

San Francisco Bay Area Rapid Transit District



FISCAL YEAR
2017
RESOURCE
MANUAL

March 31, 2016



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San Francisco Bay Area Rapid Transit District



FISCAL YEAR
2017
PRELIMINARY
BUDGET MEMO

March 31, 2016



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

TO: Board of Directors

DATE: March 31, 2016

FROM: General Manager

SUBJECT: Fiscal Year 2017 Preliminary Budget

The Fiscal Year 2017 (FY17) Preliminary Budget supports the District's continued efforts to reinvest in the system, welcomes the first of at least 775 new rail cars and opens the Warm Springs/South Fremont station. However, limited funds are available for additional new programs as revenues are constrained due to a projected slowdown in ridership growth and sales tax income, which together account for 86% of BART's revenue sources.

BART ridership and regional employment have always been closely connected. The Bay Area continues to add jobs, but at a slower rate than in recent years as the counties that BART serves have recovered in terms of employment from the last recession. BART's Transbay trips are growing at a healthy 5% rate, however, trips made within the East Bay and West Bay are flat and weekend trips systemwide have declined from the prior year. Thus, the FY17 budget for weekday trips projects a moderate 2.3% increase, slightly lower than the 2.9% growth expected in FY16, and far less than the 6% growth seen in FY15.

BART continues investment in our aging infrastructure in FY17, at a level of self-help that is among the highest for a transit operator in the nation. Over the past five years, BART has reinvested over \$500 million of operating funds into critical projects such as new rail cars and station renovation. The FY17 Capital Budget also prioritizes reinvestment, with 67% of the \$876M budget programmed to system reinvestment projects.

In FY17, approximately \$140 million in operating funds are planned for allocation to capital reinvestment. This includes \$45 million to the Rail Car Replacement Program, an annual increment that the District has been setting aside as part of our contribution to the purchase of new rail cars. The District has awarded contracts to purchase 775 new vehicles, and is seeking funding to purchase an additional 306 vehicles. BART has just received the first new rail car and will receive more in the near future.

The FY17 budget includes a full year of the inflation-based fare increase that took effect in January 2016. This increase, combined with the January 2014 increase, is estimated to generate approximately \$35 million for FY17, all of which are dedicated by Board policy to help fund BART's "Big 3" capital projects – new rail cars, the Hayward Maintenance Complex, and a modernized train control system.

Consistent with Board adopted 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 \$6.5 million of station-related capital and operating initiatives. Programs to increase bicycle parking, provide crowd control at busy downtown San Francisco stations, design and implement a station wayfinding program, hire additional Community Service Officers, provide local match to

leverage external funds for Concord Station improvements, and other important initiatives are outlined in this budget. We believe that these proposals will help to make our stations safer and easier to access, and create a more inviting station environment.

In FY17, BART plans to open the Warm Springs/South Fremont Station and is preparing to open two new extensions in FY18, the Silicon Valley Berryessa Project (SVBX) to Santa Clara County and the eBART Project to eastern Contra Costa County. The SVBX project, outside of the BART District, is funded entirely by the Santa Clara Valley Transportation Authority (VTA).

With Board policy dedicating increases in fares and parking fees to specific projects and programs, ongoing operations are dependent primarily on revenue growth. In years like FY17, with revenue growth slowing and the District facing ridership capacity constraints, this presents a budgetary challenge. The ongoing cost increases in the base budget requires the use of most of the FY17 revenue increase, and there is minimal funding available for new budget initiatives as compared to recent years.

While we look forward to welcoming the first of BART's new rail cars, our financial projections indicate considerable financial challenges in the upcoming years. Given the region's dependence on BART, it remains imperative that we continue to be a good steward of public funds and make the allocations and investments outlined in this budget to provide the quality service our customers deserve and expect. I look forward to working with you in the coming months to finalize the FY17 budget.



Grace Crunican

cc: Board Appointed Officers
Deputy General Manager
Executive Staff

1. Overview

The FY17 Preliminary Budget continues to support BART's commitment to deliver safe, reliable service by rebuilding BART's aging infrastructure. The following sections summarize the FY17 Preliminary Budget's focus areas to help achieve this goal. New initiatives proposed for FY17 are described in Section 7.

Development of the FY17 Preliminary Budget has been informed by the FY15-FY24 Short-Range Transit Plan/Capital Improvement Program (SRTP/CIP) approved by the Board in 2015, 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 FY17 spending decisions and drove the decision to place a General Obligation bond measure on the November 2016 ballot. 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 FY17, BART will also commence service to the Warm Springs/South Fremont community, with the single-station, 5.4 mile extension opening for revenue service upon completion of ongoing testing. This will enable a seamless connection to Santa Clara County via the Silicon Valley Berryessa Extension. Work continues on the two-station eBART rail project, which will provide a key linkage to eastern Contra Costa County. The FY17 budget funds 46 new capital positions for eBART pre-revenue service training and testing, described under Operating Allocations to Capital in Section 5.

Silicon Valley Berryessa Extension

The two station, ten-mile Silicon Valley Berryessa Extension (SVBX) Project into Santa Clara County will connect to the Warm Springs/South Fremont Station in southern Alameda County and is expected to open in 2017 (FY18).

Construction of the project is managed by the Santa Clara Valley Transportation Authority (VTA), in cooperation with BART. VTA is funding all construction costs of the project and will reimburse BART for all costs associated with rail service, including operations, maintenance, core system impacts, and funding of a capital reserve account for future capital reinvestment expenses. The project will have no financial impact on BART.

In preparation for revenue service in FY18, BART will add positions and certain non-labor expenses to the FY17 budget to support training and pre-revenue efforts. These additions will be reflected as VTA-funded positions in the final FY17 budget and are not shown in the Preliminary Budget.

FY17 Preliminary Budget

The following sections start with a discussion of rail service plans, followed by the FY17 Preliminary Budget Income Statement. Operating and capital sources and uses are shown together in a combined Income Statement in order to present an 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 the limited initiatives proposed for FY17.

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.

2. Rail Service Plan

In the first quarter of FY16, BART implemented a new service plan focused on increasing core capacity during the morning commute. Part of the capacity increase came from schedule changes that shifted additional service to the most congested segments of the system. Additional relief came from strategic investment in rail car maintenance, including funding additional shifts at maintenance facilities. This allowed for quicker turnaround of vehicles and made more cars available for the lengthening of select peak trains. The combined impact of these changes increased peak capacity by almost 7% during the morning commute. In November 2015, the service plan was revised to bring two additional morning trains to North Concord Station.

The opening of the Warm Springs Extension in FY17 will necessitate minor schedule changes to provide service to the Warm Springs/South Fremont Station while maintaining existing service levels on the line. Initially, this extension will be served by the Green Line, which currently operates from Fremont to Daly City, on weekdays until 7 p.m. and the Orange Line, which operates from Fremont to Richmond, from 7 p.m. until the end of revenue service. Saturday and Sunday service will be provided solely by the Orange Line. To maintain the existing 15-minute headway on the line, one additional train will need to be added to the schedule.

As new vehicles start becoming available for revenue service in FY17, BART will identify opportunities to lengthen trains with the goal of eventually running ten-car trains on all Transbay routes in the coming years.

Rail Service Requirements	FY16	FY17
Peak Cars	540	562
Ready Spares and Yard Logistics	39	39
Total Peak Vehicles	579	601
Total Cars	669	679
Total Fleet Availability	87%	89%
Peak Trains	61	62
Total Car Hours (mil)	2.39	2.45
Total Car Miles (mil)	72.4	74.2

Capacity Improvements

Faced with no additional car reserves to rely upon, BART looked to innovative solutions to increase capacity. In FY16, BART rolled out a pilot program to evaluate three different seating configurations on 20 test cars each. These configurations are intended to provide additional carrying capacity on already crowded commute trains and have the added benefit of encouraging passengers to move toward the center of the car. Additional benefits are anticipated with improved passenger boarding and alighting and reduced station dwell times during the busiest times of the day. As part of this pilot, feedback is being solicited from riders so BART can better understand the preferences of riders and how to better address their needs.

New Rail Cars

In March FY16, BART's first Fleet of the Future prototype arrived for the testing and approval process. When this process is completed, full rail car production, delivery, and testing will begin.

BART has developed a strategy for maximizing the benefit of these new cars as they start becoming available in FY17. Because the new cars and the existing rail cars cannot be combined on the same train, ten-car trains will be incorporated into the schedule when at least ten new rail cars are available for revenue service. At this point, the new train will replace a train currently in service, with the cars from the existing train then allocated to other peak trains, likely on the Red (Richmond to Daly City) or Green lines that currently operate trains with less than the ten-car maximum. This will provide much needed capacity relief to BART's customers during the busiest ridership periods.

3. FY17 Preliminary Budget Income Statement

(\$millions)	FY16		FY17		Change	
	Adopted	Preliminary	Adopted	Preliminary	\$	%
Rail Passenger Revenue	\$ 480.8	\$ 510.0	\$ 29.1	6%		
ADA Passenger Revenue	0.9	0.9	0.0	1%		
Parking Revenue	30.9	33.5	2.5	8%		
Other Operating Revenue	26.7	27.5	0.8	3%		
Sub-Total Operating Revenue	539.3	571.8	32.5	6%		
Sales Tax Proceeds	244.6	249.2	4.6	2%		
Property Tax Proceeds	34.7	38.6	3.9	11%		
State Transit Assistance	16.5	14.0	(2.5)	-15%		
Low Carbon Transit Operations Program	6.3	7.0	0.7	11%		
Measure B / Other	6.2	6.4	0.2	3%		
Sub-Total Financial Assistance & Allocations	308.4	315.2	6.8	2%		
OPERATING SOURCES SUB-TOTAL	847.7	887.0	39.3	5%		
Federal 5307 Grant - MTC Rail Car Fund Swap	52.7	47.1	(5.6)	-11%		
CAPITAL SOURCES	664.8	876.3	211.5	32%		
TOTAL OPERATING & CAPITAL SOURCES	1,565.2	1,810.5	245.3	16%		
USES						
Labor	468.7	500.8	32.1	7%		
OPEB Unfunded Liability	2.5	2.4	(0.0)	-2%		
ADA Paratransit	13.6	14.2	0.6	5%		
Purchased Transportation	13.1	13.8	0.7	5%		
Power	40.3	41.0	0.7	2%		
Other Non-Labor	117.9	120.5	2.6	2%		
Sub-Total Operating Expense	656.1	692.7	36.6	6%		
Extraordinary Exp. - MTC Rail Car Fund Swap	52.7	47.1	(5.6)	-11%		
Debt Service	50.3	52.7	2.4	5%		
Allocation - Capital Rehabilitation	52.4	43.5	(9.0)	-17%		
Allocation - Rail Car Sinking Fund	45.0	45.0	0.0	0%		
Allocation - Priority Capital Programs	27.0	35.4	8.4	31%		
Allocation - Stations & Access Projects	5.5	5.2	(0.3)	-5%		
Allocations - Other	1.6	1.7	0.0	3%		
Allocation - Rail Car Proj. f/ SFO Net Result	12.2	13.3	1.0	8%		
Sub-Total Debt Service & Allocations	194.1	196.8	2.7	1%		
OPERATING USES TOTAL	850.2	889.5	39.3	5%		
NET OPERATING RESULT	-	-	-			
System Renovation	365.0	584.5	219.4	60%		
Safety & Security	49.0	68.0	19.0	39%		
Earthquake Safety	33.9	60.6	26.6	79%		
Service & Capacity Enhancement	37.9	48.6	10.7	28%		
System Expansion	173.5	109.2	(64.3)	-37%		
Reimbursable/Other	5.5	5.5	0.0	0%		
CAPITAL USES TOTAL	664.8	876.3	211.5	32%		
TOTAL OPERATING AND CAPITAL USES	1,567.7	1,812.9	245.2	16%		
OPEB Unfunded Liability	(2.5)	(2.4)	0.0	-2%		
NET RESULT, subtotal	-	-				
Unfunded Capital Need	(480.0)	(480.0)	-			
FINAL NET RESULT	(480.0)	(480.0)	-			
Average Weekday Trips	429,695	445,441	15,746	3.7%		
Total Annual Trips (M)	129.4	132.4	2.9	2.3%		
Farebox Recovery Ratio	73.4%	73.7%	0.3%	0.4%		
Operating Ratio	82.2%	82.5%	0.3%	0.4%		
Rail Cost/Passenger Mile (TSP Performance Measure)	\$0.343	\$0.347	0.0	1.1%		

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. Traffic congestion and gas prices can also impact BART ridership. BART's operating sources are also impacted by the State budget and legislative actions.

(\$millions)	FY16		FY17		Change	
	Adopted	Preliminary	Adopted	Preliminary	\$	%
Rail Passenger Revenue	\$ 480.8	\$ 510.0	\$ 29.1	6%		
ADA Passenger Revenue	0.9	0.9	0.0	1%		
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TOTAL OPERATING & CAPITAL SOURCES	1,565.2	1,810.5	245.3	16%		

Operating Revenue

Ridership and Passenger Revenue

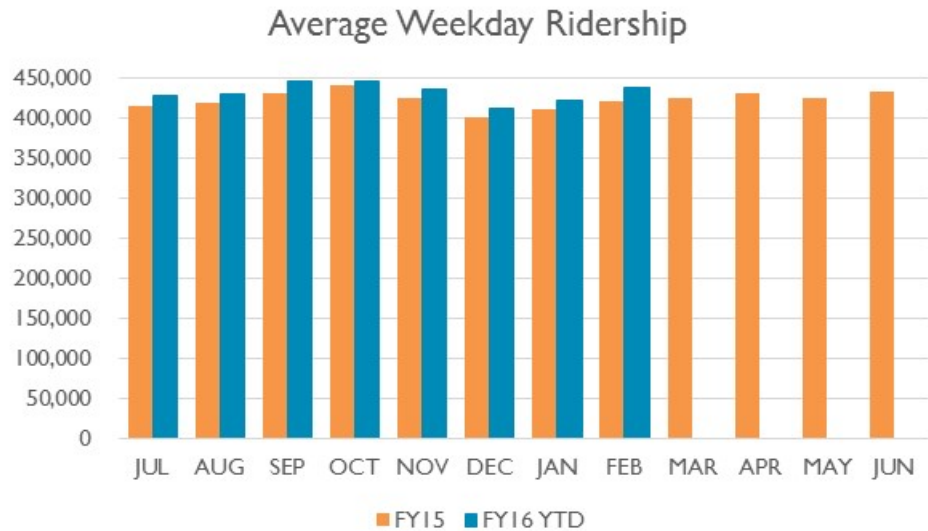
Based upon actual trends in FY16, ridership is projected to average 435,500 weekday trips by fiscal year-end, slightly over the budget of 429,695. Although this estimate is approximately 2.9% higher than FY15 ridership, the growth rate represents a substantial slowdown from the 6% growth seen in recent years. For FY17, weekday trips are expected to grow by 2.3% to 445,441, with approximately 2,000 weekday exits expected at the new Warm Springs/South Fremont Station. As with other newly opened BART stations, ridership is expected to start low and grow rapidly over the first few years of service.

While the continuation of this overall ridership growth trend is encouraging, more in-depth analysis reveals that most of the growth is concentrated in the peak periods and in the highly constrained Transbay corridor.

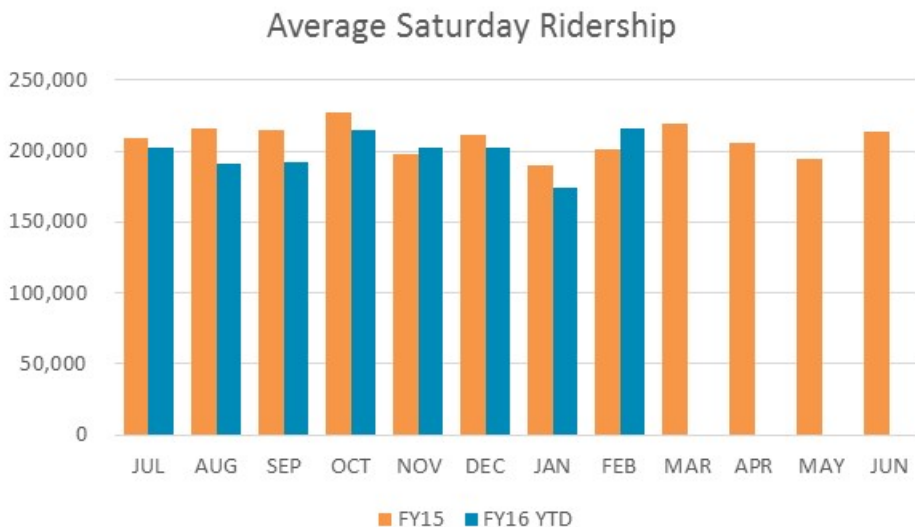
	FY15 Actual	FY16 Adopted	FY16 Estimate	FY17 Preliminary
Average Weekday Trips	423,120	429,695	435,500	445,441
Total Annual Trips (M)	126.0	129.4	129.4	132.4
		vs FY15	vs FY15	vs FY16 est
Average Weekday Trip Growth		1.6%	2.9%	2.3%
Total Annual Trip Growth		2.7%	2.7%	2.3%

Off-peak trips continue to grow, though at a slower rate, and weekend trips have declined when compared to FY15. As a result of the lower weekend ridership, total annual trips are projected to be on budget at 129.4M in FY16, in contrast with weekday trips, which are projected to be slightly over budget. Both weekday and annual trips are projected to grow 2.3% in FY17 from the FY16 estimate.

Through February of FY16, weekday ridership increased by 2.7% compared to the same period in FY15. Due to the scale and one-time nature of Super Bowl 50 activities, this growth rate excludes the first week of February 2016, when Super Bowl 50-related festivities in downtown San Francisco added over 600,000 trips to the week of ridership. In fact, Super Bowl 50 events led to BART's highest ever average weekday ridership of more than 446,650 in February. The above graph shows the monthly average weekday ridership in FY16 compared to FY15, with February 2016 adjusted to exclude the one-time impact of Super Bowl 50.

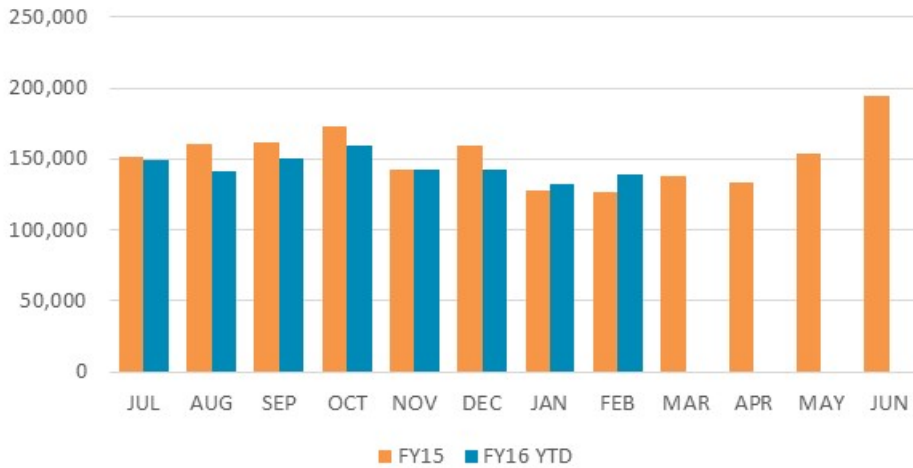


Through February of FY16, average Saturday and Sunday ridership has decreased by 3.2% and 4.2% respectively. Weekend trips fluctuate due to a variety of factors including the number of special events, BART weekend track maintenance closures, weather, gas prices, and whether Bay Area sporting teams are in playoff events. Estimates for FY16 and FY17 weekend ridership, which accounts for just 15% of total annual BART trips, take into account the reduced level of weekend ridership.



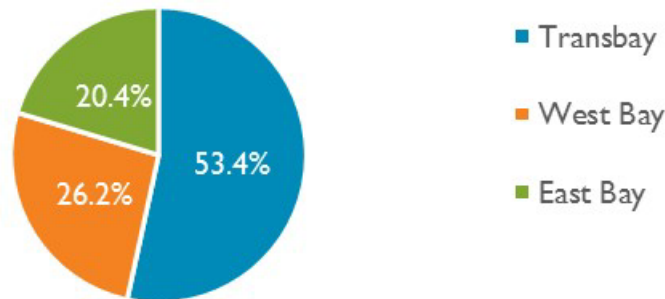
As with the average weekday trip data, these growth rates exclude Super Bowl 50 related events, which for a single Saturday in February, resulted in BART's all-time Saturday record of nearly 420,000 trips.

Average Sunday Ridership



Since FY14, the Transbay market began to account for more than 50% of all BART trips. BART’s Transbay market, as a share of all trips, has increased steadily by roughly 1% per year, putting additional pressure on BART’s most constrained corridor. Over the same period, BART’s East and West Bay market share have been declining by half a percent annually. Through the second quarter of FY16, the Transbay market accounts for 53.4% of all trips while the East and West Bay account for 26.2% and 20.4% respectively.

FY16 YTD Average Weekday Market Share



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 growth has also been fueled by a steady increase in the net average fare paid per rider, above and beyond implemented fare increases. Some of the increase in fare revenue is due to stronger growth in Transbay trips, which have a higher average fare of approximately \$4.50, as compared to the systemwide average of \$3.75. Increasing Transbay trips and the associated higher fare has helped increase BART’s systemwide average fare. Fare revenue projections for FY17 have been adjusted to include the new, higher systemwide average fare and a full year of the January 2016 fare increase of 3.4%.

To help fund the system’s extensive capital needs, the program of small regular inflation-based fare increases was renewed in 2013, with all incremental fare increase revenue dedicated to BART’s "Big 3" capital needs. 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 productivity improvements. Two increases to-date, January 1, 2014 and January 1, 2016, are currently projected to generate \$35M in FY17. The next fare increase is planned for January 1, 2018. Overall rail fare revenue for FY17, including the incremental fare increase revenue, is estimated at \$510M.

Passenger revenue also includes \$0.9M for Americans with Disabilities Act (ADA) paratransit fare revenue.

Passenger Fare Revenue (\$millions)	Budget			
	FY16	FY17	Change	%
	Adopted	Preliminary		
Rail Passenger Revenue	\$ 453.8	\$ 474.6	\$ 20.8	5%
Incremental Fare Increase Revenue	27.0	35.4	8.4	31%
Subtotal, Rail Fare Revenue	480.8	510.0	29.1	6%
ADA Paratransit Revenues	0.9	0.9	0.0	1%
TOTAL	\$ 481.7	\$ 510.8	\$ 29.1	6%

Parking Fee Revenue

BART generates revenue from daily and permit parking fees charged at its 33 stations with parking facilities. Under a demand-based approach to pricing parking, daily parking fees are 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 Station, which does not have a cap and is currently at \$7. Parking fees have now reached the \$3 daily fee limit at 27 of the 33 stations with parking.

The FY17 parking revenue budget is \$33.5M. Incremental revenue raised from the demand-based parking fee program, first implemented in 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. Approximately \$14.5M of the FY17 parking revenue is generated by the demand-based parking fee program to fund access projects. Approximately \$8.0M of the \$14.5M is to continue access improvement projects implemented in prior years, such as additional station cleaners and station improvement efforts. The remaining approximately \$6.5M will fund new programs in FY17, as described in the Initiatives section.

Parking Revenue (\$millions)	Budget			
	FY16	FY17	Change	%
	Adopted	Preliminary		
Daily	\$ 21.2	\$ 23.8	\$ 2.5	12%
Monthly Reserved	7.4	7.8	0.5	6%
Single Day Reserved	1.2	1.3	0.1	11%
Airport/Long Term	0.9	0.6	(0.2)	-26%
Coliseum Event Parking*	0.2	*		
TOTAL	\$ 30.9	\$ 33.5	\$ 2.5	8%

* FY17 Coliseum Event Parking included in Other Operating Revenue

Other Operating Revenue

BART also generates operating revenue from non-passenger sources, the value of which is expected to be \$27.5M in FY17. The two largest sources are the Commercial Communications Revenue Program (CCRP) and advertising, budgeted at \$10.0M and \$9.7M, respectively. Smaller revenue sources include

finances and forfeitures, building and ground leases, concessions, and other miscellaneous revenues.

The CCRP is now managed by the Office of the Chief Information Officer (OCIO). Although gains in FY16 were substantial, the projected revenue increase did not meet the \$5.5M growth expectation to meet the \$12.1M budget, and instead are estimated to grow by only \$3M due to an inability to meet the resource demands of BART’s clients. In FY16, the OCIO filled two vacant positions in CCRP and the division is now fully staffed. In FY17, the OCIO will work with the Office of General Counsel to implement a more efficient deal processing workflow to expand the District's capacity for revenue generation and process the back-log of pending revenue agreements. The District anticipates that base revenues in CCRP will grow by at least 3.5% in FY17 from the FY16 estimate.

Parking citation revenue, noted as fines and forfeitures, is budgeted at \$3.3M in FY17, an increase of \$1.8M, as a result of additional dedicated parking enforcement officers and also because of higher fines for parking citations, which were approved by the BART Board in early 2016.

Building and ground lease revenue is received from leasing vacant parcels and from Special Entrance Agreements at Powell Street Station that provide access from the station to the shopping center entrance. The budget for FY17 is \$1.1M.

Other Operating Revenue (\$millions)	Budget				
	FY16	FY17		Change	%
	Adopted	Preliminary			
Telecommunications	\$ 12.1	\$ 10.0	\$ (2.1)	-17%	
Advertising	9.2	9.7	0.6	6%	
Fines and Forfeitures	1.5	3.3	1.8	121%	
Building and Ground Leases	1.1	1.1	0.0	4%	
Other	2.9	3.3	0.4	16%	
TOTAL	\$ 26.7	\$ 27.5	\$ 0.8	3%	

Tax and Financial Assistance

Sales Tax Revenue

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). BART’s sales tax base is generally diverse, and data from the State Board of Equalization indicates that the largest economic segments driving BART sales tax include restaurants, retail, and new auto sales, all of which are susceptible to Bay Area economic cycles.

Annual sales tax growth for the five years prior to FY16 ranged from 5 to 9%, but a return to a more sustainable, long-term rate was anticipated for FY16, with a budgeted growth of 4.0%. Subsequent to the budget adoption in June 2015, the fourth quarter of FY15 came in substantially under budget, with just 0.1% growth, lowering the results for FY15 and increasing the growth FY16 needed to stay on budget to 4.9%. With three quarters of actual FY16 data, sales tax is \$1.7M below budget and has grown just 3.0%. Currently, FY16 is projected to end the year at \$241M, which is \$3.6M below the adopted budget.

Based upon the FY16 results and the slowing growth rate over the past four quarters, FY17 is projected to grow 3.4% to \$249.2M. 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 settle

down to a more sustainable growth rate of around 3% to 4% for FY17 and beyond.

Property Tax Revenue

Property tax revenue is derived from a statutory portion of the 1% ad valorem-based general levy in each of the three BART counties¹. This legacy property tax was originally enrolled in 1957 to fund planning and pre-development costs associated with construction the original BART system, and since then was permanently dedicated to fund ongoing operating needs.

Since the BART tax is a small, fixed percentage of tax based on assessed property values, it has increased over the years with rising property values. County assessors are responsible for assessing the value of each home, as well as other residential and commercial property on January 1 of each year. That value is used to set the property tax bill that is due in December of that year and April of the following year. Although the actual BART property tax rate varies between the multitude of distinct tax rate areas which exist within each of the three counties, in FY16 BART's share of the 1% averaged approximately \$6 per each \$100,000 of assessed value.

BART FY16 property tax revenue is projected to end at \$36.4M (\$1.7M, or 4.8% over budget), and FY17 is expected to grow an additional 6% to \$38.6M.

**Sales Tax and Property Tax Proceeds
(\$millions)**

	Sales Tax	Year Change	Property Tax	Year Change	
Actual	FY11	180.8	8.6%	29.5	-2.0%
	FY12	195.2	8.0%	29.7	0.6%
	FY13	208.6	6.8%	31.3	5.3%
	FY14	221.1	6.0%	32.5	3.8%
	FY15	233.1	5.4%	34.3	5.7%
FY16 Adopted	244.6	4.9%	34.7	1.1%	
FY16 Estimate	241.0	3.4%	36.4	6.0%	
FY17 Preliminary	\$ 249.2	3.4%	\$ 38.6	6.0%	

State Transit Assistance

State Transit Assistance (STA) is based upon revenue generated by actual receipts from the sales tax on diesel fuel. In June 2015, BART's adopted budget for FY16 assumed \$16.5M of STA funds, but declining diesel prices prompted the Metropolitan Transportation Commission (MTC) to adopt a revised STA estimate in September 2015, which resulted in a reduced \$13M estimate for FY16.

The Governor's proposed FY17 Budget estimates statewide STA at \$315M, with \$122M directed to the Bay Area. Recently, MTC raised concerns that the state forecast may be too optimistic, as it assumes future increases to the price of diesel fuel. In addition, in 2015 the State Controller's Office (SCO) implemented substantial changes to the revenue-based portion of the STA program due to a legal challenge from several unnamed transit agencies. The SCO changes have significantly altered the total funding Bay Area operators are eligible to receive. Furthermore, the SCO now allocates STA to a region, not to individual operators. MTC, BART and other STA recipients are in the process of interpreting and understanding these changes. Due to this substantial change in the process, MTC is not able to issue revenue-based STA estimates for FY17 at this time. BART is estimating a slight increase to \$14M as a placeholder value for the FY17 Preliminary Budget. If new information is available before adoption of BART's final FY17 budget, the STA revenue forecast will be revised.

Low Carbon Transit Operations Program

BART anticipates receiving funding from the Low Carbon Transit Operations Program (LCTOP), one

¹ BART has a separate tax levy for seismic retrofit general obligation bond debt service. For the FY16 tax year, the enrolled rate is \$2.60 per \$100,000 of assessed value.

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

The Governor’s budget initially estimated state-wide LCTOP funds at \$100M for FY16, resulting in \$6.3M for BART. In September 2015, the state revised its FY16 estimate down to \$75M and BART’s share was reduced to \$5.6M. In addition, starting in FY16, the state will only pay out 75% of available LCTOP funds and will carry forward 25% for release in each subsequent fiscal year.

For FY17, the state is currently estimating \$100M of LCTOP funds state-wide. Based upon this increase, and the 25% carry forward, BART is assuming \$7.0M in LCTOP funds for FY17. However, the state uses the STA shares to determine the amount of LCTOP an operator should receive. As STA allocations are currently uncertain as described above, BART’s FY17 LCTOP will be revised if new information is available before adoption of the final budget.

BART plans to program FY17 LCTOP funds to help offset the \$45M annual allocation to the new Rail Car Program. This allocation is separate from the incremental fare increase revenue allocation to the “Big 3” projects. The new rail cars will increase BART’s capacity, with additional riders on transit reducing greenhouse gases.

Other Assistance

Other Assistance to BART in FY17 includes \$0.9M paid by Caltrain for the Millbrae Station Use, Operations, and Maintenance Agreement, \$0.9M in federal funds for the Strategic Maintenance Program, and \$80,000 from Contra Costa County’s Measure J sales tax measure. BART is also budgeting \$2.6M and \$1.9M from Alameda County’s Measure BB and Measure B, respectively, which will be used for paratransit and transit operations in Alameda County.

Other Assistance (\$millions)	Budget			
	FY16	FY17	Change	%
	Adopted	Preliminary		
State Transit Assistance (STA)	\$ 16.5	\$ 14.0	\$ (2.5)	-15%
Low Carbon Transit Operations Program	6.3	7.0	0.7	11%
Measure B/Other	5.4	5.6	0.2	3%
Millbrae UOM	0.8	0.9	0.0	2%
TOTAL	\$ 29.1	\$ 27.4	\$ (1.6)	-6%

5307 Funds (Rail Car Fund Swap from MTC)

MTC allocates Federal Section 5307 Urbanized Area Formula Grant funds to BART 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 \$47.1M budgeted for FY17, a total of \$386M has been directed to the MTC reserve account since FY07.

5. Operating Uses

Operating Uses includes two main categories: Operating Expenses, which are expenses related to operating the system, and Debt Service and Allocations, which include debt service payments and allocations to fund capital projects and allocations for other purposes. Operating Uses increase by \$39.3M or 5% overall in FY17. The majority of the increase is due to impacts to the “base” budget for operating expenses such as contractual wage increases, higher benefit costs, non-labor inflation, one-time costs and other factors.

Operating Uses (\$ millions)	Budget		Change	
	FY16	FY17	\$	%
	Adopted	Preliminary		
Labor	\$468.7	\$500.8	\$32.1	7%
OPEB Unfunded Liability	2.5	2.4	(0.0)	-2%
ADA Paratransit	13.6	14.2	0.6	5%
Purchased Transportation	13.1	13.8	0.7	5%
Power	40.3	41.0	0.7	2%
Other Non-Labor	117.9	120.5	2.6	2%
OPERATING EXPENSES TOTAL	656.1	692.7	36.6	6%
Debt Service	50.3	52.7	2.4	5%
Allocation - Capital Rehabilitation	52.4	43.5	(9.0)	-17%
Allocation - Rail Car Sinking Fund	45.0	45.0	0.0	0%
Allocation - Priority Capital Programs	27.0	35.4	8.4	31%
Allocation - Stations & Access Projects	5.5	5.2	(0.3)	-5%
Allocations - Other	1.6	1.7	0.0	3%
Allocation - Rail Car Project from SFO Net Result	12.2	13.3	1.0	8%
DEBT SERVICE AND ALLOCATIONS TOTAL	194.1	196.8	2.7	1%
OPERATING USES TOTAL	\$850.2	\$889.5	\$39.3	5%

Labor: Wages and Benefits

Labor and benefit expenses are projected to total \$500.8M² in FY17. The FY17 labor and benefit budget includes the following increases in wages and pension contributions:

Wage and Pension Contribution Increases

	7/1/16	1/1/17
Wage Increases		
Non-represented employees	3.72%	-
Represented Employees	-	4.22%

	7/1/15	7/1/16	1/1/16	1/1/17
Pension Contribution Rates				
Non-represented employees	2.00%	3.00%	-	-
Represented Employees	-	-	3.00%	4.00%

Represented and Non-represented employees receive the same wage increase and contribute the same percentage for pension; however, the schedule for Non-represented employees lags Represented by six months.

² This excludes \$2.4M in OPEB Unfunded Liability expenses.

A total of 76.1 positions³ are proposed to be added in the FY17 budget, including:

- 10.1 FY16 midyear operating position additions⁴
- 6 FY16 midyear capital position additions⁵
- 46 for eBART for pre-revenue service testing and training
- 4 for new budget initiatives
- 10 for new Stations/ Access projects

Headcount Summary

	FTE		Total
	Operating	Capital /Reimb	
FY16 Adopted Budget	3,221.6	524.8	3,746.4
FY16 Adjustments	10.1	6.0	16.1
eBART	-	46.0	46.0
FY17 New Initiatives	4.0	-	4.0
FY17 New Initiatives - Stations,	10.0	-	10.0
Total Adjustments	24.1	52.0	76.1
FY17 Preliminary Budget	3,245.7	576.8	3,822.5

Silicon Valley Berryessa Extension (SVBX) additions for pre-revenue service testing and training are being finalized with Santa Clara Valley Transportation Authority (VTA) and will be included with the proposed adopted budget. Per the terms of the agreement governing construction and operation of the extension, these positions will be cost-neutral to BART. In addition, the capital headcount will change pending the finalization of the capital budget.

Labor (Wages and Benefits)

(\$ millions)

	Budget		Change	
	FY16	FY17	\$	%
	Adopted	Preliminary*		
Wages	\$326.9	\$351.9	\$25.1	8%
Overtime	16.2	18.4	2.2	14%
PERS Pension	69.8	77.8	8.0	11%
Other Pension	10.6	11.1	0.4	4%
Retiree Medical	28.0	25.0	(2.9)	-11%
Medical	69.3	75.5	6.1	9%
Worker's Compensation	16.4	16.9	0.4	3%
Capital Labor Credits	(91.3)	(102.5)	(11.1)	12%
Other Labor**	25.3	29.2	3.8	15%
OPEB Unfunded Liability	2.5	2.4	(0.0)	-2%
NET LABOR	\$471.2	\$503.2	\$32.0	7%

*The changes in wages & benefits includes the increase of 76 additional positions.

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

³ The 76.1 positions is the total added by the end of the year. It does not include the weighted impact of partial year positions (e.g., if a position is added on 1/1/17 it is listed as 1.0 FTE, rather than 0.5 FTE).

⁴ The 10.1 operating position additions include 4 transportation admin specialists for the Crew Office, 8 train operators (including 1 foreworker) for the increase in service on the red and yellow lines, 1 FTE in operations planning, less a reduction of 2.9 FTE in RS&S and Transportation.

⁵ The 6 capital position additions include 1 Transportation Supervisor for new car testing, 1 Program Manager for the RAILS project, and 4 positions (1 Transportation Operations Manager, 1 Manager of Transportation Operations Support, 1 Senior Administrative Analyst, and 1 Principal Administrative Analyst) that were created for various projects in FY16.

The increase in individual line items in the summary includes the cost of the 76 proposed new positions. However, 52 of the positions are capital so the net operating labor cost is offset by the increase in capital labor credits. Pension and medical costs also increase due to rate increases for FY17. The Annual Required Contribution (ARC) for retiree medical declines due to a change in a key actuarial assumption, which is explained in the Retiree Medical section below. Other Labor increases are primarily driven by substantial anticipated rate hikes in life insurance.

PERS Pension

The California Public Employee Retirement System (CalPERS) administers and determines funding rates for the pension plan, which includes separate plans for Safety and Miscellaneous employees.⁶

PEPRA

In 2012, the State Legislature passed Assembly Bill (AB) 340, the California Public Employees' Pension Reform Act (PEPRA), which affects employees who began employment on or after January 1, 2013.⁷ PEPRA employees are subject to: (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 on the grounds that PEPRA interfered with collective bargaining. The Federal District Court overruled this decision and PEPRA became effective on December 30, 2014.⁸ Subsequent to the ruling, DOL again refused to certify grants on alternative grounds. This is, again, being challenged in Federal District Court and it is anticipated that a decision will be issued in 2016. If the DOL prevails, represented transit employees may ultimately be found to be exempt from the provisions of PEPRA and the District will be required to reimburse affected employees.

Although the DOL had taken the position that it could not certify grants to transit agencies, it did agree to certify those grants under certain terms and conditions. The District in 2015 was certified to receive \$90M in grant funds after the District agreed that it would either refund the grants funds or return its employees to their pre-PEPRA status in the event that the DOL prevails.

For FY17, the forecasted PERS pension expense (employer plus BART-paid employee share) is estimated to be \$77.8M, an \$8.0M or 11% increase compared to \$69.8M budgeted in FY16. Of the \$77.8M, the estimated employer share is \$67.9M and the BART-paid portion of the employee share is \$9.9M. The increase is caused by a combination of higher wages, increases in employer contribution rates and the proposed increase in positions.

⁶ Safety employees include police and Miscellaneous employees are all other employees in the District.

⁷ PEPRA does not apply to those who were employed by another PERS or reciprocal agency within six months prior to their hire date.

⁸ 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 agencies' eligibility for receipt of federal funds. On December 30, 2014, a Federal District Court granted summary judgment in favor of the State, and on February 25, 2015 CalPERS issued a circular (Circular Letter No.: 200-006-15) that specified: (a) represented employees hired on or after January 1, 2013 and before December 29, 2013 would be subject to PEPRA beginning December 30, 2014, and (b) all new represented 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.

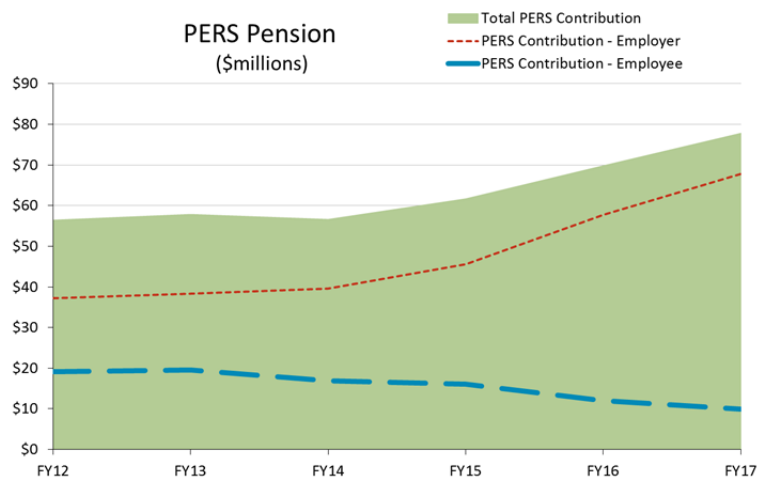
FY17 PERS Rates

	SAFETY	MISC	BUDGET
Employer Rate- Non-PEPRA	56.474%	16.383%	\$ 50,303,019
Employer Rate - PEPRA	56.747%	16.383%	17,555,451
Employee Rate - Non-PEPRA			
Paid by District	5.500%	3.700%*	9,909,115
Paid by Employee	3.500%	3.300%*	
Employee Rate - PEPRA			
Paid by Employee	13.000%	6.250%	
Total Paid by District			\$ 77,767,586

*The miscellaneous employee rate is a blended average of non-represented and represented employees. The District pays 4% for non-reps and 3.5% (Fiscal Year average) for other miscellaneous. The employees pay the remainder of the total required rate of 7%.

Pursuant to the FY13-FY17 labor contracts, on July 1, 2013 employees began paying for an annually increasing portion of the PERS employee contribution. Prior to this date, the District funded the entire employee contribution as a benefit to employees.⁹ In FY17, the District will pay \$9.9M of the required CalPERS employee contribution for non-PEPRA employees. PEPRA employees will pay 100% of the required employee contribution as stipulated by PEPRA.

The historical trend of increased employer share pension rates is expected to continue. CalPERS has gradually implemented more conservative actuarial and investment return assumptions and rate “smoothing” policies designed to reduce volatility from year to year and to ensure the long-term health of the pension fund. The table below shows the CalPERS projections for employer contribution rates for the next five years.



Employer Contribution Rates

	Actual		Projected				
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Safety	51.60%	56.50%	60.10%	63.70%	67.30%	68.60%	69.30%
Miscellaneous	14.80%	16.40%	18.10%	19.70%	21.40%	21.80%	22.30%

The pension unfunded liability for the Miscellaneous Plan decreased from \$352M for FY16 to \$310M for FY17, and the funding ratio increased from 80% in FY16 to 84% for FY17. The pension unfunded liability for the Safety Plan increased slightly from \$86M in FY16 to \$90M for FY17, but the funding ratio improved from 65% in FY16 to 67% in FY17. About half (8.3%) of the Misc. Plan employer rate and over half (31.4%) of the Safety Plan employer rate goes to paying down the unfunded liability.

⁹ For 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 coincides with contractual salary increase dates. The schedule and total employee contribution rate 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

Non-represented employee contributions follow a similar schedule, but delayed six months to coincide with their scheduled wage increase dates.

PERS amortizes different portions of the liability over different periods of time, for example all new gains and losses since the June 30, 2013 valuation are recognized over a fixed 30-year period, while changes in the liability due to actuarial assumptions are amortized separately over a 20-year period.

Other Pension Benefits

In addition to the PERS pension, the District also contributes to a supplemental qualified retirement pension plan, the Money Purchase Pension Plan (MPPP), which is a 401(a) type plan. The District contribution consists of 6.65% of base wages, but contributions are capped at an annual amount of \$1,868.65 per employee. The total District MPPP is projected to be \$7.2M in FY17.

An additional 1.627% of wages is also contributed for all employees except sworn police. Per the 2013-2017 labor agreements, the following is deducted from this portion of the contribution:

- 0.0888% is withheld as per the current labor contracts
- An additional \$37/month for represented employees in AFSCME, ATU and SEIU¹⁰ is deducted and included as a contribution towards medical insurance.

The District's total estimated net cost for the additional 1.627% MPPP after these deductions in FY17 is \$3.9M.

