evaluation tool by June 2015.	Objective Customer service component will be added to the performance evaluation tool by June 2015.	Objective Customer service component will be added to the performance evaluation tool by June 2015.

Project and/or Program		Performance Measures					
		FY - 2014		FY - 2015		FY - 2016	
(P1E) - Internal Customer Service Program Develop and implement measures of service satisfaction among internal stakeholders at BART.	Goal/Desired Outcome (P1E1-Board) Develop internal customer service survey as companion to external survey to provide data on service quality by non-ops groups within BART. Develop baseline data by 2010.	Objective Frame discussion regarding priority of the issues.	Actual Met Staff completed customer service survey.	Objective Provide metrics on data of FY14 vs FY15.	Objective Modify the performance evaluation tool to include a measure of internal customer service.		
	(P1F) - Emerging Workforce Program Ensure that BART is prepared for and can effectively utilize all sectors of a changing workforce.	Objective Continue education, at least one conference and or seminar.	Actual Met Offered on-site professional Human Resources Certification Testing Preparation Series to HR Staff.	Objective Continue education, at least one conference and or seminar.	Objective Offer continued education or Human Resources networking opportunities to staff.		
	(P1F1-Other) On the basis of FY09 research, develop recommendations for recruiting, job design, and retention.	Objective Develop two new staffing strategies.	Actual Met Reduced recruitment time by combining selection processes.	Objective Develop two new or change approaches to current selection process.	Objective Develop two new or change approaches to current selection process.	Objective Revise or develop two strategies to address changes in the workforce or improve the selection process.	
		Objective Develop two new or change approaches to current selection process.	Actual Met Established agreement with Sourcing Agency, reduced recruitment time by combining selection process.	Objective Develop two new or change approaches to current selection process.	Objective Develop two new or change approaches to current selection process.	Objective Revise or develop two strategies to address changes in the workforce or improve the selection process.	



BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures					
(P2) - Diversity	Project and/or Program (P2A) - Employment Outreach Program Ensure that all recruiting is defined through utilization statistics, and that there is outreach to all communities in the BART district.	Goal/Desired Outcome (P2A1-Board)		FY - 2014	FY - 2015	FY - 2016	
		Objective	Actual	Objective	Objective	Objective	
Ensure that BART's workforce is fully reflective of the diversity of the Bay Area and that the District values its diversity.		Use utilization statistics to support recruiting decisions in 100% of job requisitions by 2010.	Met	Use utilization statistics to support recruiting decisions in 100% of job requisitions by 2010.	Use utilization statistics in the recruitment process 100% of the time.		
		Expand and maintain scope of recruiting to include varied communities by 2010.	Met	Continue expansion	Work with Office of Civil Rights to increase presence in District communities.	Attend at least two career/job or community fairs per quarter.	
		Achieve annual improvement in statistics on utilization in all major EEO classifications in areas where BART is currently underrepresented by 2010.	Met	Improve some classifications	Identify two classifications for improvement	Revise or develop one strategy to help improve utilization in area where BART is currently underrepresented	
(P2B) - Diversity Awareness Program BART will ensure that all employees are knowledgeable about the benefits and challenges of working in a culturally diverse environment.		Complete basic Diversity Awareness Workshops for 100% of District employees by 2011.	Met	Complete basic Diversity Awareness Workshops for 100% of District employees by 2011.	Ongoing training provided to all new hires.	Ongoing training provided to all new hires.	
(P3) - Workforce Development Ensure that all employees have the tools, mentoring and opportunities that encourage and support excellence and professional development.	(P3A) - Leadership Development Program Provide management development opportunities through rotational work assignments. Continue and refine the Leadership Symposium	Ensure that BART maintains a strong, qualified pool of internal candidates.	Met	Further refine training program and succession.	Further refine training program and succession.	Continue to sponsor employee participation in the APTA Leadership and Mineta Institute Management Certificate	

Implementing Strategies		Performance Measures					
Project and/or Program	Goal/Desired Outcome	FY - 2014		FY - 2015		FY - 2016	
		Objective	Actual	Objective	Objective	Objective	Objective
Program including addition of academic framework.			rotations in M&E and added training classes.				programs, and an additional internal program is under development.
(P3B) - Informational Training Programs Provide a variety of short courses for managers on issues that are secondary aspects of their jobs.	Goal/Desired Outcome (P3B1-Board) Provide a regular curriculum of at least ten half-day courses by FY2011.	FY - 2014 Objective	Deliver courses in accordance with training needs.	FY - 2014 Objective	Deliver courses as well as research and expand programs in accordance with training needs of the District.	FY - 2014 Objective	Continue to offer informational trainings to employees and fully develop an internal leadership program.
		FY - 2014 Actual	Met	Over 30 courses are offered in addition to a multi-day New Employee Orientation curriculum.			
(P3C) - Career Mobility Program Establish guidelines for flexibility in filling positions internally to include lower initial knowledge/experience requirements coupled with specific development plans.	Goal/Desired Outcome (P3C1-Board) Ensure that at least 10 mobility options are created and utilized by managers by FY 2010. Increase internal promotions by 5% by FY 2011.	FY - 2014 Objective	5 options exercised and 2% increase in internal promotions for non-entry level work.	FY - 2014 Objective	Increase internal promotions by 5% by FY 2011.	FY - 2014 Objective	Revise or develop one strategy to help improve career mobility.
		FY - 2014 Actual	Met	Achieved through temporary upgrades and internal promotions for a variety of classifications.	32% of hiring actions were promotions in the past year.		
(P5) - Accountability Ensure that employees understand their roles in carrying out the BART mission, and are accountable for accomplishing them in a manner consistent with the agency's values. Provide for recognition and reward of employees who excel.	Goal/Desired Outcome (P5A1-Board) Initiate steps by 2010 to support a process whereby ratings for individuals are correlated with the overall performance of the work group of which they are a part. (P5A1-Other) Modify the performance evaluation tool to more closely correlate with	FY - 2014 Objective	Continue the development of the program.	FY - 2014 Objective	Continue the development of the program.	FY - 2014 Objective	Continue the development of the program and offer training to managers and supervisors.
		FY - 2014 Actual	Met	Staff conducted Performance Evaluation Training for supervisors and managers.			
(P5A) - Performance Planning and Evaluation Program Measure performance against the mission and values of the District through annual performance evaluations.		FY - 2014 Objective		FY - 2014 Objective		FY - 2014 Objective	
		FY - 2014 Actual		FY - 2014 Actual		FY - 2014 Actual	
		FY - 2015 Objective		FY - 2015 Objective		FY - 2015 Objective	
		FY - 2015 Actual		FY - 2015 Actual		FY - 2015 Actual	
		FY - 2016 Objective		FY - 2016 Objective		FY - 2016 Objective	
		FY - 2016 Actual		FY - 2016 Actual		FY - 2016 Actual	

Implementing Strategies		Project and/or Program		Performance Measures									
				Goal/Desired Outcome	FY - 2014 Objective	Actual	FY - 2015 Objective	FY - 2016 Objective					
		District goals.					encourage more frequent feedback to employees.						
								(P5A2-Board)	Establish baseline data of performance quality measures during 2010.	Continue to address the approach.	Met	Continue to address the approach.	Increase percentage of performance evaluations received. Focus on employee accountability and customer service.
		(P5A3-Board)	Initiate performance-based compensation on a limited or trial basis, to include a team component, in 2011.	Develop options for performance pay in context of 2013 discussions Q2.	Deferred	May not be able to implement performance-based pay. This will be based on the comp study results.							
								Initiate performance-based compensation on a limited or trial basis, to include a team component, in 2011.	Develop options for performance pay in context of 2013 discussions Q2.	Deferred	May not be able to implement performance-based pay. This will be based on the comp study results.		

FY16 Goals & Objectives - Human Resources Department

II. BART Operational Effectiveness: FY2016 Goals & Objectives

Projects/Programs/Goals	Performance Measures			FY16 Obj	
	FY14 Obj	FY14 Actual	FY15 Obj		
1 Improve hiring process to ensure timely recruitment of qualified candidates who meet the District's business needs and Equal Employment Opportunity (EEO) objectives	a	Review testing methods to ensure nexus with the job requirements and successful performance of duties; identify opportunities for expedited approval processes.			Reduce the number of days to fill a position by 10% across all recruitments
	b	Partner with OCR staff to expand outreach efforts to attract diverse applicant pool.			Increase diversity of applicant pool by 5%
2 Administer the District's substance abuse program in accordance with the federal drug testing mandates	a	Conduct Random Testing on 2.1% of safety-sensitive employees.	Completed		Continue to meet Department of Transportation requirement
	b	Ensure that employees who test positive will be scheduled for at least six follow-up tests for the first year after a positive test.	Completed		
3 Attendance Management/Return-to-Work Initiative	a	Develop and implement a multi-faceted approach to increase employee attendance for scheduled work hours.	In process - The percentage of scheduled hours for which employees are in attendance has remained constant		Achieve 5% improvement goal established in FY14
	b	Develop standard methods for attendance reporting and recording.	Completed - Developed Oracle Business Intelligence software (OBIE) for recording and reporting		Continue to monitor and refine tool. Initiate process to train District managers