Active Employee Medical Insurance

In FY17, the District cost of medical insurance plans for active employees is projected to be \$75.5M, an increase of \$6.1M or 9% over the FY16 adopted budget. The 2017 estimated health insurance premium rate increase is 7% over 2016.¹¹

To offset a portion of the District's medical insurance costs, the FY14-FY17 labor contracts include provisions to gradually increase the employee contributions:

- All employees are subject to the scheduled 3% annual contribution increase – an additional \$3.02 per employee per month starting on January 1, 2017
- Non-represented employees pay the additional \$37 per month directly in their medical contribution
- AFSCME, ATU, and SEIU members “redirect” \$37 per month of the District's MPPP contribution to contribute towards medical insurance costs (see “Other Pension Benefits” section)
- BPOA and BPMA¹² members pay an additional \$44 per month directly in their medical contribution

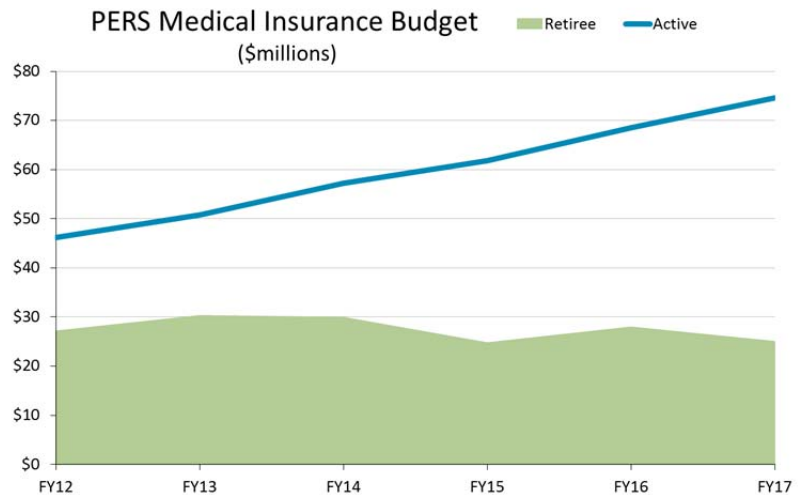
¹⁰ AFSCME – American Federation of State, County, and Municipal Employees; ATU – Amalgamated Transit Union; SEIU – Service Employees International Union.

¹¹ Overall weighted average premiums increased by 6.9% from 2015 to 2016. Health insurance rates are known for the first half of FY17 (CY16), and estimated for the second half (CY17). Blue Shield and Kaiser are the District plans with the largest employee enrollment; these plans have increases of 9.4% and 4.48%, respectively.

¹² BPOA – BART Police Officers' Association; BPMA – BART Police Management Association.

Retiree Medical

The District's retiree medical cost is the amount of the Annual Required Contribution (ARC)¹³ which covers insurance premiums for current retirees and builds funds into a retiree medical reserve to cover payments for current employees and the long-term liability. Retirees pay the same medical contribution as active employees, including the increase of \$37 per month paid directly by the retirees in the form of a higher monthly contribution.



The FY17 retiree medical budget is based on the District's actuarial report.¹⁴ Retiree medical costs are projected to be \$25M which is an 11% decrease from previous year. The actuarial study included a comprehensive review of participation rates for both retirees and spouses which resulted in a reduction of the overall participation assumption from 92% to 89%, which is the primary reason for the decrease from FY16. The retiree medical unfunded liability decreased from \$129M for FY16 to \$111M for FY17, and the funding ratio increased from 61% in FY16 to 67% for FY17. The District began paying the full ARC in FY14 after "ramping up" with increasing trust contributions from FY06 – FY13. The retiree medical funding plan follows a 30 year "closed" amortization schedule, with the unfunded liability scheduled to be paid off by 2034. Retiree medical required funding levels have remained relatively steady over the past five years, with one of the contributing factors being relatively lower cost increases for Medicare health plans compared to basic health plans for employees under 65.

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.

The FY17 budget is \$16.9M¹⁵, \$0.5M higher than FY16. The relatively modest 3% increase is driven by the annual increase in wages, which is offset largely by the actuarial projection of estimated unpaid liabilities and ultimate loss rate. In addition, per the actuarial report, recent regulatory reform may reduce the cost of providing medical services for workers compensation. At this point, it appears that the impact of the reform will be neutral or positive for BART. The actuaries will continue to true up estimates as the reform's impact becomes clearer. After several years of having to significantly increase the balance of the reserve with supplement funding supplied at year-end, the requirements have stabilized and it is projected that there are sufficient funds to meet actuarial reserve requirements for the current fiscal year and FY17.

¹³ Determined by the actuary

¹⁴ received February 2016

¹⁵ Based on the October 2015 actuarial report

Traction & Station Power

Electrical traction and station power is projected to be \$41.0M in FY17, an increase of \$0.7M or 1.7% above the adopted FY16 budget. Due to the expiration of most existing power arrangements on December 31, 2016, the FY17 power budget includes some uncertainty. Although the replacement agreements are not in place at this time and are currently being negotiated, the following reasonable assumptions can be made:

- Transmission costs are expected to increase by more than 50% (included in this increase are regulatory pass-through costs currently paid separately.)
- Distribution delivery costs are not expected to change substantially, as BART currently pays retail distribution cost components.
- Costs for electric power are expected to be lower overall than current costs.
 - Current power contracts including 1) preference power purchases from the Western Area Power Administration, 2) the Gridley solar farm, and 3) the Lake Nacimiento hydroelectric project will continue uninterrupted beyond December 31, 2016.
 - New power purchases to be entered into directly, under the statutory authority granted by SB 502, are expected to provide stable, long-term power supplies. BART will also pursue on-site renewable projects as appropriate.

Traction & Station Power (\$ millions)	Budget		Change	
	FY16	FY17	\$	%
	Adopted	Preliminary		
NCPA, Western, BART Power Supply	\$ 26.2	\$ 25.9	\$ (0.3)	-1%
Transmission Services	4.8	7.5	2.7	56%
Distribution Services	6.5	6.7	0.2	3%
Regulatory Pass-Through Costs	0.4	-	(0.4)	-100%
NCPA Member Expenses	0.8	0.9	0.1	13%
AB32 GHG Costs	1.6	-	(1.6)	-100%
TOTAL	\$ 40.3	\$ 41.0	\$ 0.7	2%

Purchased Transportation

BART's cost of purchased transportation is projected to be \$28.0M in FY17, an increase of \$1.3M over the adopted FY16 budget.

Purchased Transportation (\$ millions)	Budget		Change	
	FY16	FY17	\$	%
	Adopted	Preliminary		
Paratransit	\$ 13.6	\$ 14.2	\$ 0.6	5%
Muni Purchased Transportation	3.2	3.4	0.1	5%
AC Transit Feeder Agreement	3.4	3.6	0.2	5%
Late Night Bus Service	0.7	0.7	0.0	2%
Purchased Transportation - OAC	5.7	6.1	0.4	6%
TOTAL	\$ 26.7	\$ 28.0	\$ 1.3	5%

Paratransit

BART participates in the East Bay Paratransit Consortium (EBPC) for service in the East Bay and pays Muni for a share of paratransit services in the West Bay. BART also provides funding to other local bus operators in the BART service area. Paratransit expenses are estimated to be \$14.2M in FY17, an increase of \$0.6M, or 5%, over the adopted FY16 budget. These costs include vehicle and fuel costs, as well as wage increases to retain and recruit more drivers and staff. Ridership has increased to levels

seen before the economic downturn, which has resulted in higher paratransit costs. Passenger demand for service on EBPC is budgeted at 739,000 passenger trips for FY17, a 2% increase in ridership from FY16 expected levels.

San Francisco Municipal Transportation Agency/AC Transit Feeder Agreements

BART has agreements with the SFMTA and AC Transit which link the annual Purchased Transportation (Feeder) payments to the rate of change in riders transferring between BART and the local operators and to changes in Bay Area inflation. The AC Transit agreement also includes a provision whereby 10% of the overall payment will be retained by MTC and used towards fare coordination efforts between the two agencies. A pilot project to study rider impacts of two different transfer discounts (15% BART discount with the purchase of an AC Transit monthly pass and a \$1 single transfer discount) is currently underway. The FY17 budgeted payments are \$3.4M for SFMTA and \$3.6M for AC Transit, a combined increase of \$0.3M over FY16.

Late Night Bus Service

The District will continue its partnership with AC Transit to provide a late night bus service during the nighttime hours, when BART trains are not in operation and daily track maintenance is being performed. In FY17, the Late Night Bus Service budget is \$0.7M, a 2% increase from FY16.

BART-to-OAK

BART service to the Oakland International Airport opened in November 2014 and will be operated and maintained (O&M) for 20 years by a private contractor, Doppelmayr Cable Car (DCC). The FY17 estimated O&M cost is \$6.1M.¹⁶ In its first year of operation, OAK experienced a 33% increase in ridership over the AirBART bus service. Current average weekday ridership is 2,800 trips, about 7% growth over the first few months of service.

Other Non-Labor

Other Non-Labor for FY17 is \$120.5M, or \$2.5M higher than the FY16 Adopted Budget.

The increase includes:

- Expense increases for county filing fees of \$2.0M for GO Bond and \$1.0M District Board of Director elections
- Building rental expenses increase of \$1.3M
- A 2% escalation factor applied to FY16 non-labor, resulting in an increase for FY17 of \$1.2M

Offsetting decreases for FY16 one-time expenses, including:

- Professional and technical services net decreases of \$2.5M
- Property damage insurance decreases of \$0.3M
- Other non-professional service decreases of \$0.2M

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, other materials used to keep cars in use, parts for infrastructure maintenance such as escalators, automated fare equipment, and materials required to keep stations accessible, supplies, etc.
- 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, professional services contracts, etc.

¹⁶ Based on the contract estimate plus CPI escalation. BART also allocates funds to an escrow account each year which will fund the refurbishment and replacement costs for the system for the 20 year term.

- 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, reserve contributions and self-insured losses for public liability, damage to property and risk-related services ¹⁷
- Building Space Rental includes funds for administrative building leases and other lease expenses
- Miscellaneous Other Non-Labor includes utilities, trash collection, natural gas, county filing fees, telephones, credit card and interchange fees, Clipper program fees, miscellaneous supplies, etc.

Debt Service

BART issues bonds, backed by the District's dedicated sales tax revenues, to fund capital costs for system improvement and renovation. In FY16 there was a refunding of outstanding 2005 and 2006 revenue bonds, resulting in savings of \$2.3M for FY16 and ongoing annual savings of \$3.7M for FY17 and later. A refunding of outstanding 2006A revenue bonds is planned for the beginning of FY17.

Operating Allocations to Capital Projects

The FY17 Capital Rehabilitation Allocations of \$43.5M are described below. The FY17 amount is \$9.0M less than FY16, due to the completion of a two-year right-of-way fencing project and a three-year cyber security program and a \$5M decrease in the Operations Control Center Project allocation. The five categories of planned allocations are described below.

Capital Rehabilitation Allocations of \$43.5M consist of:

- Baseline allocation of \$23.2M 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.
- Allocations of \$8.4M to fund the eBART Project's pre-revenue service hiring, training and expenses. The project, scheduled to begin revenue service in FY18, will use Diesel Multiple-Unit (DMU) technology. Different from the rest of BART's system, eBART will require different union job classifications to operate and maintain. In FY17, 46 new positions will be phased in over the fiscal year to support eBART training and implementation needs before the start of revenue service.
- Allocations of \$6.0M replace an equal amount of Prop 1A High Speed Rail bond funds shifted to the Hayward Maintenance Complex (HMC) project, with \$5.0M directed to the Operations Control Center and \$1.0M to the Millbrae Tail Track project.
- Total allocations of \$3.4M to Train Control Room Battery Replacement (three-year program, FY15-FY17) and the Train Control UPS Renovation (five-year program, FY15-FY19).
- A total of \$2.5M to fund the C-car window project and an update to the Enterprise Resource Planning Systems, as discussed in the Initiatives section, and a small allocation for capital equipment for the BART-to-OAK project.

The Rail Car Sinking Fund Allocation consists of BART's \$298M commitment made in May 2012 to the first 410 cars of the Rail Car Replacement Program. BART has funded the annual allocations from

¹⁷ Non-Labor Insurance does not include active employee health insurance, workers' compensation, Medicare, unemployment and other insurance categories included in the labor budget.

operating funds. With the FY17 \$45M payment, BART has funded \$257M of the program, leaving a remaining obligation of \$41M.

Priority Capital Program Allocations direct incremental fare revenue from BART’s inflation-based fare increase program, effective January 2014, to a fund for BART’s highest-priority “Big 3” capital programs - additional rail cars beyond the original 410 car commitment, HMC and the Train Control Modernization Project. In FY17, the incremental fare increase revenue is projected to be \$35.4M.

Net positive financial 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. Per the terms of MTC’s Transit Core Capacity Challenge Grant Program (Resolution 4123), adopted in December 2013, the first \$145M in the SFO reserve account will be directed to the Rail Car Replacement Program. The net positive result for FY17 is expected to be approximately \$13.3M.

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 \$14.5M in FY17, of which \$8.0M will continue funding of station and access programs, including 55 positions, implemented in FY14, FY15 and FY16. The remaining \$6.5M is proposed to be allocated to new operating initiatives (\$1.6M), most of which is ongoing, and new capital initiatives (\$4.8M) that are generally one-time in nature. The FY17 investments include expanded bike and wayfinding programs, additional Community Service Officers, as well as additional staff to improve platform safety and facilitate passenger flow at downtown San Francisco stations during peak commute times. 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 Capital Asset Replacement Program (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. Expenditure of these funds is controlled jointly by BART and the contract provider, Doppelmayr Cable Car (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.

Allocations (\$millions)	Budget			
	FY16	FY17	Change	%
	Revised	Preliminary		
Debt Service Allocations	\$ 50.3	\$ 52.7	\$ 2.4	5%
Capital Rehabilitation	52.4	43.5	(9.0)	-17%
Rail Car Sinking Fund	45.0	45.0	-	0%
Priority Capital Programs	27.0	35.4	8.4	31%
Rail Car Project from SFO Net	12.2	13.3	1.0	8%
Stations/Access Projects	5.5	5.2	(0.3)	-5%
Other	1.6	1.7	0.0	3%
TOTAL	\$ 194.1	\$ 196.8	\$ 2.7	1%

6. Capital Sources and Uses

BART's FY17 capital program is shaping up to be one of the most significant since construction of the original core system, with the delivery of new rail cars, the continuation of substantial reinvestment in the core system, and the opening of the Warm Springs/South Fremont Station. Consistent with Board policy and direction, staff throughout the organization has focused on efforts necessary to fund and deliver a program of projects to repair and replace critical system infrastructure, improve station access and safety, and accommodate increased ridership. These activities are not only essential to addressing the needs of riders, but are in fact an investment in maintaining and improving the economic and social vitality of the region for all residents.

On the funding side, FY17 will mark the culmination of a lengthy and comprehensive process to secure voter approval of a General Obligation Bond to meet a portion of rehabilitation, capacity and access needs. BART's Board of Directors and staff have dedicated many hours to program development and outreach to educate transportation partners and the general public on the funding need, the focus on renewal, and the accountability and transparency that will be integral to the program. Funding from the measure is essential if BART is to meet the public expectation that it maintains system reliability and to more comprehensively address system capacity improvements. If the measure is successful this November, the funds will be allocated exclusively to the accompanying 2016 System Renewal Program Plan and will help augment future years' grant funds and BART operating allocations to capital.

Substantially increased reinvestment in BART's capital assets is required to sustain and enhance the BART system for the future. Historically, BART has relied upon federal formula and BART self-help funding, primarily through farebox and sales tax revenues that have been allocated to capital from operating. As federal funding has become stagnate and less reliable, BART has grown dependent on an ever-increasing amount of self-help funding. This practice has its risks by supporting long-term capital investments with revenues that are subject to short-term economic swings as well as potential changes in ridership. Recent events related to BART's aging infrastructure have supported the reality that the existing revenue stream is neither sufficient nor reliable enough to sustain the capital investment necessary to provide BART's historically dependable service and increase capacity to meet the region's growing demand for BART.

Although BART has increased its efforts to secure stable capital fund sources through the proposed bond and development of other local and regional sources, BART is also midstream in implementation of a robust capital reinvestment program that will be paid for with committed funds. Since every dollar available to capital is oversubscribed, BART makes every attempt to ensure that its funding is spent wisely. BART's Strategic Asset Management Plan (SAMP), developed from a basic asset database over the last decade, now provides detailed lifecycle and risk information necessary to allocate limited revenues. The prioritization of initiatives and investments also poses tradeoffs between investing in capital infrastructure replacement and investing in maintenance to extend the life of an asset. The SAMP supplies the data necessary to make these decisions. This allows BART to take a more systematic, risk-focused approach to prioritizing investment of scarce resources for both operating and capital needs.

As was the case for the last several budget cycles, the FY17 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 FY17 planned capital investment is in System Reinvestment. A summary of BART's FY17 capital program is shown by program area in the adjacent table¹⁸:

System Reinvestment

BART's System Reinvestment program is a collection of approximately 153 projects generally categorized as controls and communications, facilities, mainline, rolling stock, and work equipment. At \$585M, System Reinvestment covers 67% of BART's FY17 capital budget.

A major component of the System Reinvestment program is the "Big 3" projects -- the Rail Car Replacement Program, replacement and modernization of BART's train control system, and construction of the Hayward Maintenance Complex (HMC). FY17 will see major progress on the implementation of the "Big 3." The Rail Car Replacement Program will put new rail cars out on the track serving passengers as BART makes progress toward the replacement of its existing fleet. Likewise, the HMC project will celebrate the delivery of a number of program elements and will initiate the planning and engineering process for the Phase II East Storage component of the overall program.

The "Big 3" initiative cost in FY17 is \$372M and represents 42% of the FY17 capital budget. Also in the System Reinvestment program are station investments and passenger and worker safety related projects (escalators/elevators, AFC machines, shops, ceiling/roofing and others). System Reinvestment expenditures overall have increased by \$219M over FY16 due to 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).

Service and Capacity Enhancement

The \$49M 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 Americans with Disabilities Act (ADA) improvements. The capital investment in service and capacity enhancements complements the substantial operating commitment in this area.

Program Area	\$M
System Reinvestment	584.5
Service and Capacity Enhancement	48.6
System Expansion	109.2
Safety and Security	68.0
Earthquake Safety	60.6
Reimbursable/Other	5.5
Total	\$ 876.3

¹⁸ 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.

System Expansion

System Expansion expenditures are less in the FY17 budget compared to prior years as several expansion projects near completion. Approximately \$73M will be directed to eBART, as that two-station project nears completion in FY18. Another \$27M of funding is to finalize construction and support start-up efforts on the Warm Springs Extension; plus \$6M towards construction support on the Silicon Valley Berryessa Extension (SVBX) project, all of which is reimbursed by VTA.

Safety and Security

The \$68M Safety and Security program area includes projects such as track worker safety barriers to comply with California Public Utilities Commission-issued General Order 175 (GO175) governing roadway worker protection for rail transit workers in California, and security hardening for tunnels and stations. Safety and Security is almost exclusively funded by dedicated grants. While \$68M in projects has been categorized in the Safety and Security program area, many projects in other program areas also have passenger and worker safety components.

Earthquake Safety

The Earthquake Safety Program anticipates \$60M in FY17 expenditures. Planned activities focus on A-Line, R-Line, Oakland Spur and the Transbay tube, with program funding derived in its entirety from the proceeds of the 2004 Earthquake Safety General Obligation Bond program.

Reimbursable/Other

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.

Capital Funding

There are significant differences in the budgeting process for capital sources and operating sources. In any given fiscal year, operating sources are generally revenues that are realized and booked within that period but capital sources spent in a given fiscal year often consist of funds committed or obtained over a period spanning several fiscal years. Consequently, the annual capital budget is by definition a balanced "cash flow" since commitments for capital expenditures cannot be made without cash on hand or binding reimbursement agreements.

Regardless of the year in which funds are expended, BART pursues most grant funds as part of an annual cycle, in addition to responding to grant and other funding opportunities whenever they materialize. As has been the case in the past, the main source of funding for the District's capital rehabilitation needs continues to be Federal formula and state of good repair/transit rehabilitation funds that are projected at approximately \$100M for FY17. These funds are prioritized and distributed through the Metropolitan Transportation Commission (MTC), usually through multi-year programming commitments such as the triennial Transit Capital Priorities (TCP) program and the "Big 3"-focused Core Capacity Challenge Grant program. Although the majority of Federal funds are committed to system reinvestment activities, this source also provides smaller amounts for access, capacity and enhancement projects as well. As part of a continuing effort to close out older federal formula and transit rehabilitation TCP grants, System Reinvestment in FY17 will see greater expenditures from this source, as these older funds are combined with current TCP funds to pay for planned eligible projects.

In the last decade, State funding sources for capital have transitioned from annual allocations from

the State Transportation Improvement Program to bond-funded programs such as Proposition 1A High-Speed Rail Bonds and Proposition 1B State Transportation and Infrastructure Bonds. Prop. 1A and 1B are one-time sources of funds and have been fully committed. BART anticipates receiving a final amount of \$6M in FY17. State Cap-and-Trade Program funds have been authorized through 2020. BART will apply for funds under the Transit Intercity Rail Capital Program (TIRCP), which is a competitive program, pursuing an allocation for the HMC project in the near term and an allocation for the Train Control Modernization Project (TCMP) in the long term. BART also plans to apply for grants under the Affordable Housing and Sustainable Communities Program (AHSC), although the potential funding is substantially less, at about \$1M annually.

At the local level, funds from the recent passage of Alameda County Measure BB and the modest remaining BART earmarks in existing San Francisco and Contra Costa County sales tax measures, revenue are projected at \$20M in FY17. In addition, BART is actively engaged with BART counties to secure a multi-year local contribution to reinvestment and capacity needs for future years.

Other projected sources of funds include BART operating allocations and from the BART-sponsored General Obligation Bond Program, which funds BART's Earthquake Safety Program. In FY17, BART's operating allocations are approximately \$140M, some of which will be spent down in FY17.

The balance of capital expenditures is derived from other dedicated sources and targeted grant programs for specific projects and activities.

General Obligation Bond

BART has been in service for 44 years and has provided more than 3 billion trips. In its FY15 – FY24 Short Range Transit Plan/Capital Improvement Program (SRTP/CIP), BART identified an unfunded 10 year capital need of \$4.8 billion. That amount is likely to grow as the infrastructure ages, and BART's unfunded capital needs span beyond ten years. BART does not secure enough capital funding each year to pay for ongoing capital needs plus adequately reinvest in the system to replace infrastructure.

In response to the capital funding shortfall, BART prepared a Draft System Renewal Program Plan (Draft Plan). The Draft Plan provides guidance for BART's investment to renew its infrastructure and increase capacity. The main goals of the Draft Plan are to make BART safer, more reliable, relieve traffic, alleviate train crowding, and improve access for seniors and people living with disabilities. To fund the Draft Plan, the District is considering a \$3.5 billion General Obligation bond measure, which could help pay for a large portion of BART's need. 90 percent of the Draft Plan is for repairing and replacing critical infrastructure, with the remaining 10 percent for crowding relief, traffic reduction, and expanded access to stations.

BART staff has embarked on an extensive educational outreach effort, which will inform the public and key stakeholders about the District's urgent needs to reinvest in the core system. The BART Board of Directors is scheduled to discuss the Draft Plan on May 26, 2016 and will vote to adopt the plan on June 9, 2016.

7. Initiatives

FY17 Proposed Initiatives

OPERATING	FTE	Labor	Non-Labor	Total
Enterprise Resource Planning	2.0	\$ 187,858	\$ -	\$ 187,858
Recruitment Support	2.0	384,500	115,500	500,000
Workforce Development Grant Match	-	250,000	-	250,000
OPERATING TOTAL	4.0	\$ 822,357	\$ 115,500	\$ 937,858

CAPITAL	Total
Enterprise Resource Planning	\$ 1,812,142
C-Car Cab Window Replacement	600,000
CAPITAL TOTAL	\$ 2,412,142

Enterprise Resource Planning \$0.2 Operating, 2.0 FTE, \$1.8 Capital

The District will continue modernizing business applications in FY17. This funding is for ongoing advancement of business systems and technology upgrades, including an upgrade for the Enterprise Resource Planning (ERP) Systems for Oracle PeopleSoft Human Capital Management (HCM), Oracle PeopleSoft Financials 9.2, and Oracle Business Intelligence Enterprise Edition (OBIEE). These upgrades allow the District to better address system challenges while developing and maintaining enhanced analytical data and Key Performance Indicators (KPIs). ERP Professional Services will assist in reviewing and improving the District's current business processes to increase efficiencies. Additionally, the District will add 2.0 FTE in FY17, one to support SharePoint and one to support Salesforce. Salesforce currently supports Customer Relationship Management within the Customer Services Department, allowing the District to derive useful intelligence to help shape both service delivery and District policy. Salesforce is now being developed as a tool for the Commercial Communications Revenue Program to help manage the telecommunications contracts and projects, including sales processing, tracking of customer interactions, and sales forecasts and performance. Microsoft SharePoint will replace and modernize the existing Lotus Notes Workflow applications and databases, provide a platform for improved document management and centralization, and ultimately improve collaboration.

Recruitment Support \$0.5M Operating, 2.0 FTE

The District continues to rapidly add new positions to support efforts to increase capacity, fix aging infrastructure, and complete expansion plans. Additionally, the District's workforce base sustains over a hundred retirements annually. As a result, the District regularly has over four hundred vacancies to fill. The District will add 2.0 FTE in FY17 to support recruitment efforts. An additional \$0.2M will fund temporary help and professional and technical services to support the District's recruitment processes and respond to the critical hiring needs of the District.

Workforce Development Grant Match \$0.3M Operating

In August 2015, the U.S. Department of Transportation awarded the District a \$750,000 grant under the Federal Transit Administration's Ladders of Opportunity Initiative. The grant supports the new Transit Career Ladders Training Program 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. Planning began in October 2015, and the program is scheduled to launch in spring 2016 and conclude in January 2018. In FY17, \$0.3M of funds will contribute to the grant match requirement and assist in the funding of development classes.

C-Car Cab Window Replacement

\$0.6M Capital

Due to inherent design issues and obsolescence of the original parts, the mechanical reliability of the District's C-Car cab windows has deteriorated over time, making it difficult for Train Operators to open these windows to perform the required 'look back' of the platform at each station stop. As part of the C-Car cab retrofit project, new hinged cab windows will be purchased and installed to replace some of the existing vertical sliding cab windows. This FY17 initiative will fund forty-three C-car cab window replacements in addition to the ten which have already been completed, and the forty-three which are expected to be completed by October 2016.¹⁹

FY17 Cost Neutral Initiatives

The District is planning to implement other cost neutral improvements in FY17 which aim to increase service for customers, implement process improvements, and provide increased training and employee development. These initiatives are "self-funded" and leverage existing funds rather than increasing the overall District budget.

Career Path Opportunities

The District continues efforts to promote career development and encourage employee retention. The District is implementing training programs to extend development opportunities so employees in entry-level job classifications may pursue careers as Elevator/Escalator Workers, Transit Vehicle Mechanics (TVMs), or Transit Vehicle Electronic Technicians (TVETs).

Strategic Maintenance & Training Compliance

The District is redirecting resources to fund six Expeditor Clerks to ensure that the data entered into the Maximo system is complete and accurate and conduct maintenance support, which will allow existing TVMs and TVETs to increase time spent on vehicle maintenance. Two Employment Development Specialist positions will be funded to conduct technical training.

Weekend Ridership Opportunities

In the coming year, Marketing plans to run ads to notify the public about weekend service outages for track safety repairs and other infrastructure work. For weekends that do not have outages, staff would instead run BARTable Community Calendar ads to encourage the public to get out and enjoy the Bay Area without having to worry about getting stuck in traffic. Later in the year, staff also plan to test a new promotional ticket type - free, time-limited round trip tickets that are valid on weekends only and can be distributed to weekday riders or mailed to households to encourage weekend BART use.

¹⁹ The District has 230 C-Cars. Ten C-car cab windows were replaced as a part of the Pilot Program in FY15, and forty-three will be replaced between April and October of 2016.

FY17 Proposed Stations & Access Initiatives

Funded by estimated revenue from Parking Program fee modifications

OPERATING	FTE	Labor	Non-Labor	Total
M-Line Station Platform Controllers	5.0	\$ 567,369	\$ -	\$ 567,369
Parking Community Service Officers	4.0	421,928	-	421,928
Station Project Manager	1.0	208,793	-	208,793
Public Safety Initiative	-	-	50,000	50,000
OPERATING TOTAL	10.0	\$1,198,090	\$ 50,000	\$ 1,248,090

CAPITAL	Total
Wayfinding	\$ 1,850,000
Concord Plaza	848,360
Bike Parking	650,000
Station Sustainability	475,000
Water Intrusion Remediation	455,000
Public Address System	350,000
Dublin/Pleasanton Station Access	250,000
Surface Parking	200,000
M-Line Station Platform Controllers	165,000
CAPITAL TOTAL	\$ 5,243,360

M-Line Station Operations: Platform Controllers \$0.6M Operating, 5.0 FTE, \$0.2M Capital
 To address overcrowding on station platforms and ensure the safety of riders, the District will create a new position, the Platform Controller, to staff downtown San Francisco stations during the morning and evening peak commute times. Five new Platform Controllers will help improve passenger traffic by directing patrons onto trains, stairs, and escalators. The Platform Controllers will also assist with medical emergencies, train door open/close problems, and communicate any issues to the Operations Control Center.

Parking Community Service Officers \$0.4M Operating, 4.0 FTE
 As ridership has grown and demand for parking has increased, there is a need to enhance monitoring of the District's 46,000 parking spaces. These four new Community Service Officers will be dedicated to parking enforcement in order to monitor and ensure parking compliance.

Stations Project Manager \$0.2M Operating, 1.0 FTE
 The Stations Project Manager will identify and deliver priority Station Modernization projects.

Public Safety Initiative: Outreach Team \$0.05M Operating
 The San Francisco Homeless Outreach Team (SFHOT) is jointly funded by the City and County of San Francisco and will engage chronically homeless individuals and help them in establishing care and permanent housing. The District will provide \$50,000 in pass-through dollars to partially fund a new position that will lead the outreach team.

Wayfinding – Signage/Information \$1.9M Capital

The Wayfinding program was created to enhance the customer experience by helping customers navigate the BART system and make connections to other transit and local destinations. This investment will leverage external funds and contribute to implementing Phase 4 of the program.

Concord Plaza/Intermodal Improvements \$0.8M Capital

This initiative will refresh public spaces surrounding the Concord Station that will improve safety and multimodal access, and create better connections to the nearby downtown and surrounding neighborhoods. This funding matches the CCTA Measure J and State Proposition 1B Lifeline funds.

Bike Parking \$0.7M Capital

Bicycle access to stations has dramatically increased over the last five years, and this investment includes the development of a bike parking capital plan aimed at meeting bike parking demand in 2022, match for grants that the District is currently applying for, and dollars to advance the design and engineering of three identified bike station projects. This group of projects will increase the amount of secure bike parking by expanding the lockers and racks available at stations with the greatest demand.

Station Sustainability \$0.5M Capital

This funding will support BART’s sustainability efforts at stations including designing, developing and securing funds for improvements to achieve water conservation, energy efficient lighting, recycling, sustainable landscaping, station access, and other energy efficiency or energy storage projects.

Water Intrusion Remediation \$0.5M Capital

Several train control rooms located at stations have experienced water intrusion. This project will evaluate and prioritize repairs at three stations (Fruitvale, San Leandro, and Daly City).

Public Address System Improvements \$0.4M Capital

The District’s Public Address (PA) system provides one-way communication to patrons and employees at all stations. Improvements are needed to enhance the customer experience, ensure safety, and improve energy efficiency. This pilot investment will fund the design, purchase, and installation of modern speakers, amplifiers, and other accessories at two types of stations (underground and freeway median) to test different station environments. Staff will assess the performance of these pilot systems to guide future improvements.

Dublin/Pleasanton Station Access \$0.3M Capital

This initiative will fund preliminary engineering for access improvements at the Dublin/Pleasanton Station, consistent with the draft Station Access Policy and station typologies.

Surface Parking – Pittsburg/Bay Point Station \$0.2M Capital

Consistent with the emerging draft Station Access Policy, this funding will advance the preliminary engineering for a surface parking lot on land the District has secured adjacent to the Pittsburg/Bay Point BART Station. Over the long term, this land presents additional opportunities for Transit-Oriented Development.

FY17 Proposed Initiatives Not Recommended for Funding

The following initiatives were proposed by departments but unfortunately, due to the very limited uncommitted funding available in FY17, they are not funded.

FY17 Proposed Initiatives - Unfunded

Initiative	FTE	Operating \$	Capital \$	Total \$
1 Purchase Car Lifts for Shops	-	-	14,000,000	14,000,000
2 Purchase Wheel Truing Machine	-	-	14,000,000	14,000,000
3 Stations and Facilities Fire Alarm Upgrade	5.9	1,519,278	5,405,000	6,924,278
4 Enterprise Resource Planning*	5.0	563,321	5,434,003	5,997,324
5 Train Control Maintenance Staffing	31.0	4,810,747	-	4,810,747
6 Bank Note Recycling Units	-	-	3,450,000	3,450,000
7 Tunnel Lighting Conversion	4.7	1,471,668	1,605,000	3,076,668
8 Operations Foreworker	20.0	2,856,034	-	2,856,034
9 Additional Elevator / Escalator Maintenance Workers*	20.0	2,741,721	-	2,741,721
10 District Wide Lighting Crew	13.0	2,228,119	-	2,228,119
11 Training Staff for New Car Fleet and Strategic Maintenance Program*	13.0	2,153,509	-	2,153,509
12 3rd Rail Inspection /Replacement Crew	9.0	1,473,940	253,000	1,726,940
13 Communication Maintenance	12.0	1,672,215	-	1,672,215
14 Parking Permit Management	3.0	1,620,420	-	1,620,420
15 System Service Worker	15.0	1,380,111	155,250	1,535,361
16 Modernize Train Scheduling & Staffing	-	-	1,495,000	1,495,000
17 Increase Utility Worker Staffing	19.0	1,491,327	-	1,491,327
18 Expand Reach and Frequency of Public Notices and Marketing*	1.0	1,364,358	-	1,364,358
19 Grout Crew to Address Water Intrusion	7.0	961,482	299,000	1,260,482
20 Procurement Engineers	6.0	1,183,381	-	1,183,381
21 Transportation Supervisors	6.0	1,146,721	-	1,146,721
22 Maintenance & Engineering Asset Coordinator	6.0	1,045,503	-	1,045,503
23 Fire Alarm and Fire Suppression Personnel	6.0	906,085	138,000	1,044,085
24 Strategic Maintenance Program Support*	6.0	1,029,530	-	1,029,530
25 Staff to Inspect 480 Volt Distribution Panels	7.0	979,768	-	979,768
26 Logistics Staff to Support New Vehicles	9.0	976,251	-	976,251
27 Automatic Fare Coordination Weekend Swing Shift	7.0	973,193	-	973,193
28 Rail Joint Elimination Crew	7.0	973,193	-	973,193
29 Shop Maintenance Engineers	5.0	954,746	-	954,746
30 Documentation Modernization	6.0	911,460	-	911,460
31 Additional Track Equipment Operators	6.0	822,516	-	822,516
32 Platform Controllers*	7.0	813,789	(4,000)	809,789
33 Garbage Expenditure Shortfall	-	800,000	-	800,000
34 Material Expeditors to Secure Material and Track Procurements	6.0	767,396	-	767,396
35 Contract Compliance	1.0	765,825	-	765,825
36 Grounds Foreworkers/Supervisor	3.0	627,217	-	627,217
37 Track Relief Crew	4.0	548,344	57,500	605,844
38 Transportation Principal Reliability Engineer	2.0	601,650	-	601,650
39 Additional Staff for Recruitment*	2.0	584,801	-	584,801
40 Operations Control Center System Integration & Modernization	1.0	222,221	345,000	567,221
41 Station Brightening Crew Enhancement	4.0	511,907	50,000	561,907
42 District Capital Paint Crew	4.0	37,237	518,007	555,244
43 C/K Line Administrative Office	-	11,000	540,500	551,500
44 Expand Contract Administration Capacity	3.0	549,748	-	549,748

Continued on next page

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FY17 Proposed Initiatives - Unfunded

Initiative	FTE	Operating \$	Capital \$	Total \$
45 Reliability Engineers	3.0	548,466	-	548,466
46 Trunked Radio System Replacement	-	-	517,500	517,500
47 Marketing and Research Position Conversions	3.0	487,314	-	487,314
48 3rd Rail Insulator Maintenance Crew	3.0	483,330	-	483,330
49 Maintenance Planning Expansion to Support Asset Management	3.0	478,683	-	478,683
50 Enhanced Paramedic Services	-	461,940	-	461,940
51 Wayside Lubricators	-	-	460,000	460,000
52 Transportation Internal Auditor	2.0	444,442	-	444,442
53 Payment Card Industry Compliance	1.0	421,961	-	421,961
54 System Service Equipment Storage	-	-	414,000	414,000
55 Police Dispatch Staffing	3.0	385,458	-	385,458
56 SCADA (Supervisory Control and Data Acquisition) System Replacement	-	-	382,375	382,375
57 Lost and Found Expansion	-	-	379,500	379,500
58 Workforce Development - Coaching & Consultant	2.0	374,848	-	374,848
59 Asset Mgmt: Int'l Standards Compliance Support (ISO-55000)	-	350,000	-	350,000
60 Procure 5 Trucks for Ground Crew	-	-	322,000	322,000
61 System Service Supervisor	2.0	312,728	-	312,728
62 Scanning Services for Records Retention	-	300,000	-	300,000
63 Ventilation Fan Parts for Underground Stations, Transbay Tube, and Tunnels	-	-	293,250	293,250
64 Integrated Control System (ICS) Improvements for Operation Control Center	-	-	280,148	280,148
65 State Annual Assessment Fee	-	277,137	-	277,137
66 System Service Foreworker	2.0	262,286	-	262,286
67 Customer Access Maintenance Workers	2.0	255,553	-	255,553
68 Transportation Labor Relations Position	1.0	245,000	-	245,000
69 Financial Planning Position Conversion	1.0	233,332	-	233,332
70 Track Circuit Monitoring Tool	-	-	230,000	230,000
71 Transportation Technology Specialist	1.0	225,721	-	225,721
72 EAP/Drug and Alcohol Program	-	217,000	-	217,000
73 Staffing for Car Repairs, Modifications and Upgrades	2.0	213,266	-	213,266
74 Contract Warranty Manager	1.0	211,638	-	211,638
75 Reestablish IT Auditor position	1.0	191,961	-	191,961
76 Transit Career Ladders Training Program*	-	165,949	-	165,949
77 Security Monitors to Combat Vandalism	-	45,000	120,750	165,750
78 Non-Revenue Vehicle Service Expansion	1.0	150,677	-	150,677
79 Board Room Systems Reinvestment	-	-	125,000	125,000
80 Police Evidence Facility and Equipment Upgrades	-	-	116,000	116,000
81 Safety Data Analyst	1.0	109,023	-	109,023
82 Board of Directors Agenda Management	-	75,000	18,000	93,000
83 Ongoing Paramedic Services Costs	-	85,019	-	85,019
84 UC Berkeley Earthquake Research Affiliates Program Membership	-	60,000	-	60,000
85 Diversity Initiative	-	57,500	-	57,500
86 Mobile Video Recording Upgrade	-	52,712	-	52,712
87 ISBeRG Intl Benchmarking Renewal	-	50,000	-	50,000
88 ELERTS App Modification	-	30,000	-	30,000
TOTAL	327.6	55,314,679	51,399,783	106,714,462

*Starred initiatives are partially funded or funded by leveraging existing funds, and detail on these funded initiatives is included in the "Funded Initiatives" sections above. Unfunded amounts only are listed in this table.

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 based upon 2016 fares, 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 and costs; and funding the revenue loss associated with extending the discount.

Annual Revenue Impact Estimate Range (in \$Millions)	
A. 50% age 5 thru 17	\$1.6-\$3.2
A. 50% age 5 thru 18	\$2.0-\$4.0
B. 62.5% age 5-12; 50% age 13 thru 17	\$1.9-\$3.8
B. 62.5% age 5-12; 50% age 13 thru 18	\$2.3-\$4.6
C. 62.5% age 5 thru 17	\$2.5-\$5.0
C. 62.5% age 5 thru 18	\$3.0-\$6.0

Additionally, preliminary Title VI findings show that the age 5-12 rider group is more minority and low-income than BART’s overall ridership.

8. FY17 Budget Board Review Schedule

Board Meeting Date	Budget Item
4/14/2016	FY17 Preliminary Budget Overview
4/28/2016	FY17 Budget Procedural Actions Action: Publish pamphlet, Set date for public hearing on Preliminary Budget
5/12/2016	FY17 Preliminary Budget Sources, Use and Service Plan, Capital Budget
5/26/2016	Public Hearing on FY17 Annual Budget Action: Adopt annual Proposition 4 Limit
6/9/2016	Action: Adopt FY17 Annual Budget

ORGANIZATION CHART DEFINITIONS

OPERATING POSITION

Positions to be funded through operating resources in the FY17 Preliminary Budget.

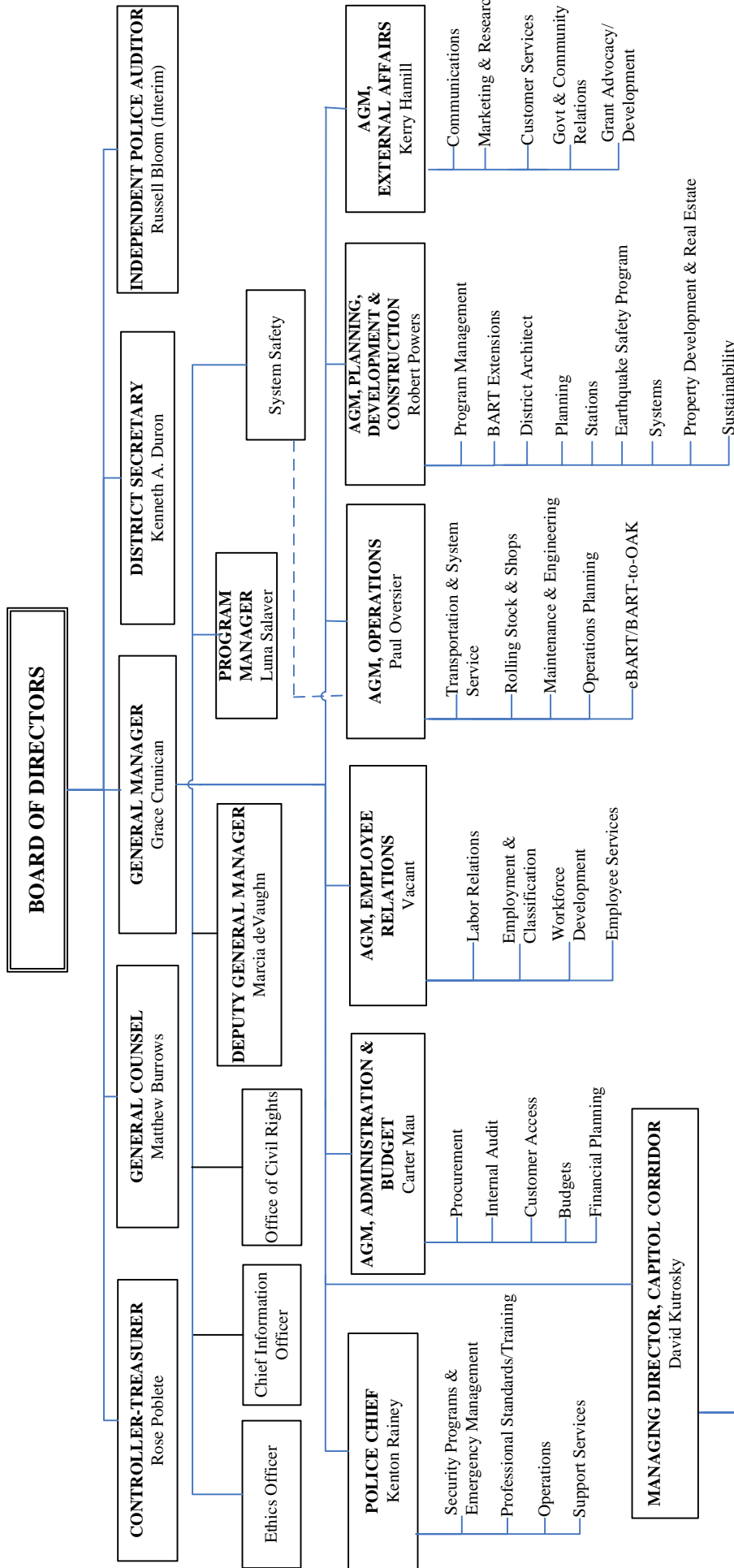
CAPITAL PROJECT SPECIFIC POSITION

Positions to be funded by specific Capital projects in the FY17 Preliminary Budget.

REIMBURSABLE POSITION

Positions to be funded by agency/entity other than BART in the FY17 Preliminary Budget (e.g., MUNI Maintenance, Capitol Corridor).

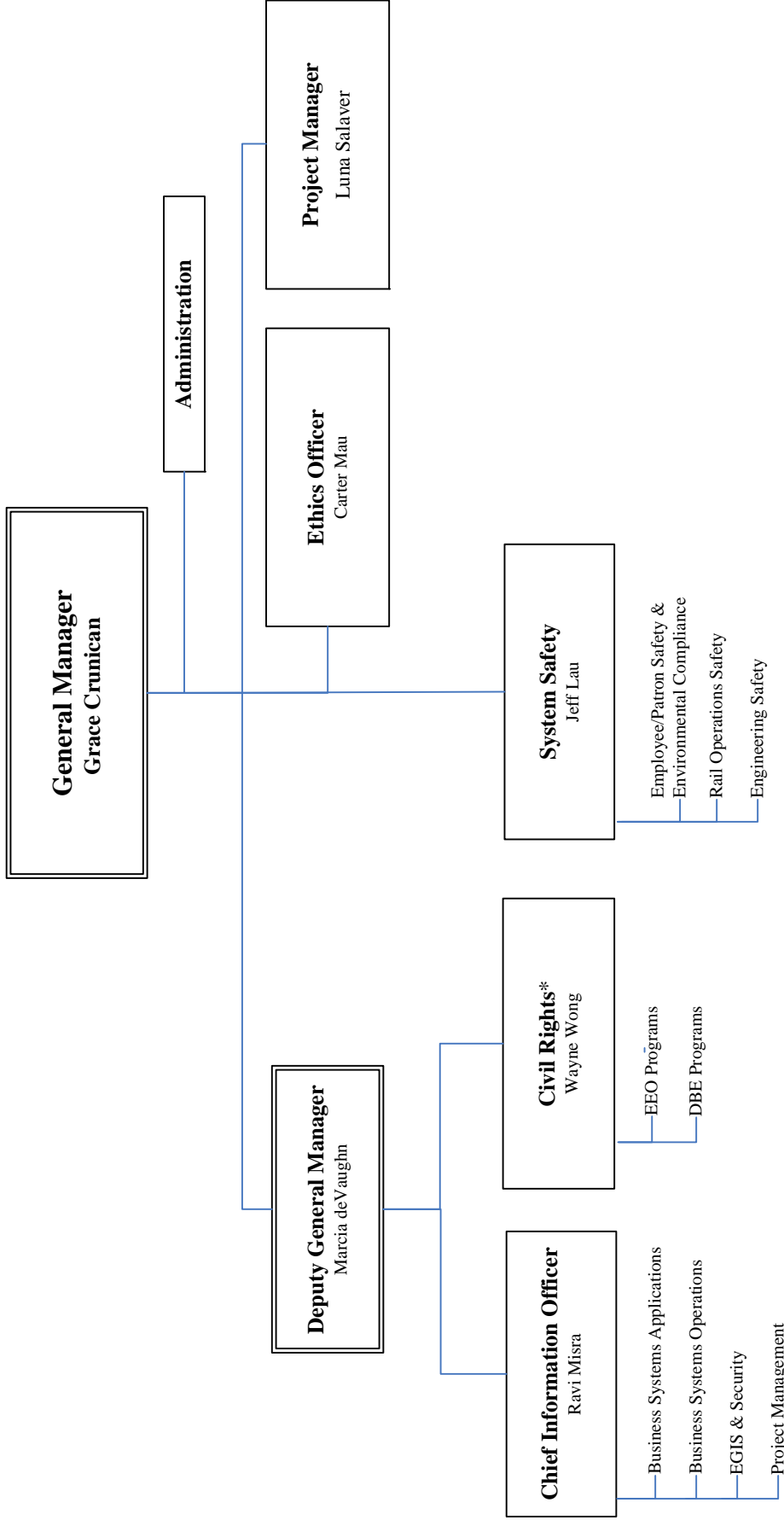
**SAN FRANCISCO BAY AREA RAPID TRANSIT
FY17 Preliminary Budget
ORGANIZATION CHART**



HEADCOUNT		
	Total	Allocation Net
Operating	3,245.8	(48.0)
Capital	535.8	48.0
Reimbursable	41.0	-
Total	3,822.5	-
		3,197.8
		583.8
		41.0
		3,822.5

GENERAL MANAGER OFFICE - 01

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	102.3
Capital	12.8
REI	-
Staff	115.0

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

FY17 Goals & Objectives - General Manager

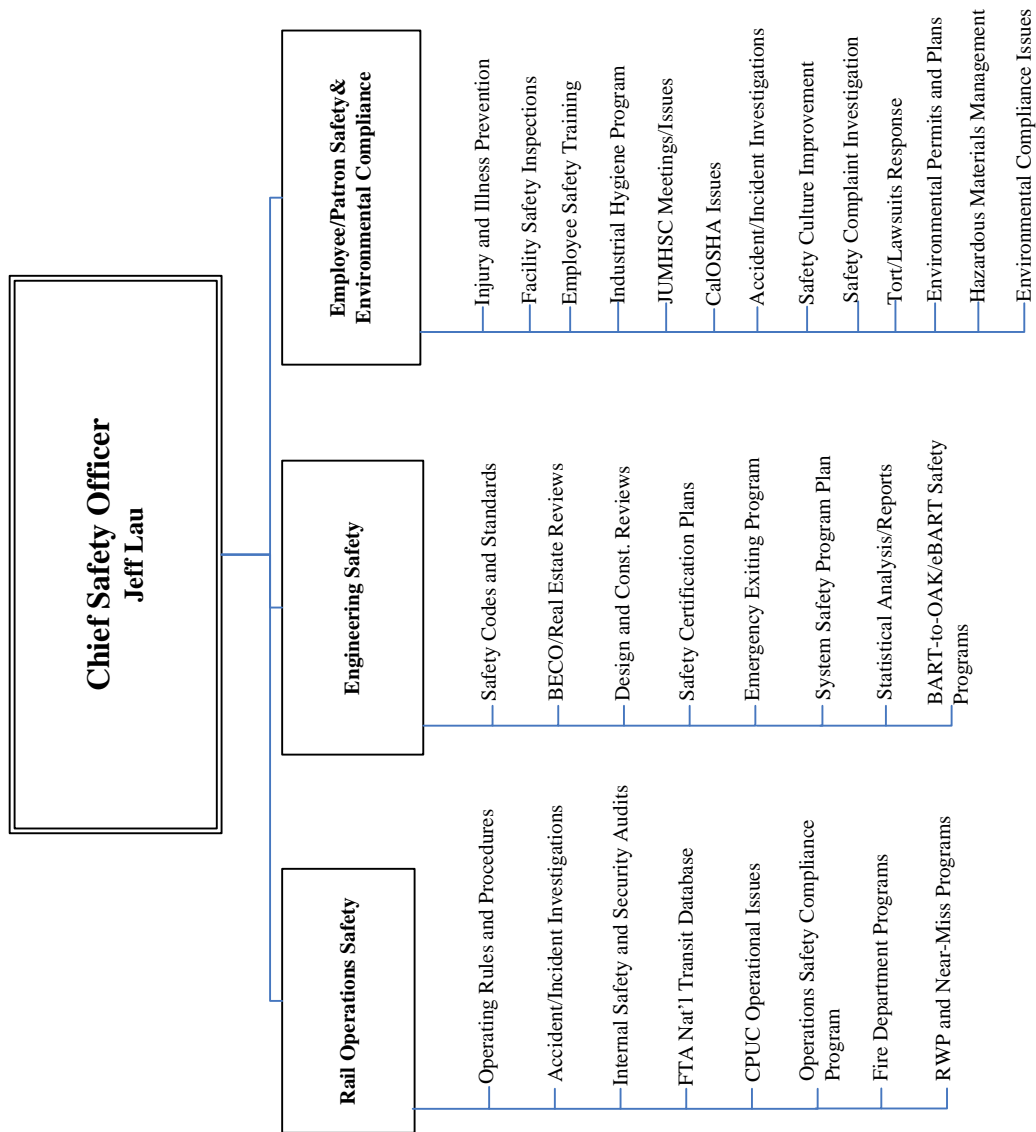
Projects/Programs/Goals	Desired Outcomes/Objectives
<p>1 Work closely with the Board of Directors to support the vision and mission of the District.</p>	<p>1 a Provide members of the Board of Directors with timely, accurate information and recommendations necessary to make policy decisions regarding the organization. Implement "action items" laid out in FY16-17 the General Manager's Work Plan; review with Board as necessary.</p>
<p>2 Economy - Carry out development and delivery of the District's programs and projects, ensuring coordination and consultation with our many internal and external partners.</p>	<p>2 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.</p>
<p>3 Equity - Work towards increasing diversity in hiring and contracting and meeting District goals.</p>	<p>3 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.</p>
<p>4 Environment - Continue to progress toward a more sustainable power portfolio.</p>	<p>4 a Renegotiate transmission and distribution power contracts to allow the District to increase green energy power sources.</p>
<p>5 Riders & Public - Provide leadership in the ongoing efforts to build and strengthen community confidence in BART.</p>	<p>5 a Improve communication through outreach and regular communication with elected officials, community leaders/groups, unions and BART customers.</p>
<p>6 System Performance - Ensure that the District functions in a cost effective manner to deliver its agenda of high-quality customer service, system renovation and expansion, technological innovations, sustainability goals and regional transportation leadership as guided by the Strategic Plan and Asset Management Program.</p>	<p>6 a Lead, manage, direct and develop all employees so that the goals and objectives of the District are accomplished on schedule and within budget. b Develop key performance indicators to measure efficiency. Integrate capital improvement planning and asset management to prioritize the expenditure of limited capital funds. c Provide direction and promote continuing progress in the District's pursuit of technological advances to improve the quality, security, performance and cost effectiveness of service delivery. d Produce Quarterly Performance Review Reports that show progress towards goals.</p>

FY17 Goals & Objectives - General Manager

Projects/Programs/Goals	Desired Outcomes/Objectives
<p>7 Safety - Provide a more reliable system to monitor safety performance improve safety incident tracking and identify regulatory compliance against assets and locations.</p>	<p>7 a Implement the Maximo Health, Safety, and Environment module to provide departments with tools to improve safety, reliability, and compliance with regulations, in order to reduce overall risk in operating environments.</p>
<p>8 Workforce - Invest in our current and future work force development, wellness and safety.</p>	<p>8 a Implement employee safety initiatives, training opportunities and district wide wellness programs. Develop a succession plan and workforce retention strategy.</p>
<p>9 Financial Sustainability - Maximize financial assistance to the District through an effective legislative and government relations agenda.</p>	<p>9 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. b Produce Quarterly Financial Reports that show current organization financial status.</p>

SYSTEM SAFETY DEPARTMENT - 1303

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	14.0
Capital	4.0
REI	-
Staff	18.0

FY17 Goals & Objectives - System Safety Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
1 Implement the FTA and CPUC Safety Regulations as they relate to Rail Operations	<p>1 a Review and update the District's Operations Rules and Procedures Manual, and issue timely Operating Bulletins as needed.</p> <p>b Report, investigate, and facilitate corrective actions for operational accidents that meet the CPUC reporting thresholds.</p> <p>c Conduct Internal Safety and Security Audits. Submit an annual report to the CPUC by February 15 of next year.</p>	Review OR&P and issue OBs by 2/15 if required	OR&P reviewed and required OBs issued	Review & revise 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
		Perform audits as required	All audits performed and annual report submitted on time	Perform audits as required	Perform audits as required
	<p>d Facilitate the CPUC Triennial Safety and Security Audit of BART.</p> <p>e Participate in the Rail Operations and Regulatory meetings with the CPUC twice annually.</p> <p>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.</p>	Facilitate Corrective Action status reports	Facilitated CPUC audit and provided comments on draft report	Facilitate Corrective Action status reports	Facilitate Corrective Action status reports
		Participate 100%	Participated in all events	Participate 100%	Participate 100%
		Support Emergency Manager as required; facilitate training and conduct FD drills as requested	Conducted and facilitated FD drills and training activities as required	Conduct and facilitate FD drills and training as requested; support Emergency Manager as required	Conduct and facilitate FD drills and training as requested; support Emergency Manager as required
	<p>g Attend the Fire Liaison Committee meeting quarterly, and resolve fire department issues.</p> <p>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.</p>	Attend quarterly	Attended all meetings	Attend quarterly	Attend quarterly
		Attend both NFPA 130 committee meetings	Attended all meetings	Attend both NFPA 130 committee meetings	Attend both NFPA 130 committee meetings
	2 Implement the FTA and CPUC Safety Regulations as they relate to Engineering Design Changes and Construction Projects	<p>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.</p>	Attend both NFPA 130 committee meetings	Attended all meetings	Attend both NFPA 130 committee meetings
Attend both NFPA 130 committee meetings			Attended all meetings	Attend both NFPA 130 committee meetings	Attend both NFPA 130 committee meetings

FY17 Goals & Objectives - System Safety Department

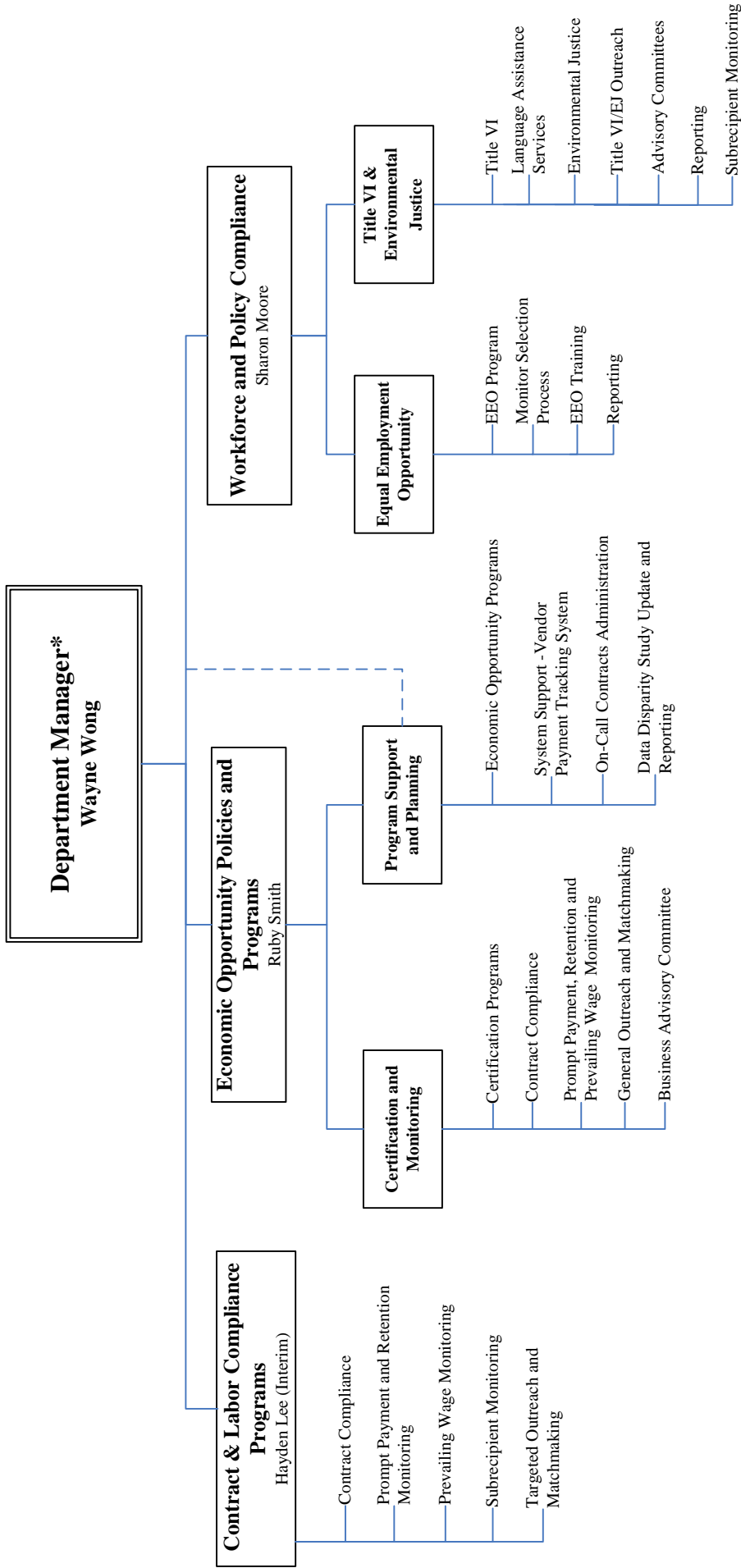
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	b Review and update the District's System Safety Program Plan as needed.	Review SSPP	SSPP reviewed	Review SSPP	Review and revise SSPP
	c Review Engineering Change Orders and District 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 and updated	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

FY17 Goals & Objectives - System Safety Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	d Review, investigate, and resolve Safety Notices as required.	Review and investigate 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 meetings, maintain minutes, and resolve issues.	Chair 12 monthly meetings per year and develop minutes	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.	Inspect each station and shop twice annually	Each passenger station and shop 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's General Permit for Industrial Storm Water Discharges and Phase II MS4 programs.	Review and implement as required	Work deliverables implemented and submitted as required	Review and implement as required	Review and implement as required
		Facilitate waste pickups quarterly	Waste pickups facilitated	Facilitate waste pickups quarterly	Facilitate waste pickups quarterly
	c Facilitate the District's Permit Programs (HMBPs, Air Quality, Industrial Waste Water, Underground Storage Tanks, Hazardous Materials Management, etc).	Renew permits as required	All permits renewed	Renew permits as required	Renew permits as required
	d Administer the General Environmental Services Contracts.	Process work directives as required	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.	Compile reports each quarter	All reports compiled	Compile reports each quarter	Compile reports each quarter

OFFICE OF CIVIL RIGHTS - 1304

FY17 Preliminary Budget



HEADCOUNT	
Operating	16.8
Capital	7.3
Reimbursable	-
Total	24.0

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

FY17 Goals & Objectives - Civil Rights Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures				
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 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%	17.8%	23%	TBD
	b	Develop and submit Triennial DBE goal report.	N/A	N/A	Aug-16	N/A
	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.	As required	In progress	Mar-16	N/A
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%	50%	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%	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%	100%
	e	Review DBE/MBE/WBE/SB/SBE/MSBE participation within 7 business days after receipt of bid information.	7 days	Met	7 days	5 days

FY17 Goals & Objectives - Civil Rights Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	f In coordination with project sponsor, conduct unbundling analysis, develop contracting plans, and update contracting plans.	100%	Met	100%	100%
	g Close out all contracts before final retention is released.	N/A	N/A	100%	100%
	h Receive all monthly DBE report forms for all contracts over \$50,000.	N/A	N/A	100%	100%
	i Conduct site visits to interview contractors' and subcontractors' employees. Document monitoring activities.	N/A	N/A	60%	60%
3 Monitor public works contracts for labor compliance.	3 a Review and investigate Davis Bacon wage complaints and violations within 10 days of receipt on all federal contracts.	N/A	N/A	N/A	95%
	b Deny/Approve invoices within 5 business days.	N/A	N/A	N/A	95%
	c Complete prevailing wage audits within 30 days of receiving all necessary payroll documents.	N/A	N/A	N/A	95%
	d Conduct site visits to interview contractors' and subcontractors' employees. Document monitoring activities.	50%	Not Met	60%	75%
4 Promote and facilitate opportunities for DBE/MBE/WBE/SB/SBE/MSBE participation.	4 a Conduct project-specific outreach.	15	Met	20	25
	b Conduct outreach for MSBE set-aside contracts.	8	Met	10	12
	c Co-sponsor outreach events with CBOs and regional transit partners.	5	Met	7	7

FY17 Goals & Objectives - Civil Rights Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	d Conduct matchmaking events.	10	Met	15	17
	e Ensure and implement District-wide Small Business Support Services for existing Warm Springs project.	50%	Met	100%	100%
	f Ensure and implement District-wide Small Business Support Services.	N/A	N/A	N/A	50%
	g Conduct workshops with prime contractors.	5	Not Met	5	5
	h Conduct outreach event for all security sensitive information Projects.	N/A	N/A	N/A	100%
5 Process DBE/M/BE/WBE/SBE/MSBE certification and maintain database.	a Process DBE certifications within 90 business days of receipt of completed application.	90 days	9 days	90 days	90 days
	b Process DBE certification renewals.	100%	Met	100%	100%
	c Conduct site visits on all new firms and any certification per DOT Regulations.	Annual	Met	Annual	Annual
	d Process SBE/MSBE certifications within 90 business days of receipt of complete application.	90 days	9 days	90 days	90 days
	e Process M/WBE certifications within 90 business days of receipt of complete application.	90 days	9 days	90 days	90 days
6 Maintain running tally of commitments and payments.	a Establish record of all awarded contracts and subcontracts on all contracts over \$100,000.	100%	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%	Met	100%	100%

FY17 Goals & Objectives - Civil Rights Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	c Input invoice and payment information for all contract awards under \$10M.	100%	Met	100%	100%
	d Coordinate with projects to ensure vendors input invoice and payment information for all contract awards over \$10M.	100%	Met	100%	100%
	e Maintain error free data in VPT system.	As required	Met	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	As required	As required
	b Monitor subrecipients to ensure compliance with the DBE Program requirements.	100%	100%	100%	100%
	c Monitor EEO Programs of subrecipients and contractors that employ 50 or more transit related employees.	100%	Met	As required	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-17	In progress	Mar-15	Mar-17
	e Collaborate with Government and Community Relations on the effectiveness and inclusiveness of the Public Participation Plan.	Annual	Met	Annual	Annual
	f Coordinate with Operations Planning to monitor the level and quality of transit service on various lines.	Annual	Met	Annual	Annual

FY17 Goals & Objectives - Civil Rights Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	g Develop Service and Fare Equity Analysis in coordination with stakeholders. Submit analysis for Board approval.	As required	Met	As required	As required
9 Monitor Language Assistance Plan (LAP).	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
	d Provide LEP training to appropriate District staff and new hires.	As required	Met	As required	As required
10 Monitor Environmental Justice Policy and Program.	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	Annual
	e Develop Environmental Justice activities report.	In progress	In progress	Annual	Mar-17
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

FY17 Goals & Objectives - Civil Rights Department

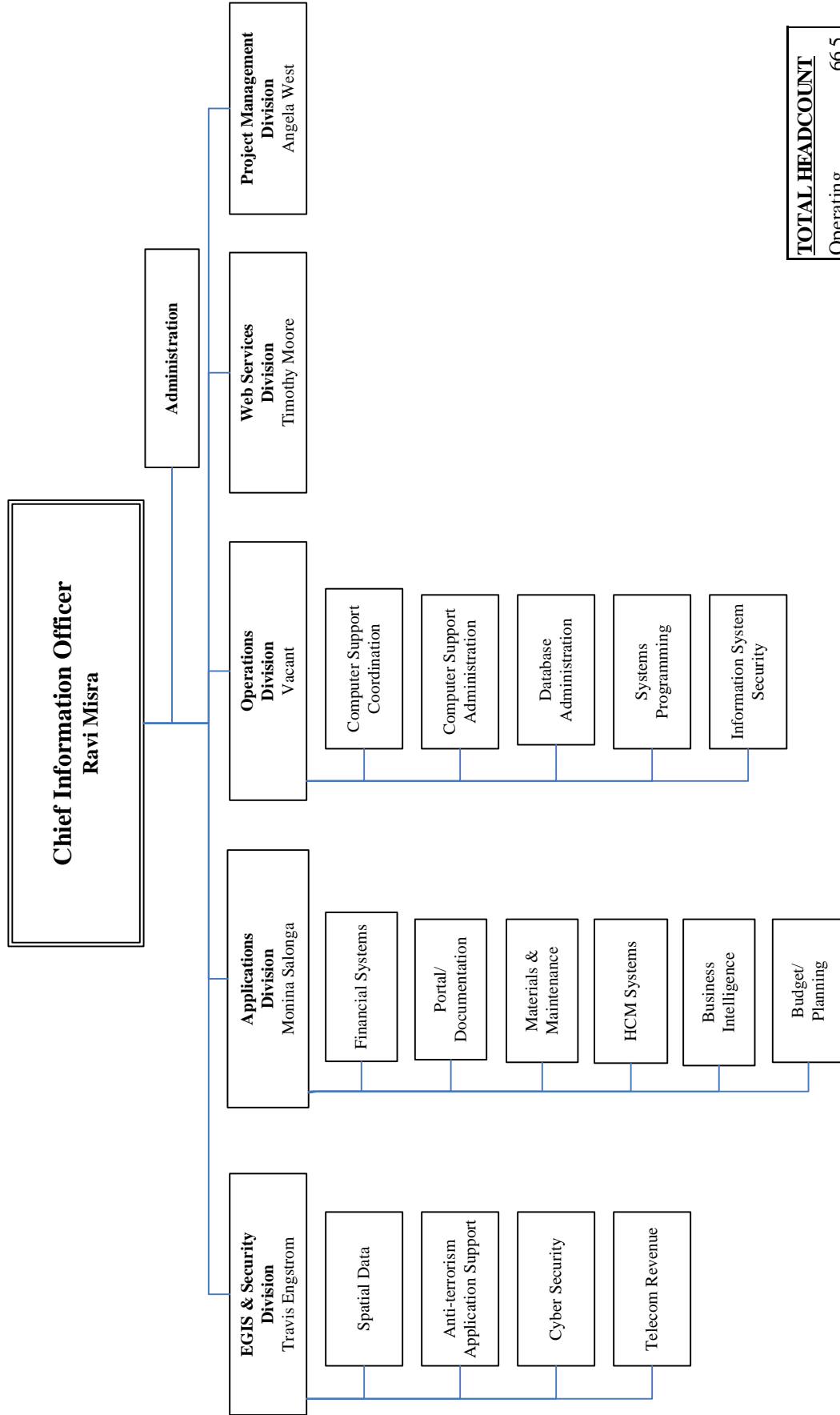
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	c Update Triennial EEO Program.	Mar-16	Feb-16	N/A	N/A
	d Collect and analyze employment data to identify problem areas, goal setting and timetables and develop programs to achieve goals.	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	Met	30 days	30 days
12 Provide EEO training.	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%	90%	100%	100%
	c Ensure that AB1825 bi-annual sexual harassment training requirements are met.	100%	90%	100%	100%
13 Report, counsel and investigate EEO complaints.	a Respond to external complaints within the designated time frame.	Within time required	Met	Within time required	Within time required
	b Complete internal investigations including complaint determinations.	90 days	Met	90 days	90 days
14 Monitor Hiring and Selection Process.	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

FY17 Goals & Objectives - Civil Rights Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	d Provide training and support to managers regarding EEO matters in the hiring and selection process.	100%	Met	100%	As required
	e Create reports and analyze outcomes of selection processes, and modify as needed to facilitate effective selections.	100%	Met	100%	As required
	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
15 Collaborate with HR to address ADA issues.	a Provide technical assistance in evaluating requests for accommodation.	100%	Met	100%	As required
16 Support and facilitate Advisory Committee activities.	a Maintain list of non-elected advisory committees including racial breakdown of membership and description of efforts to encourage minority participation.	Mar-17	In progress	Mar-15	Mar-17
	b Coordinate the activities of LEP Advisory Committee, Business Advisory Council and the Title VI Environmental Justice Committee.	Quarterly	Met	Quarterly	Quarterly
17 Support District Diversity Initiative.	a Develop Celebratory Events to support diversity at BART	3 Events a year	Met	3 Events a year	5 Events a year
	b Coordinate meetings and activities of the Diversity Employee Resource Group	Monthly	Met	Monthly	Monthly

Office of the Chief Information Officer - 0504

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	66.5
Capital	1.5
REI	-
Staff	68.0

FY17 Goals & Objectives - Office of the Chief Information Officer

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures				
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 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.	98%	98%	98%	98%	
	f Implement virtualization for improved scalability and management of system availability and performance.	98%	98%	98%	98%	
	g Implement proactive systems monitoring and reporting tools for system performance and availability.	98%	98%	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.		95%	95%	95%	95%	

FY17 Goals & Objectives - Office of the Chief Information Officer

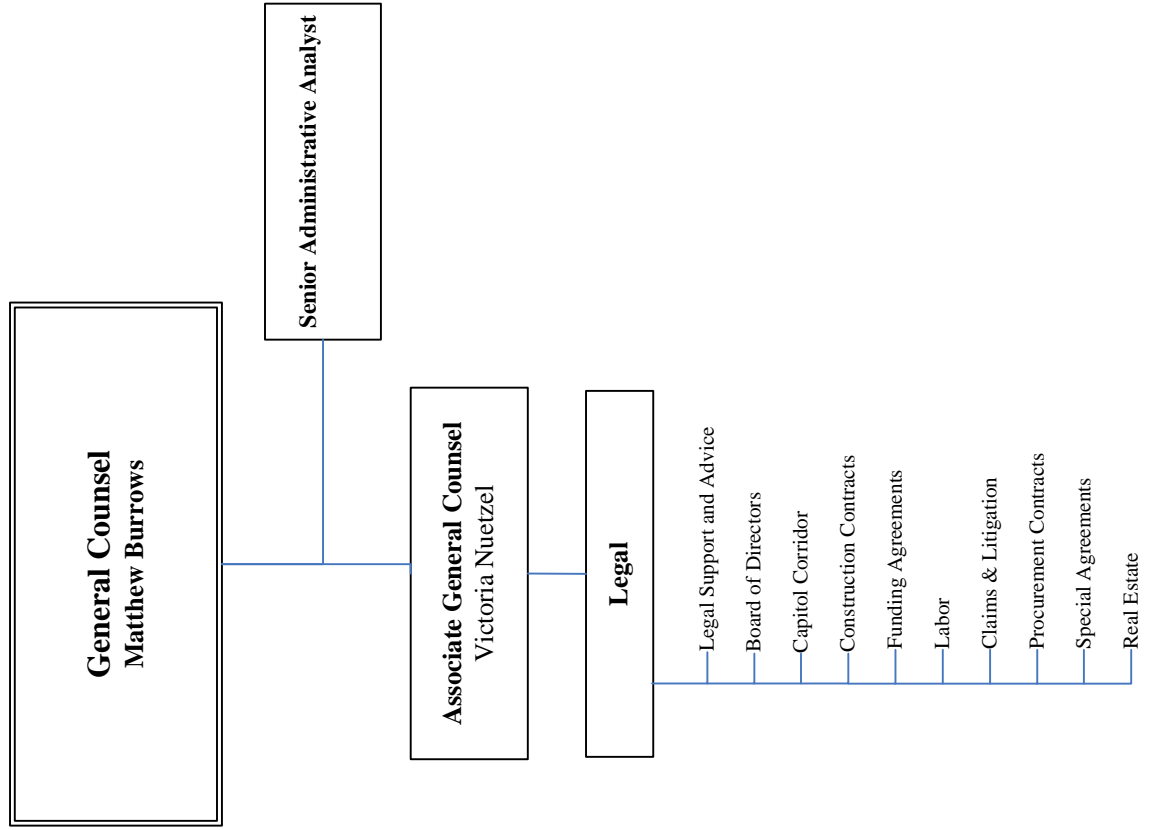
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
3 Conduct ongoing software maintenance and troubleshooting of existing distributed computing infrastructure and supported business applications.	3 a Troubleshoot and provide problem resolution 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.	N/A	N/A	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%

FY17 Goals & Objectives - Office of the Chief Information Officer

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 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.	98%	98%	98%	98%
	6 b Strengthen internal data sharing opportunities by deploying a multi-editor, Oracle based, geospatial data warehouse.	95%	95%	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.	95%	95%	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.	95%	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.	95%	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).	98%	98%	98%	98%

OFFICE OF THE GENERAL COUNSEL - 02

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	17.0
Capital	4.0
REI	-
Staff	21.0

FY17 Goals & Objectives - Legal Office

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 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%
	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 and discipline.	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%
	b Provide review of and advice for proposed discipline within 5 working days.	5 Days	MET	5 Days	5 Days

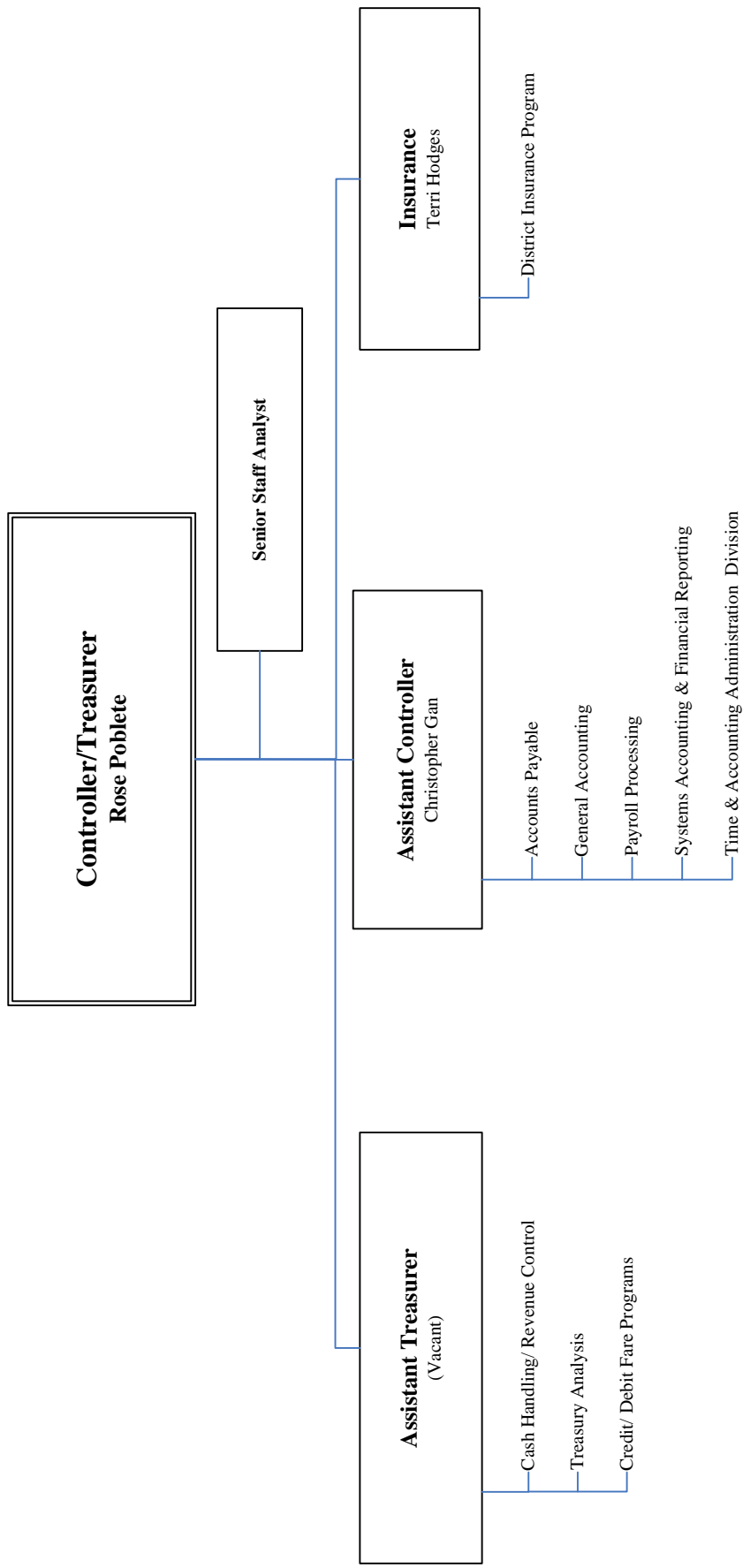
FY17 Goals & Objectives - Legal Office

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 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, the HMC Project and the New OCC.	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
	5 b On average within 10 working days of receipt of assignment by reviewing attorney, provide written comment on: 75% of construction contracts and change orders; remaining 25% within 10 more days. 75% of procurement contracts and change orders; remaining 25% within 10 more days. 75% of professional services agreements (at any stage of review); remaining 25% within 10 more days. 100% of stop notices and stop notice releases.	10 Days 10 Days 10 Days 10 Days	(1) NOT MET MET (1) NOT MET NOT MET	10 Days 10 Days 10 Days 10 Days	10 Days 10 Days 10 Days 10 Days

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.	6 a Complete review (approve/disapprove) on 90% of final Executive Decision Documents (EDDs) on average within 2 working days of receipt.	2 Days	MET	2 Days	2 Days
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FINANCE – 03

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	104.0
Capital	5.0
REI	-
Staff	109.0

FY17 Goals & Objectives - Finance Office

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
1 Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves.	1 a Maintain operating reserve of at least 5% of total annual operating expenses.	Outcome pending Board Approval Proposed Board Policy would increase reserves to be = to one month of operating & capital expenses	Amended Reserve Policy passed by Board Oct. 2014. Increase Reserve from 5% to 15% (\$33m to \$89m). At year-end FY15 \$3.5m added to Reserve.	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.	Same
		2 Invest District funds and monitor bond issues.	2 a Invest funds in a manner to insure preservation of capital.	0 to 1.0% Return	Met
3 Monitor, control and account for cash collected, coordinate and monitor variances.	3 a Deposit revenues within two working day(s) of collection. b Prepare accounting reports within 3 days after cash is counted and deposited. c Provide variance and unusual activity reports to maintenance and investigative departments as circumstances warrant.	2 work days	Met	2 work days	2 work days
		3 work days	Met	3 work days	3 work days
		As needed	Met	As needed	As needed
4 Service AFC equipment to maintain in-service condition and control cash.	4 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
		As needed	Met	As needed	As needed

FY17 Goals & Objectives - Finance Office

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
5 Administer Debit/Credit Card Ticket Program.	5 a Respond to bank inquiries on credit/debit transactions within 12 days.	12 calendar days	Met	12 calendar days	12 calendar days
6 Administer Customer Refund Claims.	6 a Process patron refund claims within 7 working days of receipt to maximize customer convenience.	7 work days	Met	7 work days	7 work days
7 Administer off-site ticket sales.	7 a Process offsite ticket orders within 7 working days of receipt to maximize customer convenience.	7 work days	Met	7 work days	7 work days
8 Administer the Group Sales Program.	8 a Process all group sales orders within 10 working days.	10 work days	Met	10 work days	10 work days
9 EZ Rider Parking Programs.	9 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.	210,000 parking validations per month	Met	270,000 parking validations per month	370,000 parking validations per month
10 Prepare and distribute payroll.	10 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
	10 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
	10 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

FY17 Goals & Objectives - Finance Office

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	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	Meet State deadline	Met	Meet State deadline	Meet State deadline
11 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	Within 10 days for March - May. Accelerated monthly closing for July - February from the close of the prior fiscal year.	Within 10 days for March - May. Accelerated monthly closing for July - February from the close of the prior fiscal year.

FY17 Goals & Objectives - Finance Office

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	<p>b Close the general ledger at end of the year as soon as possible</p>	Within 6 wks after fiscal year end for operating fund and 8 weeks for capital fund.	Operating closing met but books left open since Board presentation was done later. Closing for capital funds took 15 weeks due to time needed to received and booked capital accrual.	Within 6 wks after fiscal year end for operating fund and 15 weeks for capital fund.	Within 6 wks after fiscal year end for operating fund and 15 weeks for capital fund.
	<p>c Initiate and coordinate with cost centers the annual physical inventory of fixed assets.</p>	As scheduled	Met	As scheduled	As scheduled
12 Administer financial reporting.	a	Prepare monthly Budget Performance Report (BPR) within 3 work days after close of the general ledger.	Met	Within 3 work days after G/L close	Within 3 work days after G/L close
	b-1	Complete all required Annual Audited Financial Reports for BART 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, Single Audit Report, Measure B and BB Compliance Report, TDA/STA Compliance Report & the Board Expenses Compliance Report.	Met. Single Audit is still in progress.	Meet deadlines as required	Meet deadlines as required
	b-2	Complete all required Annual Audited Financial Reports for CCJPA Financial Statements and RHBT Reports	Met	Meet deadlines as required	Meet deadlines as required

FY17 Goals & Objectives - Finance Office

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	c	Complete and submit the e file of the Annual State Controller's Report for BART and CCJPA within State's filing deadline.	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.	Met	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.	Met	On-going	On-going
	f	Provide assistance to auditors to facilitate the audit of the District's financial reporting requirements.	Met	As needed	As needed
	g	Complete audit within the scheduled deadlines.	Met. Single Audit is still in progress.	As scheduled	As scheduled

13 Administer Federal, State and Local Grants.	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.	Met	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.
	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.	Met	Within 30 (90 for year-end) days after Qtr end date	Within 30 (90 for year-end) days after Qtr end date

FY17 Goals & Objectives - Finance Office

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	<p>c Ensure timely collection of outstanding grant receivables.</p> <p>d Review process monthly to ensure that costs do not exceed the limits stipulated in the grant.</p> <p>e Grant Close-out: Ensure that project expenditures had been fully funded and any reimbursable expenses billed and collected.</p> <p>f Grant Close-out: For Federal Grants, ensure that close out letter is prepared and sent out within 30 days after grant closeout.</p>	On-going. Continue to monitor timely collections of receivables and address billing issues as soon as possible.	Met	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.
		Monthly	Met	Monthly	Monthly
		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
		Within 30 days after grant closeout	Met	Within 30 days after grant closeout	Within 30 days after grant closeout
14 Administer Commercial Revenue accounts receivable.	14 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	10 days for advance billing and 50 days after services performed	10 days for advance billing and 50 days after services performed
15 Administer Accounts Payable.	15 a Process and pay vendors and contractors within 30 days after receipt of acceptable invoices, which averaged at 60,000 in a year, and translates into about 17,000 checks.	Within 30 days of receipt	About 86% were paid within 30 days.	Within 30 days of receipt	Within 30 days of receipt

FY17 Goals & Objectives - Finance Office

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	<p>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).</p>	Meet IRS & State deadlines	Met	Meet IRS & State deadlines	Meet IRS & State deadlines
16 Manage Time Accounting and Administration.	a-1 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
	a-2 Audit time sheet entries, payable time data and schedules; continue to perform work around to correct errors in system generated processes; troubleshoot payable time and system errors; coordinate with the field to ensure pay accuracy.				As required
	b-1 Continue to participate in the design, setup, and testing to resolve issues associated with the implementation of PeopleSoft Phase II upgrade for Time and Labor.	Prep for Full HCM-TL Upgrade to 9.2 (implement additional enhancements that are beneficial)	Completed 9.2 HCM-TL Upgrade to 9.2 Upgrade MET	As required	As required
	b-2 Participate in Oracle / PeopleSoftFIN-Projects Tools Upgrades and integration Upgrades with Time and Labor.	As required	Met	As required	As required
	b-3 Participate in the design, setup, testing and implementation of future Time and Labor upgrades and implementations as required.		MET 40 Hour work rules for ATU and BPMA		As required

FY17 Goals & Objectives - Finance Office

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	c Continue to 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.	Completion of CBA Work Rule Implementation for all ratified groups.	In Progress	As required	As required
	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.	Offer/Participate in training classes as needed.	Met	Offer/Participate in training classes as needed.	Offer/Participate in training classes as needed.
	d-3 Conduct monthly training session on Time and Labor Manager Self Service as needed with: new hires, promoted foreworkers, supervisors and managers.				Monthly / As Needed
	d-4 Conduct monthly refresher training session on Time and Labor Management Self Service.				Monthly / 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

FY17 Goals & Objectives - Finance Office

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	f Set specific dates in the week for testing: new work rules, system fixes, contract changes, etc. Stagger staff schedules to meet testing time-lines set. (limited staffing). Maintain Log of New and Recurring Issues. Meet weekly with IT to: review new and existing issues; and setup reasonable priorities for development and testing of resolutions to issues logged, etc.				Meet Weekly/ As Needed
	g Create more queries and reports for a faster and accurate tracking and auditing of employee time.	Within reasonable time upon request	Ongoing	Within reasonable time upon request	Within reasonable time upon request
	h Work with Dept Managers to ensure Time and Labor security access provided meets the requirements.				As required

17 PeopleSoft System Implementation	a Continue to coordinate and cooperate with IT and other BART departments to improve and resolve issues related to the PeopleSoft System.	As required	Ongoing	As required	As required
	b Seek and 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	Ongoing	As needed and as funding availability permits	As needed and as funding availability permits
	c Continue to look for opportunities to gain utmost efficiency from the new PeopleSoft system.	As needed	Ongoing	As needed	As needed
	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	Ongoing	As required	As required

FY17 Goals & Objectives - Finance Office

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	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. Update is ongoing.	Update the accounting manual for policies and procedures as needed.	Update the accounting manual for policies and procedures as needed.