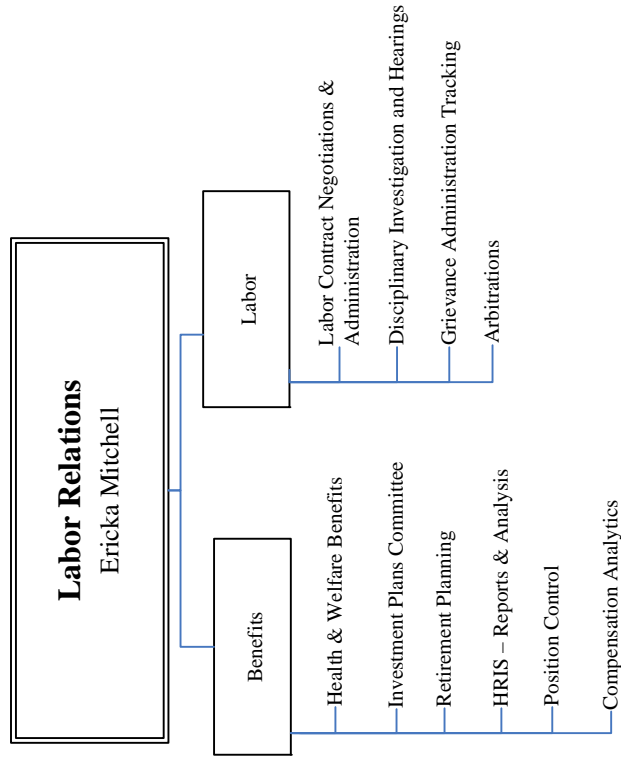
Projects/Programs/Goals	Performance Measures				
	FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj	
Attendance Management/Return-to-Work Initiative (Continued)	c	Develop and implement standard attendance review and coordination criteria to assure identification of emerging attendance problems.	Completed 75% of the program	Complete implementation and continue to monitor program	Continue to monitor program and update as needed
	d	Review documentation to assure each absence is properly classified.	Completed		
	e	Develop ergonomic analysis of key positions, and establish work modifications, including assistive devices accordingly.	Completed	Continue to identify areas where ergonomic analysis will increase work productivity	Continue to identify areas where ergonomic analysis will increase work productivity
	f	Establish case management program for complex cases, coordinating support and medical intervention.	Completed	Monitor, expand and modify based on FY12 experience	Monitor, expand and modify based on FY15 experience
	g	Expand and retool the temporary modified assignment (TMA) Program.	Completed	Expand early interventions	Develop Reasonable Accommodation practices
	h	Train managers on attendance issues including: permissible/appropriate questions; protected absences; contract procedures, etc.	Completed - Provided in the "Nuts and Bolts Training" for new supervisors/managers; "Building Blocks Training" for existing supervisors/managers and "Foreworker" trainings	Implement quarterly workshops & trainings	Continue to improve and expand District Wide training for managers and supervisors

Projects/Programs/Goals	Performance Measures		
	FY14 Obj	FY14 Actual	FY15 Obj
Attendance Management/Return-to-Work Initiative (Continued)		Completed - Launched a Wellness Program aimed at providing employees feedback about their health status and referrals to resources	Conduct research, present findings, and make recommendations on programs
			Continue to develop the Joint Wellness Initiative and research, present findings, and make recommendations on additional programs
4 Training and Professional Development	a	Develop employee advancement training programs.	Continue to identify and implement training programs focused on employee advancement
			Completed - Staff implemented new, and re-tooled existing programs
	b	Develop BART workforce development and succession planning needs.	In Progress - Staff identified data to develop a comprehensive succession plan
			Completed
	c	Develop and publish a training schedule.	Completed
	d	Complete evaluation of customer service training.	Complete evaluation by Q1 & make adjustments as necessary
			Complete evaluation by Q2
	e	Develop and implement customer training based on evaluation of needs.	Completed
			Complete evaluation by Q3 & make adjustments as necessary
5 Performance Management	a	Establish administrative support and skill development; implement accordingly.	Research On-line resources
			Develop trainings to assist managers in providing effective performance management

Projects/Programs/Goals		Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
6 Employee Recognition	a	Initiate employee appreciation program.	Completed	Refine and continue GM site visits and service award delivery	Evaluate and review service award program and make adjustments as necessary
	b		In Progress - Staff is working on at least two additional recognition programs for FY15 - 16	Develop and implement other recognition and appreciation programs	Research and develop a suggestion program by Q2

LABOR RELATIONS - 0505

FY16 Preliminary Budget



TOTAL HEADCOUNT	
Operating	17.0
Capital	-
REI	1.0
Staff	18.0

FY16 Goals & Objectives - Labor Relations Department

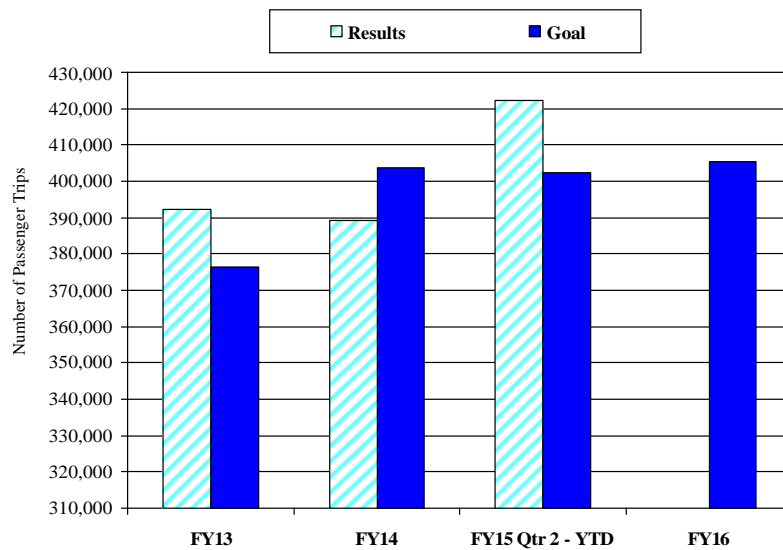
II BART Operational Effectiveness: FY 2016 Goals & Objectives

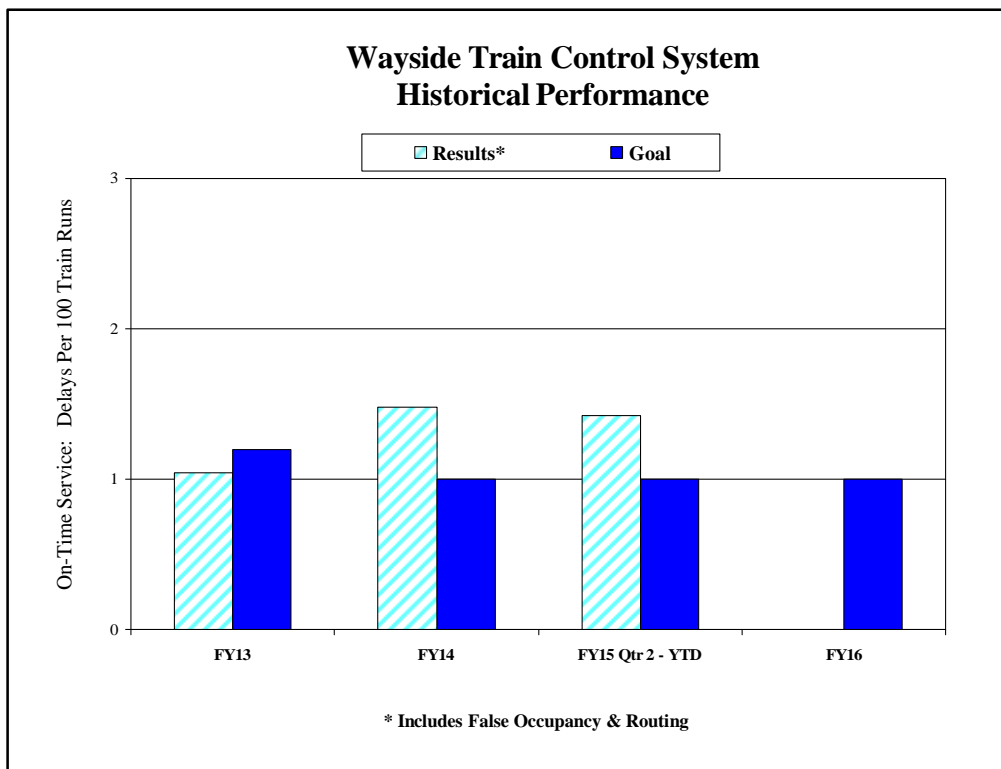
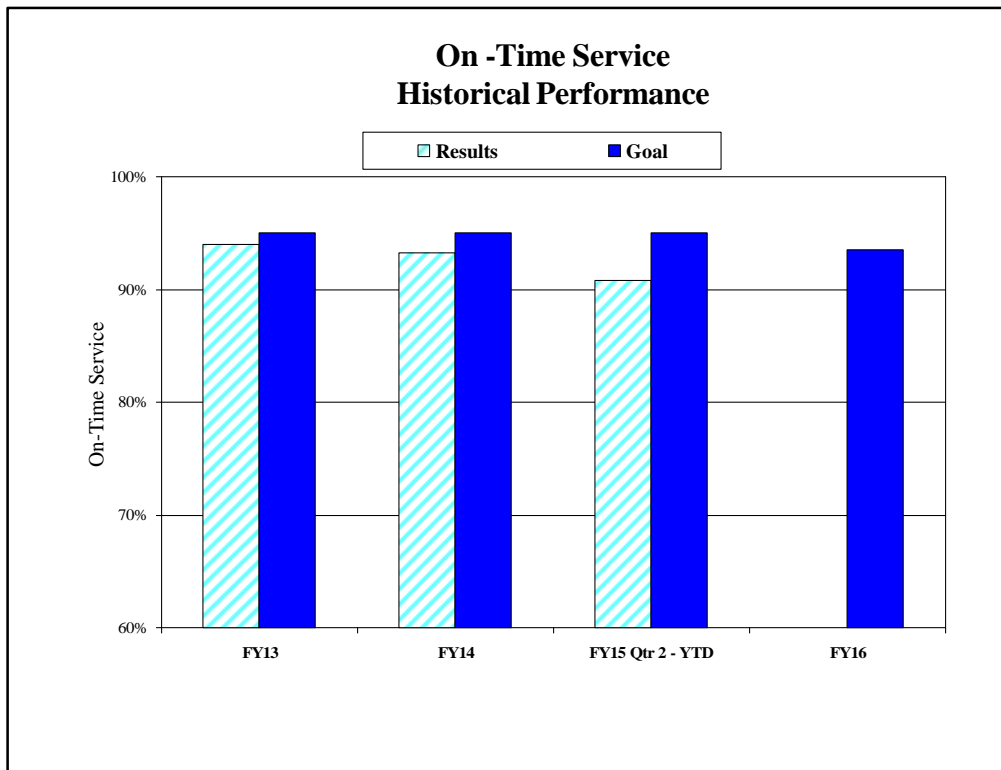
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY14 Obj	FY14 Actual	FY15 Obj	FY16 Obj
1 Provide strategic Labor Relations advice to support District Management at meetings on all operations and expansion initiatives.	1 a Strategize, plan, train, and assist in implementation of 2013-2017 Labor Agreements. b Support District Management with Labor Relations issues, including impact bargaining, as the OAC and eBART become operational. c Support District Management with Labor Relations issues as new phases of People Soft (PS) are rolled out. d Support Board of Directors and General Manager in implementation of Collective Bargaining Report.	Labor Relations Staff will continue to address contractual issue as the come up	Staff addresses issues as they arise on a daily basis.	Labor Relations Staff will provide advice, counsel and training on new contract provisions. Assist district managers in realizing any potential efficiencies.	Labor Relations staff will introduce a discipline and due process/fundamentals class for District supervisors and managers
		Will negotiate provisions of the TA when project is near "implementation"	OAC was launched and labor peace was maintained.	Labor Relations staff will lead any meet and confers requested by the Unions as the OAC becomes operational.	Labor Relations staff will lead the bargaining for eBART and partner with HR to help establish appropriate classifications for the new system.
		Finalize remaining outstanding issue to complete this goal	Labor Relations staff has supported District Management with the roll out and implementation with each phase of PS.	Labor Relations staff will strategize and plan with District management to support them as they roll out new phases of PS.	Complete implementation of short and medium range objectives identified in responsibility matrix.
		Provide information regarding labor relations activities that assist managers in resolving	Labor Relations provided information to client groups on an ongoing basis.	Establish a committee that includes all three major divisions.	Lead Interdepartmental work group to identify employee issues early.
2 Establish operation of a Labor Relations Policy Coordinating Council (LRPCC).	2 a Enhance cross-functional communication and coordination of labor relations activities and policy formulation; reduce contract interpretation inconsistencies on management's part. Provide the	Provide information regarding labor relations activities that assist managers in resolving	Labor Relations provided information to client groups on an ongoing basis.	Establish a committee that includes all three major divisions.	Lead Interdepartmental work group to identify employee issues early.

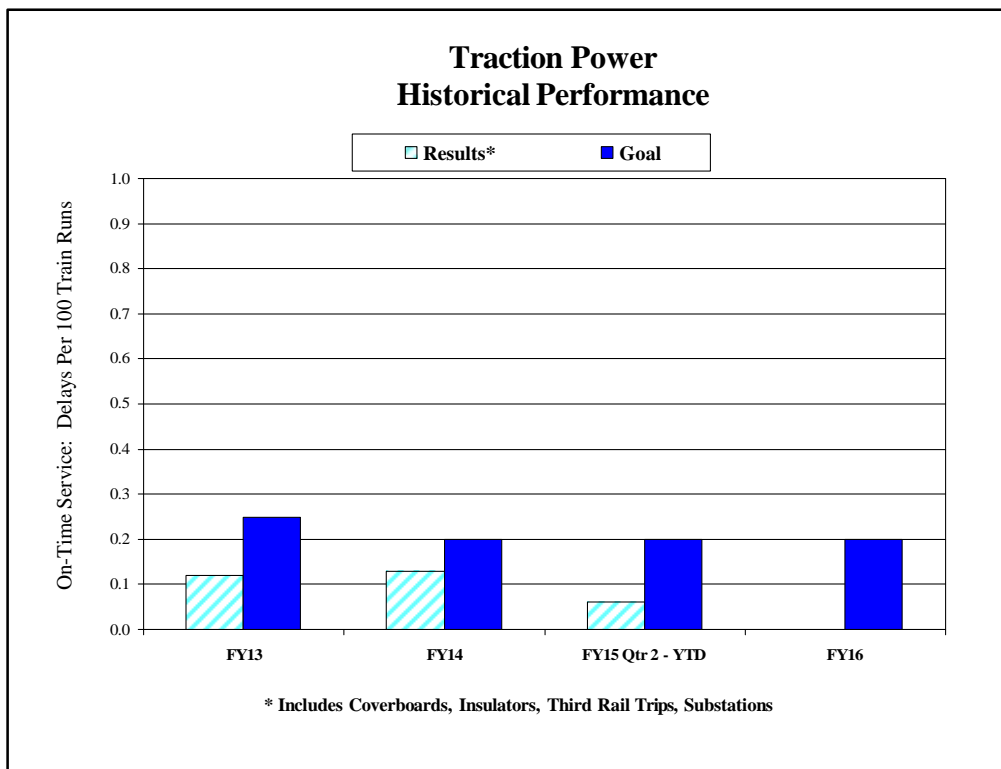
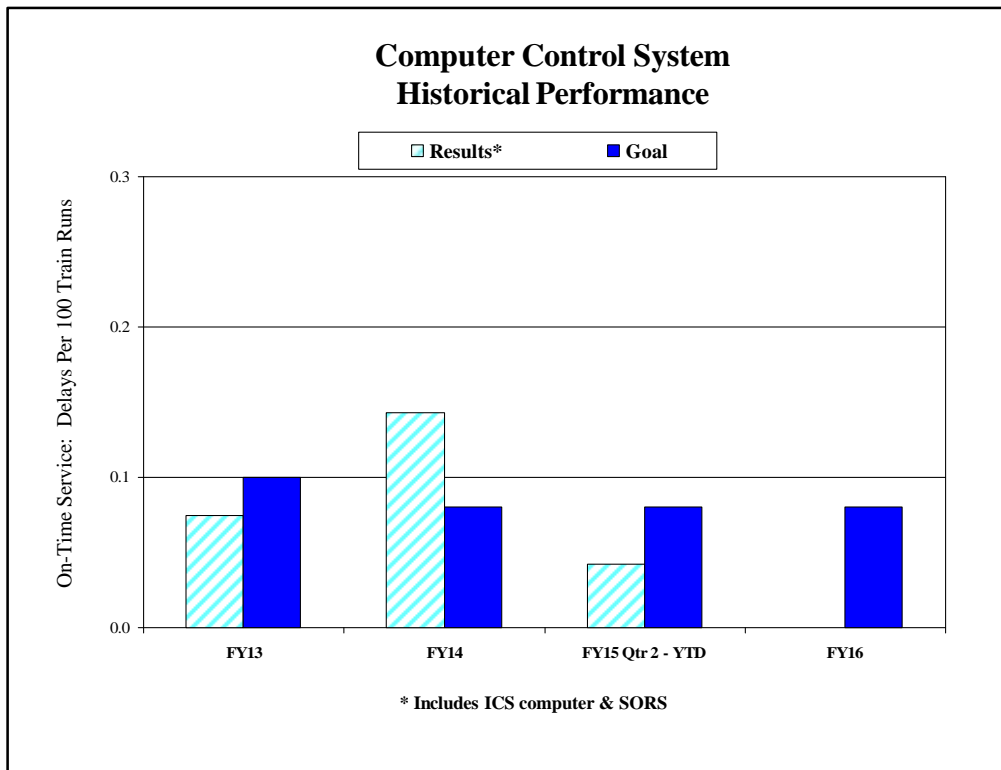
Operations Historical Performance Trends

FY13 – FY16

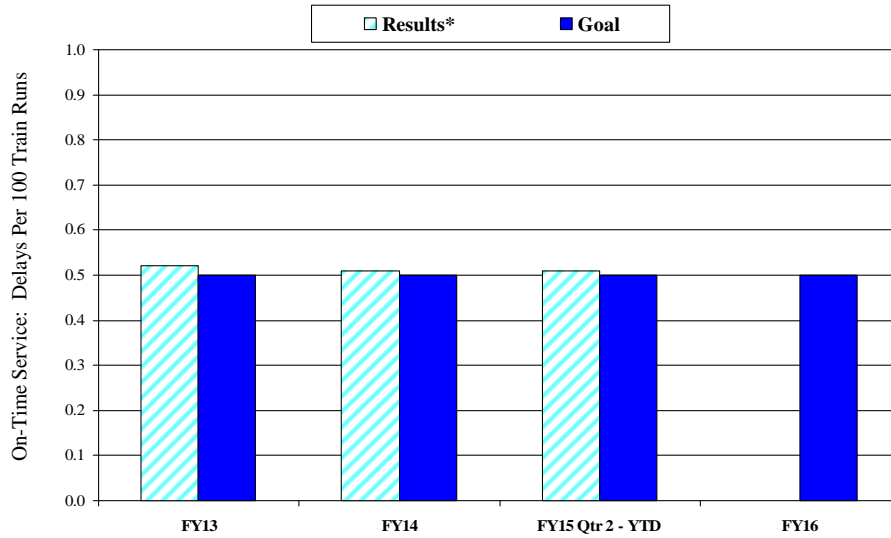
Average Weekday Customer Ridership Historical Performance





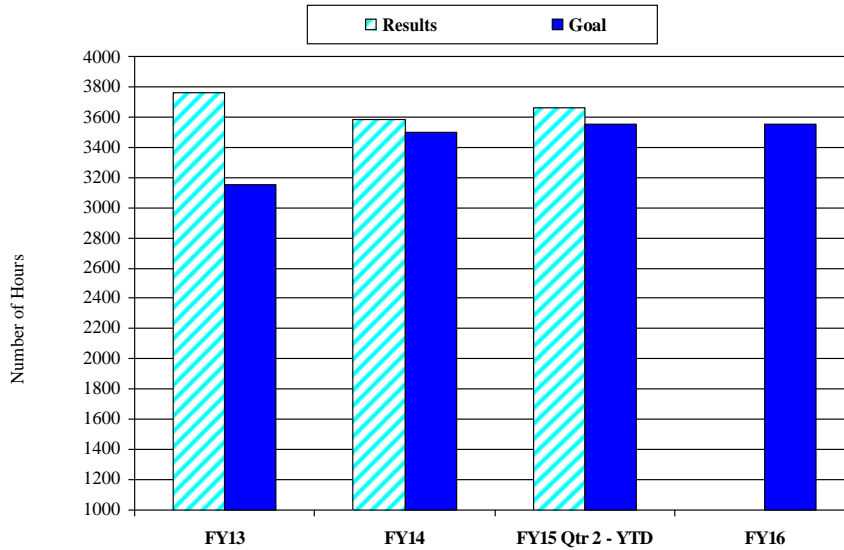


Transportation Historical Performance

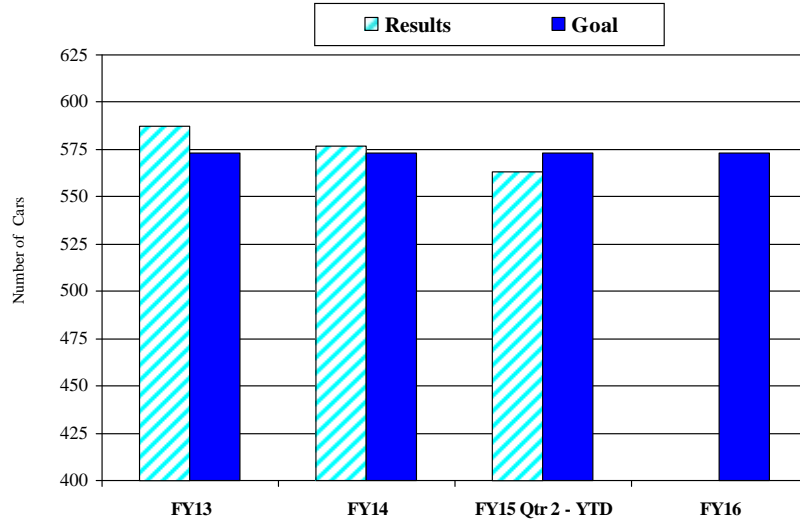


* Includes Late Dispatches, Controller-Train Operator-Tower Procedures and Other Operational Delays