18 Administer the District's Insurance Program.	a	Review and renew policies 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).	\$16.57 per \$1,000 fare revenue	TCOR increase of 8%	Reduce TCOR by \$84,894

19 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
	b	Reduce District's Claim Cost by 1.5% annually (Claim cost = (claim payments + claim reserve changes)/\$1,000 fare revenue.	\$3.75 per \$1,000 fare revenue	Increase of 34.39%	Reduce Claims by \$57,336

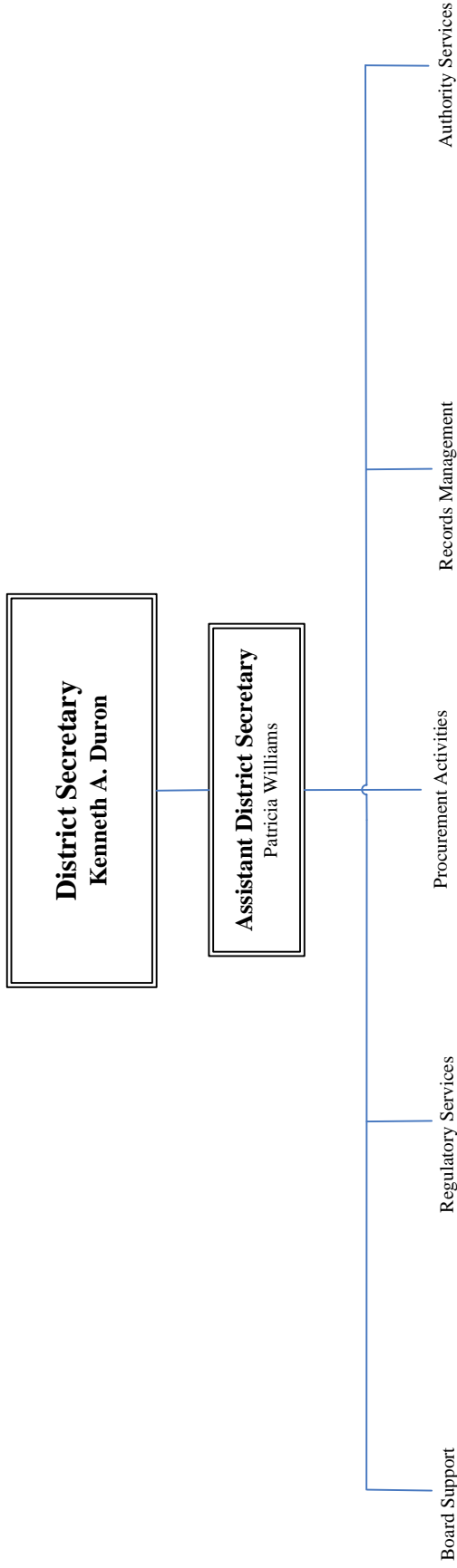
20 Review contracts for indemnification and insurance provisions.	a	Assure that all forms of District contract agreements contain appropriate indemnification and insurance provisions within 48 hours.	Within 48 hours	Within 48 hours	Within 48 hours
	b	Maximize indemnification and insurance provided by 3rd Parties.	85 Contracts 100 Permits	367 Contracts 93 Permits	150 Contracts 100 Permits

FY17 Goals & Objectives - Finance Office

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
21 Review and maintain certificates of insurance.	21 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

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	7.0
Capital	-
REI	-
Staff	7.0

FY17 Goals & Objectives - District Secretary Office

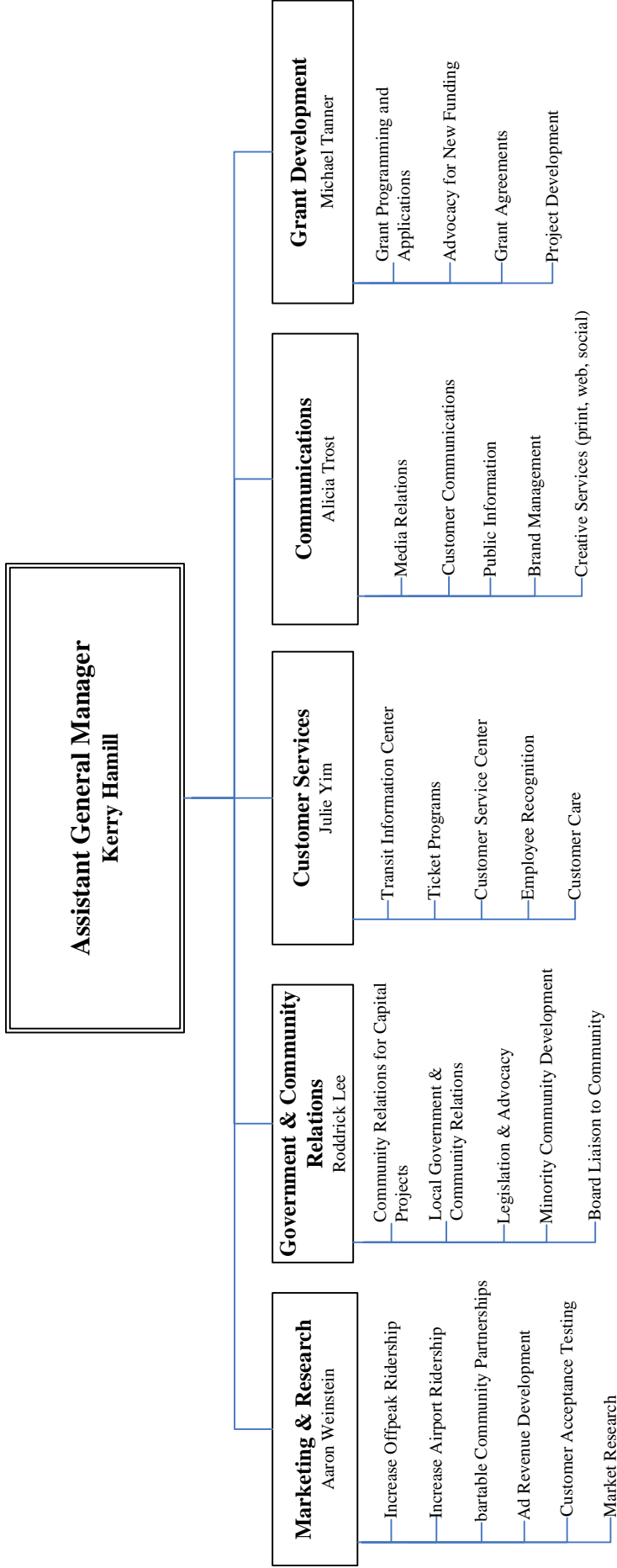
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
1 Effectively administer and record the activity of the Board of Directors, and the Capitol Corridor Joint Powers Authority (CCJPA) for compliance with applicable statute and agency requirements.	1 a Accurately prepare and post legally required notices and information.	Meet Deadlines	Deadlines met	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%/72%	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%	N/A	100%	Records Accurate and Complete
	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	Requirements met	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

FY17 Goals & Objectives - District Secretary Office

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 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	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. 5 b Sell bid documents and Standard Specifications. 5 c Receive and publicly open Bids for Contracts and Invitations for Bids; receive Requests for Proposals. 5 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. 5 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%	100% Adherence	100%

EXTERNAL AFFAIRS OFFICE - 06

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	53.3
Capital	5.5
REI	-
Staff	58.8

MARKETING & RESEARCH - 0602

FY17 Preliminary Budget

Department Manager
Aaron Weinstein



TOTAL HEADCOUNT	
Operating	12.8
Capital	1.0
REI	-
Staff	13.8

FY17 Goals & Objectives - Marketing & Research

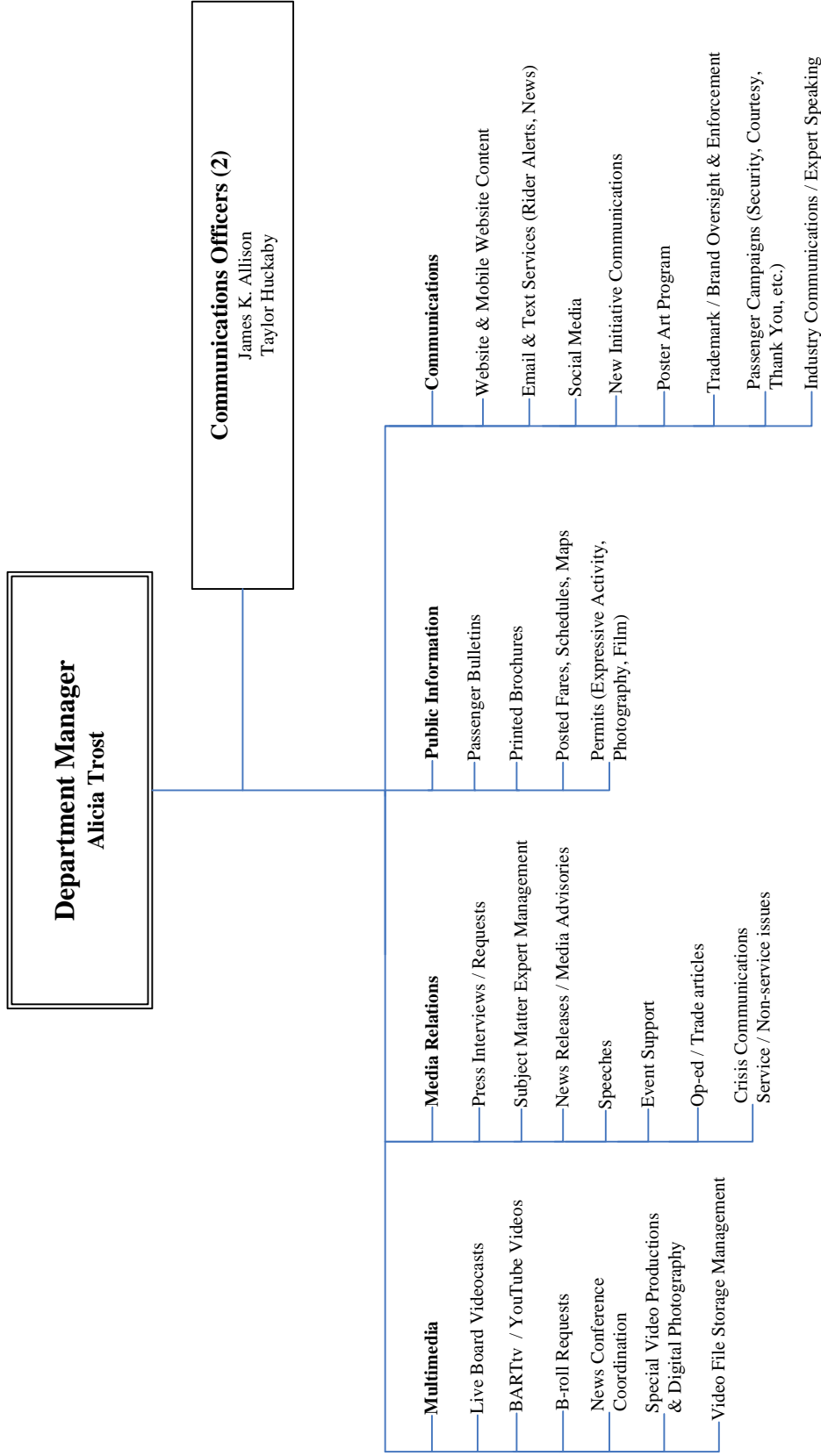
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
1 Replace all existing rail cars; purchase expansion vehicles as funding becomes available.	1 a Develop alternative car interior designs and secure feedback from the public and other key stakeholders. Chair Fleet of the Future Design Committee.	Develop initial content for passenger info signs and plan for ongoing content management by June 30, 2015.	Initial content done. Plan for ongoing content mgmt not done.	Develop plan for passenger evaluation of pilot cars by March 1, 2016.	Conduct passenger evaluation within 3 months of launch of first pilot train into service.
2 Provide service levels that meet the needs of the customers while maintaining optimum system reliability.	2 a Conduct bi-annual customer satisfaction survey in the Fall of even-numbered years.	Fall 2014	Met		Fall 2016
	2 b 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.	Met	Report results within 10 business days of the end of each quarter.	Report results within 10 business days of the end of each quarter.
3 Implement a variety of programs to increase non-farebox revenues, including advertising, transit-oriented development and concessions.	3 a Quadruple advertising revenue by 2018.	Achieve ad revenue target by 2018.	On track to reach goal.	Achieve ad revenue target by 2018.	Achieve ad revenue target by 2018.
4 Procure low-cost, clean and reliable electricity for the BART system and continuously reduce the District's use of electricity.	4 a Execute Blue Sky campaign and community festival in conjunction with Earth Day.	Implement by April 2015	Met	Implement by April 2016	Implement by April 2017
5 Develop and execute a Ridership Development Plan to build commute, off-peak and reverse ridership.	5 a Execute at least the specified number of co-marketing partnerships to build leisure ridership to sporting arenas, hopping, entertainment, and other venues.	25	Met	25	50
	5 b 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 Execute OAC marketing plan	Met	2	1

FY17 Goals & Objectives - Marketing & Research

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures				
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj	
	c Execute at least the specified number of tactics to market BART and/or conduct Title VI outreach to ethnic communities through targeted advertising, participation in parades, celebration of ethnic heritage, and promotion of events accessible by BART.	2	Met	2	2	
	d Explore technological options to continue and expand promotional ticket programs to build offpeak ridership to community attractions.	Launch program (subject to funding)	Not Met	Launch program by December, 2015.	Execute at least 1 campaign	
	e Provide marketing support for Field Trip Free Ride Promotions.	Implement Fall 2014	Met	Implement Fall 2015		
	f Publish at least the specified number of BART Times issues per year to inform riders about important issues.	8	Met	8	N/A - shifted to weekly email	
	g Develop Late Night Bus marketing calendar and execute.			Complete by December 31, 2015.	N/A - will merge with regional effort	
	h Launch new BARTable website to promote offpeak ridership to BART accessible venues by July 1, 2015.			Launch by July 1, 2015.		
	6 Develop and implement a federal, state and local legislative and community outreach program to increase funding and community support for key BART initiatives.	a Initiate public opinion tracking survey to gauge support for BART improvements. Partner department: Government & Community Relations Dept.	Conduct 2nd round of polling.	Met	Conduct 3rd round of polling. Schedule TBD.	N/A
	7 Develop and implement measures of service satisfaction among internal stakeholders at BART.	a 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.	N/A

COMMUNICATIONS DEPARTMENT - 0603

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	8.5
Capital	0.5
REI	-
Staff	9.0

FY17 Goals & Objectives - Communications

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
<p>1 A package of changes to BART communications, initiatives and services to position BART as "a better day for you and the environment."</p>	<p>a 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.</p>	Continue ongoing brand enforcement	met	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	Fulfill Transportation and Project requests
	<p>b Display at least one showing of art work in ad space on the BART system.</p>	One Art Poster Campaign	met	Continue use of original art in customer campaigns	Continue use of original art in customer campaigns
	<p>c 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.</p>			Launch site with content and set up Gov Delivery group	Rebrand "Better BART" website, update site as required
<p>2 Expand real time BART train and bus arrival and emergency information to aid customers.</p>	<p>Maintain real time info feed for bart.gov, TIC, 511, and other media.</p>	Maintain info feed for website, TIC and 511.org	Met- function has moved to OCIO	Conduct various customer campaigns to promote BART Service Advisories and other ways to get real time train info	Conduct various customer campaigns to promote BART Service Advisories and other ways to get real time train info

FY17 Goals & Objectives - Communications

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	b Maintain at least 90% customer ratings for BART brochures and the website relative to other service attributes.	Meet 90% or better customer ratings for brochure, website relative to other service attributes	met	Meet 90% or better customer ratings for brochure, website relative to other service attributes	Meet 90% or better customer ratings for brochure, website relative to other service attributes
	c Publish 11 general news stories to the web.	Publish original content with information helpful to customers on bart.gov. At least 12 news articles each year	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
	d 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
	e 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
	f Conduct at least the specified number of customer communication campaigns related to courtesy, safety, security, renovation, ridership or Clipper tips.	3 campaigns, at least one multilingual	met	At least 3 card campaigns pushing key messages to public, at least one multilingual	At least 3 card campaigns pushing key messages to public, at least one multilingual

FY17 Goals & Objectives - Communications

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures				
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj	
<p>3 Nurture positive relationships with media outlets and shape media and public opinion to build support for BART's initiatives and reputation.</p>	<p>a Expand social media plan to use as information conduit with targeted members of the public</p>	Continue via relevant channels	met	Hold at least two online twitter town halls to engage with public on relevant topics. Use infographics in social media campaigns.	Hold at least two online twitter town halls to engage with public on relevant topics. Use infographics in social media campaigns.	
		<p>b Diversify the voice of BART; identify a list of internal subject matter experts; develop protocols for speaking to the media and provide training.</p>	Continue to identify and train Subject Matter Experts, ensuring diversity and multiple languages	met	Continue to identify and train Subject Matter Experts, ensuring diversity and multiple languages	Continue to identify and train Subject Matter Experts, ensuring diversity and multiple languages
		<p>c Visit each major Bay Area newsroom once per year.</p>	Maintain digital contact list, develop an online media center on bart.gov	met	Maintain digital contact list, maintain online media center on bart.gov	Maintain digital contact list, maintain online media center on bart.gov
		<p>d 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>	Publish news releases on website	met	Publish news releases on website	Publish news releases on website and appropriate social media
		<p>e Meet with editorial boards and submit six op-ed pieces for publication.</p>	Schedule editorial board mtgs and submit op eds as needed	met	Schedule editorial board mtgs and submit op eds as needed	Schedule editorial board mtgs and submit op eds as needed

FY17 Goals & Objectives - Communications

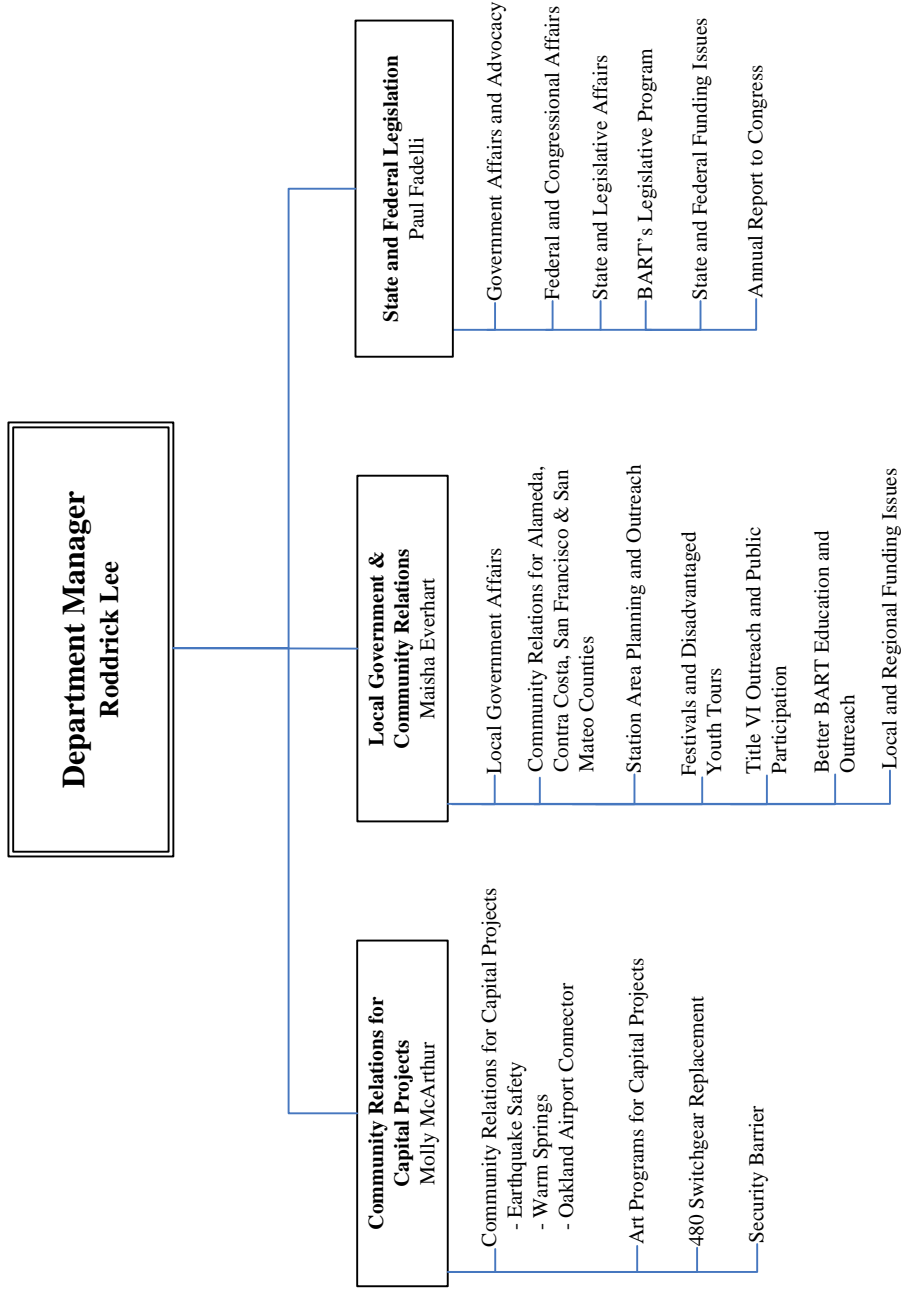
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	f Keep BART customers informed of progress, activities, events and issues of importance by issuing passenger bulletins on an "as needed" basis.	As needed	met	Post passenger bulletins online and on twitter as well, work with Transportation to put info on sandwich boards.	Post passenger bulletins online and on twitter as well, work with Transportation to put info on sandwich boards.
	g Identify new media for communicating with customers and public.	Use social media (Twitter, Facebook, You Tube, and other relevant trending channels) to communicate to customers and public	met	Release at least 2 videos highlighting aging infrastructure and what BART is doing to meet rider needs.	Release at least 2 videos highlighting aging infrastructure and what BART is doing to meet rider needs.
	h 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 languages	met	Production in up to 5 LEP languages	Production in required LEP plan languages
	i 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
	j 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, utilize an archiving system to preserve content	met	Ensure media center is well maintained and operational, maintain archiving system to preserve content	Ensure media center is well maintained and operational, maintain archiving system to preserve content

FY17 Goals & Objectives - Communications

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	k 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 meetings 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	Post Board agenda on website, stream Board meetings live, make video of past Board mtgs available
	l Update BART history facts and figures piece for BART employees, local state and federal offices, and members of public upon request.	Maintain historical section of bart.gov	met	Maintain historical section of bart.gov	Maintain historical section of bart.gov
4 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.	a Keep employees informed about Board actions and District activities by streaming Board meetings live; and posting news releases, bulletins and other announcements online. b Use internal subject matter experts to respond to media questions that cover aspects of their responsibilities. c Produce and distribute an employee newsletter d Launch public "Heart of BART" series highlighting positive stories about employees.	Stream Board mtgs live, assist Executive Offices in internal communication as needed, ensure diversity	met	Stream Board mtgs live, assist Executive Offices in internal communication as needed, ensure diversity	Stream Board mtgs live, assist Executive Offices w/ internal comm as needed, ensure diversity
		Stream Board mtgs live, assist Executive Offices in internal communication as needed, ensure diversity	met	Stream Board mtgs live, assist Executive Offices in internal communication as needed, ensure diversity	Stream Board mtgs live, assist Executive Offices w/ internal comm as needed, ensure diversity
		Stream Board mtgs live, assist Executive Offices in internal communication as needed, ensure diversity	met	Stream Board mtgs live, assist Executive Offices in internal communication as needed, ensure diversity	Stream Board mtgs live, assist Executive Offices w/ internal comm as needed, ensure diversity
		Stream Board mtgs live, assist Executive Offices in internal communication as needed, ensure diversity	met	Stream Board mtgs live, assist Executive Offices in internal communication as needed, ensure diversity	Stream Board mtgs live, assist Executive Offices w/ internal comm as needed, ensure diversity

GOVERNMENT & COMMUNITY RELATIONS - 0604

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	7.0
Capital	2.0
REI	-
Staff	9.0

FY17 Goals & Objectives - Government and Community Relations

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
1 Educate the public on BART's capital reinvestment needs and execute the Better BART, Better Bay Area outreach and education program	a Conduct Better BART presentations to stakeholder groups and elected officials/staff members. b Create opportunities for Board of Directors to interface with key stakeholders, constituents, and elected officials. c Utilize non-traditional methods to communicate the draft System Renewal Program Plan.	Schedule and conduct presentations as needed	Scheduled and conducted more than 100 meetings	Schedule and conduct presentations as needed	Schedule and conduct presentations as needed
		Inform and invite Directors to public events	Completed	Inform and invite Directors to public events	Inform and invite Directors to public events
				Protect public transit funding such as Cap & Trade, State Transit Assistance, Transit Development Act, and existing state general bond funding.	Conduct phone & online townhalls; send mobile alerts
		Advocate for local, state and federal officials	Completed	Advocate needs to local, state and federal officials	Advocate needs to local, state and federal officials
2 Execute the District's 2016 State and Federal Advocacy Program	a Seek increases in existing state transit funding programs and support legislation to increase funding.				Protect public transit funding such as Cap & Trade, State Transit Assistance, Transit Development Act, and existing state general bond funding

FY17 Goals & Objectives - Government and Community Relations

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures		
		FY15 Obj	FY15 Actual	FY16 Obj
	<p>b Work to pass BART supported and sponsored legislation.</p>			
	<p>c Support Greenhouse Gas reduction legislative efforts.</p>			<p>Seek legislation to improve the BART procurement process and if necessary, seek legislation to transfer Cap and Trade Program allowances directly to BART</p>
	<p>d Monitor and participate in the Fixing America's Surface Transportation Act.</p>			<p>Coordinate legislative and advocacy efforts to prioritize reduction of GHG emissions through public transit and BART Cap & Trade projects</p> <p>Monitor specific federal regulations related to BART and comment as needed</p>

FY17 Goals & Objectives - Government and Community Relations

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures		
		FY15 Obj	FY15 Actual	FY16 Obj
	e Educate the Bay Area Congressional delegation on BART's Big Three capital reinvestment priorities.			FY17 Obj Inform Congressional members/staff about Big 3 Projects; if the BART Board places a measure on the ballot to seek local funding for the District's infrastructure repair and replacement needs, inform and engage the delegation
	f Seek additional funding for the District's workforce development goals, transit security and the earthquake early warning system.			Seek funding and Congressional support
	g Seek support for BART's Core Capacity Grant application with the Federal Transit Administration.			As required
3 Continue Summer Youth Tour Program - educating youth from low-income families how to use public transit while providing them access to educational or cultural institutions	3 a Create and execute a tenth anniversary program to highlight the success of the program and to further promote it.			Complete by 8-31-16
4 Work with cities and local communities on BART initiatives and projects	4 a Interact with local, civic and community groups to build support for BART initiatives and projects.	Schedule and conduct regularly meetings	Completed	Schedule and conduct regularly meetings

FY17 Goals & Objectives - Government and Community Relations

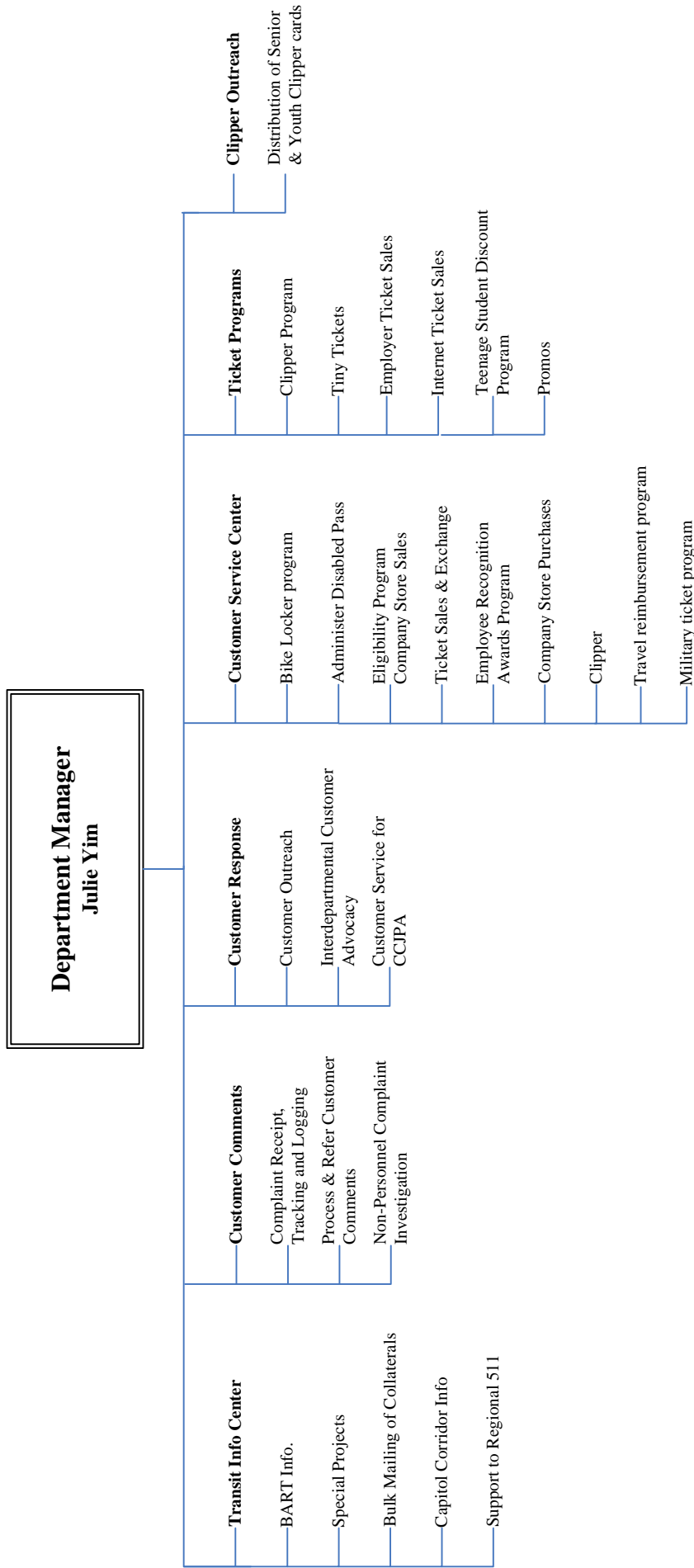
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	b Create opportunities for the Board of Directors to interface with policymakers and key stakeholders.	Invite Directors to events, convene and participate in meetings as needed	Completed	Invite Directors to events, convene and participate in meetings as needed	Invite Directors to events, convene and participate in meetings as needed
5 Develop and implement federal, state and local legislative and community outreach activities to increase funding and community support for key BART initiatives and projects	5 a Strengthen relationships for BART in all minority communities throughout the BART District. Attend community events and/or schedule meetings with community leaders, orgs and/or elected officials in minority communities within the District.	Attend community events and convene meetings as needed	Completed	Attend community events and convene meetings as needed	Attend community events and convene meetings as needed
	5 b Demonstrate BART's cultural sensitivity by supporting/attending comm. events, fairs, festivals, celebrations, and mixers that promote diversity. Explore new/different ways for BART to underline its commitment to youth development and the community.	Participate in at least 25 diverse community events	Completed	Participate in at least 30 diverse community events	Participate in at least 30 diverse community events
6 Support efforts to expand the BART system	6 a Extend BART rail service to eastern Contra Costa County.	Begin eBART revenue service in 2018.	Project construction continues	Begin eBART revenue service in 2018.	Begin revenue service in Summer 2016
	6 b Extend BART rail service to southern Fremont.	Complete Warm Springs Project by December 2015.	Project scheduled to open in Summer 2016	Complete Warm Springs Project by December 2015.	Begin revenue service in Summer 2016

FY17 Goals & Objectives - Government and Community Relations

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	<p>c Extend BART service to Livermore.</p>	<p>Educate the community, local elected officials and local transportation leaders about BART's planning efforts related to the project.</p>	<p>Completed</p>	<p>Educate the community, local elected officials and local transportation leaders about BART's planning efforts related to the project.</p>	<p>Educate the community, local elected officials and local transportation leaders about BART's planning efforts related to the project.</p>

CUSTOMER SERVICES DEPARTMENT - 0605

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	18.0
Capital	-
REI	-
Staff	18.0

FY17 Goals & Objectives - Customer Service

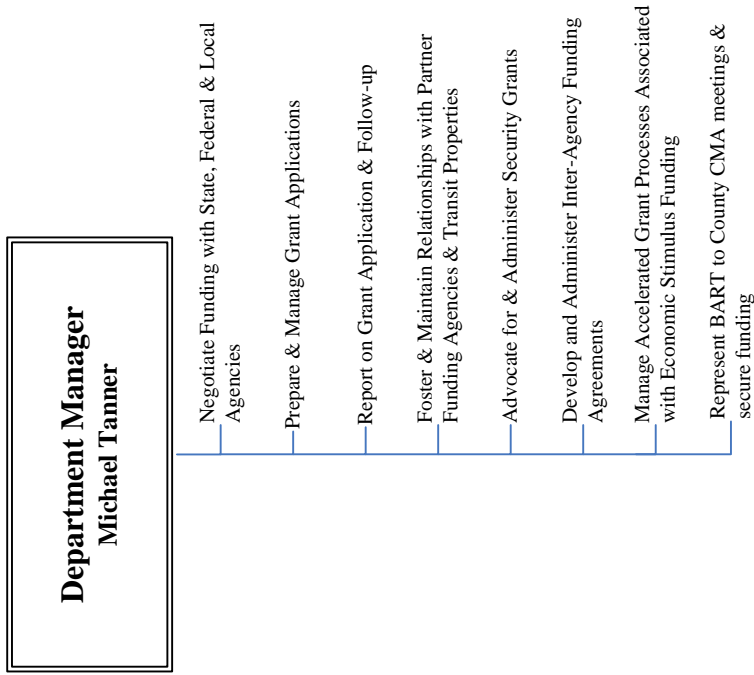
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
1 Provide service levels that meet the needs of the customers while maintaining optimum system	a BART and CCJPA response to 90% of customers within 10 days of comment.	90% within 10 days	MET - 90.5%	90% within 10 days	90% within 10 days
	b Continue to support Clipper transition from magstripe tickets.	Support Clipper Transition, focus on Youth and Senior and Disabled Programs	MET	Support Clipper Transition, focus on Youth and Senior and Disabled Programs	Support Clipper Transition, focus on Youth and Senior and Disabled Programs
2 Develop and implement program of system-wide accessibility improvements as opportunities and funding become available.	a 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.	3 days	1 DAY	1 day	1 day
	b Maintain minimal ticket outlets for sale of Green & Red tickets. Phase out HVD tickets to Clipper.	Maintain minimal ticket outlets for green & red ticket sales and eventually phase out HVD.	MET	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.
	c Maintain number of students & schools who sign up for the Student Discount Program.	increase by 5%	MET	increase by 5%	increase by 5%
	d 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. Evaluate effectiveness of the program and make recommendations to continue program or not.	MET	Maintain Social Media Program established in 2012. Evaluate effectiveness of the program and make recommendations to continue program or not.	Maintain Social Media Program established in 2012. Evaluate effectiveness of the program and make recommendations to continue program or not.

			e 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	Met	Implement improvements to processes as found in Best Practices findings	Implement improvements to processes as found in Best Practices findings
3 Develop and implement a federal, state and local legislative and community outreach program to increase funding and community support for key BART initiatives.	3 a	Maintain active participation of charitable agencies in the Tiny Ticket Program.	As magnetic ticket sales decrease, monitor donations and shrink program accordingly	Met	As magnetic ticket sales decrease, monitor donations and shrink program accordingly	As magnetic ticket sales decrease, monitor donations and shrink program accordingly	As magnetic ticket sales decrease, monitor donations and shrink program accordingly
	3 b	Generate Tiny Tickets through contributions.	11,000 tickets	MET-28,000			
4 Recognize and cultivate a closer relationship with the employers we serve.	4 a	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.	20 events - Station or Employer sites	MET - 68 Transit Fairs; 27 senior field trips			
	4 b	Market BART Logo items to enhance the Districts visibility and promote a positive image.	Sell \$16,000 in Company Store Merchandise	MET - 22,000			
5 Institute a comprehensive program to promote customer friendly service from all staff.	5 a	Improve quality of customer service by providing accurate/useful info to departments about customer comments/complaints; analyze comment/complaint data; prepare reports to ensure dept. understand/respond by effecting changes where possible.	Weekly report and quarterly input for AGM, OPS QPR presentation	MET	Weekly report and quarterly input for AGM, OPS QPR presentation	Weekly report and quarterly input for AGM, OPS QPR presentation	Weekly report and quarterly input for AGM, OPS QPR presentation
	5 b	Operate the Transit Information Center a) Maintain service standards of 93% of calls served b) Achieve service standard of 20 seconds average wait time	Maintain service standard of 93% of calls served.	MET - 95%	Maintain service standard of 93% of calls served.	Maintain service standard of 93% of calls served.	Maintain service standard of 93% of calls served.

			Achieve service standard of 20 seconds average wait time.	MET - 13.0 seconds	Achieve service standard of 13.0 seconds average wait time.	Achieve service standard of 13.0 seconds average wait time.
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GRANT DEVELOPMENT - 0606

FY17 Preliminary Budget



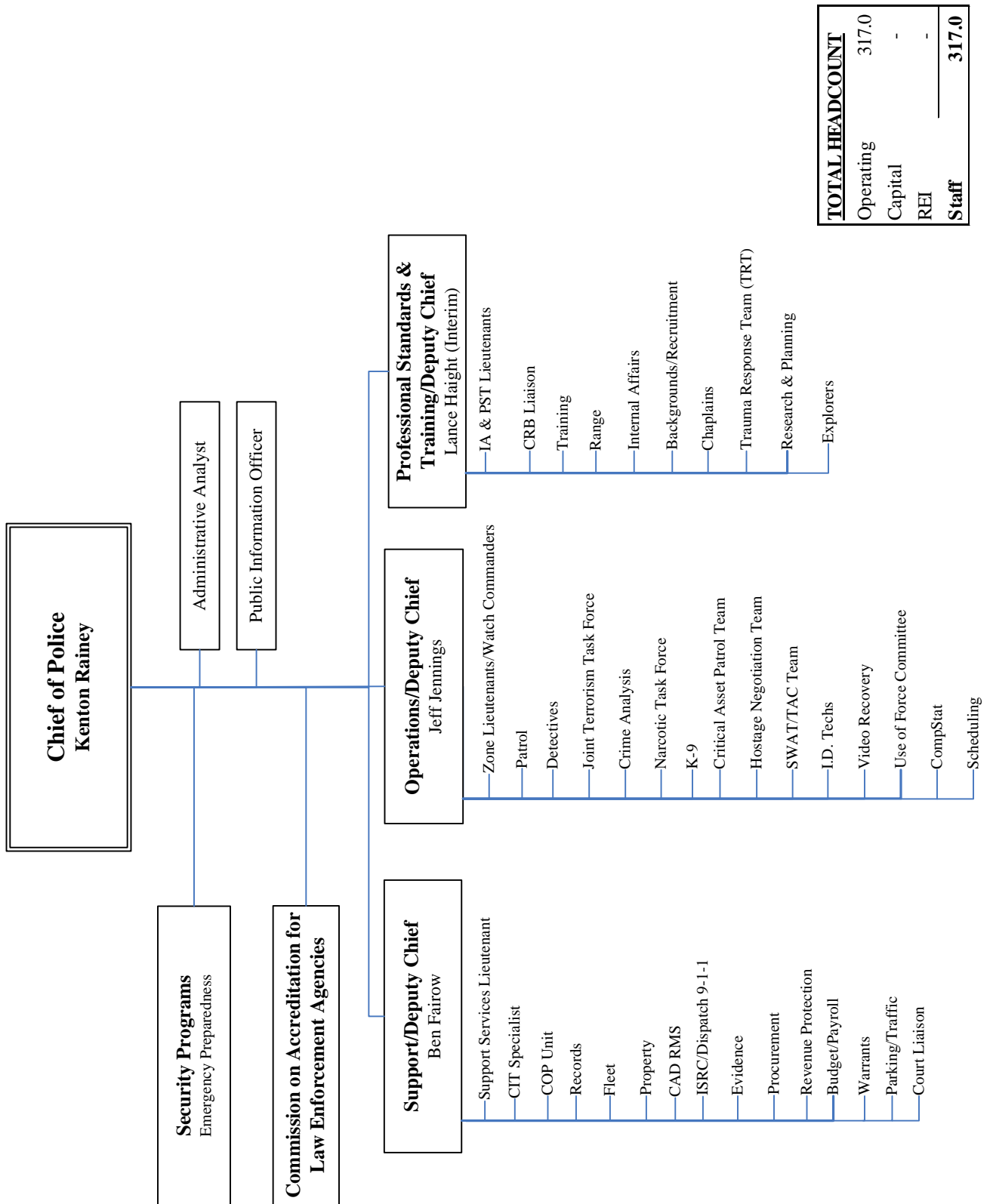
<u>TOTAL HEADCOUNT</u>	
Operating	4.0
Capital	2.0
REI	-
Staff	6.0

FY17 Goals & Objectives - Grant Development

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
1 Secure external funding for the District's capital programs	1 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.			6/30/2016	6/30/2017
	b Negotiate and refine funding agreements for Warm Springs and eBART Extensions, Railcar Replacement Program, New Train Control System, Hayward Maintenance Complex			Ongoing	Ongoing
	c Submit Grant applications and allocation documents after collaboration with internal departments: - TDA/STA Claim, One Bay Area Grants - MTC Bridge Tolls and County Sales Taxes - Federal Section 5307 and 5337 Grants - State Cap and Trade and Clean Air Act Grants - STP/SMAQ Funds and TLC/HIP Grants			Ongoing	Ongoing
	d Coordinate with Government and Community Relations to advocate for funding in community venues			6/30/2016	6/30/2017
	e Coordinate staff at BA to spend down federal funds in a timely manner.			Ongoing	Ongoing

POLICE DEPARTMENT - 07

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	317.0
Capital	-
REI	-
Staff	317.0

FY17 Goals & Objectives - Police Department

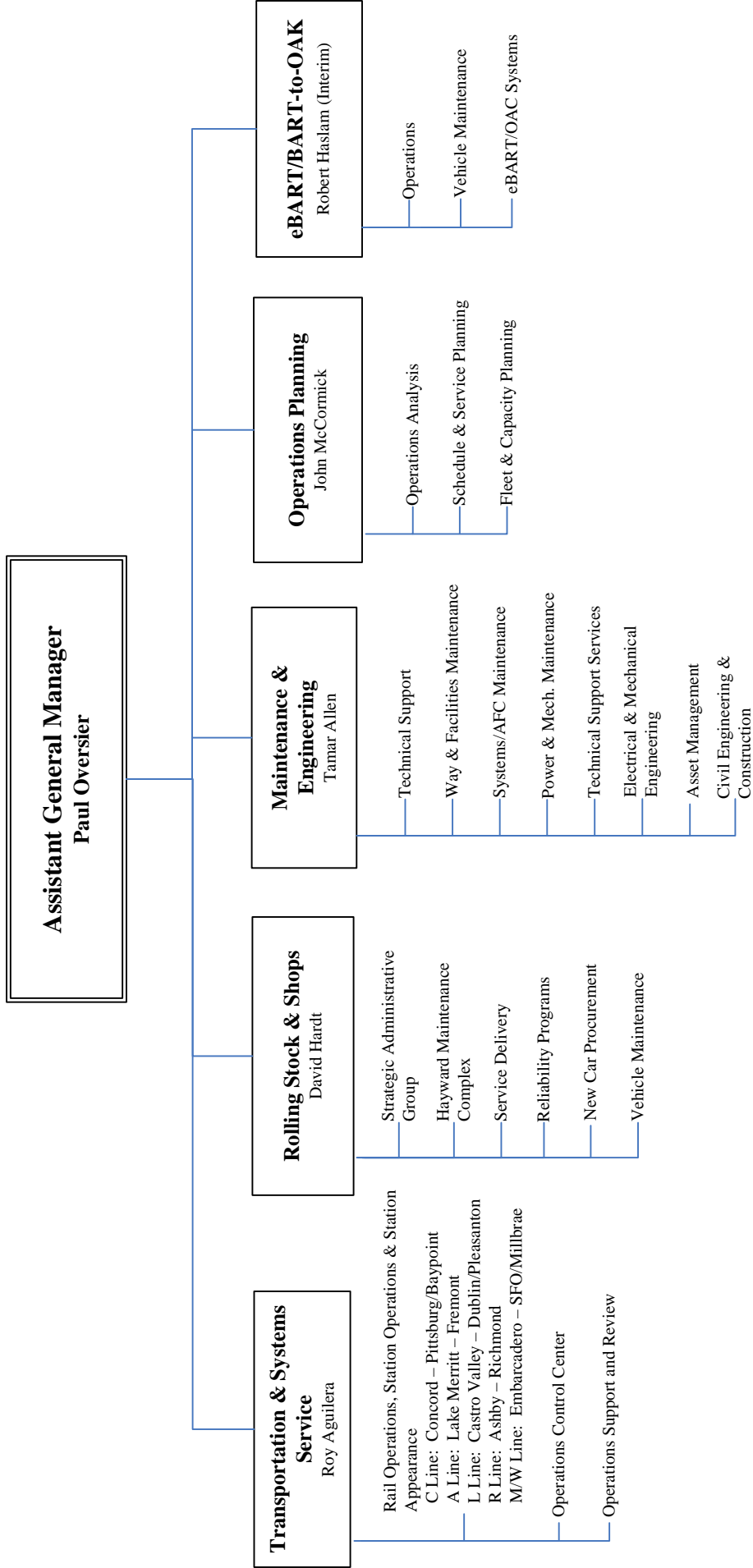
Projects/Programs/Goals	Desired Outcomes/Objectives
1 Strengthen Police Service to our customers and employees through more effective and efficient high visibility patrols.	1 a Use crime analysis to deploy extra patrol detail officers to the Top Five (5) PART I crime problem stations to combat fare evasion.
	1 b Provide a minimum of four random train sweep inspections per patrol officer per shift during revenue hours.
2 Strengthen management oversight and accountability to the department and maintain a high level of professionalism which exemplifies a highly ethical department.	2 a Provide Fair and Impartial Training to all.
3 Strengthen Services to the communities that BART serves.	3 a Ensure that all receive Fair and Impartial Police Training.
	3 b Expand the COP (Community Policing) Team to one (1) Community Service Officer per Zone.
4 Provide support and resources to our personnel to increase morale.	4 a Work with Real Estate to identify a new headquarters facility for the police department.
5 Maintain a high level of readiness to deal with major critical incidents.	5 a Ensure that all supervisors and managers are trained and in compliance with ICS 100/200 and NIMS 300/400.
	5 b Conduct semi-annual table top exercises involving major incidents response and manning the EOC.
	5 c Work with the FBI to strengthen our response to suspicious package calls for service.
	5 d 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.
	5 e Maintain eight (8) explosive detection canines.