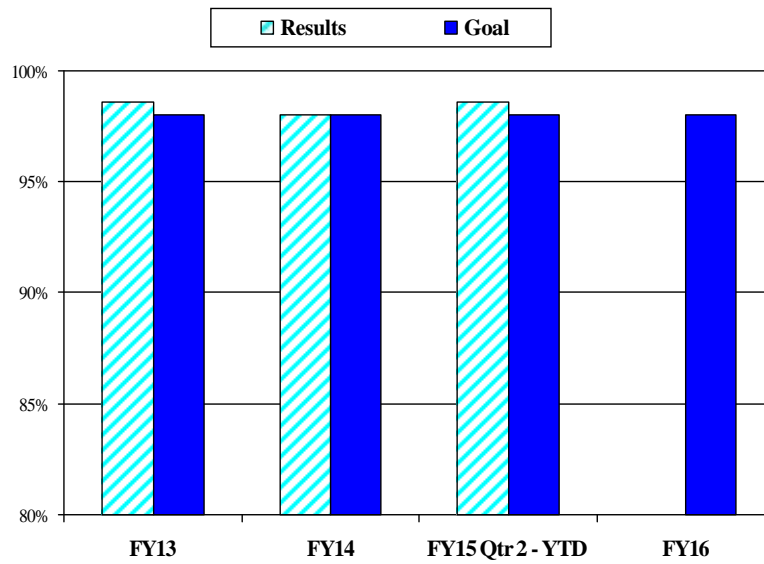
Car Equipment - Reliability Historical Performance

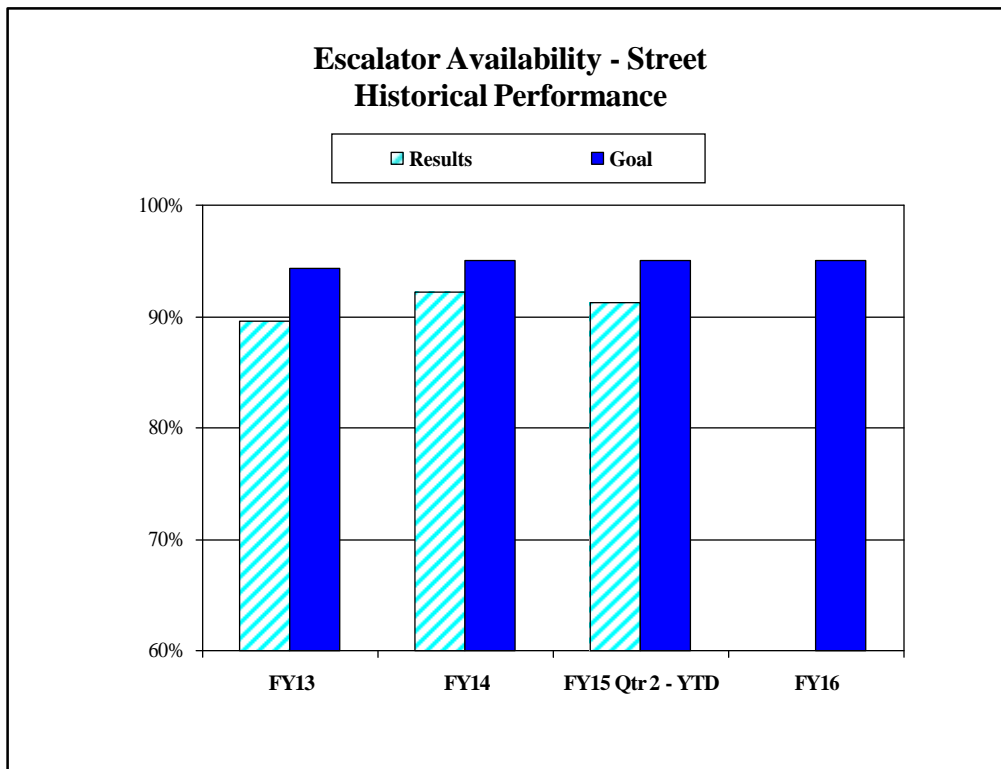
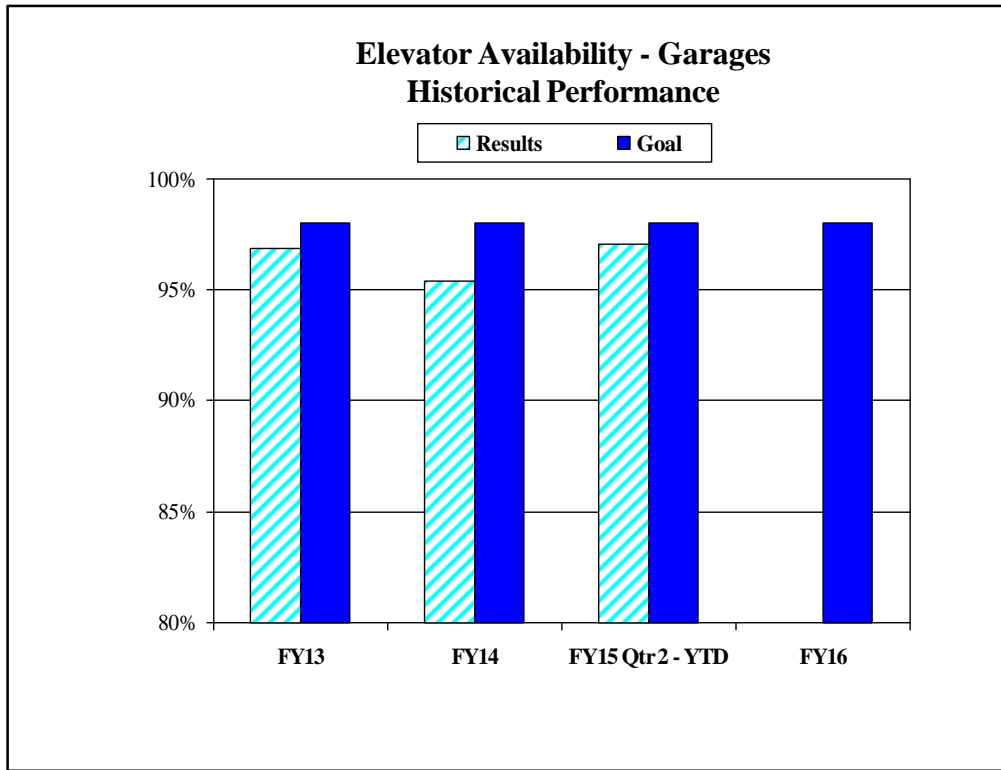


Car Equipment Availability at 0400 Hours Historical Performance

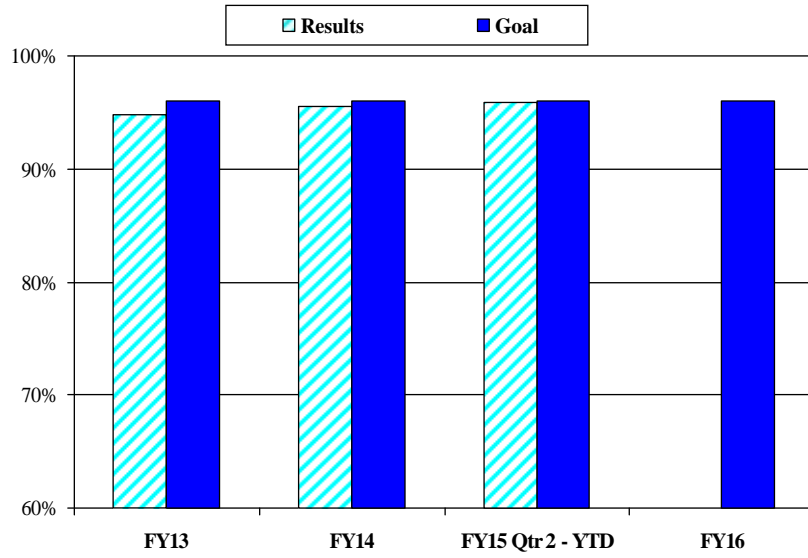


Elevator Availability - Stations Historical Performance

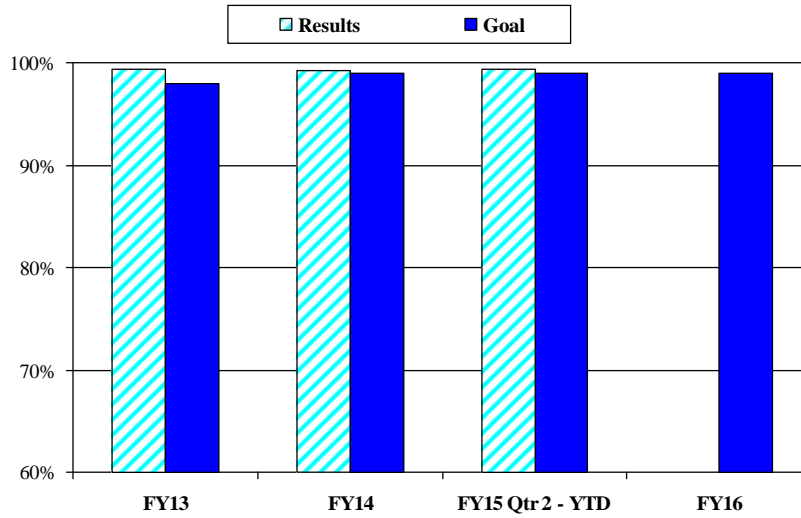


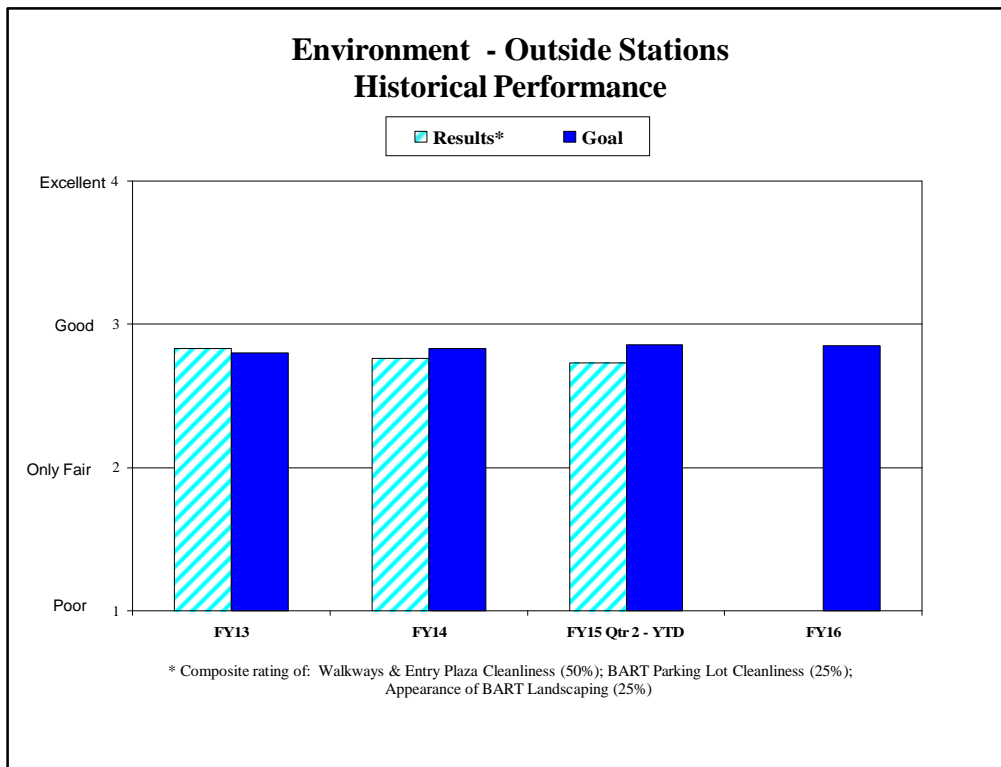
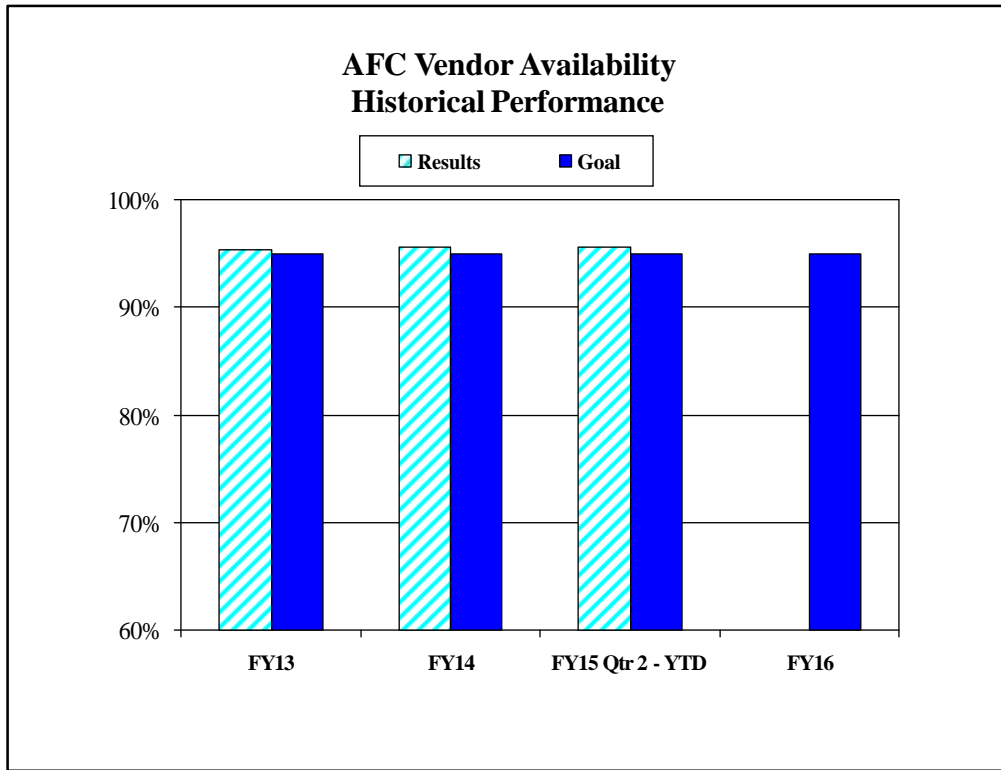


Escalator Availability - Platform Historical Performance

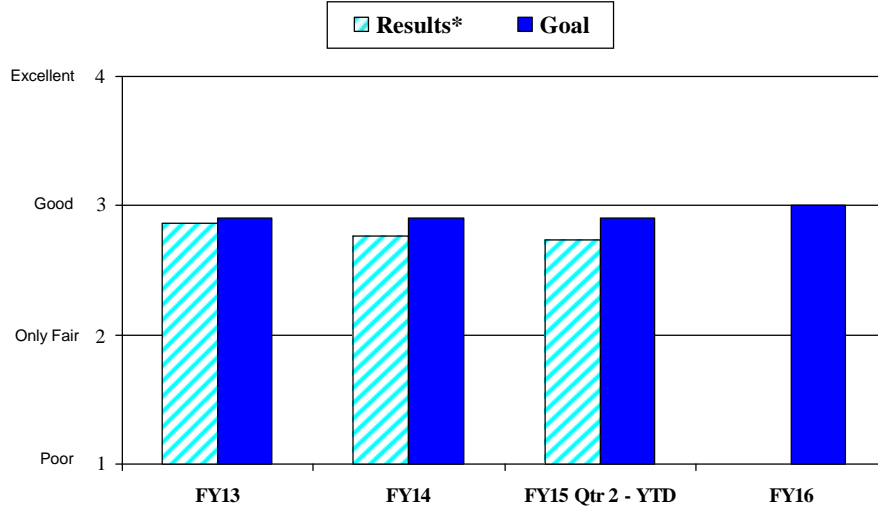


AFC Gate Availability Historical Performance



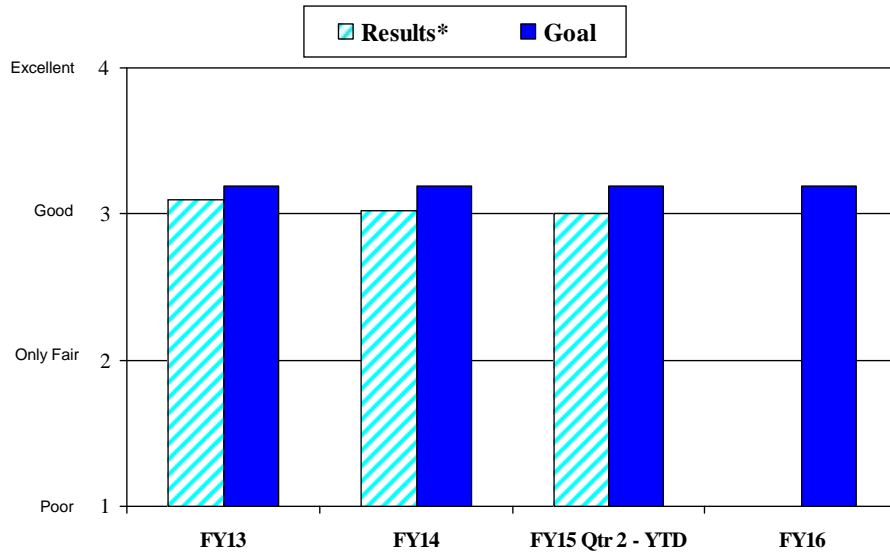


Environment - Inside Stations Historical Performance

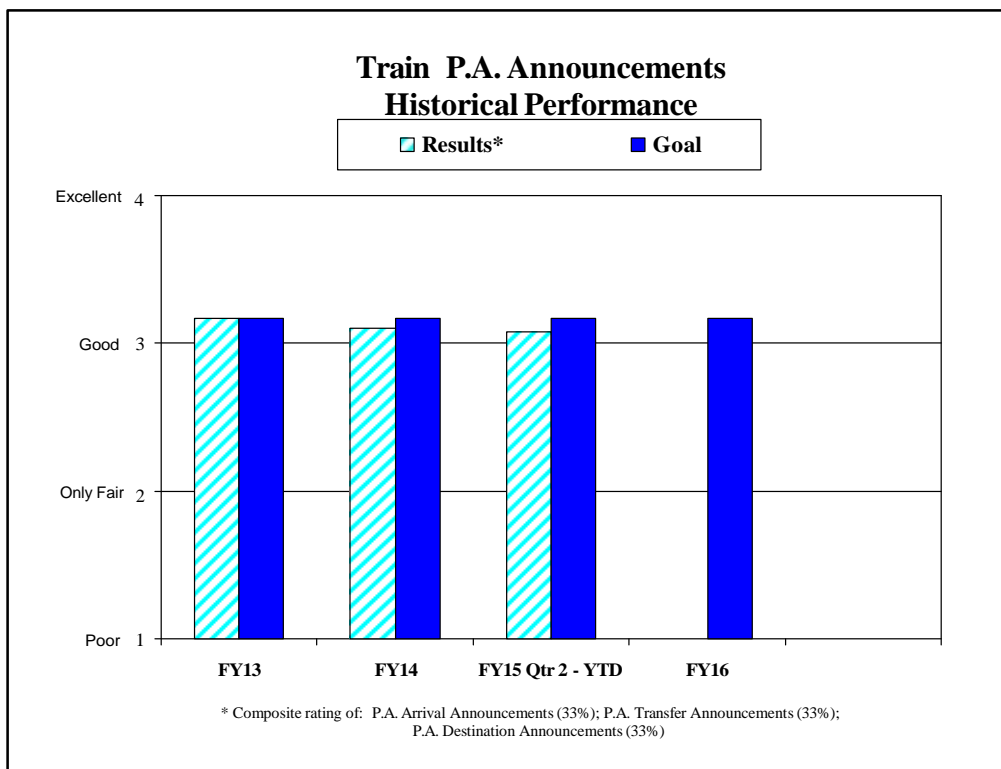
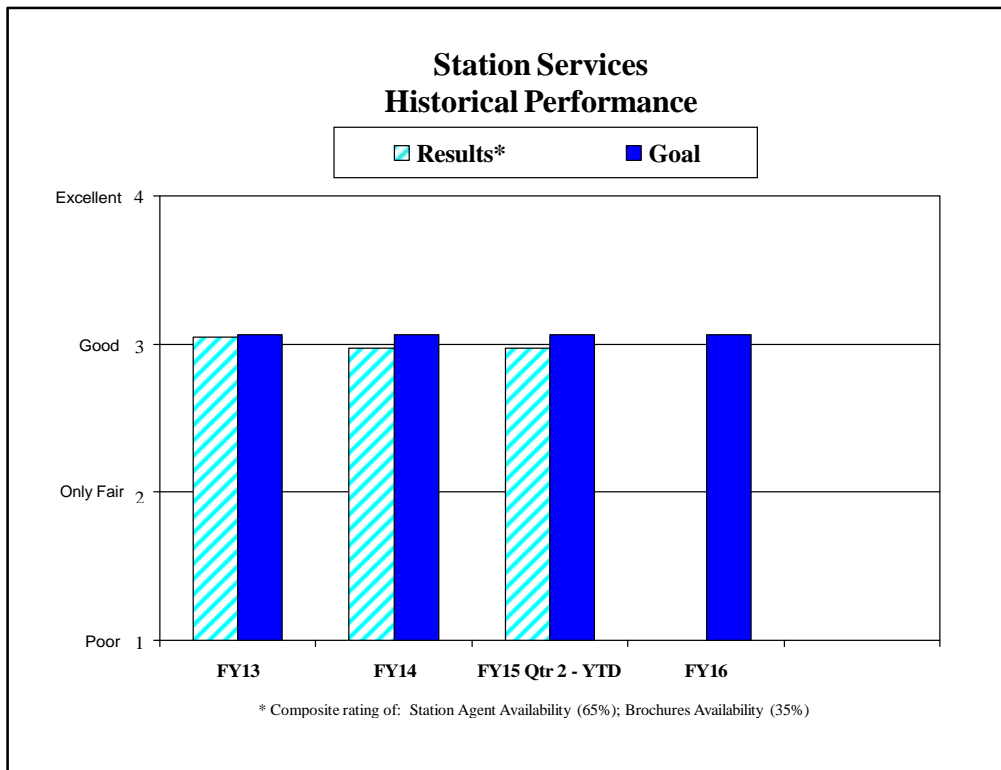