FY17 Goals & Objectives - BPD

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
1 Staff and deploy a professional and well-trained police force.	1 a Maintain the rate of Part 1 crimes against persons at or below 2.00 crimes per million passenger trips per quarter.	2	Met	2	2
	1 b Maintain average emergency response time at 5 minutes or less.	5	Met	5	5
	1 c Maintain an overall police presence of at least 2.5 based on Passenger Environment Survey (PES) statistics.	2.5	Not Met 2.39	2.5	2.5
	1 d Identify and procure available local, state and federal grants to complete security projects.	Identify and procure funding.	Met	Identify and procure funding.	Identify and procure funding.
2 Focus on infrastructure protection and training front-line employees.	2 a Update BART Facility Standards (BFS) to meet required security levels.	As required	Met	As required	Review grant funding
	2 b Develop and mobilize Critical Asset Corridor Patrol Team.	Expend grant funds for CAP Team	Met	Renew grant funding	Review grant funding
	2 c Continue hardening of BART critical infrastructure.	As required	Met	As required	As required
	2 d Coordinate security efforts through District's Executive Security Committee.	Meet monthly	Met	Meet monthly	Meet monthly

OPERATIONS OFFICE - 08

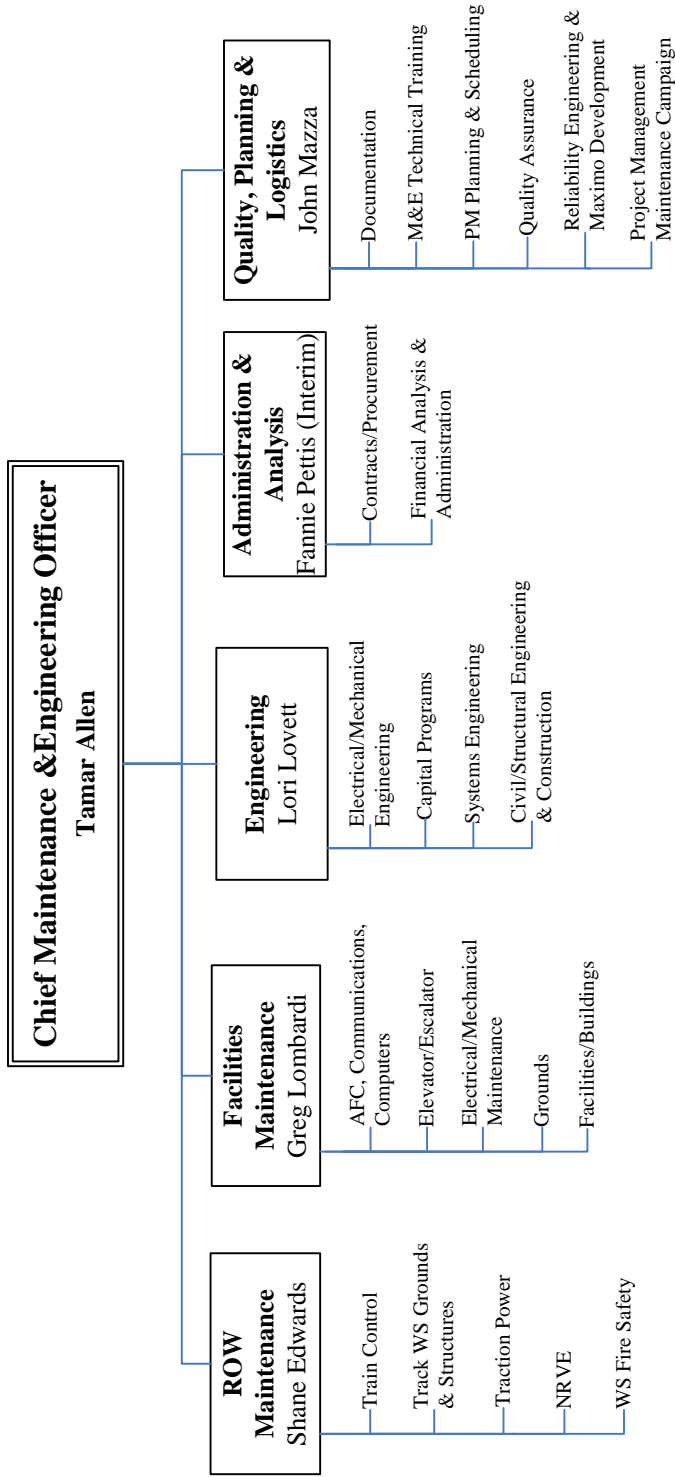
FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	2,443.5
Capital	423.6
REI	14.0
Staff	2,881.1

MAINTENANCE & ENGINEERING - 0802

FY17 Preliminary Budget



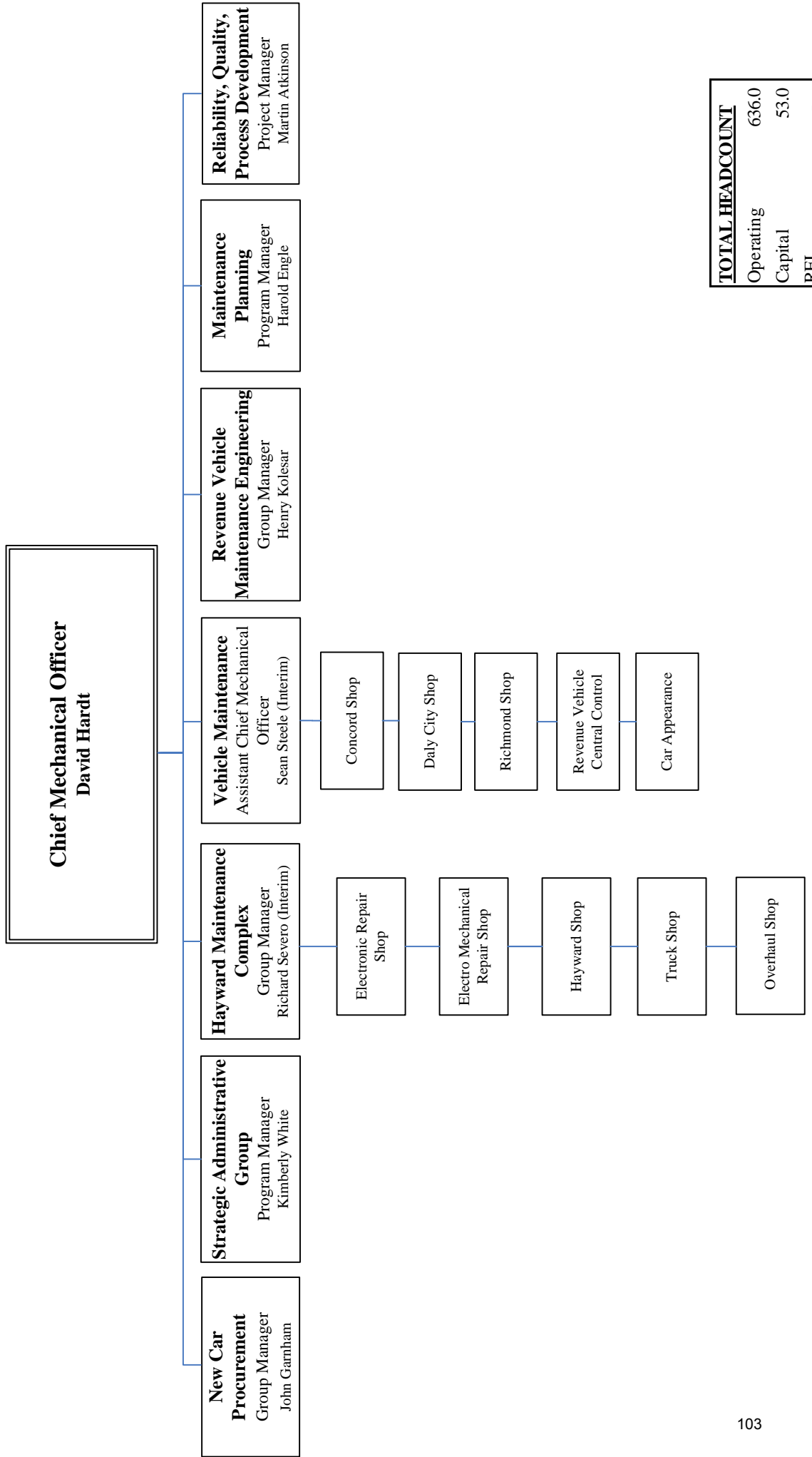
TOTAL HEADCOUNT	
Operating	667.9
Capital	309.1
REI	7.0
Staff	984.0

FY17 Goals & Objectives - Maintenance and Engineering Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures				
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj	
1 Safety	a Safety Compliance Checks	100% by 4/1/2015	100%	100%	100%	
	b IIPP Training	100%	100%	100%	100%	
	c Regulatory Training: GO175, GO172	100%	100%	100%	100%	
	d Replace Track	6 miles	5.4	8 miles	10 miles	
	e Rebuild Aerial Interlocking	N/A	1	2	2	
	f Replace Rail Fastener Pads	N/A	5471	5500	5500	
2 Reliability	a Computer Control Systems	<0.08	0.07	0.08	0.08	
	b Wayside Train Control	1.00	1.75	1.00	1.00	
	c Traction Power	0.09	0.2	0.09	0.09	
	d AFC Average Availability	99%	99.34%	99%	99%	
	e Ticket Vendors Average Availability	95%	95.33%	95%	95%	
	f Track Incidents	N/A	0.74	0.30	0.30	
	g Switch Replacement of 427 Switches	160	243	Complete by 6/30/16	Complete	
	3 Customer Convenience	a Elevators/Escalators:				
	b Platform Escalators	96%	95.79%	96%	96%	
c Street Escalators	95%	91.33%	95%	95%		
d Station Elevators	98%	98.55%	98%	98%		
e Parking Garage Elevators	98%	97.21%	98%	98%		
4 Cleanliness	a Walkways & Plazas (shared goal - Transp)	2.77	2.69	2.7	2.8	
	b Parking Lots (shared goal - Transp)	3.1	3.02	3.1	3.1	
	c Landscaping Appearance	2.8	2.73	2.7	2.8	
5 Asset Management	a Maintain all assets through Maximo	NA	NA	100%	100%	
	b Train M&E Staff Maximo	NA	NA	100%	100%	

ROLLING STOCK & SHOPS DEPARTMENT - 0803

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	636.0
Capital	53.0
REI	-
Staff	689.0

FY 17 Goals & Objectives - Rolling Stock and Shops Department

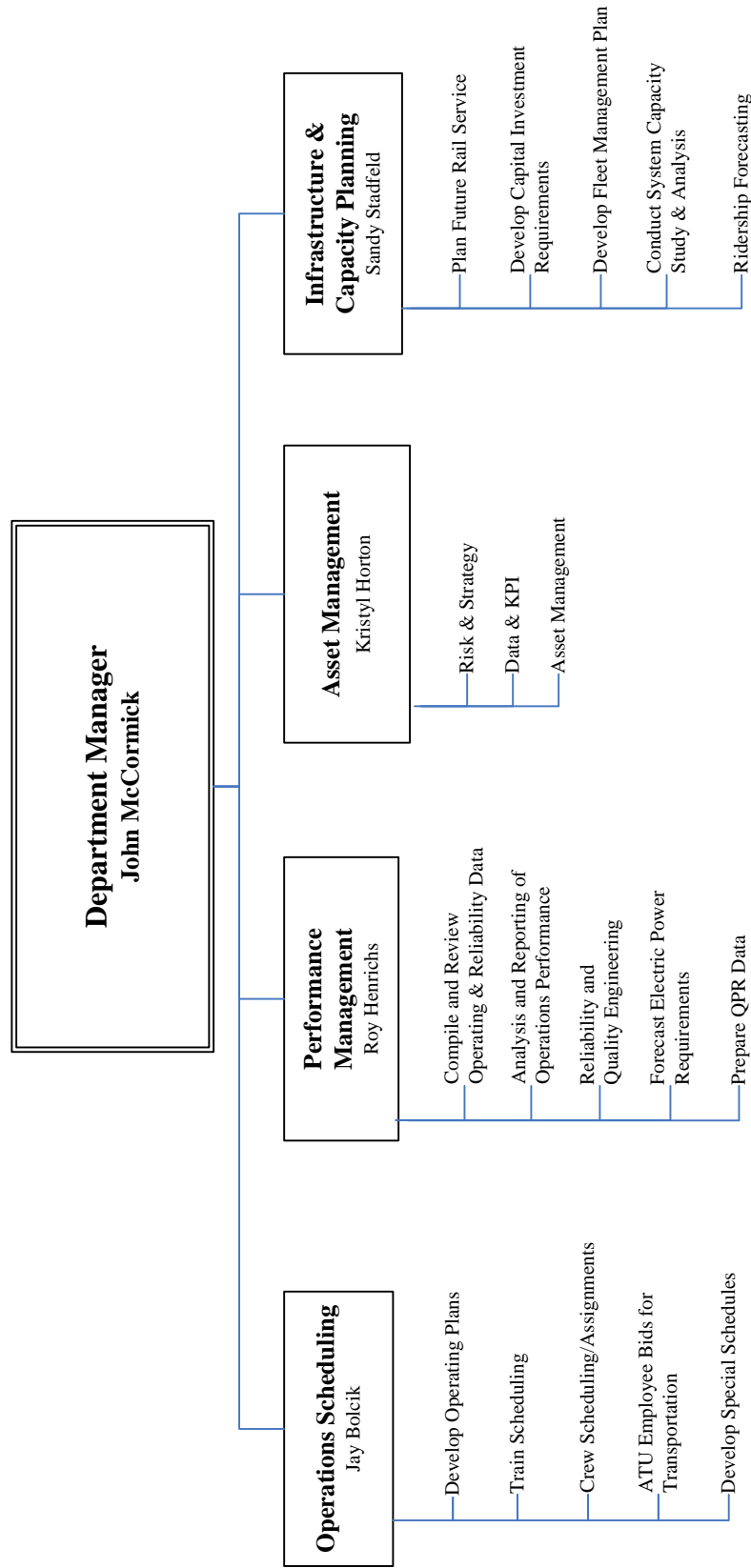
Projects / Programs / Goals	Desired Outcomes/Objectives	Performance Measures				
		FY15 Obj	FY 15 Actual	FY16 Obj	FY17 Obj	
1 Revenue Vehicles	a Provide proper complement of revenue vehicles to meet service requirement daily	573	567	579	TBD	
	b Component availability (min/max) (New FY14)	90.0%	Exceeded	Discontinue	n/a	
	c Component availability (min/max) (Revise FY14)	n/a	n/a	<6	<6	
2 Preventive Maintenance	a Complete all Preventive Maintenance on schedule	100%	100%	100%	100%	
	b Establish KPI's and tracking for Component Overhaul Scheduled adherence.	n/a	n/a	08/01/15	90.00%	
	c Establish Production KPI's and tracking for Component Overhaul programs	n/a	n/a	05/01/15	90.00%	
3 Car Reliability	a Maintain MTBSD	3550	4000	3550	4000	
	b Maintain MTBI	175	173	185	185	
	c Repeater cars (average per week) *convert to hours based	1.8		Discontinue	n/a	
	d Repeater car rate (based on operating hours)	n/a	n/a	Establish baseline and KPI	0.5 Per 1000 Operating Hrs	
4 Train Interior Appearance	a PES Score	2.97	2.96	3.00	3.00	
	b Train Interior Cleanliness (60%) - PES	2.75		2.75	2.75	
	c Train Interior Graffiti (40%) - PES	3.3		3.4	3.4	
	d Establish scheduled interior cleaning program	n/a	n/a	08/01/15	Discontinue	
	e Install New Seating	115 C Cars	Completed	n/a	n/a	
	f Install Hard Surface Flooring	100 cars	Completed	n/a	n/a	
5 Quality Assurance	a 1 Audit per Primary Shop each month (multi shop audits count for each)	n/a	n/a	36.00	36.00	
	b 6 Audits each for EMRS, ERS & Car Cleaning processes	n/a	n/a	18	18	
	c 1 Audit every six months of vendors for major contracts	n/a	n/a	2	2	
	d Corrective Actions Responses submitted within established time limits.	n/a	n/a	90%	90%	
	e Effective Corrective Action Responses and follow-up actions.	n/a	n/a	90%	90%	

10 Personnel	a	Establish 5-Year Staffing Plan	n/a	n/a	2/1/2016 - 80% Complete	n/a
	b	Develop Annual Training Plans & Schedules	n/a	n/a	2/1/2016 - Complete	Track delivery of training to plan - Ongoing

11 Facilities	a	Complete Shop Capacity Assessment	n/a	n/a	12/1/2015 - Completed	n/a
	b	Define Capacity & Equipment Requirements for each Shop based upon fleet size of 1081 cars	n/a	n/a	12/1/2015 - Completed	n/a

OPERATIONS PLANNING DEPARTMENT - 0804

FY17 Preliminary Budget



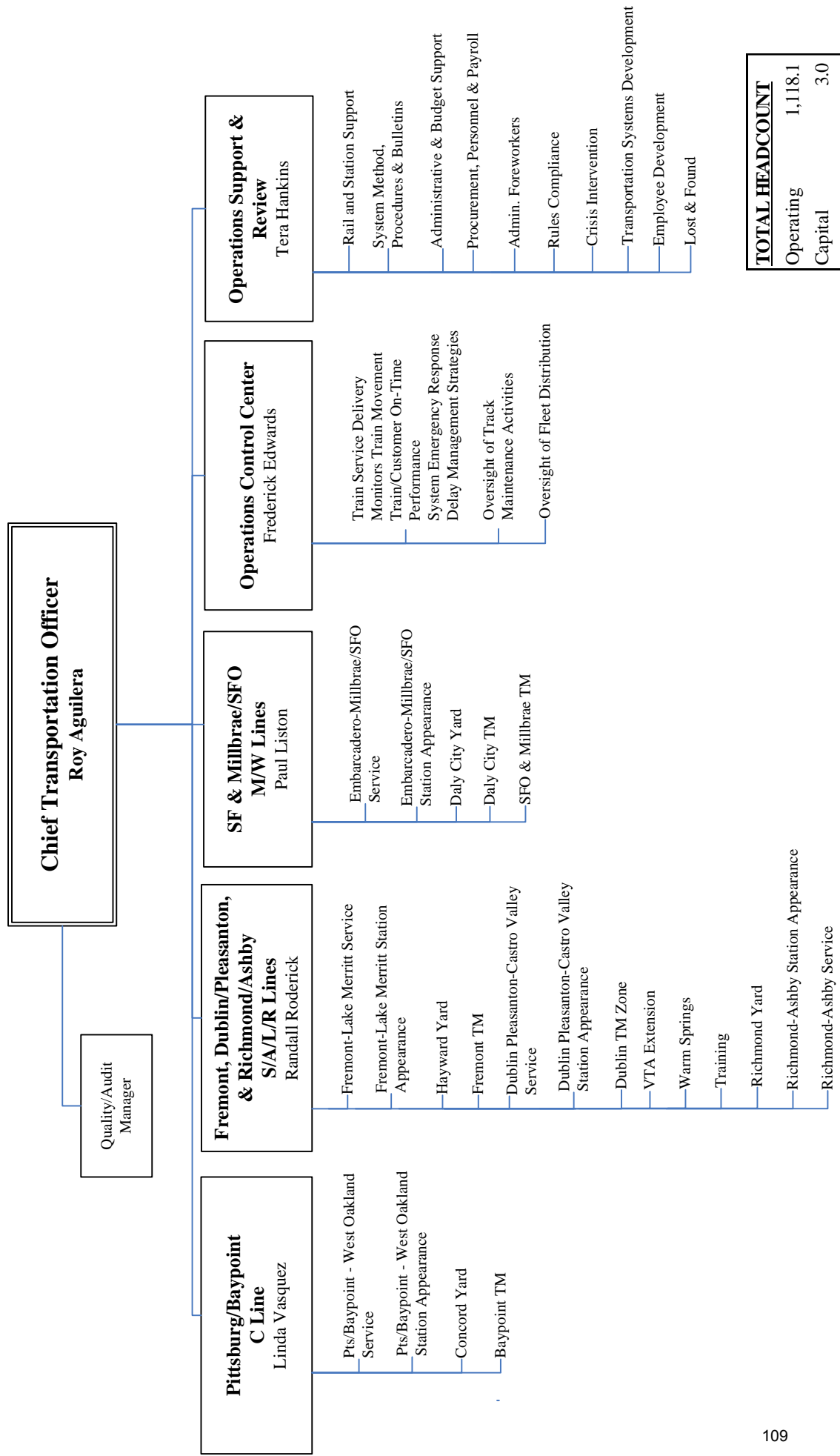
TOTAL HEADCOUNT	
Operating	17.0
Capital	2.0
REI	-
Staff	19.0

FY17 Goals & Objectives - Operations Planning Department

Projects/Programs/Goals	Desired Outcomes/Objectives
1 Manage the District's Asset Management Program to achieve program milestones	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
	b Partner with RS&S to actively manage an aging revenue vehicle fleet that is in high demand
	c Actively support P&D's long-term oriented planning and capital projects
	d Improve Operations Planning capabilities with weekend construction shut downs
	d-1 Work with Operations staff in M&E and Transportation to institute weekend bus bridges for system reconstruction
	d-2 Engage outreach personnel in agency and support Title VI/ADA compliance
	d-3 Manage bus planning logistics for planned/unplanned track shutdowns
	d-4 Use specialized software tools to analyze options and make informed service delivery decisions
e Partner with M&E, 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: Daily Executive Summaries. Vehicle Reliability Reports by the 10th of month. Operations Performance Reports by 15th of month. Monthly Key System Performance Stats by 15th of month. Weekly summary system performance reports by Tuesdays. Weekly equipment performance and availability reports. Weekly elevator/escalator availability charts.
	b Increase RE support for New Car Pilot Program
	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
	4 Support various District planning and policy initiatives

TRANSPORTATION & SYSTEM SERVICE DEPARTMENT - 0805

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	1,118.1
Capital	3.0
REI	7.0
Staff	1,128.1

FY17 Goals & Objectives - Transportation and System Service Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 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 95%	95%	92%	95%	95%
	b Achieve Train On-Time performance of 92%	92%	88%	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	0.49	0.50	0.50
	d Hold interdepartmental delay management debriefings wkly to include yard and shop incidents at the line level as required. Analyze delay trends and causes wkly. Disseminate lessons learned to appropriate RS&S, TSS and M&E staff.	48 debriefings/year	48 debriefings	48 debriefings/year	48 debriefings/year
	e Complete scheduled make-breaks 85% of the time.	85%	83%	85%	85%
	f On-time delivery of PM cars to the shops (Joint Car Availability Goal with Rolling Stock & Shops).	90%	100%	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.	2 a 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%
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3. Maintain Customer Amenities by performing daily scheduled cleaning and inspection activities at all stations as well as heavy station cleaning on the prescribed cycles.	3 a Achieve an average Passenger Environment Survey (PES) rating for "Station Cleanliness" of 2.90 .	2.90	2.71	3.00	3.00
	b Maintain an average PES rating for "Station Platform cleanliness" of 3.07 .	3.07	2.88	3.07	3.15
	c Maintain an average PES rating for "Other Station Areas" of 2.85 .	2.85	2.67	2.85	3.00
	d Maintain an average PES rating for "Restroom Cleanliness" of 2.15 .	2.15	2.29	2.15	2.30
	e Achieve an average PES rating for "Elevator Cleanliness" of 2.71 .	2.71	2.49	2.71	2.80

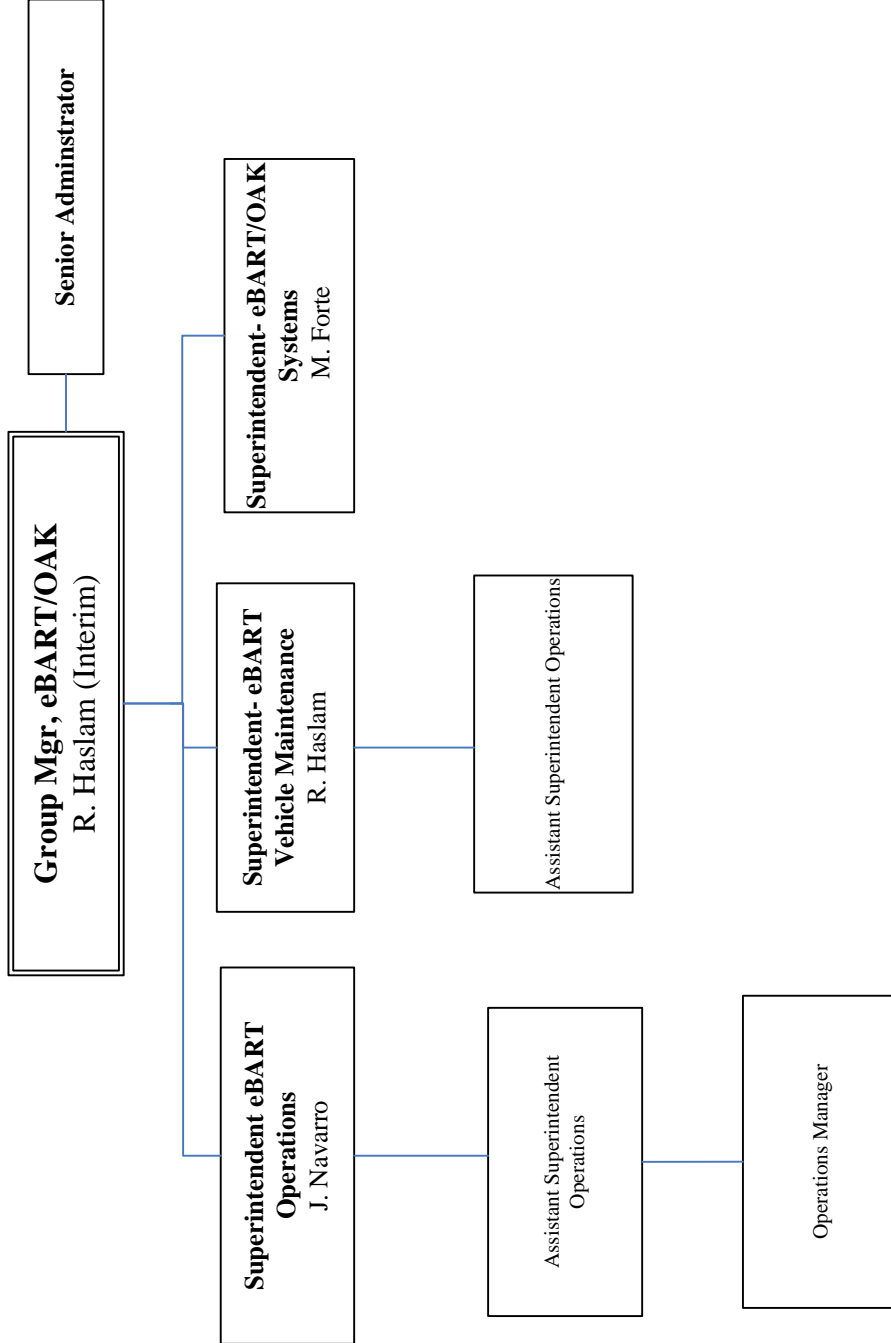
FY17 Goals & Objectives - Transportation and System Service Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
4. Improve Customer Amenities by maintaining an aggressive graffiti removal program.	4 a Achieve an average PES rating for "Station Graffiti" of 3.19 .	3.19	3.01	3.19	3.19
	b Maintain an average PES rating for "Walkways & Entry Plaza Cleanliness" of 2.77 .	2.77	2.69	2.80	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 a Wash 75% of available fleet at least once per week.	75%	68%	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.	6 a. Maintain an average PES rating for "Agent Available or Sign in Place" of 3.00 .	3.00	2.95	3.00	3.00
	b. Ensure a uniform contract is in place at all times.	New contract in place by Jun 1, 2015	New contract in place by Jun 1, 2015	New contracts now in place.	New contracts now in place.
	c. Maintain Rude Agent complaints to 200 or less.	200 or less	312	200 or less	200 or less
7. Maximize Customer Service by providing Train Operators with clear communication guidelines 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.)	7 a Maintain an average PES rating for Train Operators making "Arrival Announcements" of 3.14 .	3.14	3.08	3.14	3.14
	b. Maintain an average PES rating for Train Operators making "Train Destination Announcements" of 3.26 .	3.26	3.21	3.26	3.26
	c. Maintain an average PES rating for Train Operators making "Transfer Announcements" of 3.10 .	3.10	3.06	3.10	3.10

FY17 Goals & Objectives - Transportation and System Service Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
8. Maximize Customer Service by monitoring the availability of brochures in the information kiosks.	8 a Maintain an average PES rating for "Brochures in Kiosks" (Joint Goal with Marketing) of 3.17.	3.17	3.04	3.17	3.17
9. Maximize human resource development.	9 a Deliver 100% of the required and mandated training certifications/recertifications.	100%	100%	100%	100%

eBART/BART-to-OAK - 0807 FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	1.5
Capital	56.5
REI	-
Staff	58.0

FY 17 Goals & Objectives - eBART/(OAC)BART to OAK

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
eBART					
1 Secure funding for the eBART program development and start-up team and activities.	Complete 5 year budget estimate.	Develop 5 yr. budget estim. Obtain Board approval.	(in FY15?)	Compile date for FY18 operating budget.	Develop FY18 operating budget.
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.			Complete drafts	By July 2016
	b Develop draft manuals for engineers, vehicle maintainers, systems maintainers and operations managers.			Continue to develop procedures and training programs.	Ongoing work with OEMs, target completion dates June 2017
	c Develop draft training programs for all eBART employees.			By June 2016	
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.			SSPP draft should be at 80% end of FY16	Submit SSPP to PUC by November 2016
	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			Continue on going process. 6 mo. Reviews.	Target completion date June 2017
4 Complete the development of the eBART organization and hire and train 11 qualified individuals to participate in eBART start up and commissioning activities.	a Complete all job descriptions and complete compensation analysis for eBART positions			By March 2016	
	b Begin training programs for eBART employees in view of hiring 11 employees for start up activities.			Develop training plan for first hire group. June 2016	38 additional employees hired and trained thru FY17

FY 17 Goals & Objectives - eBART/(OAC)BART to OAK

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
5 Collaborate with internal departments to develop plans in support of the eBART start up including: IT, HR, Labor Relations, operations planning, etc.	5 a Complete interviews with department heads.	Develop BART dept support needs list	Contained within eBART Go-Live Plan		
	5 b Develop milestone based schedule incorporating feedback from department heads.			Go-Live milestones created	Target completion date Sept. 2017

6 Identify office/project space at the project site to house the eBART start up team.	6 a Collaborate with PD&C to identify space requirements and identify appropriate facilities for start up team and entire eBART organization.	Complete facilities plan.	Plan completed	Change Orders being developed and implemented	June 2017 target completion date
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BART to OAK

1 Develop appropriate methods and reporting tools for measurement of contractor performance and compliance.	1 a Report BART to OAK performance to the BART board.	Develop QPR and establish standards	Developed QPR metrics and established standards. Began tracking data. First Report 15Q4	Continue quarterly reporting. Streamline tracking database	Continue quarterly reporting
	1 b Track system performance, contract compliance and safety audits.	Develop a database for use in tracking performance, contract compliance and safety audits.	Implemented performance and safety audit databases. Contract compliance DB under development	Continue contract compliance database development	Complete and implement contract compliance database

FY 17 Goals & Objectives - eBART/(OAC)BART to OAK

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
2 Manage the BART to OAK Contract Operator to attain a high level of service availability commensurate with contract requirements.	2 a Ensure the identification of corrective maintenance measures as appropriate.	Conduct weekly service review meetings with contractor to review service performance and ensure identification of corrective measures	Implemented/ Ongoing since Dec 2014	Continue weekly service review meetings	Continue weekly service review meetings
	2 b Maintain high system availability throughout the project life.	Maintain system availability of at least 99.5%.	99.72% Availability achieved.	Maintain system availability of at least 99.5%.	Maintain system availability of at least 99.5%.
	2 c Review on a monthly basis preventative maintenance records to ensure conformance with the contractors' program.	Conduct monthly review of preventative maintenance records to ensure conformance	Implemented/ Ongoing since Dec 2014	Continue monthly review	Continue monthly review
3 Provide for an attractive and clean travel environment for all customers through providing clean and well-maintained rolling stock and station facilities.	3 a Routinely track compliance with contract provisions and to assess the state of cleanliness of all public areas.	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.	Formal audit program not complete, informal audits occur weekly since Feb 2015	Complete formal audit program and implement	Continue formal audit program
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FY 17 Goals & Objectives - eBART/(OAC)BART to OAK

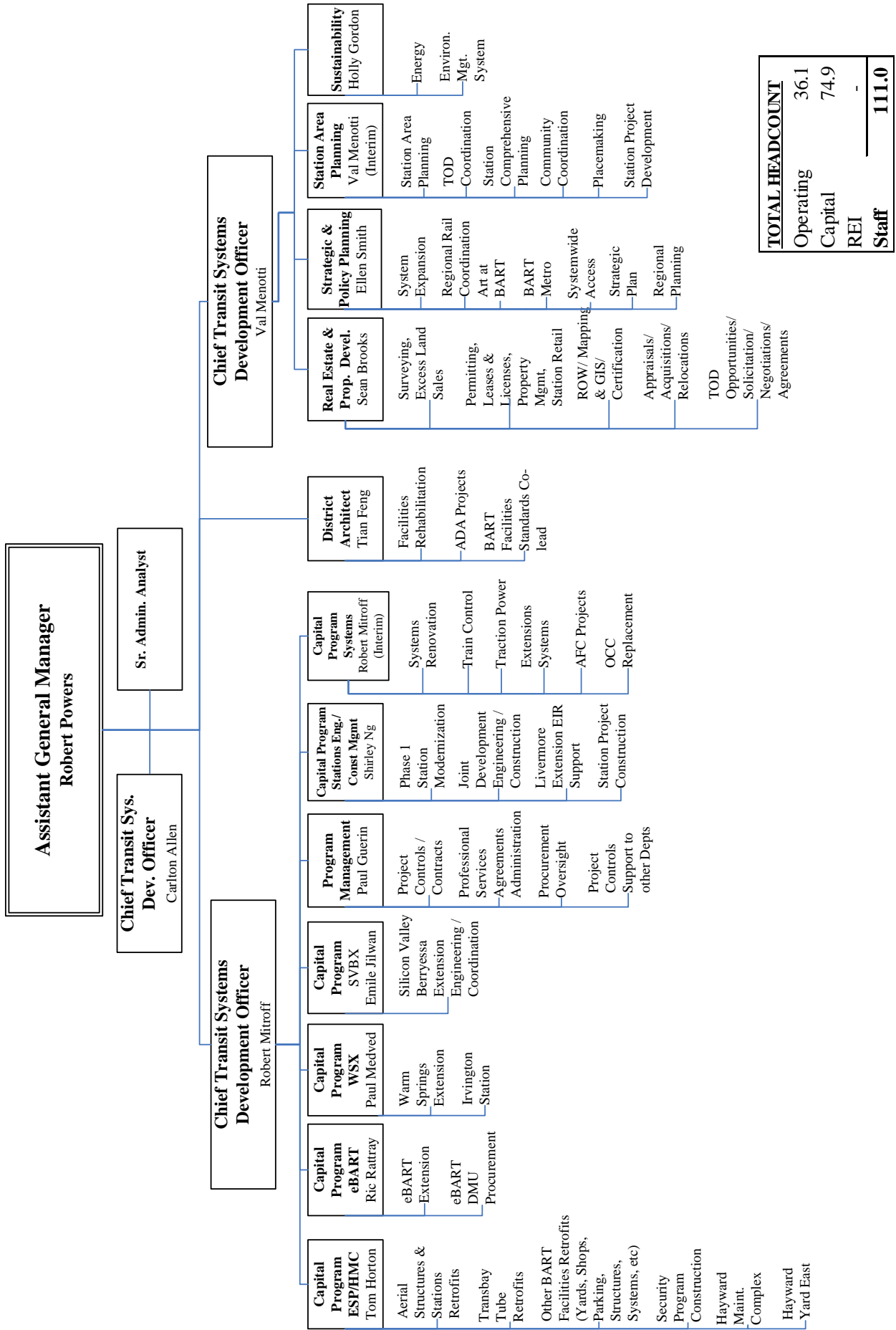
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
		Develop and implement customer satisfaction survey to gauge patron satisfaction	Completed May 2015 and Oct 2015	Utilize BART QES methods to gauge customer satisfaction	Utilize BART QES methods to gauge customer satisfaction
		Achieve high customer satisfaction rating	More than 90% positive ratings achieved	Maintain ratings above 90%	Maintain ratings above 90%
4 Provide a seamless customer service experience for BART to OAK customers accessing the guideway system through the Coliseum station.	b	Utilize a customer satisfaction survey to gauge patron satisfaction with the travel environment and amenities.			
	c	Maintain consistently high customer satisfaction ratings throughout the life of the project			
4	a	Identify issues and opportunities to improve customer service between BART OCC, A-Line and Contract operator management.	Occurs as-needed.	Maintain integration of the two systems. Monitor for areas that need improvement	Maintain integration of the two systems. Monitor for areas that need improvement
	b	Assess BART to OAK service frequency vs customer needs.	Determined that service frequency needed. Developed new schedule.	Implement improved schedule	Monitor patron utilization and make recommendations for schedule changes as needed.
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.	a	Track compliance with the 21 elements of the SSPP.	Monthly meeting Implemented Feb 2015. Ongoing monthly	Develop and implement internal audit program for SSPP compliance	Continue routine internal audits to track SSPP compliance
	b	Convene a monthly Safety and Security meeting that is documented and is intended to track SSPP compliance.			