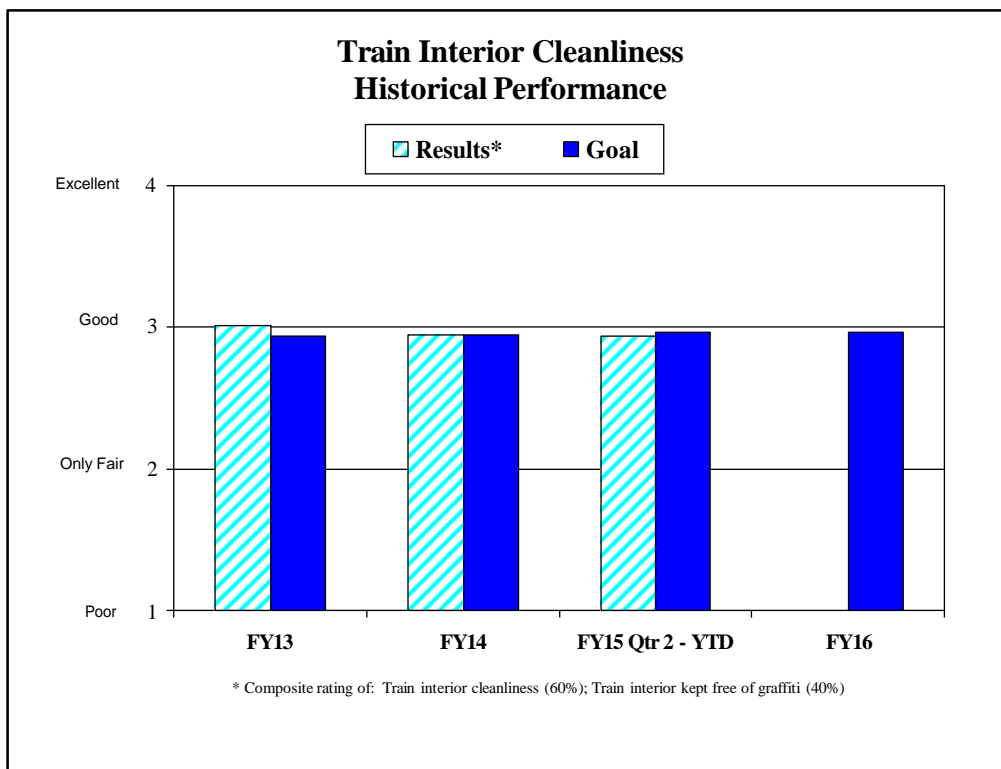
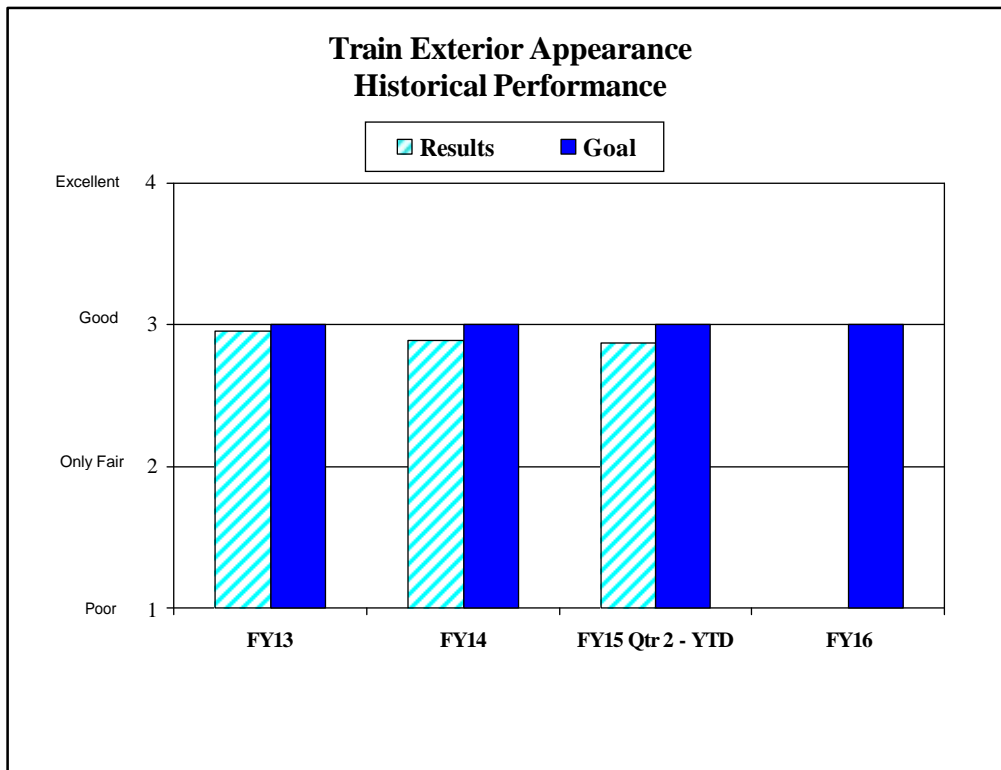
* Composite rating for Cleanliness of: Station Platforms (60%); Other Station Areas (20%); Restrooms (10%); Elevators (10%)

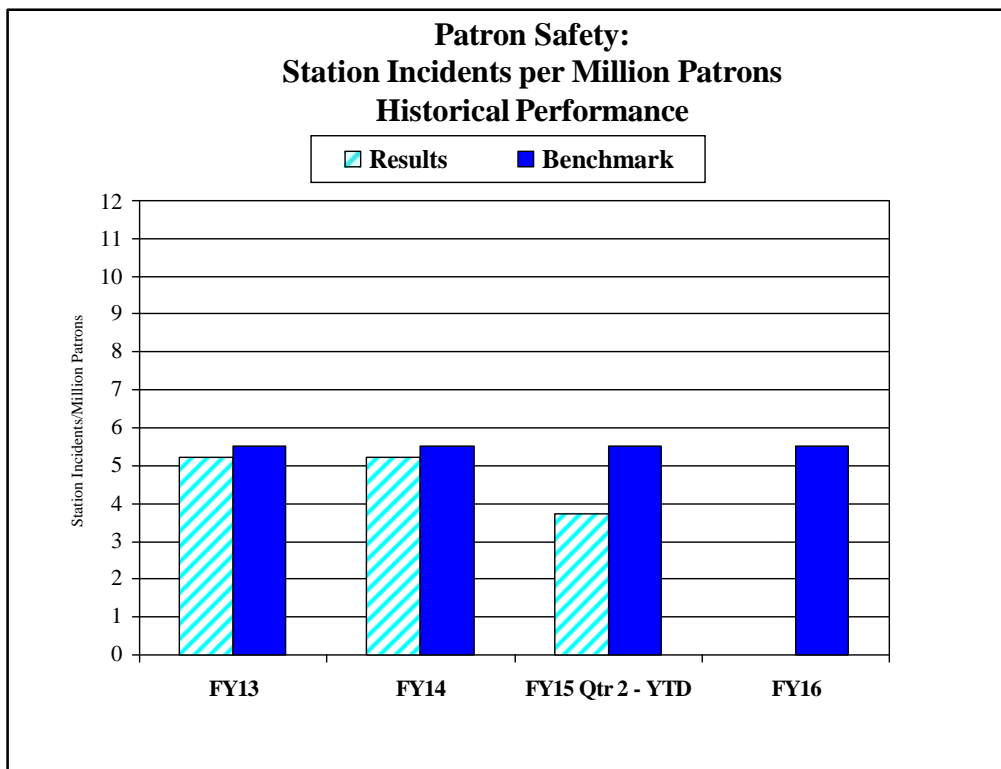
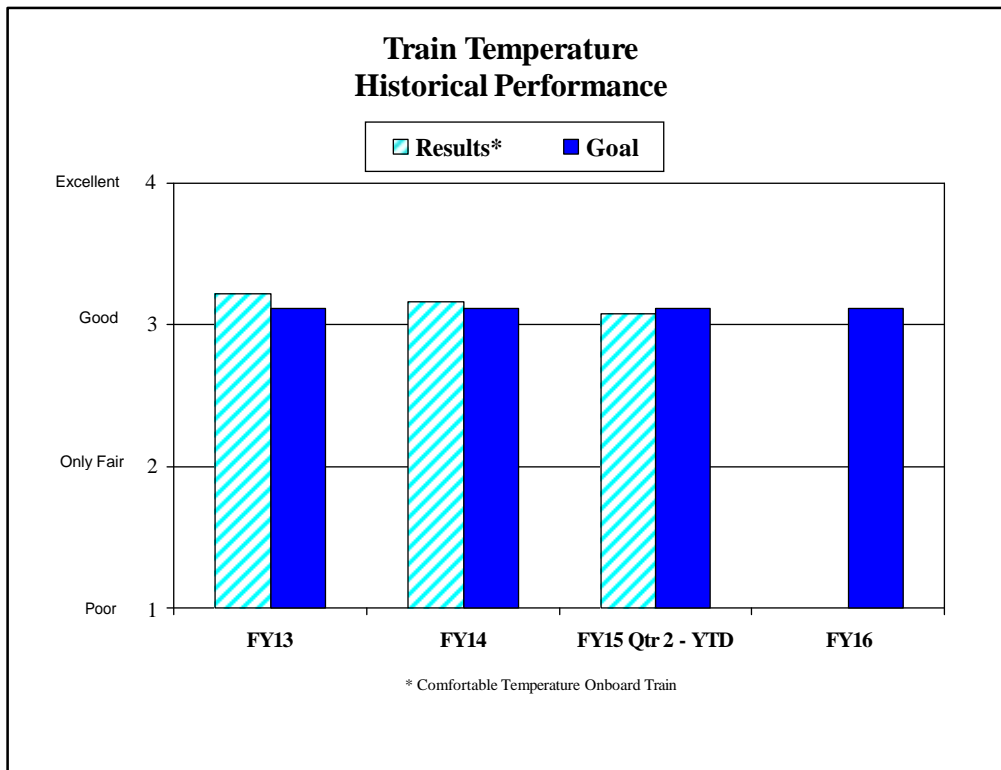
Station Vandalism Historical Performance



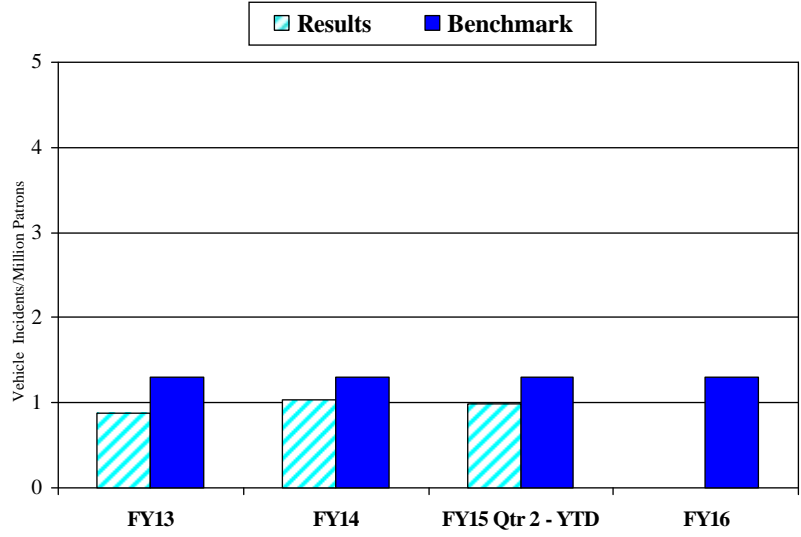
* Station Kept Free of Graffiti



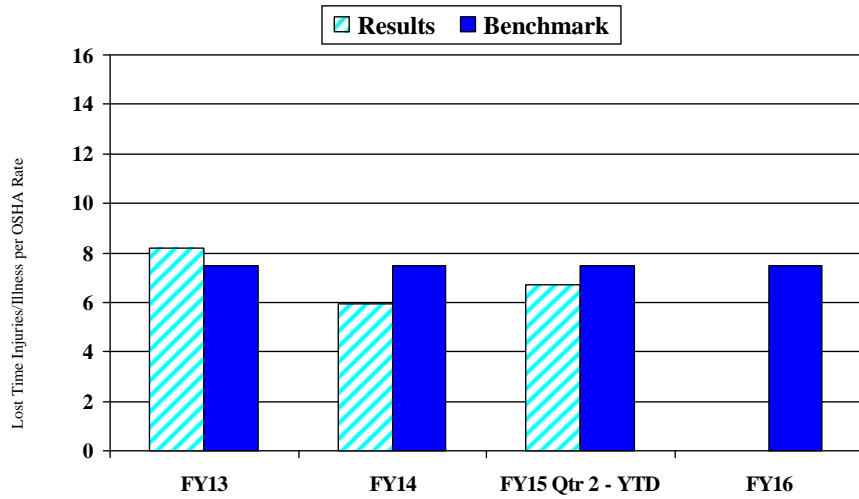




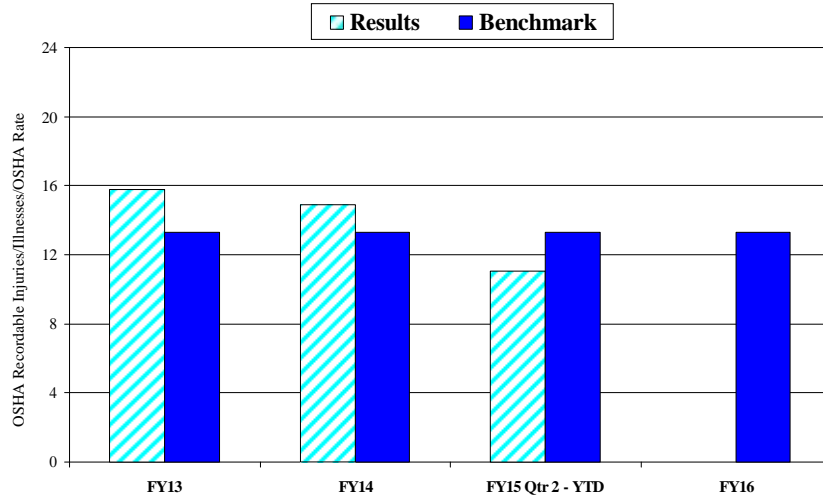
**Patron Safety:
Vehicle Incidents per Million Patrons
Historical Performance**



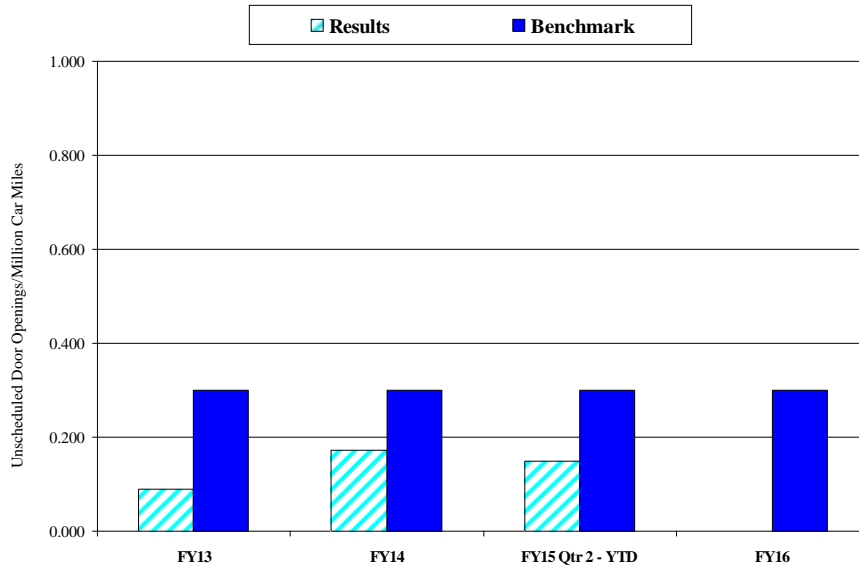
**Employee Safety:
Lost Time Injuries/Illnesses
per OSHA Incidence Rate
Historical Performance**

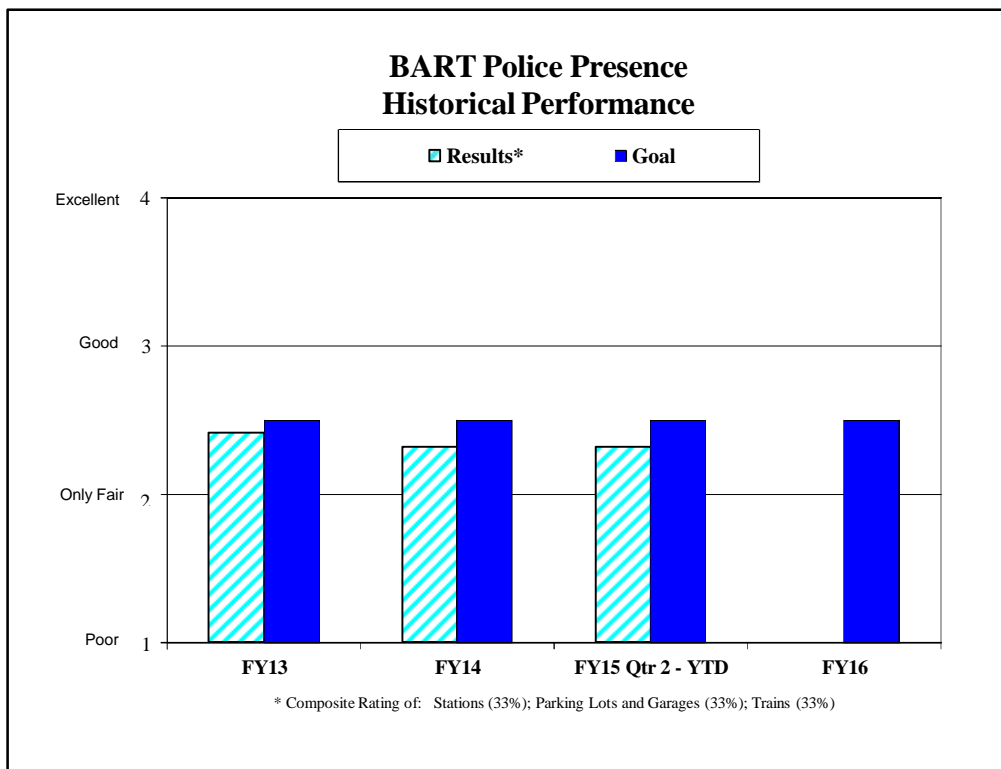
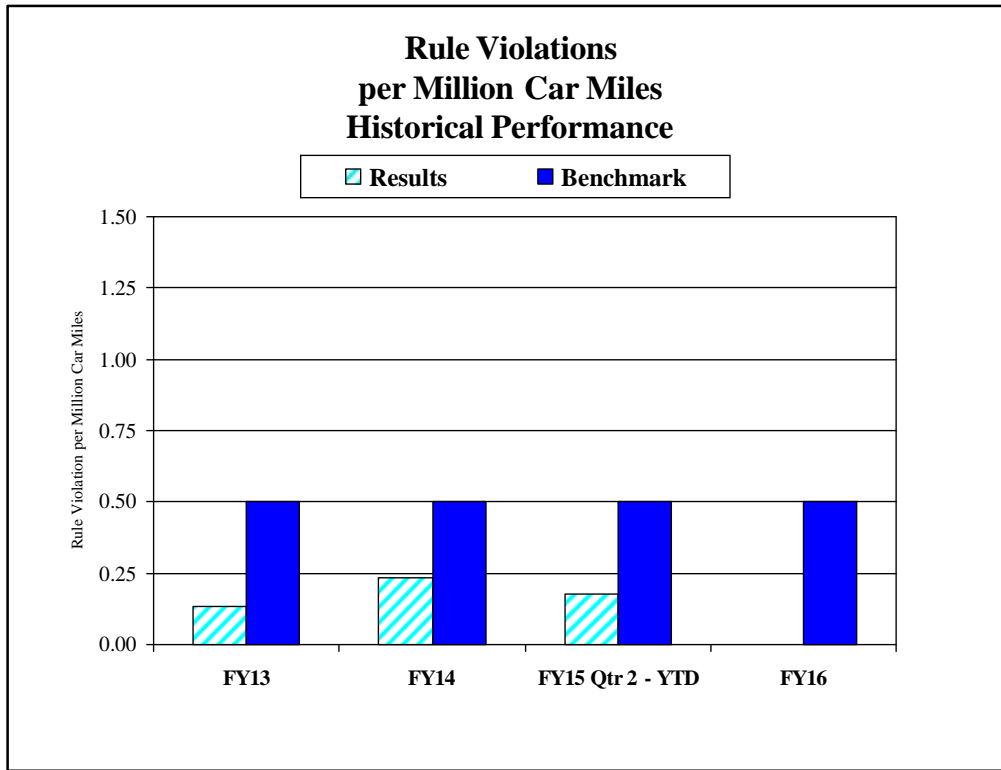