FY 17 Goals & Objectives - eBART/(OAC)BART to OAK

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	<p>Identify and document hazards, corrective actions and track progress on their closure.</p> <p>b</p>	<p>Contractor to develop and implement a hazard tracking log to document hazards, corrective actions and track progress on their closure. Review the log on a monthly basis.</p>	<p>Implemented Feb 2015. Hazards are identified, tracked and reviewed Monthly.</p>	<p>Continue program. Identify recurring hazards and investigate ways to eliminate or minimize</p>	<p>Continue program</p>

Planning, Development & Construction – 10

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	36.1
Capital	74.9
REI	-
Staff	111.0

FY17 Goals & Objectives - Planning, Development and Construction

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
1 Expand and improve the Hayward shops and yard facilities for vehicle and systemwide maintenance to facilitate a state of good repair and fleet reliability.	1 a Implement the HMC Project investment program.	Award 4 design-build construction contracts	Awarded	Due to ongoing discussions with project users, all designs will not be complete until Q2, FY17. Two construction contracts are complete.	All further objectives for HMC are dependent upon receipt of additional funding. If received award contract or Change Order Q2. Two other contracts Q3

2 Retrofit core system to meet operability standards and retrofit remainder of system to meet Life Safety standards."	2 a Complete Earthquake Safety Program by January 2014.			As a result of scope changes, completion - 2022	ongoing
	2 b Issue A Line Construction Contracts	Q3 1 contract	1 contract awarded Q4	1 contract awarded Q2, the other Q4. Main Transbay Tube Retrofit contract advertised Q3	Award 2 Transbay Tube construction contracts

3 Develop a package of programs and projects to improve access to our stations by modes other than single occupant vehicles.	3 a Coordinate with Oakland and Emeryville to advance last mile connectivity studies and activities.	Completed Q2	Completed		
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4 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.	4 a As funding permits, expand Wayfinding Improvements up to 10 more stations.	Complete Punchlist and close-out - Phase I	Completed	Close out Phase I - Q4	
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FY17 Goals & Objectives - Planning, Development and Construction

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	b Wayfinding improvements for 16 stations	NTP 1/2015 - construction duration 20 mos.	Start construction	Ongoing	Complete construction Q1
	c Wayfinding improvements at 10 stations		Advertise & Complete Q3	Phase III - Design complete. Start construction Q4	Ongoing
5 Upgrade BART stations to improve lighting, pathways, and signage systems.	a Implement Station Brightening at selected stations to improve environment for customers and employees.	Coordinate and prioritize investments, and initiate implementation.	Completed	Coordinate and prioritize investments at 3-4 stations, and initiate implementation.	Q4
	b Implement Systemic investments to advance State of Good Repair and improve customer environment across multiple stations.	Identify, prioritize and prepare systemic investment recommendations.	Completed	Implement design & construction of identified projects	Award & construct Q3
	c Implement Gateway improvements at selected stations.	Completed conceptual design at 2 Gateway stations. Q2	Completed	Begin final design & procurement	Complete design Q4
6 Incorporate universal design principals into planning for BART renovation, expansion and improvement.	a Work with APTA to develop design standard to incorporate Title VI Requirement. Work with OCR to develop signs.	Continue to seek budget for station improvement projects and write White Paper Q4 Award one station contract - Q2	Ongoing	Develop Universal Design Guideline - In Progress	In Progress

FY17 Goals & Objectives - Planning, Development and Construction

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
7 Expand real time BART train and bus arrival and emergency information to aid customers.	7 a Expand Real Time Information Program to 10 additional stations, as funding permits.	Real Time improvements to more stations - Phase III. Awarded contract Q3	Ongoing	Real Time improvements to more stations.- Phase III	Begin construction

8 Expand BART rail service to eastern Contra Costa County.	8 a	Begin eBART revenue service by 2018.	Continue construction. Revenue service 2018	Ongoing	Continue construction Revenue service 2018	Ongoing through FY18
	b	Secure and certify all real property rights in support of project.	Continue construction. Revenue service 2018	Completed		
	c	Transfer Platform and Maintenance Facility	Continue construction. Revenue service 2018 Ongoing	Ongoing	Working on claim resolution for Transfer Platform	
	d	Begin construction on trackway systems and station finishes.	Continue construction. Revenue service 2018 Ongoing through FY21	Completed		
	e	NTP - Award Vehicle contract.	Continue construction. Revenue service 2018 Ongoing through FY22	Completed		

9 Extend BART service over five miles in Fremont.	9 a	Complete Warm Springs		Ongoing	Ongoing	Achieve Revenue Service Q1
	b	Secure and certify all real property rights in support of project.		Completed		

FY17 Goals & Objectives - Planning, Development and Construction

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	c Substantially complete project work.	Begin integration testing. Q4	Ongoing	Ongoing	Achieve LTSS contract Milestone III. Substantially complete Q1 Milestone IV - Q2
	d Support City of Fremont - led Warm Springs Community Plan for station area.	As required	Completed		
10 Extend BART service over 16 miles into Santa Clara County.	10 a In partnership with the Santa Clara Valley Transportation Authority, assist in the implementation and completion of the Silicon Valley extension by 2018.			Support Core System Modification Access Implementation, as required	Ongoing
	b Complete facilities and systems design oversight.	Complete facilities and systems design oversight.	Complete		
	c Implement Construction Management Oversight team for commencement of major alignment construction.	Ongoing	Ongoing	Engage BART Construction Management oversight & team facilities system construction	Ongoing
	d Implement System Integration Testing Team	Implement Construction Management Oversight team for commencement of major alignment construction Q3	Completed	Implement system testing/integration team to support testing	System Testing / Integration Team to Support Testing
	e Phase II completion - 2025	Begin implementation of Phase II	Ongoing	Support VTA in implementing Phase II	Ongoing

FY17 Goals & Objectives - Planning, Development and Construction

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
11 Extend BART service to Livermore	11 a Advance Project-Level environmental review to inform investment decision making.	Prepare Draft EIR.	Completed conceptual engineering, ridership forecasting and capital cost estimate for four build alternatives	Prepare Draft EIR (Q3)	Prepare Final EIR - Q2
		Develop framework for update of Strategic Plan.	Strategic Plan framework adopted Oct 2015	If adopted, advance implementation	Advance Implementation of Strategic Plan into budget & decision making process - Q4
12 Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves.	12 a Under the direction of the General Manager, initiate update of the BART Strategic Plan.				Ongoing
		As required through 2015.	Ongoing	As required through 2016	As required through 2017
		Ongoing	Completed initial studies	Complete studies. Request Board authorization Q2	Board consideration during Q1
13 Implement a variety of programs to increase non-farebox revenues, including advertising, transit-oriented development and concessions.	13 a Develop station area value capture strategies and protocol for purposes of addressing funding shortfalls. b Generate revenue through third party uses of BART stations, corridors, and excess lands. c Implement Benefit Assessment District Project				
14 Procure low-cost, clean and reliable electricity for the BART system and continuously reduce the District's use of electricity.	14 a Maintain cost of independent power supply arrangements at less than cost of comparable PG&E service. b Update Strategic Energy Plan. c Develop and maintain a portfolio of diversified market supply.	Procure power supply at or below PG&E cost.	Working draft present to Board Q3	Procure power supply at or below PG&E cost.	Ongoing
		Update plan as required.	Worked on policy issues	Update plan as required.	Update plan as required
		Procure a mix of short and long term purchases.	Ongoing	Procure a mix of short and long term purchases.	Ongoing

FY17 Goals & Objectives - Planning, Development and Construction

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj As required.	FY15 Actual As required	FY16 Obj As required.	FY17 Obj As required
	d Monitor federal and state energy regulatory actions, recommend legal intervention as appropriate.	As required.	As required	As required.	As required
	e Continue to procure cost effective renewable energy supplies.	Consider green projects if economically feasible; pursue goal of 75% renewable supply by 2017.	Ongoing	Consider green projects if economically feasible; pursue goal of 75% renewable supply by 2017.	Consider green project if economically feasible; pursue goal of 75% renewable supply by 2017
	f 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
	g Replace expiring Transmission and Distribution Delivery Agreements by December 2016.			Work with Government Relations to identify possible legislative changes if needed.	Ongoing
15 Provide more frequent service in the urban core ("show up and go") to meet the travels demands of the market.	15 a Advance Sustainable Communities Operational Analysis (SCOA) recommendations.	Refine and advance program, as funding permits. Complete analysis.	Secured funding for individual projects	Refine and advance program, as funding permits.	Refine and advance program as funding permits
	15 b Advance Metro Vision analysis to evaluate State of Good Repair, capacity, and expansion / infill investment opportunities.	Complete analysis.	Advance Completion to FY16		Complete Metro Vision Analysis Q1

FY17 Goals & Objectives - Planning, Development and Construction

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	<p>c 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.</p>	Award consultant contract for primary Train Control implementation engineering services	Completed 4/14. Dec 4, '15 obtained Board Authority for Design-Build		Release RFP Q2
16 Serve suburban and exurban markets by strategic linking to other systems.	16 a Participate with California High Speed Rail Authority, and Caltrain, as Altamont and Peninsula projects are advanced.	As required, through 2015.	Advance Completion to FY2016	As required, through 2016.	Complete analysis Q1
17 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.	17 a Following lead of local jurisdictions, advance station area plans: North Concord/Martinez, Concord, Fremont, Lake Merritt, Coliseum, 19th Street, West Oakland, Powell, and Embarcadero.	As required, through June 2015.	Ongoing	As required, through 2016.	Ongoing
	b 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.			Station modernization Concord, Coliseum, Balboa Park, Berkeley	Ongoing
	c Advance proposed TOD at Millbrae Station for Board Approval				Q1
18 Working with cities and local communities, BART will implement approved development projects.	18 a Work with Developers to obtain development approvals from local land use jurisdictions.	Coliseum, Glen Park	Ongoing	Pleasant Hill, Coliseum, West Oakland, Balboa Park, Walnut Creek	Ongoing
	b Support construction of transit-oriented developments at approved BART stations.	Continuation.	Ongoing	Continuation.	Ongoing

FY17 Goals & Objectives - Planning, Development and Construction

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	c Conduct negotiations with selected developers and secure Board approval of transactions.	Continuing negotiations - Coliseum, Glen Park, Milbrae, West Oakland Q4 - El Cerrito	Ongoing	Continuing negotiations - Coliseum, Milbrae, West Oakland, El Cerrito Plaza, Balboa Park, Pleasant Hill, Walnut Creek	Ongoing
	d Based on results of Portfolio Review, determine future strategy to maximize impact of TOD program.	As required through June 2015	Completed		Continuation - update TOD policy

19 Build consensus among transit operators for reducing greenhouse gas emission, and utilizing sustainability techniques.	a Initiate FTA funded pilot project for climate change adaptation of BART facilities.	Completed			
	b Implement guidelines through pilot projects such as Planning & Development capital projects.	Ongoing	Incorporate into design and construction docs	Engage P. M. during initial project stage	Ongoing
	c Advance Environmental Management System (EMS) by expanding to Oakland Shop, and initiating targeted training.	Completed	Completed first cycle of EMS and initiate second cycle. Q3	Develop ESMS strategy	Participate in Virginia Tech ESMS pgm Q1/2
	d Solar Installation - 5 locations	Ongoing	Continuation	Q4 install WSX.	Install e-BART FY18
	e Climate Change Climate change impacts on BART's system. Build resiliency through adaption solutions. Impacts of sea level rise (SLR) and adaption solutions.	Completed	Provided technical support to the FHWA ART study. Study anticipated to be completed August 2014	Train Control Adaptation / Vulnerability Study	Complete Study Q3

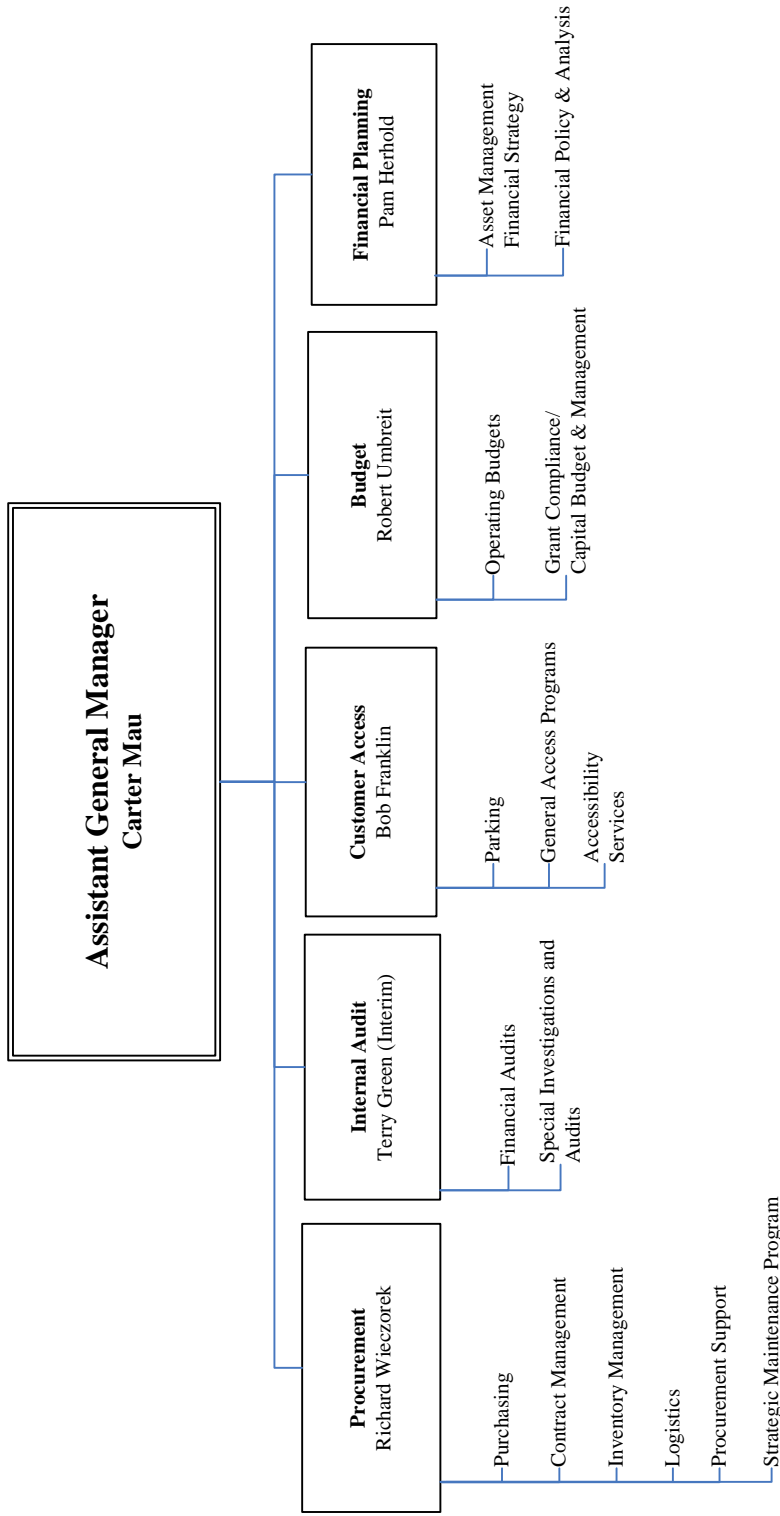
20 Reduce GHG emissions per BART vehicle mile.	a Sustainability Committee to establish targets in 2009/10.	Established base-line	As required, through June 2015.	As required, through June 2016.	As required through June 2017
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FY17 Goals & Objectives - Planning, Development and Construction

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
21 Contribute to Bay Area reduction in VMT.	21 a Support regional agencies development of SB375-guided Regional Transportation Plan (RTP) / Sustainable Communities Strategy to achieve state GHG emissions reduction targets.	As required, through June 2015.	Ongoing	As required, through June 2016.	As required through 2017
	21 b Support regional, state and federal-level GHG efforts as they related to transportation policy, funding and/or environmental regulation.	As required, through June 2015.	Ongoing	As required, through June 2016.	As required through 2017
22 Reduce District water consumption.	22 a If funded, prepare water usage baseline. Develop preliminary water conservation plan. Complete short term efforts in response to 2014 drought.	Prepared plan and initiated implementation.	Ongoing	Implement Plan's Action	Ongoing
23 Develop and implement a federal, state and local legislative and community outreach program to increase funding and community support for key BART initiatives.	23 a Continue to promote implementation of TOD at national and state levels through involvement in Rail-Volution and the Urban Land Institute's TOD Council.	As required, through June 2015.	Ongoing	As required, through June 2016.	Ongoing

ADMINISTRATION AND BUDGET OFFICE - 11

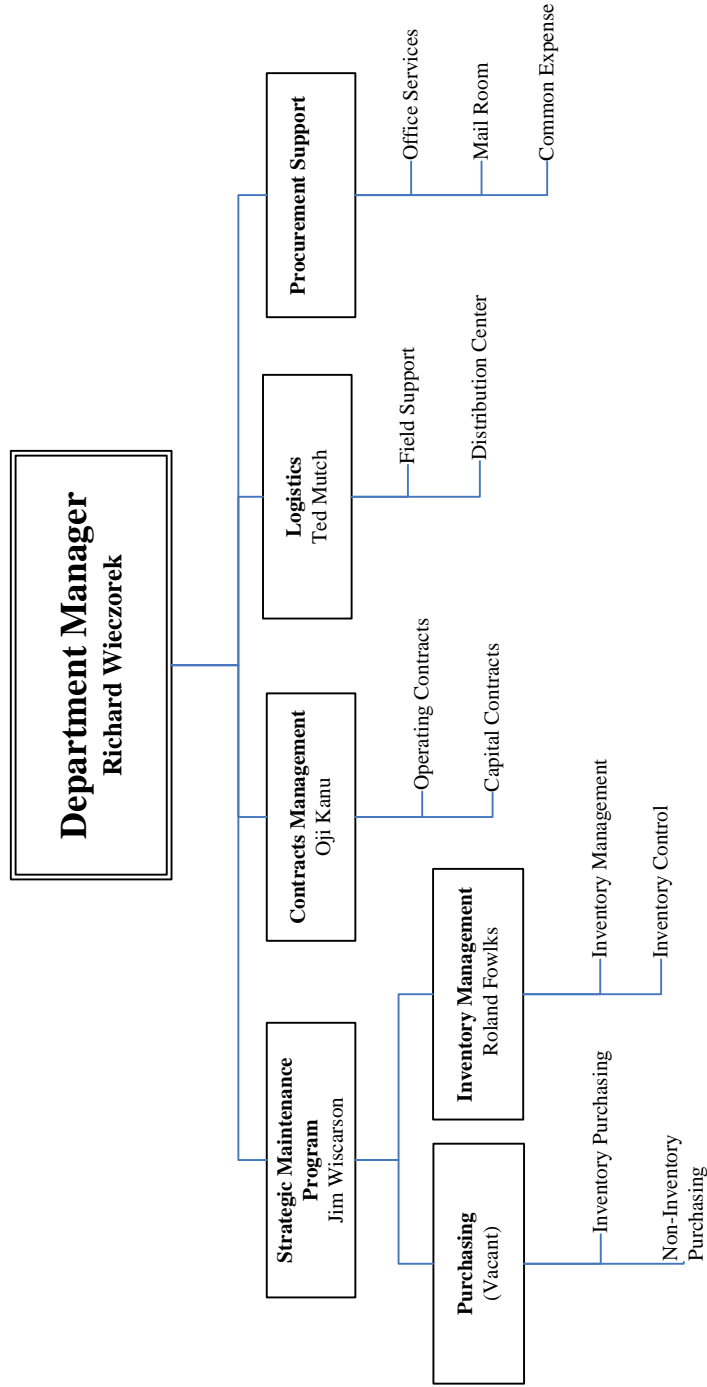
FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	117.0
Capital	10.0
REI	2.0
Staff	129.0

PROCUREMENT DEPARTMENT - 0503

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	84.0
Capital	5.0
REI	-
Staff	89.0

FY17 Goals & Objectives - Procurement Department

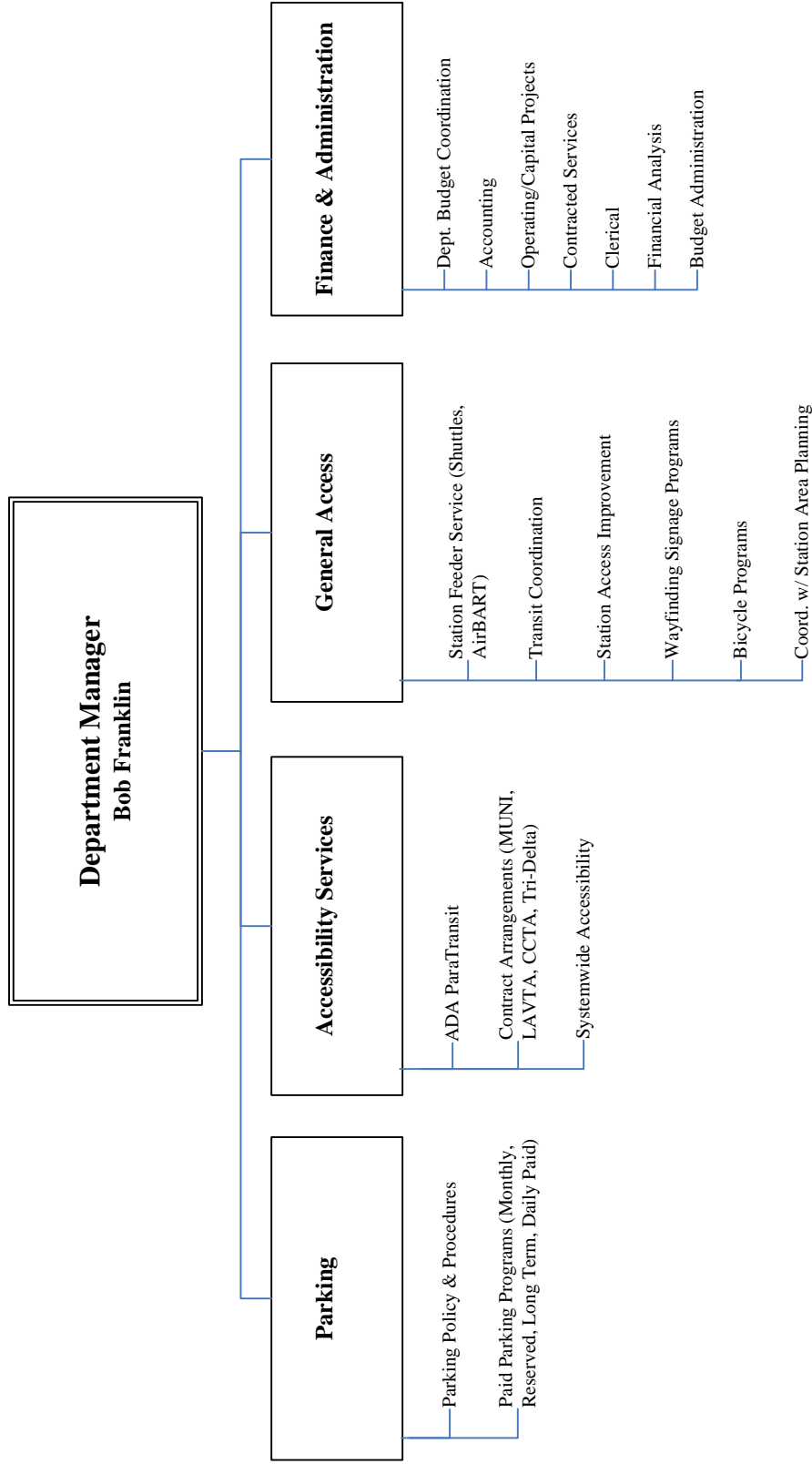
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
1 Manage the District's inventory to meet inventory requirements and ensure control over inventory performance and investment.	1 a Maintain inventory levels to limit car days out of service 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	Met	As required	As required
	c Work with M&E to identify appropriate material component for equipment support.	As required	Met	As required	As required
	d Work with M&E elevator/escalator to identify sole source requirements.	As required	Met	As required	As required
	e Coordinate with M&E on inventory requirements to restrain inventory build up.	As required	Met	As required	As required
	f Work to reduce obsolete inventory as funding becomes available.	Continue to identify & reduce obsolete inventory per available funding.	On track	Continue to identify & reduce obsolete inventory per available funding.	Continue to identify & reduce obsolete inventory per available funding.
2 Purchase all inventory and non-inventory goods and services within the established procedures, laws and regulations. Utilize best-practices maintenance management principles Districtwide to improve system reliability, extend equipment service life, and gain maintenance cost and schedule efficiencies.	2 a Process purchase requisitions, not requiring formal bidding, within 30 days.	2 days	20 days	2 days	10 days
	b Return to vendor timeliness.	Add new buyer & vendor notifications to CMS	Met	Create new RTV Report to maintain effectiveness	Maintain less than 5 items in RTV and MRB Cage in HY warehouse

FY17 Goals & Objectives - Procurement Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	c Shorten cycle time for buyers to begin purchasing requisitions.	Streamline categories & buyer assignments to better utilize Peoplesoft automation	50% complete; awaiting Peoplesoft upgrade	Streamline categories & buyer assignments to better utilize Peoplesoft automation	Review and update all templates for IFBs
	d Maintain ongoing meetings with RS&S Maintenance to support ongoing maintenance and special projects parts needs.			As required	As required
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 Perform analysis of inventory reorder notices based on demand, lead time and price, for material purchased and Inventory Write-offs and Adjustments.	4 a Forward at least 100% of approved and posted requisitions to the Purchasing Division within 15 days.	100%	Met	100%	100%
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

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	7.0
Capital	-
REI	-
Staff	7.0

FY17 Goals & Objectives - Customer Access Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
1 Manage District parking program consistent with Board parking policies	1 a Maximize occupancy and patron satisfaction with parking programs.	Monitor programs daily/correct	achieved	Monitor programs daily/correct	Monitor programs daily/correct
	b Revamp Carpool program				Define new program and pilot initiatives.
2 Manage ADA Paratransit Program	a Manage East Bay Paratransit to provide excellent and cost efficient ADA compliant services.	Meet EBPC performance measures within budget	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.	Review monthly and quarterly invoices. Meet with partners as necessary to keep costs within budget	achieved	Review monthly and quarterly invoices. Meet with partners as necessary to keep costs within budget	Review monthly and quarterly invoices. Meet with partners as necessary to keep costs within budget
		Monitor new paratransit broker contract and work to develop an Emergency Response Plan.	achieved	Monitor new paratransit broker contract and work to develop an Emergency Response Plan.	Continue to implement and refine Emergency Response Plan
	c Meet all federal, state, and local requirements for service and funding related to paratransit.	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

FY17 Goals & Objectives - Customer Access Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 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.	d Provide enhancements to existing paratransit operation	Provide enhancements to existing program.	achieved	Provide enhancements to existing program.	Provide enhancements to existing program.
		Monitor paratransit broker contracts in other parts of the District.	achieved	Monitor paratransit broker contracts in other parts of the District.	Monitor paratransit broker contracts in other parts of the District.
	e Contract out paratransit operation				
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.	New 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.
		All permit applications processed within 30 days	achieved	All permit applications processed within 30 days	Keep, but update to 10 days
		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
	b Manage EPAMD (Segway) Program.				
	c Conduct elevator construction outreach and mitigation program so as to inform the public in a timely fashion and minimize problems and complaints.				

FY17 Goals & Objectives - Customer Access Department

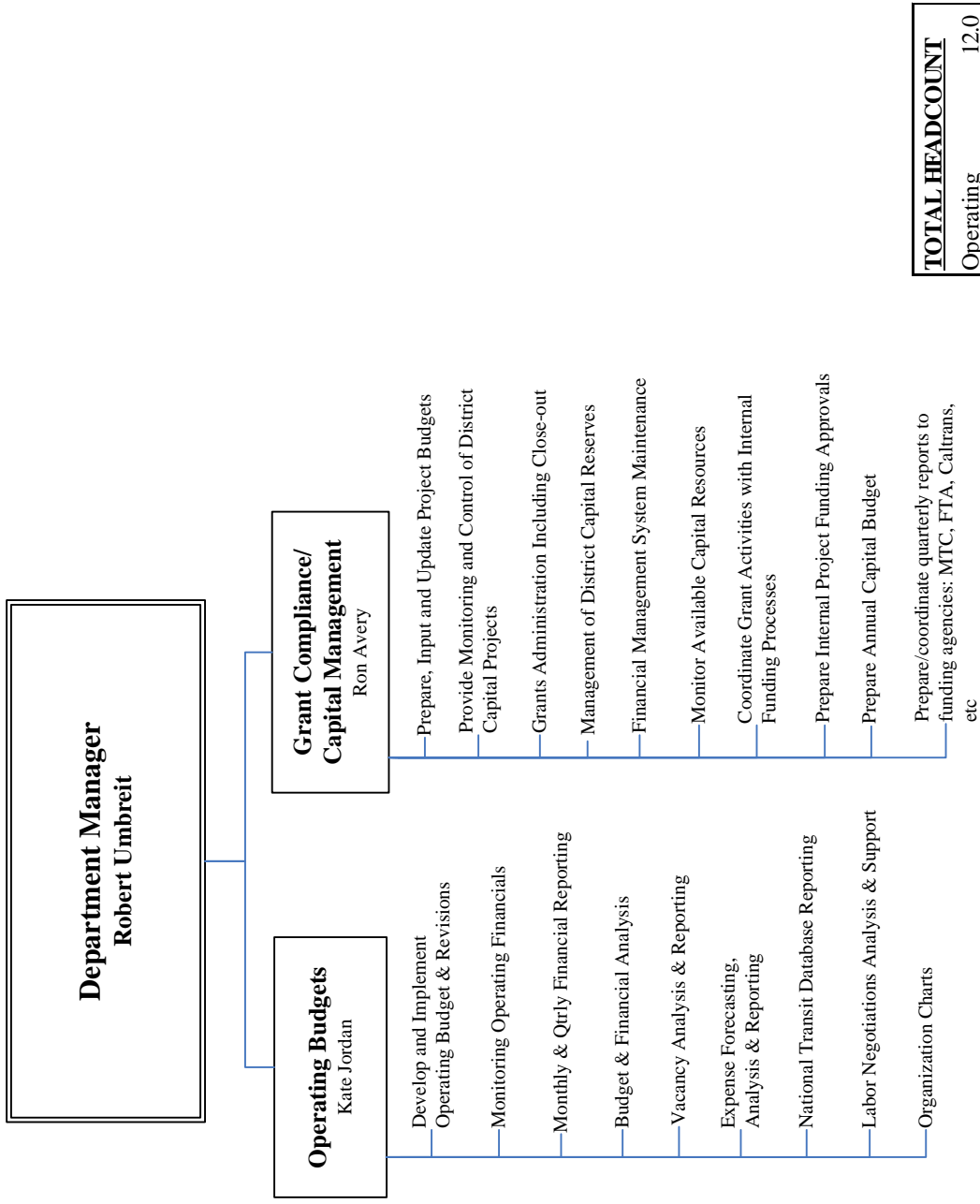
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	<p>d Improve disabled person customer experience</p> <p>e Pilot new ADA projects</p> <p>f Develop 4 year Capital Improvement Plan for ADA improvements.</p>	Continue implementation of 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.
					Implement Hearing Loop pilot project at Fremont Station
					Plan for 5307 FTA funding.
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.
	c Improve intermodal access				Develop Multimodal Access Design Guidelines.
	d Improve intermodal access				Develop Curb Uses Guidelines.

FY17 Goals & Objectives - Customer Access Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	e Improve intermodal access				Develop Shuttle Management Guidelines, Permit System and Data Requirements.
	f Improve intermodal access				Inventory Intermodal Assets, Conditions, and Capacities.
	g Improve intermodal access				Issue Shared Use Mobility "Request for Partnership".
	h Assist in alternative transit services when BART is closed				Implement Late Night Bus Service.
5 Work with regional partners to provide a transit link to major Bay Area airports.	a Work with Port of Oakland to manage AirBART.	Respond to issues and requests for assistance as required	achieved	Work with OAK connector to ensure smooth transition	Work with OAK connector to ensure smooth transition
6 Address requests for information and complaints from Board Members, other governmental agencies and patrons	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

BUDGET DEPARTMENT - 1104

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	12.0
Capital	2.0
REI	-
Staff	14.0

FY17 Goals & Objectives - Budget Department

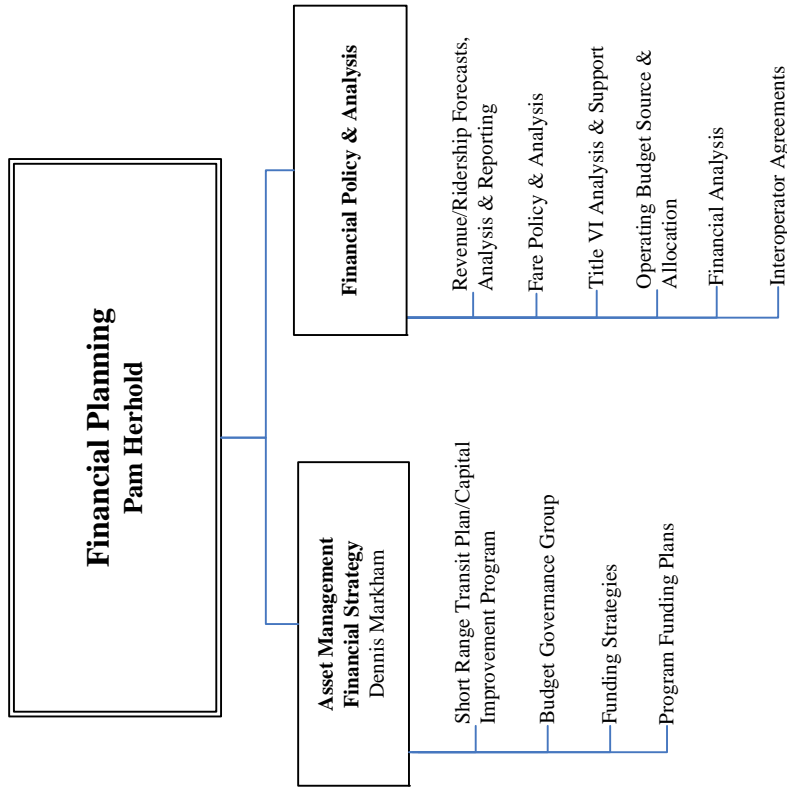
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
1 Manage and implement annual Operating Budget	1 a	Produce annual budget for Board review and approval, including Board presentations and reports.	Met	Draft 3/31 Final 6/30	Draft 3/31 Final 6/30
	b	Manage monthly/quarterly budget review and reporting, including variance trend analysis and projections. Develop/implement strategies to address shortfalls/overruns.	Met	Monthly/ Quarterly	Monthly/ Quarterly
	c	Develop financial forecasts to guide spending decisions.	Met	As required	As required
	d	Close-out prior FY budget and obtain Board approval.	11/19	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.	Met	Draft 3/31 Final 6/30	Draft 3/31 Final 6/31
	b	Assist BART capital project managers in refining and updating the District's capital inventory for inclusion in EAM database.	Met	As required	As required
	d	Provide Government & Community Relations with capital priorities/needs to assist in securing external capital funding.	Met	As required	As required
	e	Integrate planning for BART capital initiatives and baseline capital program into BART capital financial planning documents.	Met	As required	As required
3 Perform financial analyses and management studies to reduce costs and improve performance	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.	Met	As required	As Required
4 Prepare and respond to regulatory reports, studies and audits	4 a	National Transportation Database (NTD), International Suburban Rail Benchmarking Group (ISBeRG), MTC Annual Submittal, State Controller's Report, APTA.	Met	As required	As required
	b	Support internal and external audit inquiries and requirements.	Met	As required	As required

FY17 Goals & Objectives - Budget Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
5 Monitor and control the District's Capital Programs	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
	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
	c Support IT modifications to systems used for funds/project administration (FMS/CPMS/BAP).	As required	Met	As required	As required
	d Compare G/L & Cap. Reports after closing to ensure accurate project reporting and that BART meets audit requirements.	Monthly	Met	Monthly	Monthly
	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	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
	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
	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

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	4.0
Capital	-
REI	2.0
Staff	6.0

FY17 Goals & Objectives - Financial Planning Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
1 Lead BART's financial planning efforts.	<p>a Maintain Short Range Transit Plan (SRTP) and Capital Improvement Program (CIP) financial models to monitor and manage BART's long-term financial outlook.</p> <p>b Utilize financial models to support budget development, Transit Expenditure Plan, Asset Management, capital project funding, labor neg, fare analysis, and project forecasts.</p> <p>c Develop SRTP/CIP document for Board approval, submission to MTC and public release.</p> <p>d Enhance CIP model to include a project-level capital funding and cost component.</p> <p>e Provide capital priorities/needs to assist in securing external capital funding.</p> <p>f Negotiate funding plans and refine agreements for rail car replacement program, eBART and other projects as needed.</p> <p>g Submit grant application allocation documents in coordination with Grant Development to secure capital funding.</p> <p>h 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.</p>	Update with current info	Met	Update with current info	Update with current info
		As required	Met	As required	As required
		Final doc by 10/30/14	Met	Fin Forecast update by 4/30/16	Publish draft doc by 3QFY17
		--	--	6/30	Update as needed
		As required	Met	As required	As required
		--	--	As required	As required
		--	--	As required	As required
		Include O&M components	In progress	Refine and expand	Refine and improve
		Daily and monthly	Met	Daily and monthly	Daily and monthly
2 Report and manage actual ridership data and develop ridership forecasts.	<p>a Track, analyze and maintain ridership databases including regular internal/external reporting.</p> <p>b Identify and implement new reports and analysis, improving automation and increasing access to ridership data on bart.gov.</p> <p>c Respond to internal and external info requests.</p> <p>d Manage and update BART Ridership Model (BRM) Lite and coordinate model updates with Planning.</p>	Include OAC in reports	Met	Include WSX in reports	Set up reports with SVBX
		Within 1 day	Met	Within 1 day	Within 1 day
		Update with 2014 ridership	Met	Incorporate SVBX	Update with 2016 ridership
		Daily and monthly	Met	Daily and monthly	Daily and monthly
3 Asset Management (AM)	<p>a Develop and implement the AM Financial Plan, align AM Plans into SRTP/CIP, Strategic Plan, and annual budget.</p> <p>b Lead Resource Governance Group and identify potential projects to fund</p>	Ongoing	In progress	As required	As required
		6/30	Met via Asset Mgt group	6/30	6/30

FY17 Goals & Objectives - Financial Planning Department

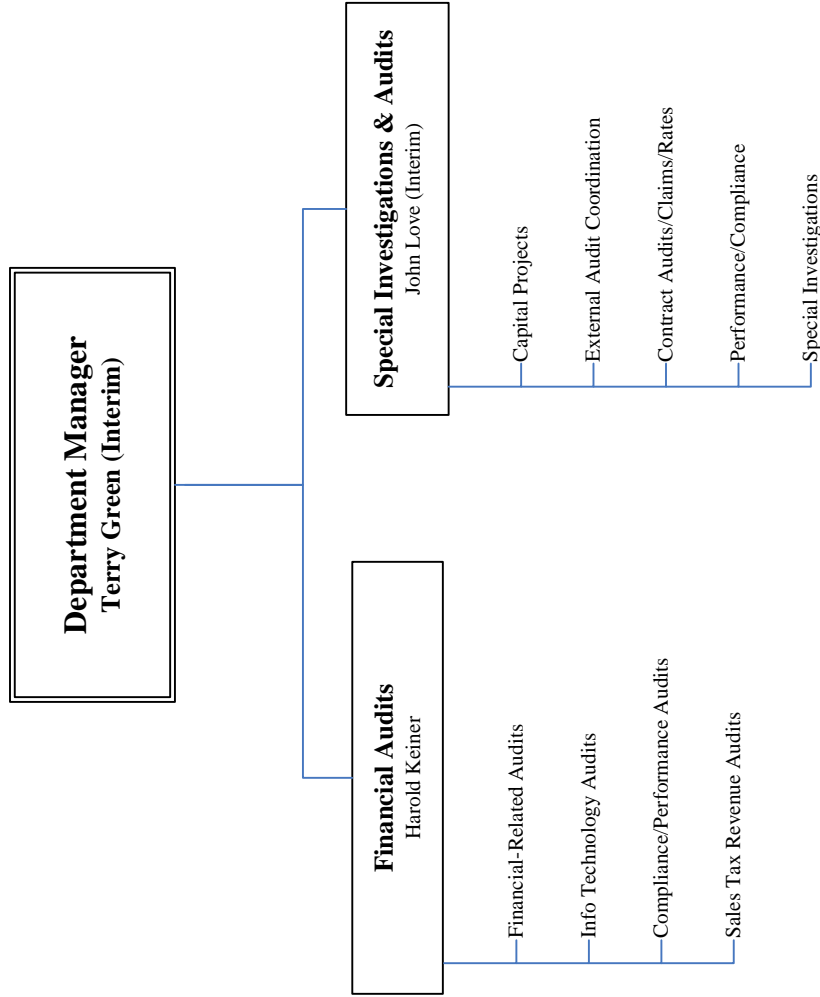
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	<p>c Lead Resource Governance Group and coordinate annual initiative (White Paper) process with Budget Department.</p> <p>d Integrate grant-funded projects into Asset Management and initiative (White Paper) process.</p>	--	--	2/28	2/28
		--	--	Ongoing	Ongoing
4 Silicon Valley Berrysa Extension	a Create SVBX financial model based on Comp Agreement for long-term planning; identify agreement implementation issues, develop solutions.	--	--	Incorporate into SRTP/CIP	Refine and improve
	b Work with VTA to update O&M Cost Model to estimate operating expenses of SVBX and internal BART projects.	Update to FY15 Budget	Met	Develop current O&M cost estimates	Develop current O&M cost estimates
	c Serve as resource on Comp Agreement and SVBX financial model.	As required	Met	Support O&M Agreement development	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.	Update as required	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 Implement CPI-based fare increases per Board-adopted program.	--	--	Jan 1 2016	--
	b 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
	c Analyze fare changes and perform public outreach in compliance with Title VI and Environmental Justice requirements.	As required	Met	As required	As required
	d 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

FY17 Goals & Objectives - Financial Planning Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures				
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj	
	e Develop options for new fare products on Clipper, such as a Bus/BART Discount product.	As required	Met	As required	As required	
	f Work with VTA to determine draft fare structure and associated revenue for SVBX.	As required	Met	Wsrk in progress	Board approval	
	g Perform Title VI analysis and bring fares for Warm Springs Station fares to Board for approval.	Work in progress	Met	Board approval 1QFY16	--	
	h Respond to BART Board members requests for evaluation and analysis of fare options.	As required	Met	As required	As required	
	i Continue work with MTC, SFMTA and AC Transit regarding standardizing youth discount regionwide.	Board approves Title VI 4QFY15	Title VI report not brought to Board	Include as potential initiative in FY16 Budget	Work to identify funding sources for program	
	j Work with eBART project staff to determine fare structure for eBART extension, ensuring compliance with Title VI/EJ.	As required	Met	As required	As required	
	k Develop SF State student discount program on Clipper with SF State and MTC, and design program to be replicable for other schools.	--	--	Work in progress	Program ready to be implemented 1QFY18	
	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.	Maint 2/1	Met	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	Terminated at request of bus operators	--

INTERNAL AUDIT DEPARTMENT - 1302

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	7.0
Capital	2.0
REI	-
Staff	9.0

FY17 Goals & Objectives - Internal Audit Department

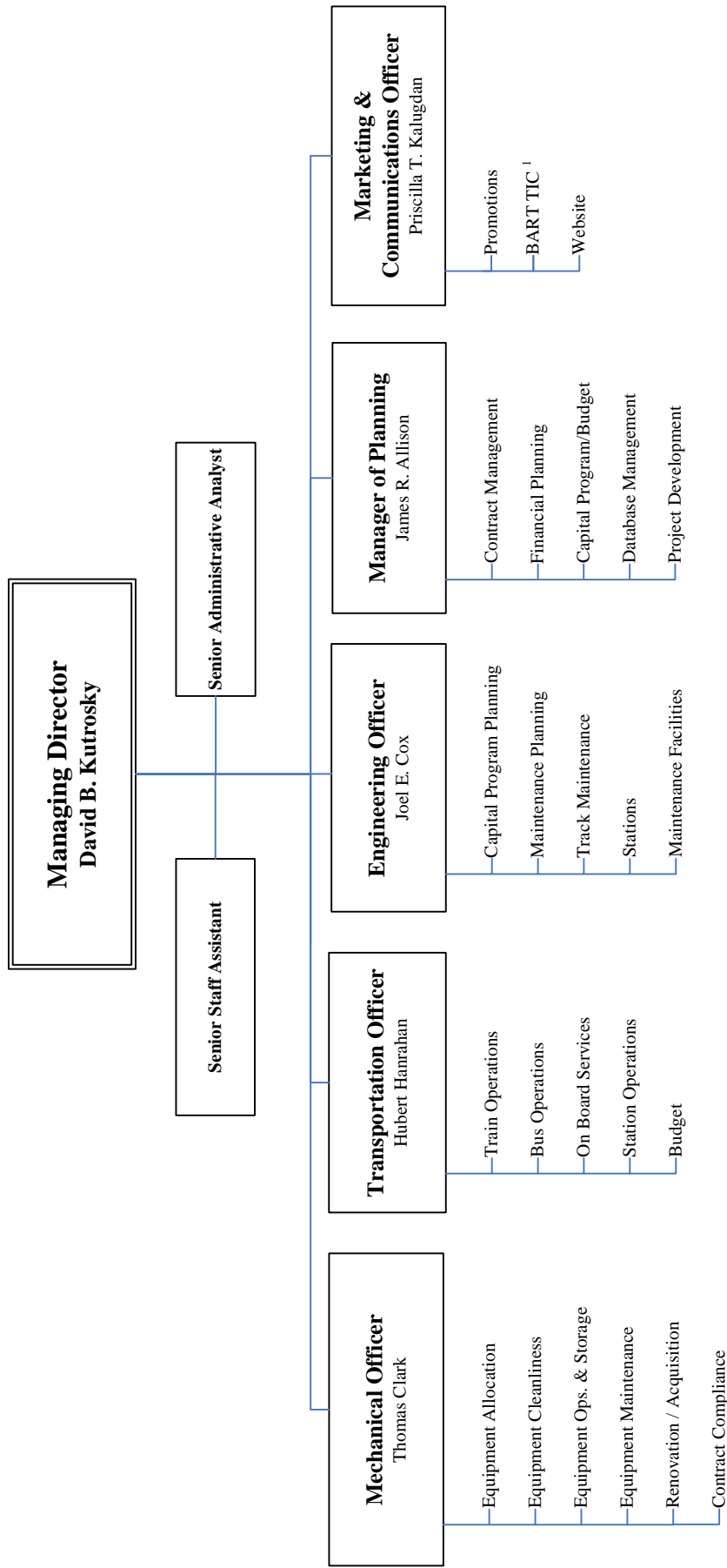
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
1 Develop the District's annual audit plan.	1 a Develop the next fiscal year's audit work plan in conjunction with District staff and District goals and objectives and external requirements.		Met	June 30, 2015	30-Jun-16
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.		2	3	2
3 Conduct Information systems audits	3 a Perform audit required by Wells Fargo Bank and other information systems audits.		1	2	1
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.		2	4	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.		0	As required	0
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.		20	12	8
7 Replace all existing rail cars; purchase expansion vehicles as funding becomes available.	7 a Perform cost and price analysis, and Buy America Preaward Audit support of contracting efforts.	As required	1	As required	1

FY17 Goals & Objectives - Internal Audit Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
8 Coordinate all of the District's external audit activities (except the annual financial audit)	8 a Coordinate all of the District's external audit activities. Audits required by funding agencies.		3	2	1
9 Support District-wide cross-functional team efforts.	9 a Provide audit support to District-wide cross-functional teams, including TRANSIT.			4	As required

CAPITOL CORRIDOR OFFICE - 14

FY17 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)

FY17 Goals & Objectives - Capitol Corridor Office

Projects/Programs/Goals	Desired Outcomes/Objectives	FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
		Oct-14	4% less than budget	Oct-15	Oct-16
1 Deliver cost-effective operation of passenger rail service.	a1 Work with Amtrak to secure 2% cost savings in annual operating budget.	Oct-14	4% less than budget	Oct-15	Oct-16
	b1 Work with Amtrak to increase revenues through yield management, on board sales, and targeted pricing by improvement as compared to prior FY.	1% by 6/1/2015	Revenue up greater than 1%	1% by 6/1/2016	2% by 6/1/2017
	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.	4 to 1	Met objective ~4.5:1	4 to 1	4 to 1
	b3 Achieve earned media value of at least \$250,000 for the fiscal year.	\$200,000	Met objective ~\$250K	\$350,000	\$250,000
	b4 Reduce Condemnment vs. Prior Year Level	Reduce condemnance from FY14	44% less than FY 14	Reduce condemnance from FY15	Reduce condemnance from FY16

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 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.)	N/A	Done	Construction kickoff January 2015	N/A project complete
	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	CCJPA involved when asked	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 heavily involved	As required	Jun-17
	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 grants available	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 funding available for service expansion	1:1 or better	1:1 or better

Projects/Programs/Goals	Desired Outcomes/Objectives	FY15			FY17		
		Obj	Actual	Obj	Obj	Actual	Obj
	e Work with U.S. Coast Guard/Union Pacific to utilize bridge protocol to keep train delay at the draw bridge:						
	e1 Average minutes of delay will be under 15 minutes when bridge is open.	less than 15 minutes average	SUI- avg 12.94 min	less than 15 minutes average	less than 10 minutes average	less than 15 minutes average	less than 10 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	More than 10 signif incidents	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	Done	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	Done	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 88 or greater	87 (under objective)	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	4.5 rating	Score 4.2 or greater	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.	Score 4.2 or greater	4.5 rating	Score 4.2 or greater	Score 4.2 or greater	Score 4.2 or greater
	c1 Work with Amtrak and UPRR to maintain and improve service reliability (90+% OTP).	Standard: OTP 90% or higher	93.10%	Standard: OTP 90% or higher	Standard: OTP 90% or higher	Standard: OTP 90% or higher
	c2 Establish a funding plan to continue track/tie replacement capitalized maintenance projects.	No action - 3rd of 5 years	Done - In progress	No action - 4th of 5 years	No action - 5th of 5 years	No action - 5th of 5 years
	c3 Continue supplemental track surfacing gang.	No action - 3rd of 5 years	Done	No action - 4th of 5 years	No action - 5th of 5 years	No action - 5th of 5 years
	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-15	3.9%	2% by Jun-16	2% by Jun-16	2% by Jun-17
	d2 Increase revenues compared to prior FY.	2% by Jun-15	3.7%	2% by Jun-16	2% by Jun-16	2% by Jun-17

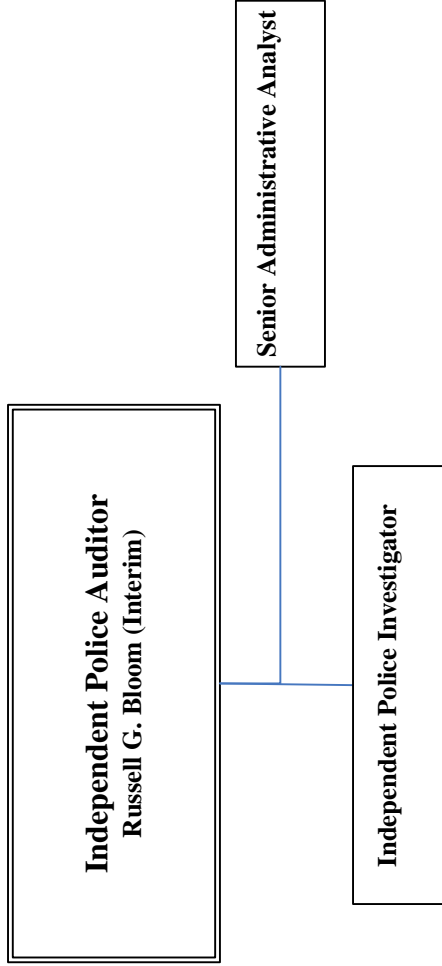
Projects/Programs/Goals	Desired Outcomes/Objectives	FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj		
4 Expand passenger rail service to meet travel demands along the route.	<p>4 a Secure funds to install track improvements that will expand train service to: San Jose (22 daily trains). -agreement on track plans w/UPRR. -add 2 trains.</p> <p>a2 Auburn (4 trains): -adjust our track plans w/UPRR. -add 2 trains.</p> <p>a3 Roseville (20 trains): -agree on conceptual track plans w/UPRR. -design/env'l/funding w/UPRR.</p> <p>b Develop new car specifications with Caltrans:</p> <p>b1 Support Caltrans/Amtrak efforts to develop and release RFP for new rail car order.</p> <p>b2 Support Caltrans/Amtrak efforts to award rail car order to selected vendor.</p> <p>b3 Support Caltrans/Amtrak efforts to award locomotive order to selected vendor.</p> <p>c1 Union Pacific: -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>	Expend PS & E for FY16	Funding in use for initial segment	TBD - still in UPRR negotiations	TBD - still in UPRR negotiations		
		N/A	N/A	N/A	N/A		
		N/A	N/A	N/A	N/A		
		Finalize EIR/EA N/A	Completed Nov 2015	N/A	N/A		
		N/A					
		N/A	N/A	N/A	N/A		
		N/A	N/A	N/A	N/A		
		N/A	N/A	N/A	N/A		
		Submit by grant application deadline(s) Submit by grant application deadline(s)	GHG emissions issue and no UPRR deal Submitted for TIRCP 2nd Round for Ph 1 in 4/16	TBD based on UPRR deal	Submit by grant application deadline(s) Submit by grant application deadline(s)	TBD based on UPRR deal Seek to advance Phase 1 plan	
		5 Provide high quality passenger rail and connecting bus service that is safe, fast, frequent, and reliable.	<p>5 a Provide enhancements to IVR and website train status reporting.</p> <p>b Customer-Focused Events & Promotions:</p> <p>b1 Hold Rider Appreciation/Cappy Hour Events.</p> <p>b2 Develop plan for customer loyalty program.</p>	Website train status complete by June 2015	Completed	Establish new IVR by June 2016	N/A (project will be complete)
				4 for FY15	4 events held	4 for FY16	
				Advance CRM if funding available	Funding not available	Advance CRM if funding available	Advance CRM if funding available

Projects/Programs/Goals	Desired Outcomes/Objectives	FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
		See above	Funding not available	see above	see above
		See above	Funding not available	see above	see above
		See above	Funding not available	see above	see above
		10% compared to prior fiscal year	Doubled goal	25% compared to prior fiscal year	10% compared to prior fiscal year
		2 promotions per quarter	Met objective - 2 promos/qtr	3 promotions per quarter	3 promotions per quarter
		Have 80% install of NorCal fleet by FY15 end	Design ongoing; no install until 2017	Be installed to 50% by FY16 end	Be installed to 50% by FY17 end
		install 100% of eLockers and three folding bicycle rental facilities	Permit/access issues; install start in May 2016	Install at least three folding bicycle rental locations	N/A (project will be complete)
		Reduce penalty total by 7% or more	27.7% increase (did not reduce)	Reduce Monthly assessments by \$5000	Reduce Monthly assessments by \$2000
		Maintain training sessions set in FY13	Met objective - FY 13 session # met	Our Goal is to Train All Amtrak Employees by Mid year.	Our Goal is to Train All Amtrak Employees by Mid year.
		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	27.7% increase (did not reduce)	Reduce Assessments by 10% over FY15. Reduce annulments by 20 % over FY15. Reduce late trains of 25 minutes for Mechanical by 10%.	Reduce Assessments by 3% over FY16. Reduce annulments by 5 % over FY16. Reduce late trains of 25 minutes for Mechanical by 5%.
		Reduce total monthly assessments from total of previous FY.			