**Employee Safety:
OSHA-Recordable Illnesses / Injuries
per OSHA Incidence Rate
Historical Performance**

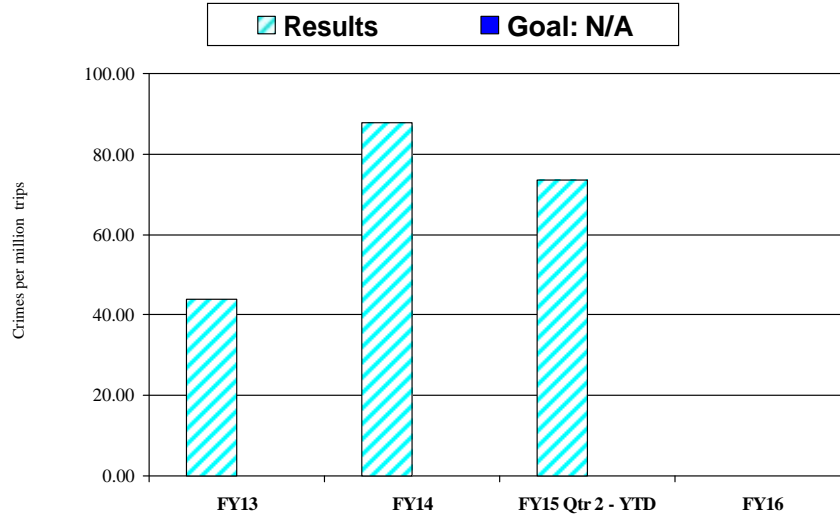


**Operating Safety:
Unscheduled Door Openings per Million Car Miles
Historical Performance**



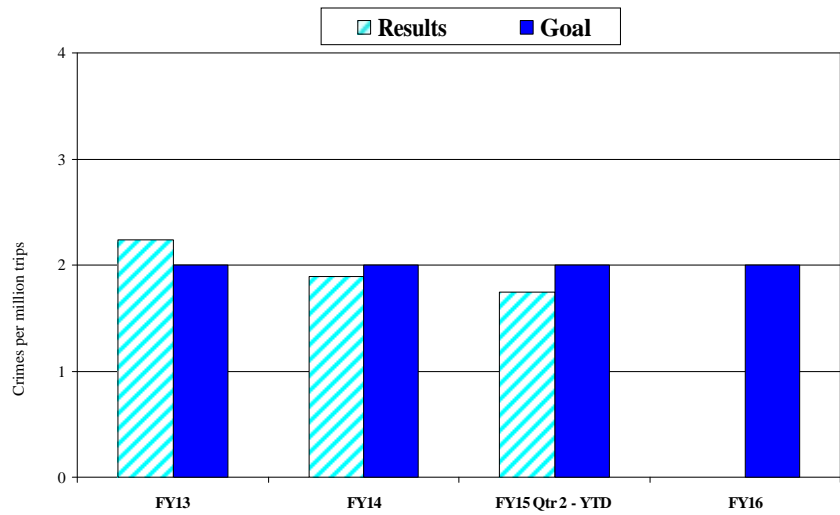


Quality of Life* Historical Performance



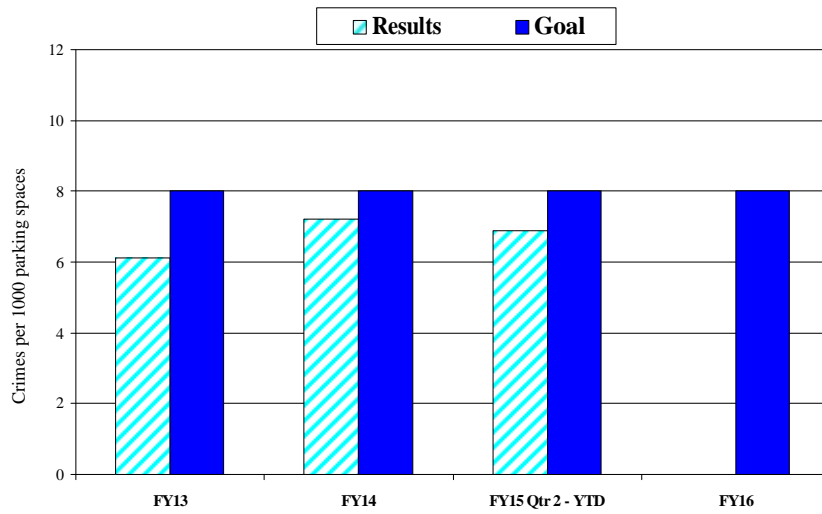
*Quality of Life Violations include: Disturbing the Peace, Vagrancy, Public Urination, Fare Evasion, Loud Music/Radios, Smoking, Eating/Drinking and Expectoration.
Information retrieved from Computer Aided Dispatch/Records Management System (CAD/RMS).

Crimes Against Persons (Homicide, Rape, Robbery, and Aggravated Assault) Historical Performance



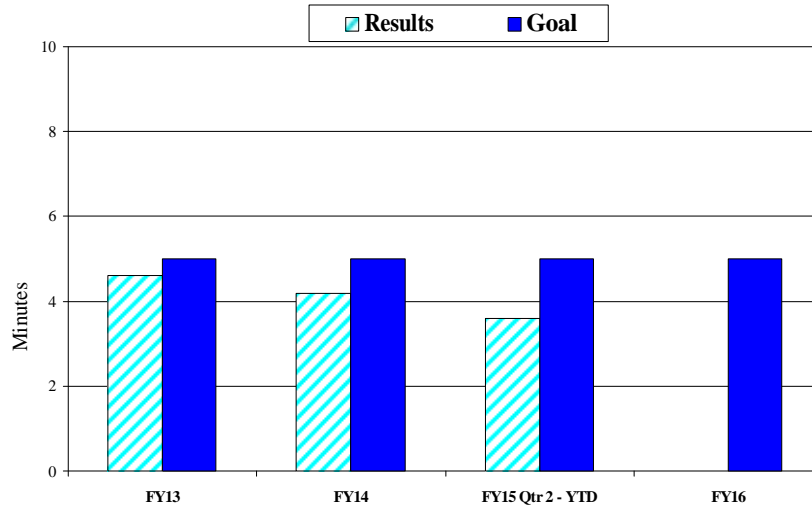
Information retrieved from Computer Aided Dispatch/Records Management System (CAD/RMS).

Auto Theft and Burglary Historical Performance



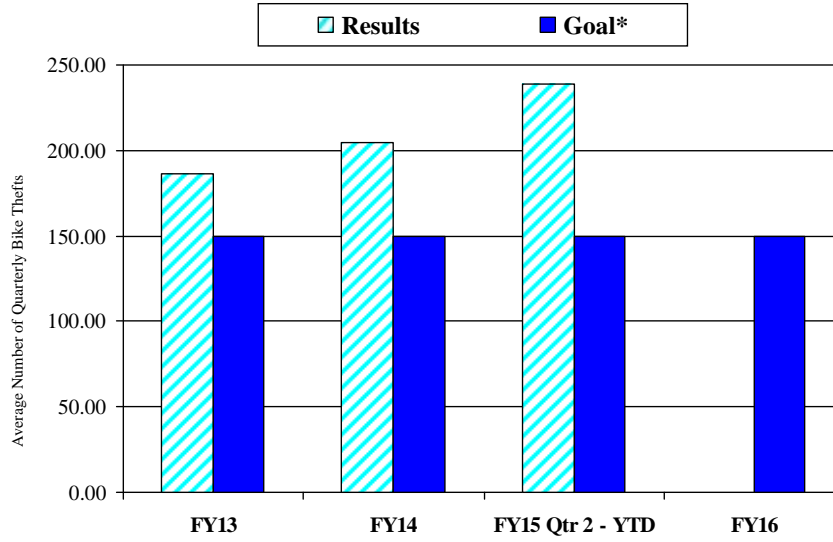
Information retrieved from Computer Aided Dispatch/Records Management System (CAD/RMS).

Average Emergency Response Time Historical Performance



Information retrieved from Computer Aided Dispatch/Records Management System (CAD/RMS).

Bike Theft



* A Goal has been introduced for the first time for this category, effective Third Quarter, FY-12