Projects/Programs/Goals	Desired Outcomes/Objectives	FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
		c4	Maintain the required minimum number of cars available for weekday (peak) service.	Standard was met	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	Avg 33 per quarter - did not meet goal	6 or fewer mechanical delays per quarter for FY16.	6 or fewer mechanical delays per quarter for FY17.

INDEPENDENT POLICE AUDITOR – 17

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	3.0
Capital	-
REI	-
Staff	3.0

FY17 Goals & Objectives - Office of the Independent Police Auditor (OIPA)

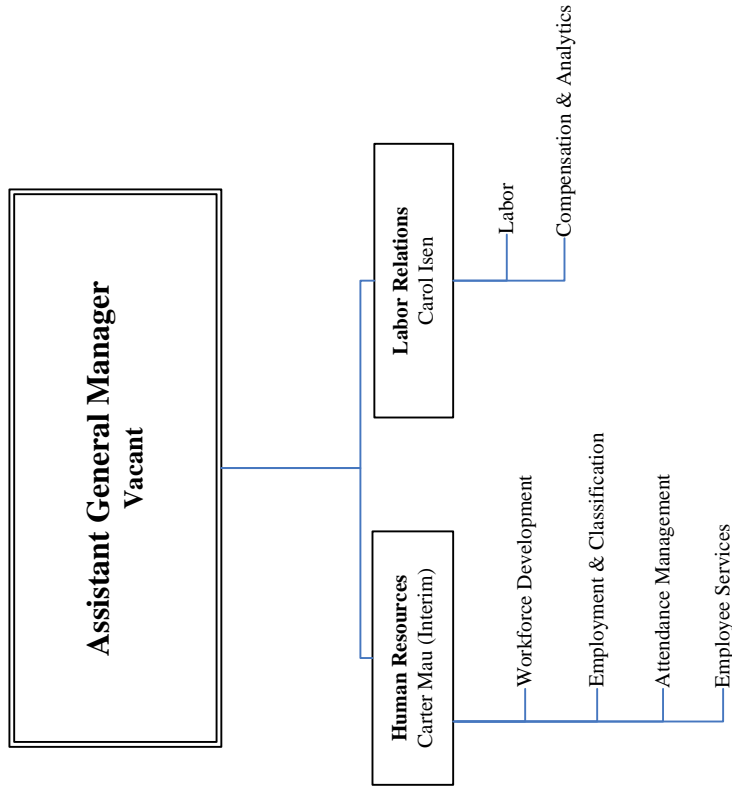
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures				
		FY15 Obj	FY15 Actuals	FY16 Obj	FY17 Obj	
1 Complaint Intake, Investigations, Reviews of Investigations	1 a Respond to all contacts from complainants within 1 business day.	100%	100%	100%	100%	
	b Inform BART PD of all complaints received within 1 business day.	100%	99%	100%	100%	
	c Complete all OIPA investigations within 6 months (absent reason for tolling investigation pursuant to applicable statute).	100%	98%	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%	100%	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%	100%	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 Mediation Program	2 a Develop a voluntary alternative dispute resolution process.	Manage process as required	Complete	Manage process as required	Manage process as required
	3 On-Duty Officer Involved Shooting Incidents	3 a Respond to the scene of all incidents resulting in death or serious bodily injury.	As required	As required	As required	As required
b Monitor BART PD investigation into incident.		As required	As required	As required	As required	
4 Recommendations on Procedures, Practices, and Training	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%	Meet requirement	100%	
	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 Community Outreach	6 a Organize at least 1 outreach event per quarter.	100%	100%	100%	100%	

FY17 Goals & Objectives - Office of the Independent Police Auditor (OIPA)

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actuals	FY16 Obj	FY17 Obj
7 Reporting	7 a Submit monthly report of complaint activity to the Citizen Review Board at its regular monthly meeting.	100%	100%	100%	100%
	7 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%	Meet deadline	100%
8 Relationship with Citizen Review Board	8 a Submit draft minutes of each Citizen Review Board regular monthly meeting at subsequent meeting.	100%	100%	100%	100%
	8 b Post Citizen Review Board minutes online within 3 business days of approval.	100%	100%	100%	100%
	8 c Facilitate at least 1 training exercise for the Citizen Review Board per quarter. <i>In FY16 and into FY17, it is anticipated that OIPA will facilitate one training session every other month for this objective.</i>	100%	100%	Meet requirement	100%
	8 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	As required	As required	As required

EMPLOYEE RELATIONS - 18

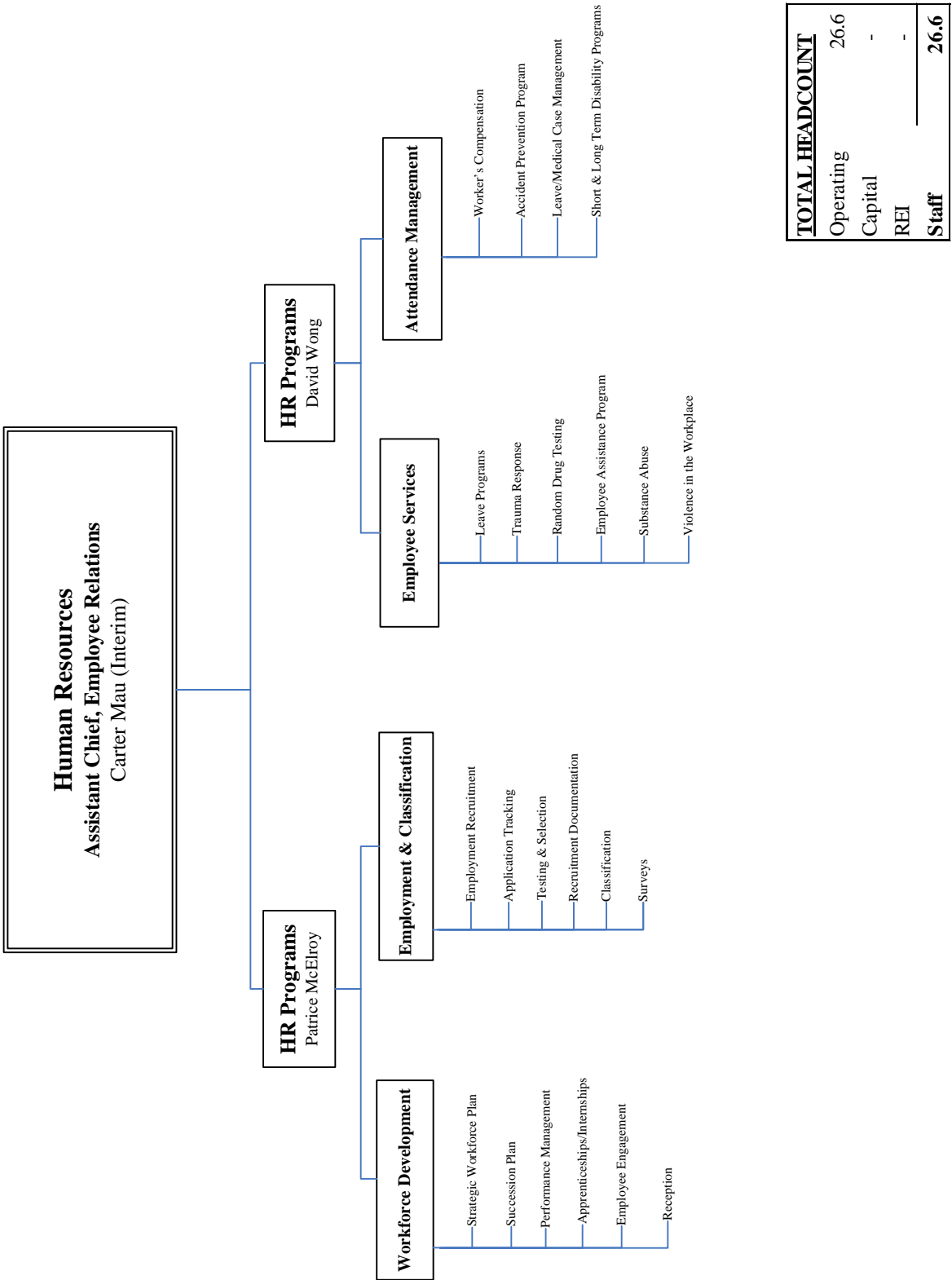
FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	45.6
Capital	-
REI	1.0
Staff	46.6

HUMAN RESOURCES - 0502

FY17 Preliminary Budget



TOTAL HEADCOUNT	
Operating	26.6
Capital	-
REI	-
Staff	26.6

FY17 Goals & Objectives - Human Resources Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 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	Review and enhance testing procedures for critical positions
	b Partner with OCR staff to expand outreach efforts to attract diverse applicant pool.			Increase diversity of applicant pool by 5%	Increase diversity of applicant pool by 5%
	c Use utilization statistics to support recruiting decisions in 100% of recruitments.	Use utilization statistics to support recruiting decisions in 100% of recruitments	Complete.	Use utilization statistics in the recruitment process 100% of the time.	Use utilization statistics in the recruitment process 100% of the time.
	d Expand and maintain scope of recruiting to include varied communities.	Work with OCR to increase presence in District communities.	Complete. Attended over 30 external job fairs.	Attend at least two career/job or community fairs per quarter.	Attend at least two career/job or community fairs per quarter.
	e Achieve annual improvement in statistics on utilization in all major EEO classifications in areas where BART is currently underrepresented by 2010.	Identify two classifications for improvement	Complete.	Revise or develop one strategy to help improve utilization in area where BART is currently under-represented.	Revise or develop one strategy to help improve utilization in area where BART is currently under-represented.
	f Complete basic Diversity Awareness Workshops for 100% of District employees.	Ongoing training provided to all new hires.	Complete.	Ongoing training provided to all new hires.	Ongoing training provided to all new hires.
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.	2.1% of Safety Sensitive EIE's	2.1%	Meet Department of Transportation requirement.	Meet Department of Transportation requirement.

FY17 Goals & Objectives - Human Resources Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	<p>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.</p>	100%	100%	Continue to meet 100% target.	Continue to meet 100% target.
<p>3 Attendance Management/Return-to-Work Initiative</p>	<p>a Develop and implement a multi-faceted approach to increase employee attendance for scheduled work hours.</p>	Achieve 5% improvement goal established in FY14.		Solidify improved attendance obtained in FY16.	Solidify improved attendance obtained in FY16.
	<p>b Develop standard methods for attendance reporting and recording.</p>	Continue to monitor and refine tool. Initiate process to train District	OBIEE is in progress.	Continue to monitor and provide updates as necessary.	Continue to monitor and provide updates as necessary.
	<p>c Develop and implement standard attendance review and coordination criteria to assure identification of emerging attendance problems.</p>	Complete implementation and continue to monitor program	Completed. Process in place and ongoing.	Continue to monitor program and update as needed.	Continue to monitor program and update as needed.
	<p>d Review documentation to assure each absence is properly classified.</p>	100%	95%	100%	100%
	<p>e Establish case management program for complex cases, coordinating support and medical intervention.</p>	Monitor, expand and modify based on FY14 experience.	In Progress- 75% complete.	Monitor, expand and modify based on FY15 experience.	Monitor, expand and modify based on FY15 experience.
	<p>f Expand and retool the temporary modified assignment (TMA) Program.</p>	Expand early interventions.	In progress- working with the unions and departments.	Develop Reasonable Accommodation practices.	Develop Reasonable Accommodation practices.
	<p>g Train managers on attendance issues including: permissible/appropriate questions; protected absences; contract procedures, etc.</p>	Implement quarterly workshops & trainings.	Completed. Process in place and ongoing.	Continue to improve and expand District Wide training for managers and supervisors.	Continue to improve and expand District Wide training for managers and supervisors.

FY17 Goals & Objectives - Human Resources Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	<p>h Develop Health Initiatives to ensure a productive workforce.</p>	<p>Conduct research, present findings, and make recommendations on programs.</p>	<p>Complete</p>	<p>Continue to develop the Joint Wellness Initiative and research, present findings, and make recommendations on additional programs.</p>	<p>Continue to develop the Joint Wellness Initiative and research, present findings, and make recommendations on additional programs.</p>
<p>4 Training and Professional Development</p>	<p>4 a Develop employee advancement training programs.</p>	<p>Continue to identify and implement training programs focused on employee advancement.</p>	<p>Complete</p>	<p>Create a comprehensive training tool that can be provided to employees for the use of technical development as well as career advancement.</p>	<p>Create a comprehensive training tool that can be provided to employees for the use of technical development as well as career advancement.</p>
	<p>b Develop BART workforce development and succession planning needs.</p>	<p>Implement succession plan program</p>	<p>Complete</p>	<p>Roll out a District wide workforce strategy plan that incorporates a succession plan.</p>	<p>Identify an online succession planning tool.</p>
	<p>c Develop and publish a training schedule.</p>	<p>Publish training schedule by Q2</p>	<p>Complete</p>	<p>Publish a District wide comprehensive training program tool.</p>	<p>Publish a District wide comprehensive training program tool.</p>

FY17 Goals & Objectives - Human Resources Department

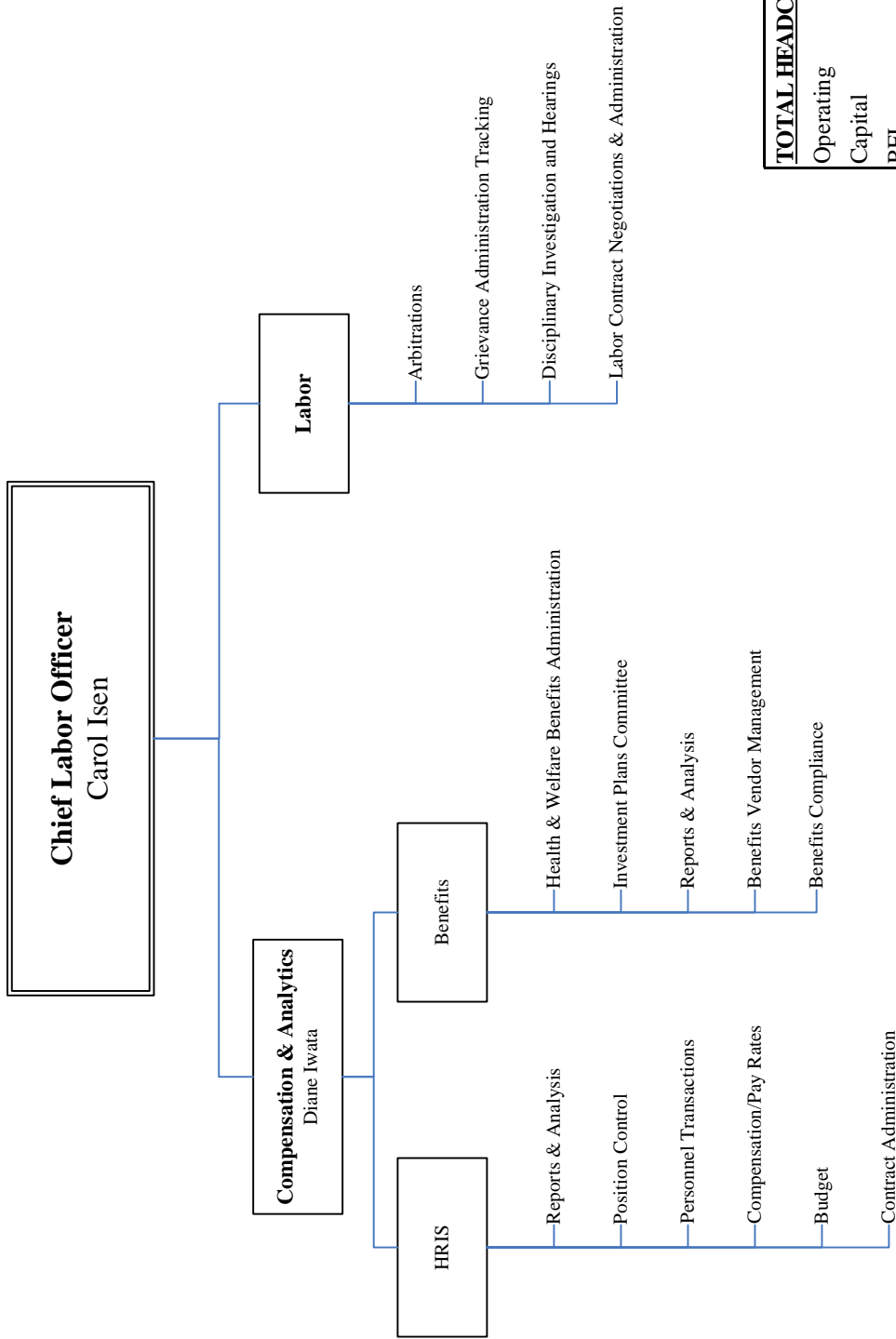
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	d Ensure that BART maintains a strong, qualified pool of internal candidates.	Further refine training program and succession.	Complete	Sponsor employee participation in APTA Leadership and Mineta Institute Management Certificate programs. Additional internal program under development.	Sponsor employee participation in APTA Leadership and Mineta Institute Management Certificate programs. Additional internal program under development.
	e Provide a regular curriculum of at least ten half-day courses.	Deliver courses as well as research and expand programs in accordance with training needs of the District.	Complete	Continue to offer informational trainings to employees and fully develop an internal leadership program.	Continue to offer informational trainings to employees and fully develop an internal leadership program.
	f Ensure at least 10 mobility options are created and utilized by managers. Increase internal promotions by 5%.	Increase internal promotions by 5%.	Complete	Revise or develop one strategy to help improve career mobility.	Revise or develop one strategy to help improve career mobility.
5 Performance Management	5 a Establish administrative support and skill development; implement accordingly.	Research on-line resources	Complete	Develop trainings to assist managers in providing effective performance management.	Continue to enhance trainings to assist managers in providing effective performance management.

FY17 Goals & Objectives - Human Resources Department

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
	<p>b Initiate steps to support a process whereby ratings for individuals are correlated with the overall performance of the work group of which they are a part.</p>	Continue the development of the program.	Complete	Enhance the program and offer training to managers and supervisors.	Enhance the program and offer training to managers and supervisors.
6 Employee Recognition	6 a Initiate employee appreciation program.			Evaluate and review service award program and make adjustments as necessary.	Evaluate and review service award program and make adjustments as necessary.
7 Policies & Procedures BART will have well-articulated, clearly understood and accessible communication as to all matters of rights, benefits, decision-making at affect employees.	7 a Update the Non-Represented Employee Handbook.			Update by June 2016.	Update by June 2016.
	b Involve employees in developing programs and projects that affect their work.	Monitor current programs and work to develop new programs as needed by the District.	Complete	Work with Marketing on an Employee Satisfaction Survey scheduled for 2016.	Not Applicable

LABOR RELATIONS - 0505

FY17 Preliminary Budget

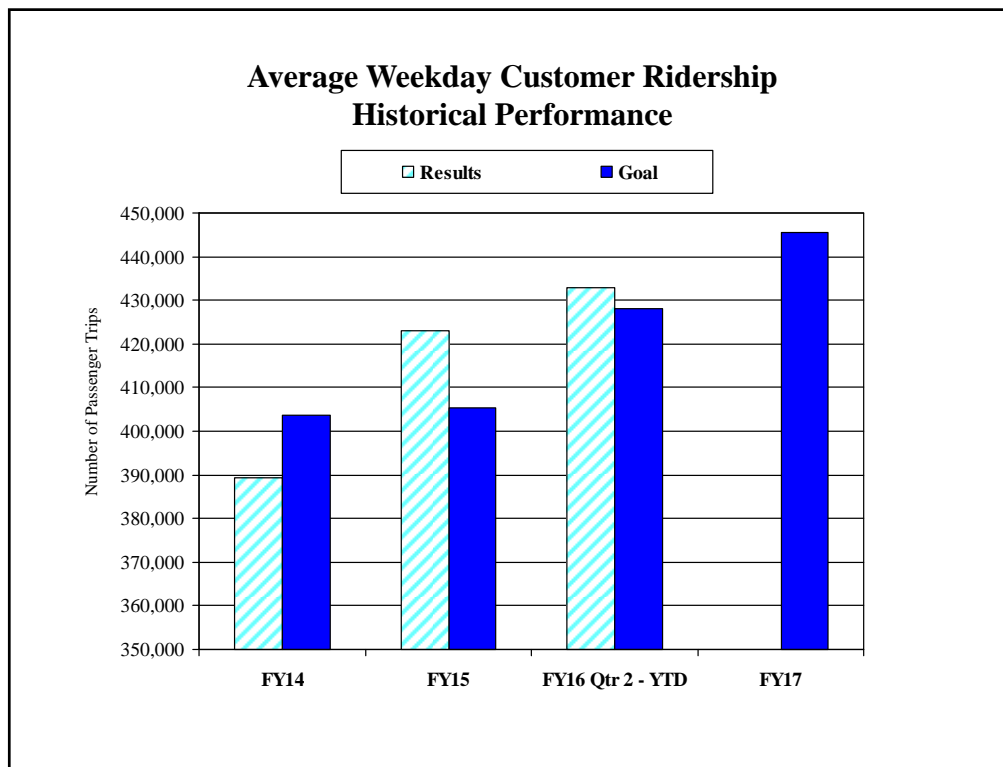


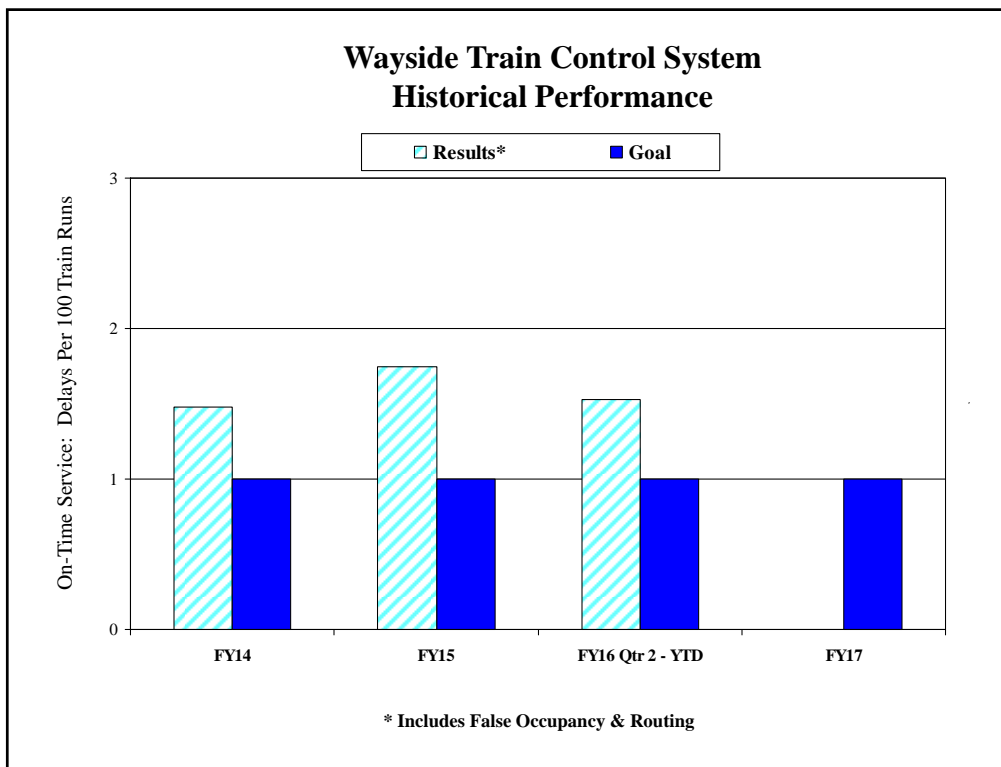
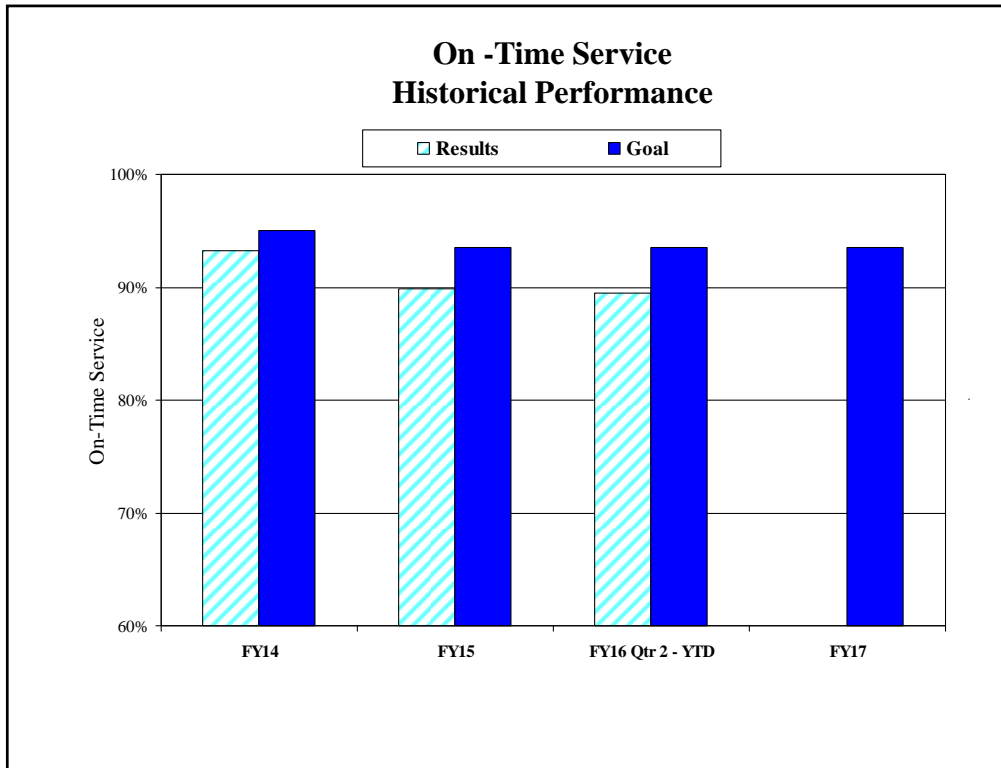
TOTAL HEADCOUNT	
Operating	16.0
Capital	-
REI	1.0
Staff	17.0

FY17 Goals & Objectives - Labor Relations Department

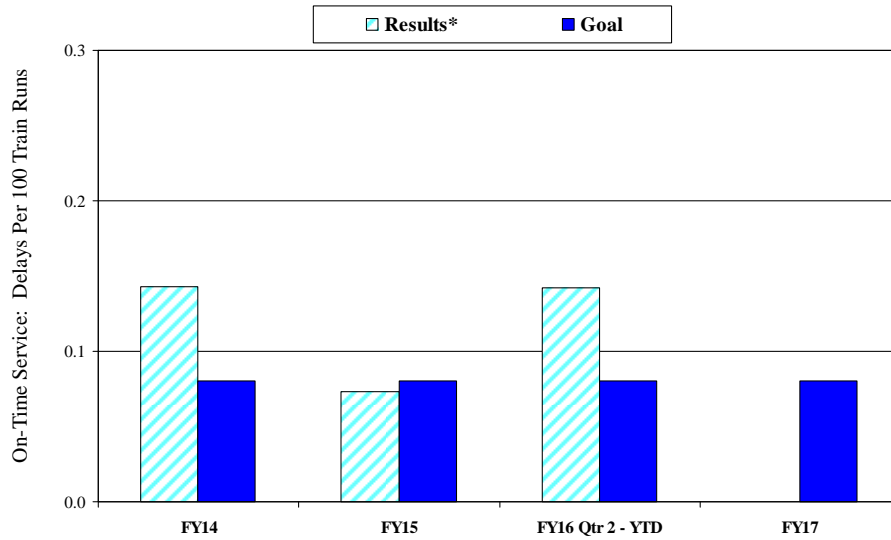
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY15 Obj	FY15 Actual	FY16 Obj	FY17 Obj
<p>1 Provide strategic Labor Relations advice to support District Management at meetings on all operations and expansion initiatives.</p>	<p>1 a Strategize, plan, train, and assist in implementation of 2013-2017 Labor Agreements.</p>	<p>Provide advice, counsel and training on new contract provisions. Assist district managers in realizing any potential efficiencies.</p>	<p>Complete</p>	<p>Introduce a discipline and due process/fundamentals class for District supervisors and managers.</p>	
		<p>Lead any meet and confers requested by the Unions as the OAC becomes operational.</p>	<p>Complete. Process ongoing-EBART</p>	<p>Lead the bargaining for eBART and partner with HR to help establish appropriate classifications for the new system.</p>	<p>Prepare for and initiate negotiations.</p>
		<p>Support District Management with Labor Relations issues, including impact bargaining, as the OAC and eBART become operational.</p>			
		<p>c Support District Management with Labor Relations issues as new phases of People Soft (PS) are rolled out.</p>	<p>Available as needed</p>		
	<p>d Support Board of Directors and General Manager in implementation of Collective Bargaining Report.</p>		<p>Prepare for and initiate negotiations.</p>	<p>Complete implementation of short and medium range objectives identified in responsibility matrix.</p>	<p>Conduct negotiations as directed by GM and Board of Directors.</p>

Operations Historical Performance Trends FY14 – FY17



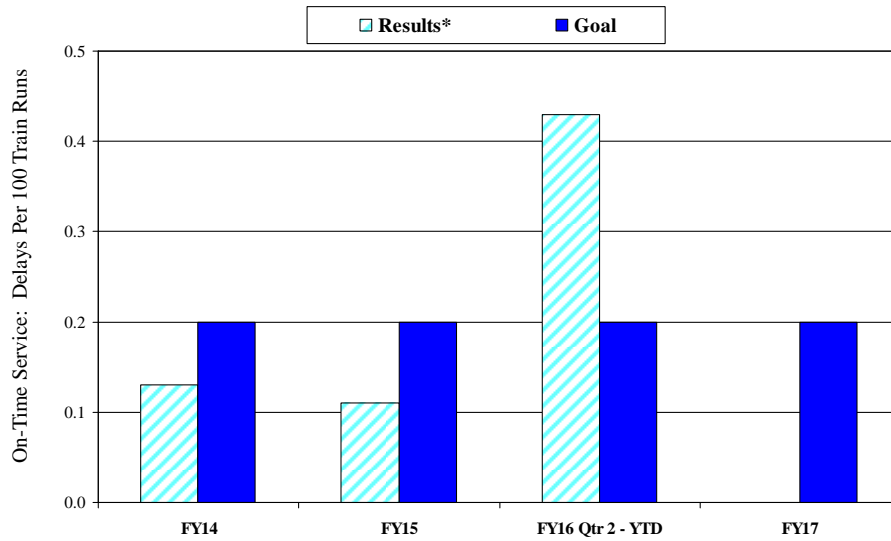


Computer Control System Historical Performance



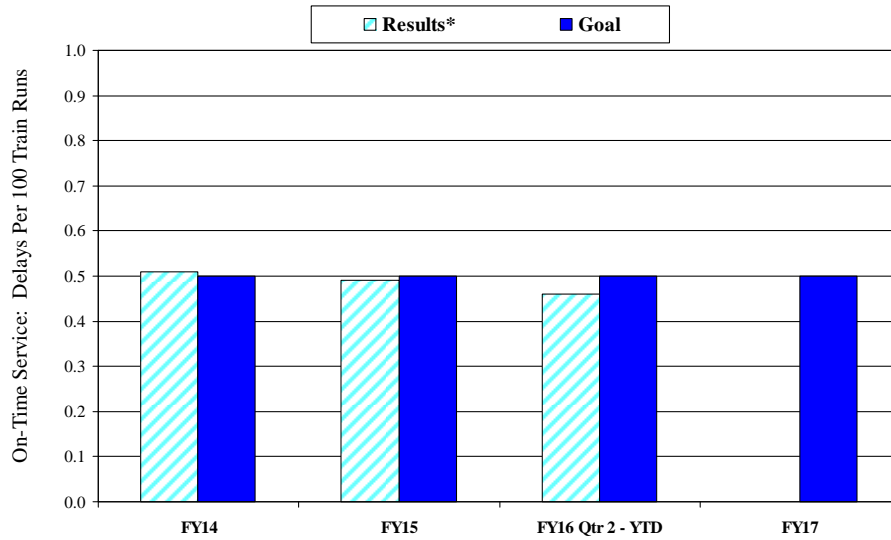
* Includes ICS computer & SORS

Traction Power Historical Performance



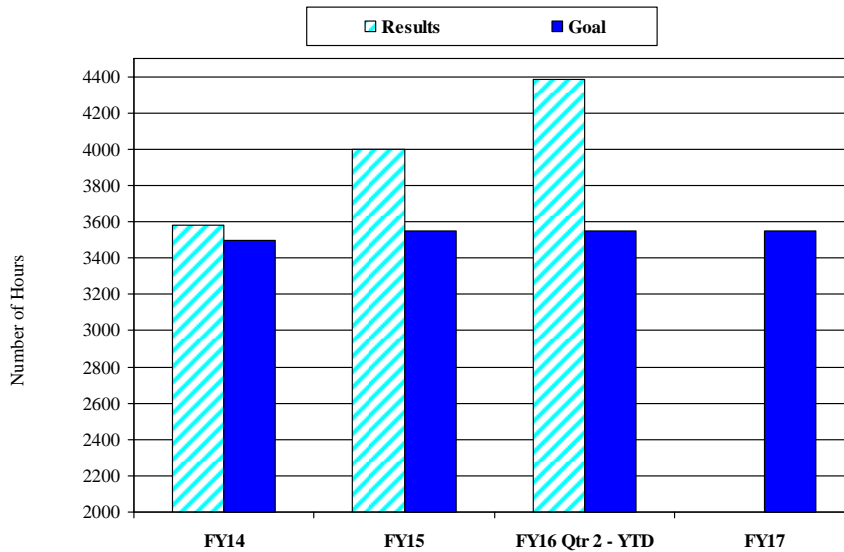
* Includes Coverboards, Insulators, Third Rail Trips, Substations

Transportation Historical Performance

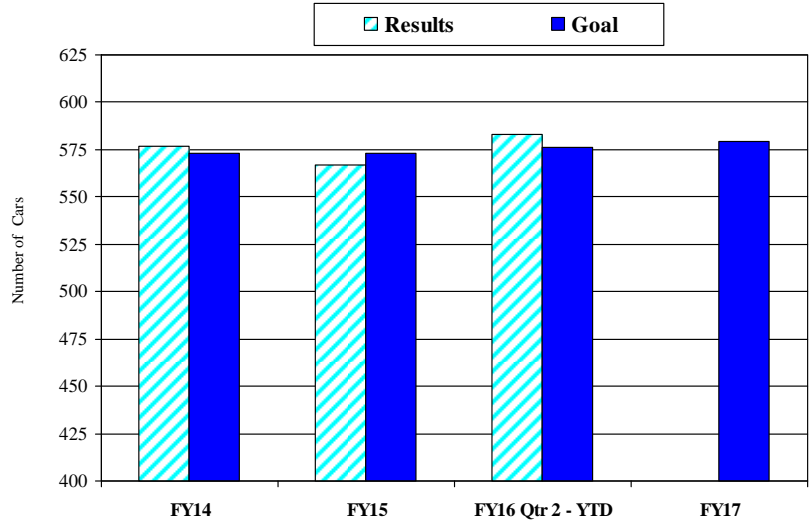


* Includes Late Dispatches, Controller-Train Operator-Tower Procedures and Other Operational Delays

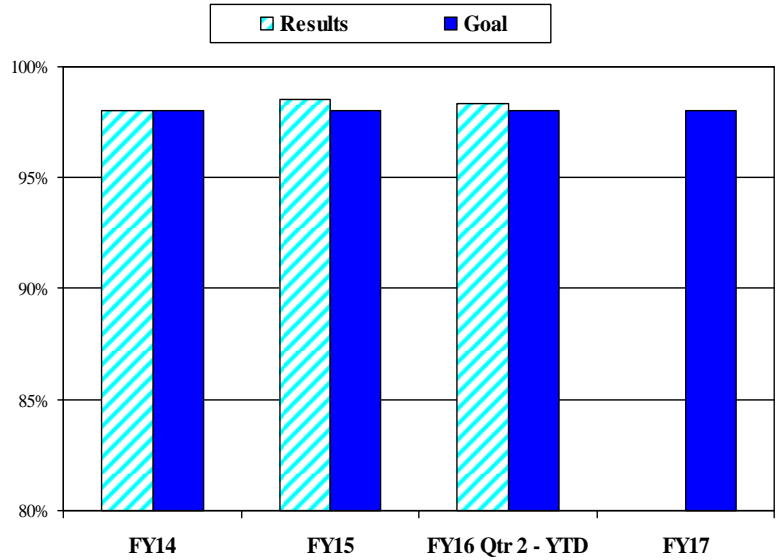
Car Equipment - Reliability Historical Performance

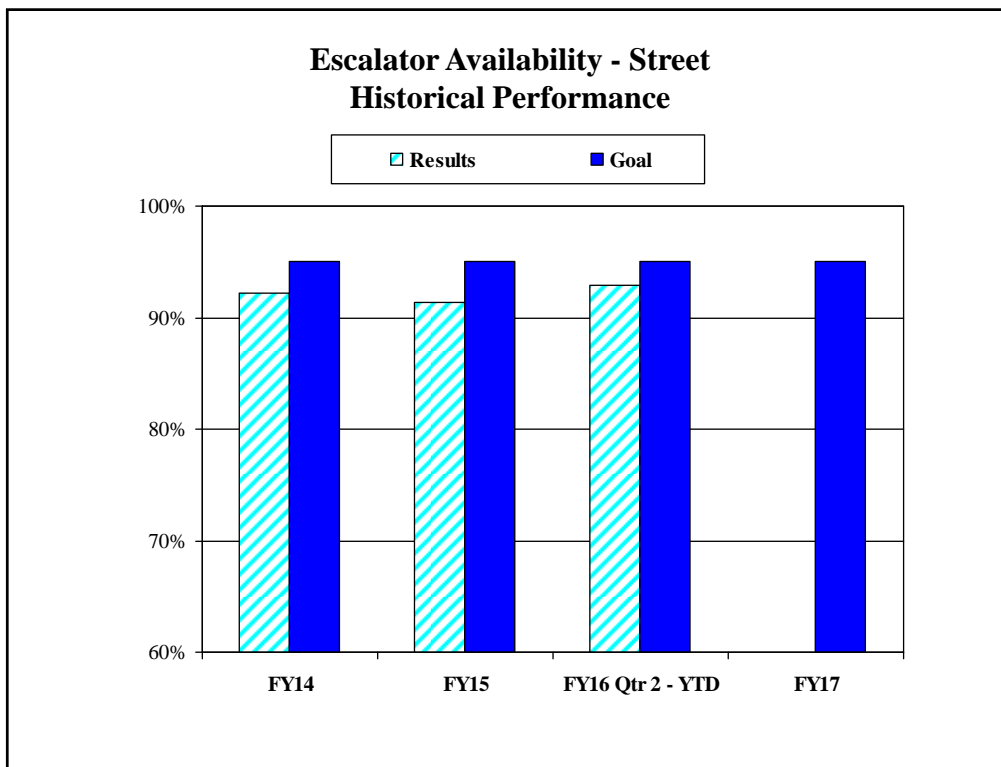
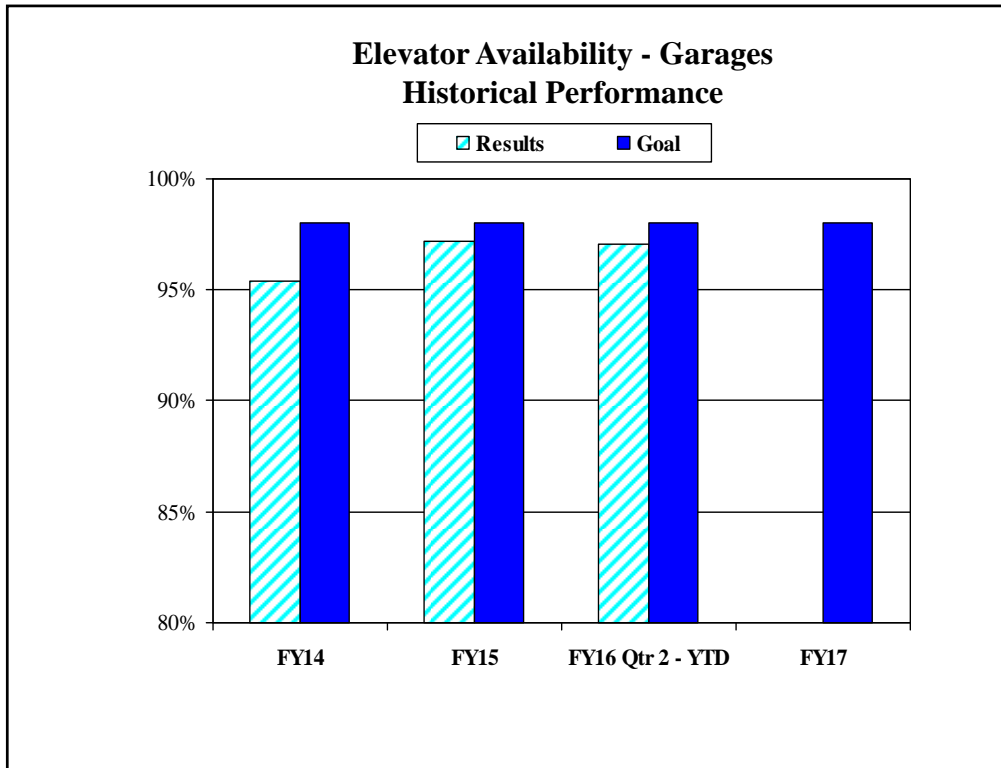


Car Equipment Availability at 0400 Hours Historical Performance

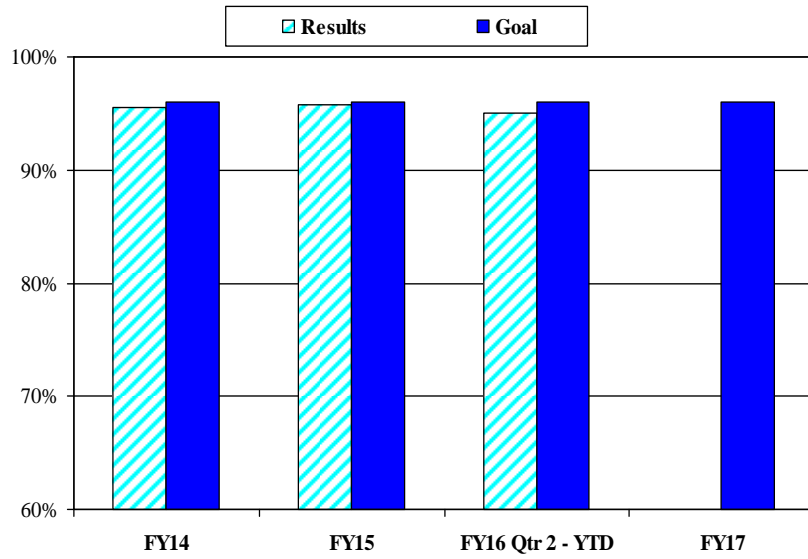


Elevator Availability - Stations Historical Performance

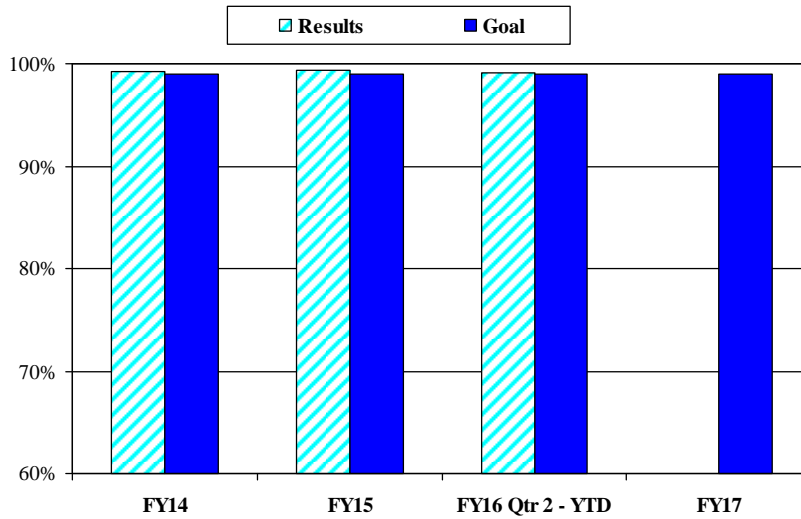


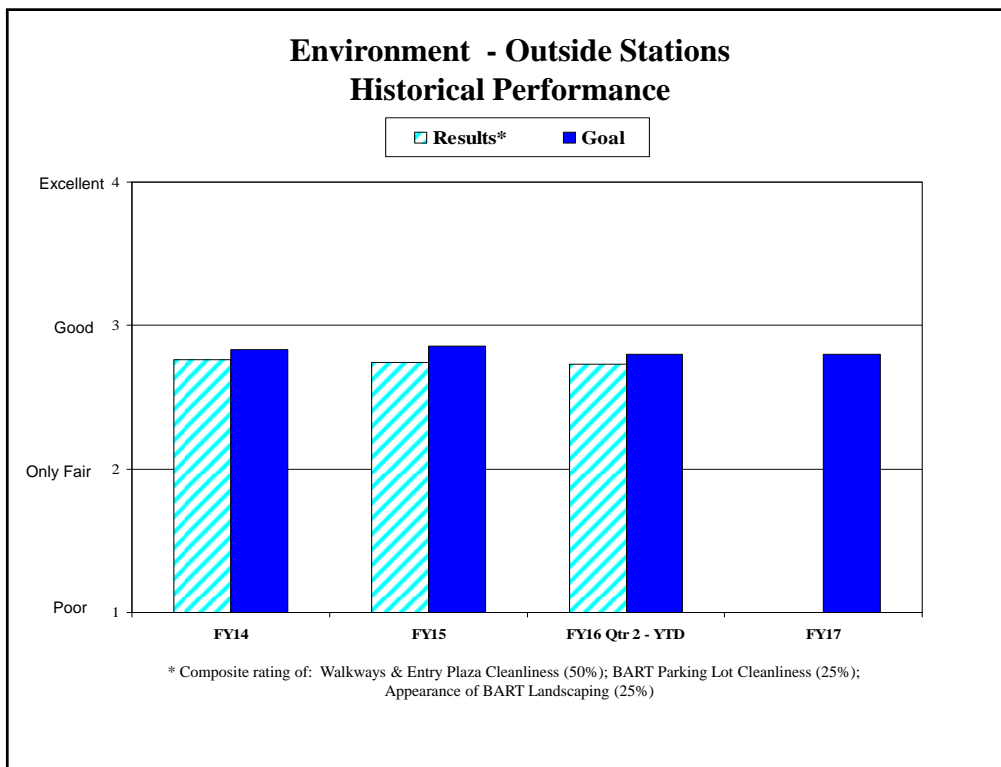
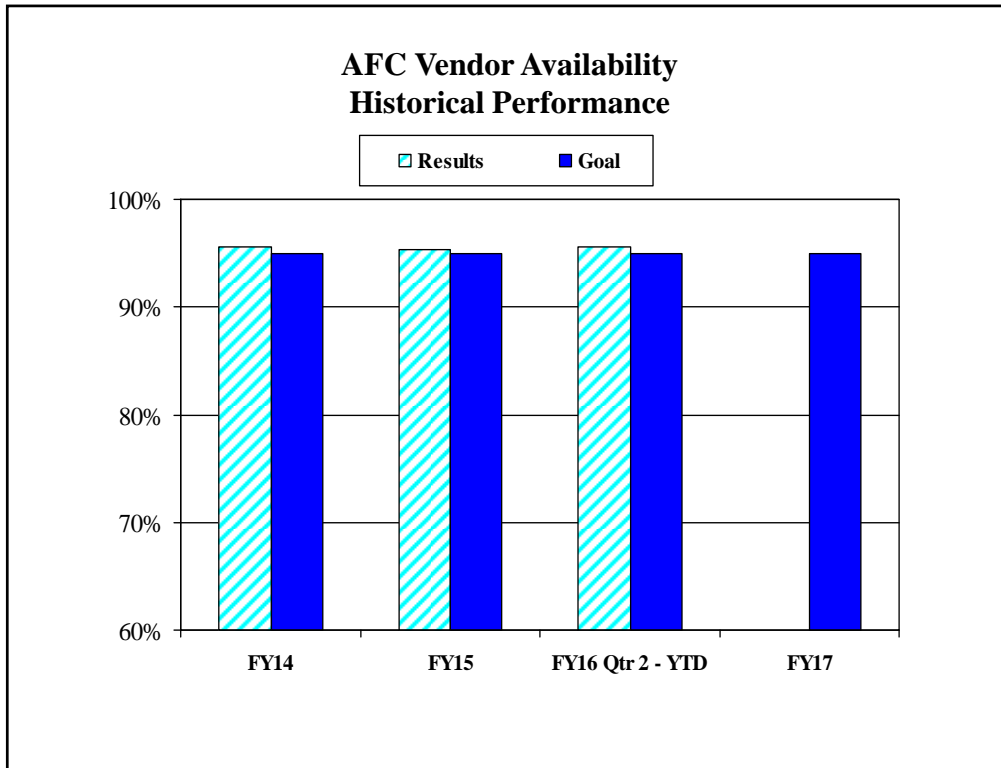


Escalator Availability - Platform Historical Performance

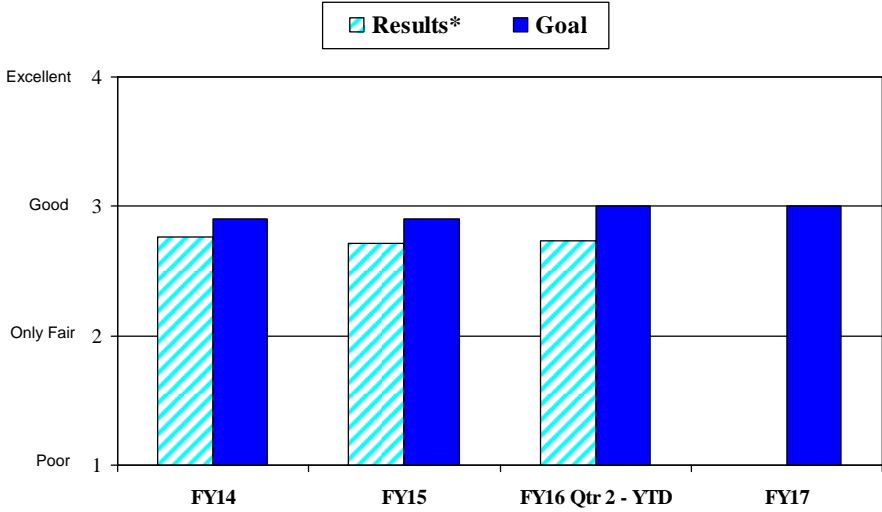


AFC Gate Availability Historical Performance



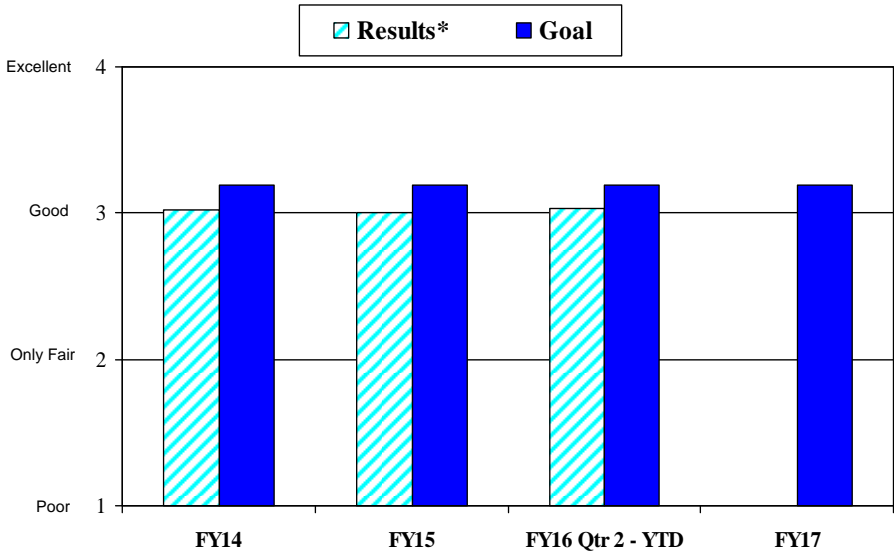


Environment - Inside Stations Historical Performance

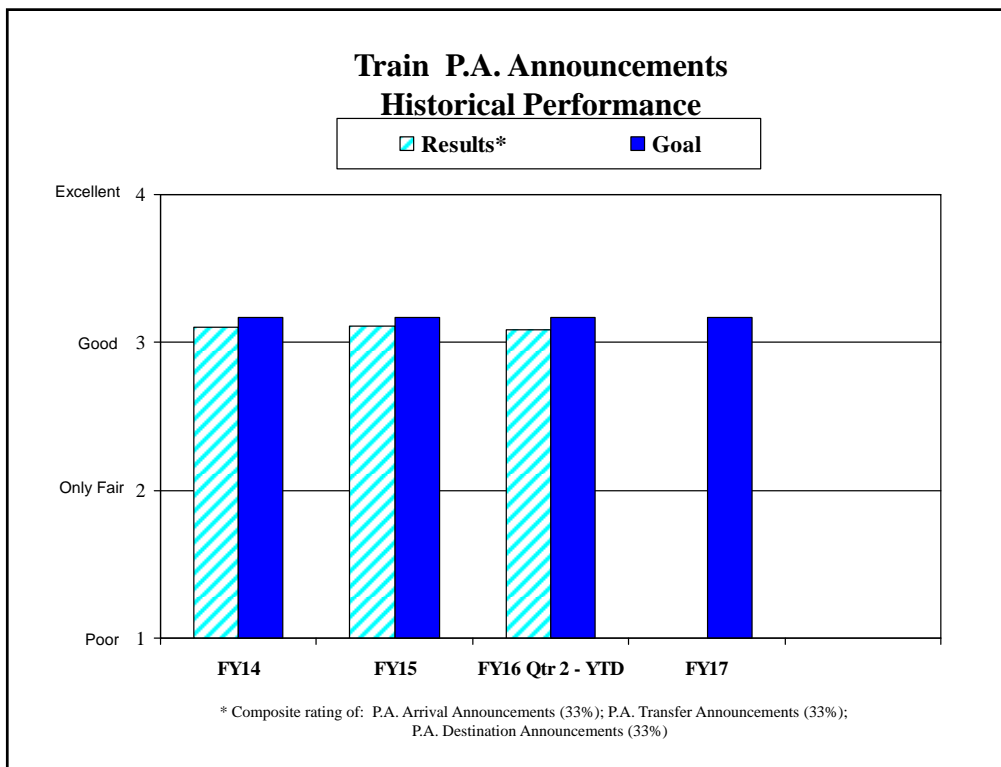
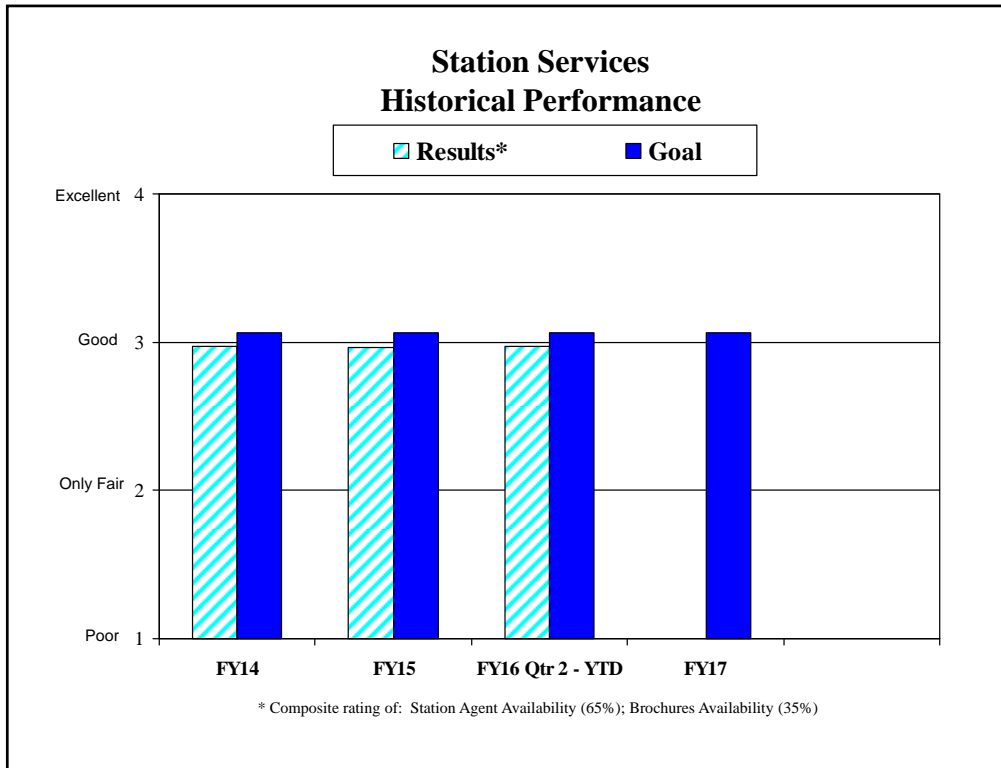


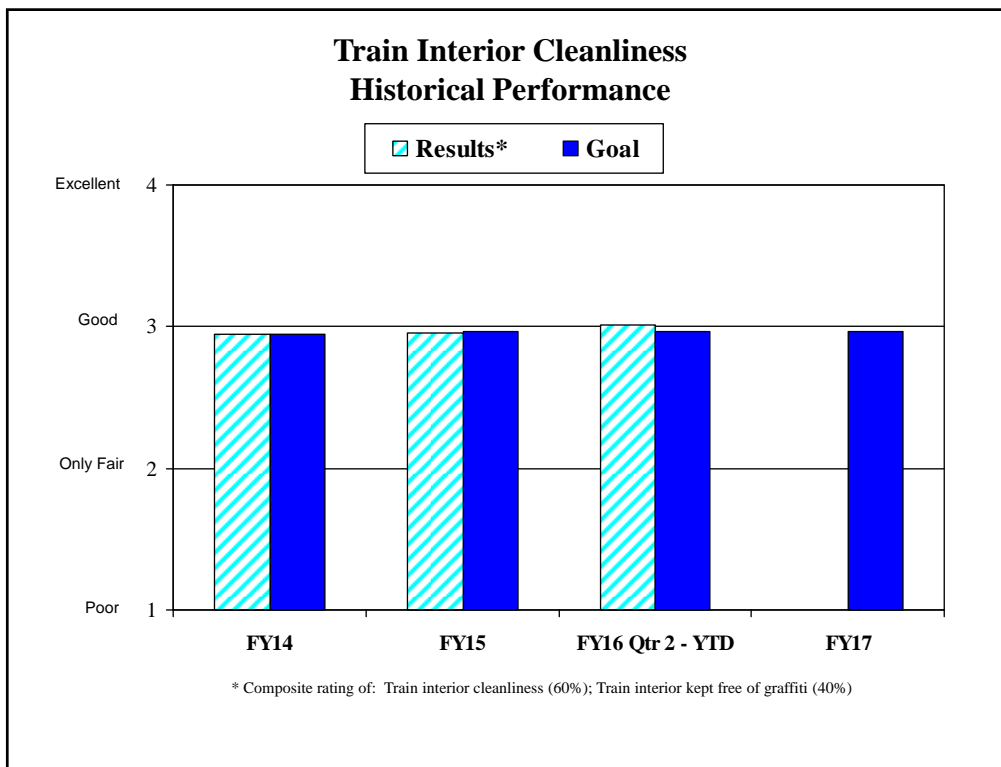
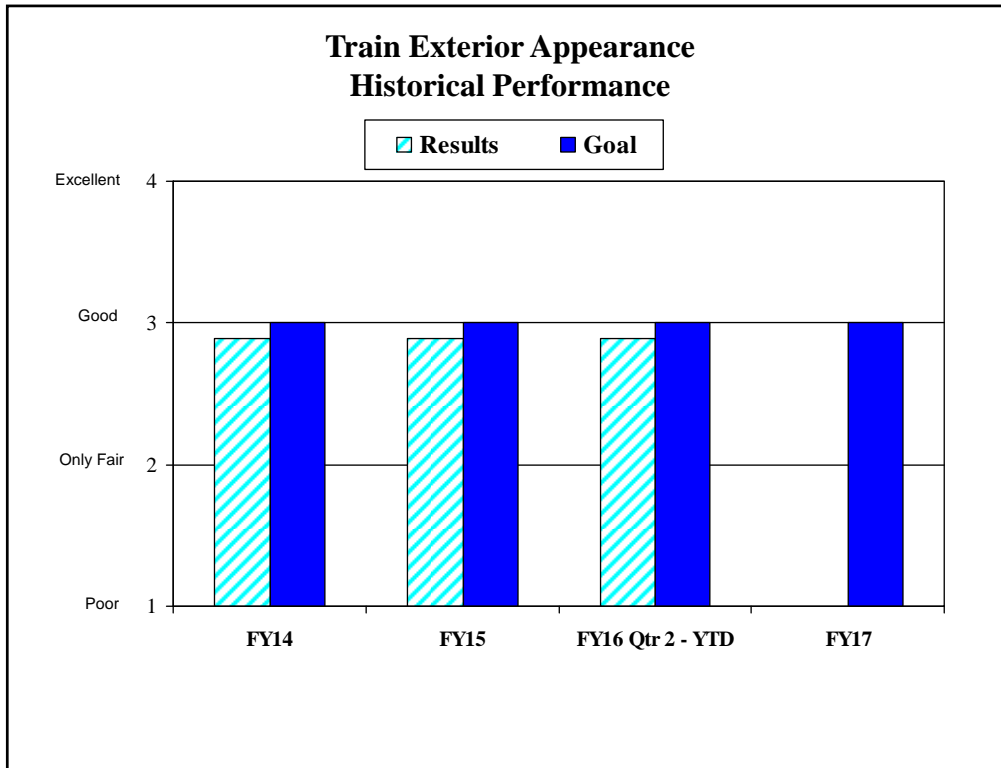
* Composite rating for Cleanliness of: Station Platforms (60%); Other Station Areas (20%); Restrooms (10%); Elevators (10%)

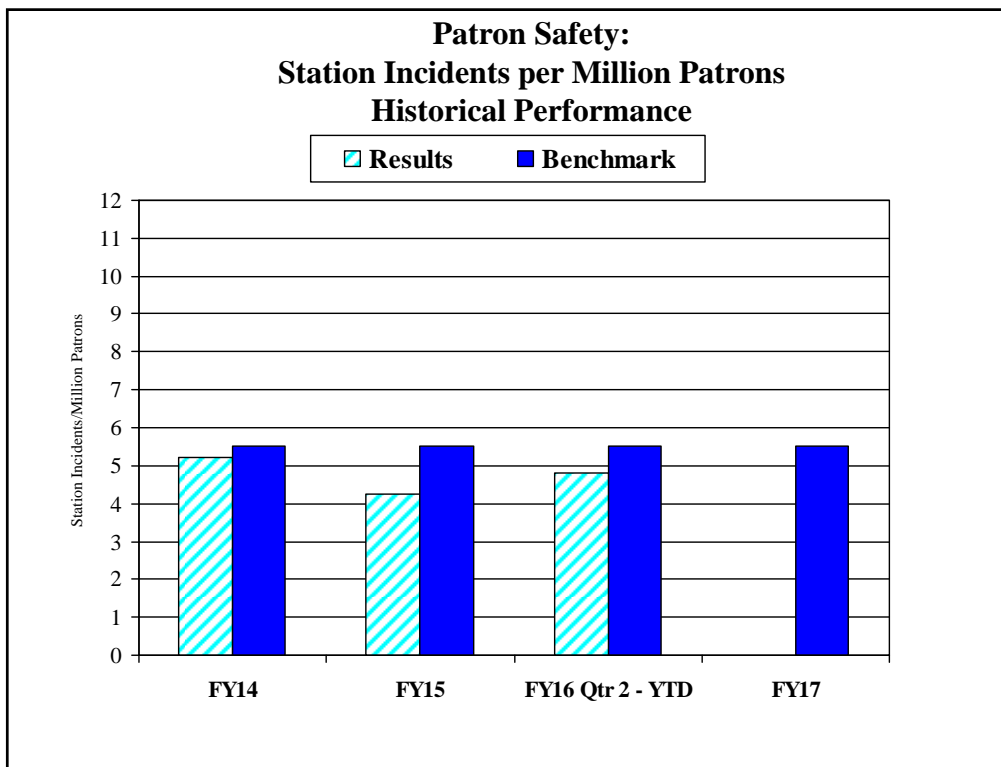
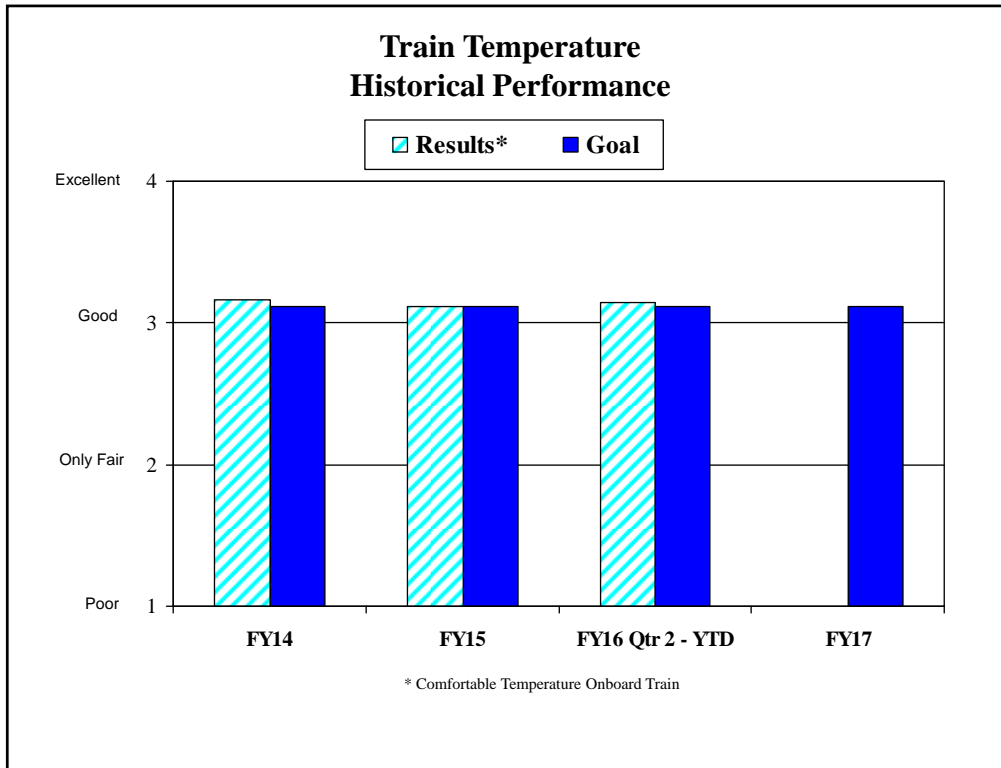
Station Vandalism Historical Performance



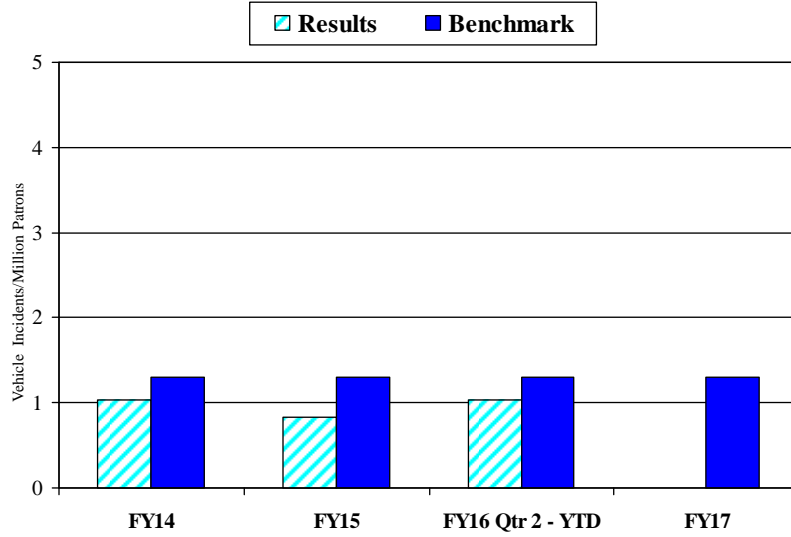
* Station Kept Free of Graffiti



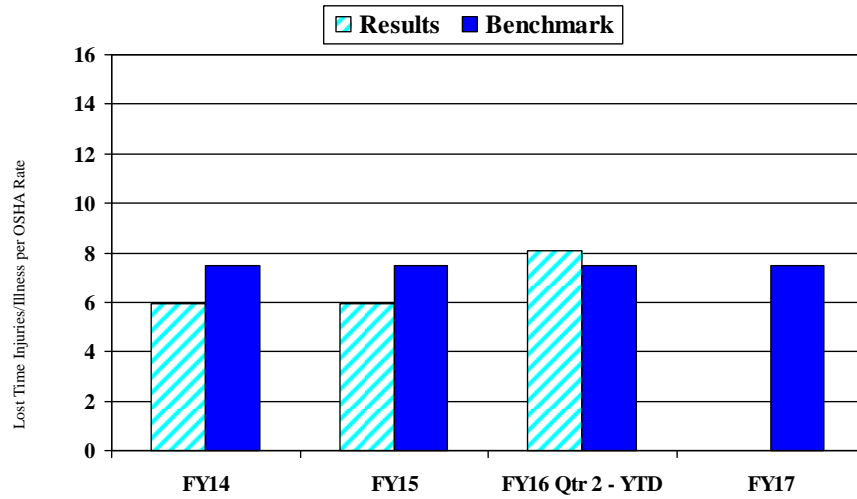




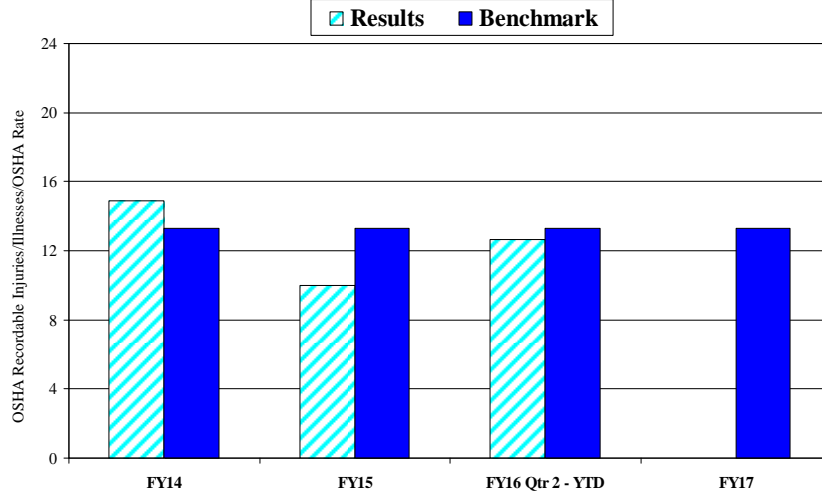
**Patron Safety:
Vehicle Incidents per Million Patrons
Historical Performance**



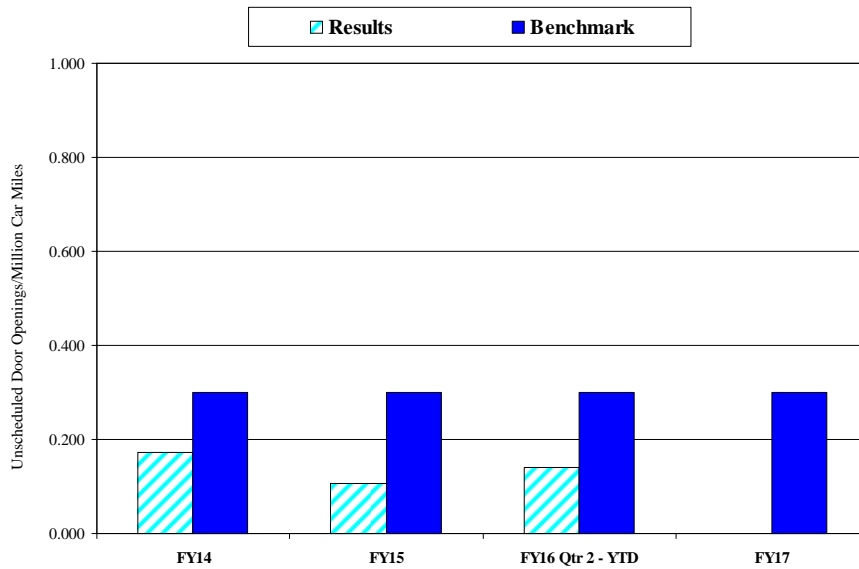
**Employee Safety:
Lost Time Injuries/Illnesses
per OSHA Incidence Rate
Historical Performance**

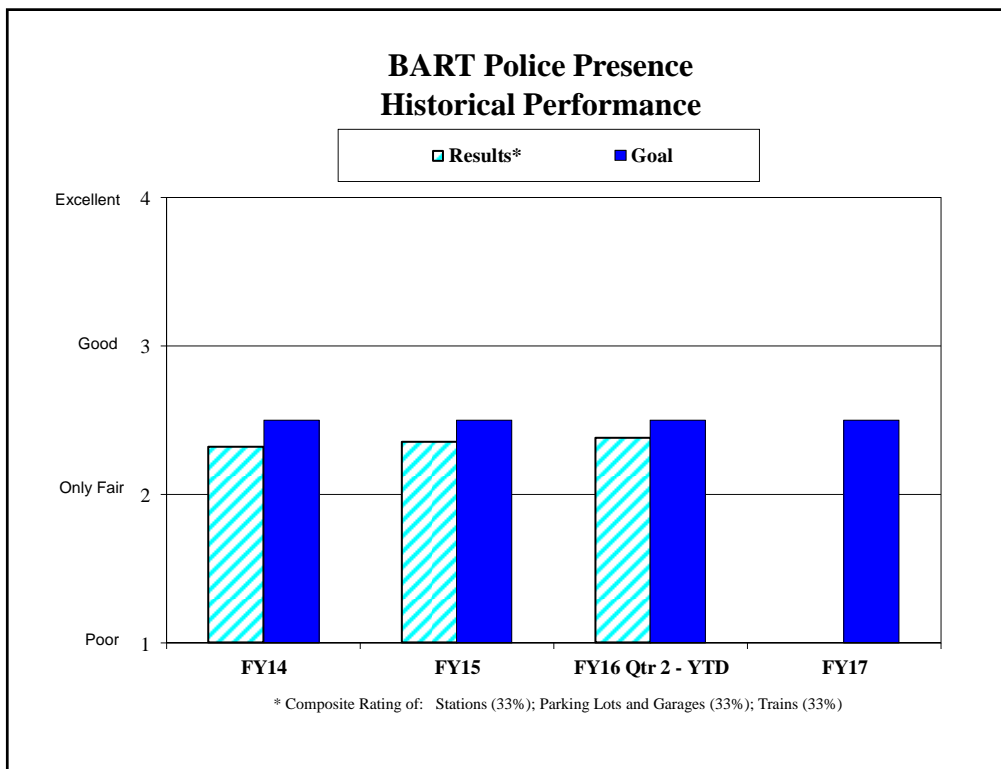
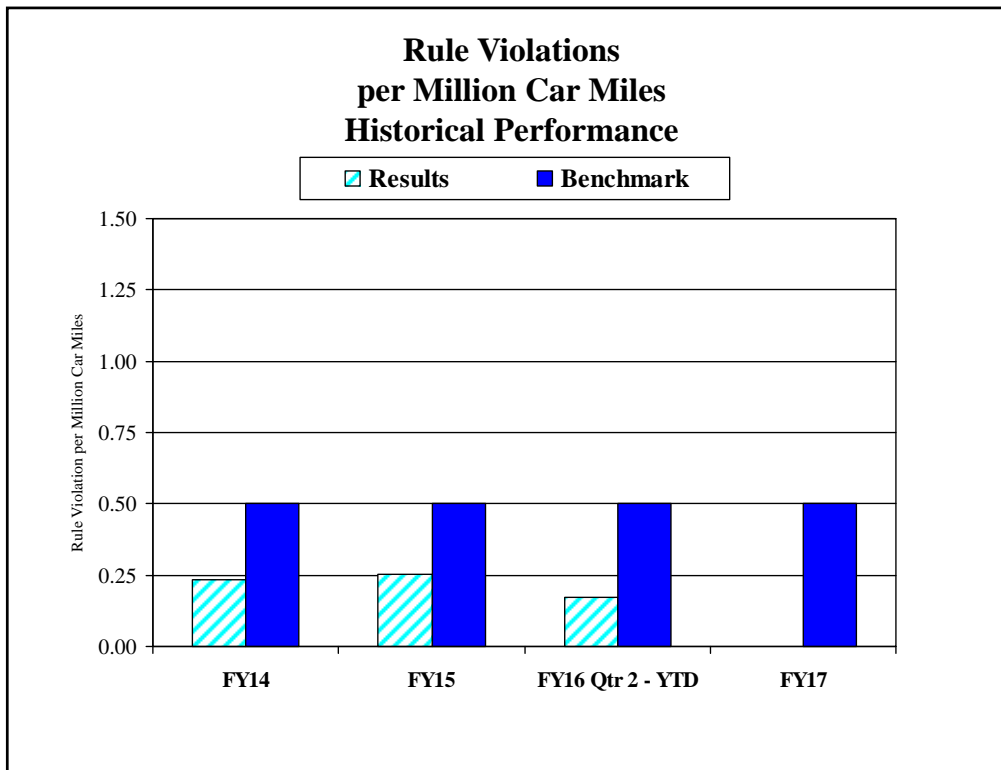


**Employee Safety:
OSHA-Recordable Illnesses / Injuries
per OSHA Incidence Rate
Historical Performance**

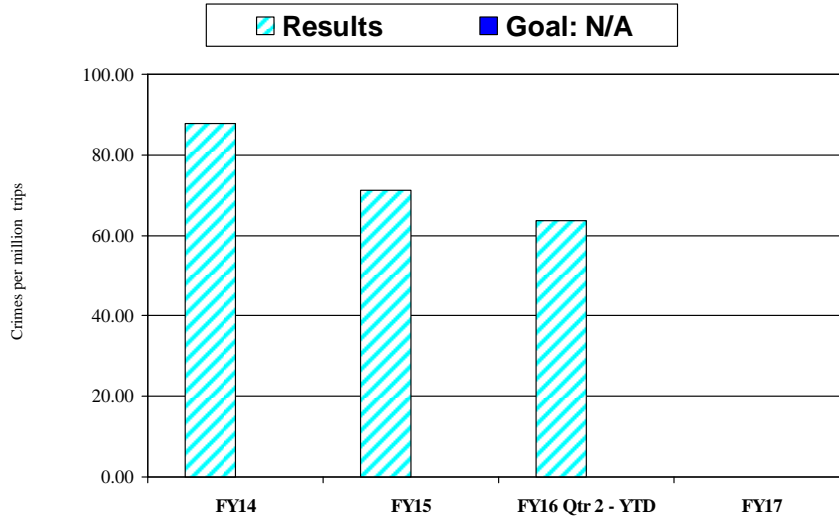


**Operating Safety:
Unscheduled Door Openings per Million Car Miles
Historical Performance**



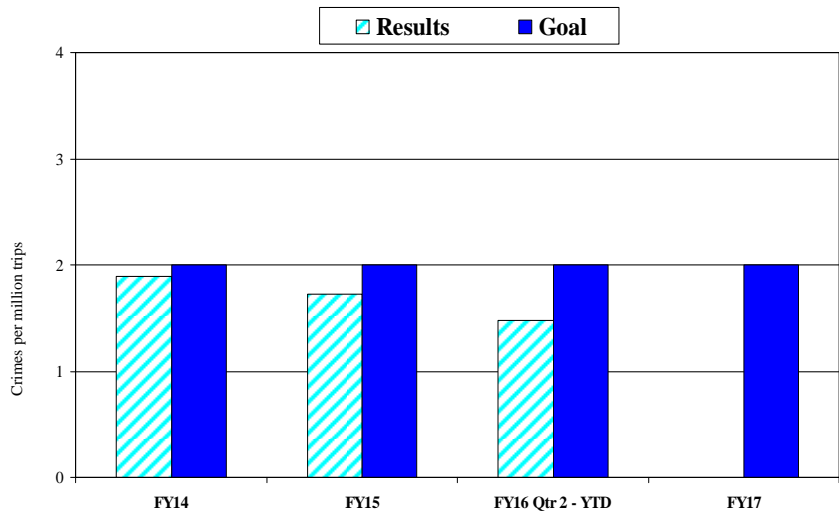


Quality of Life* Historical Performance



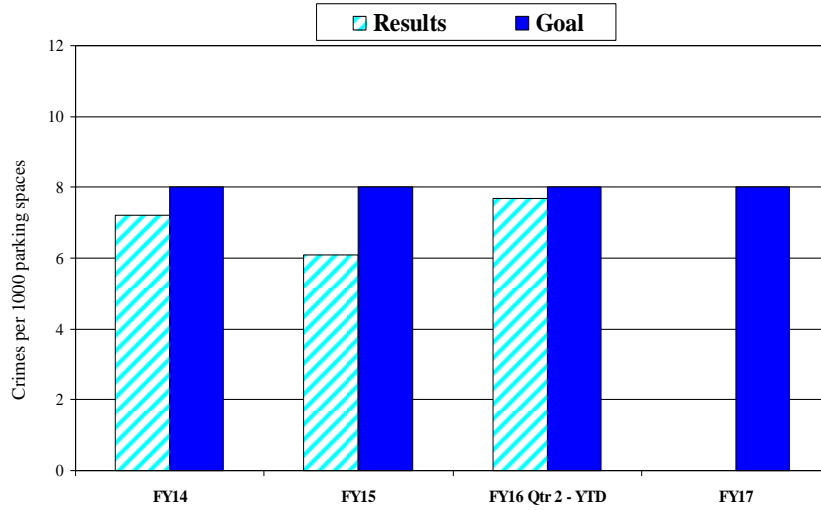
*Quality of Life Violations include: Disturbing the Peace, Vagrancy, Public Urination, Fare Evasion, Loud Music/Radios, Smoking, Eating/Drinking and Expectoration.
Information retrieved from Computer Aided Dispatch/Records Management System (CAD/RMS).

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



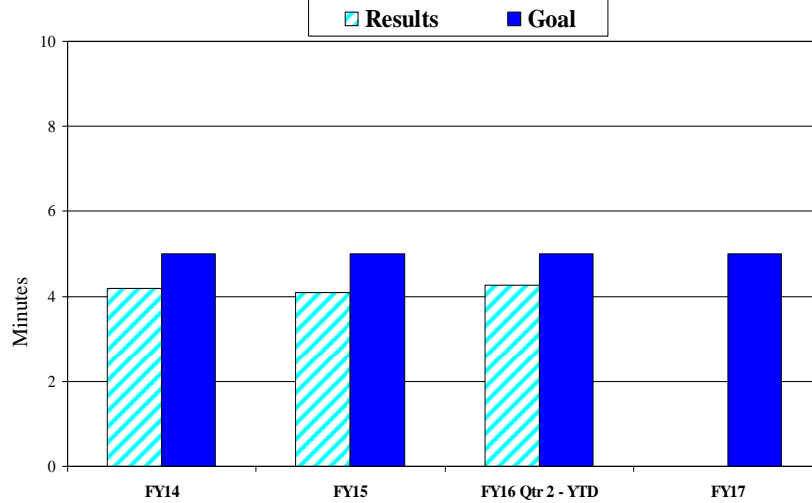
Information retrieved from Computer Aided Dispatch/Records Management System (CAD/RMS).

Auto Theft and Burglary Historical Performance



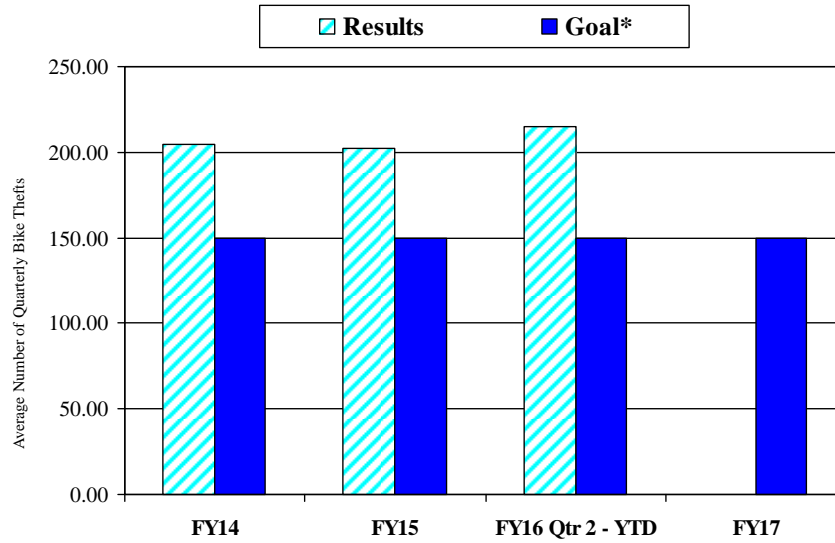
Information retrieved from Computer Aided Dispatch/Records Management System (CAD/RMS).

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