



Fiscal Year 2015 Resource Manual

March 31, 2014

San Francisco Bay Area
Rapid Transit District

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**Fiscal Year
2015
Preliminary
Budget
Memo**

March 31, 2014

**San Francisco Bay Area
Rapid Transit District**

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

TO: Board of Directors

DATE: March 31, 2014

FROM: General Manager

RE: Fiscal Year 2015 Preliminary Budget

In Fiscal Year 2015 (FY15), our focus will be on rebuilding after the challenges of the past year. The FY15 Preliminary Budget reflects our commitment to rebuilding the District's aging infrastructure, rebuilding relationships with employees, and rebuilding the confidence of our riders and the public in BART. As the region becomes ever more reliant on BART, our success in these areas is essential in order to continue to provide the dependable, on-time service the region needs.

Over the last year, along with meeting significant challenges, the District made substantial progress in the following areas:

- To address its most critical replacement need, the District awarded contracts for 775 new rail cars, in cooperation with the Metropolitan Transportation Commission (MTC), and the Santa Clara Valley Transportation Authority (VTA). Public input is being gathered on a new railcar "mock-up," and the first "pilot" railcars are scheduled to be delivered in 2017.
- To generate revenue for major capital projects, the Board renewed the Consumer Price Index (CPI)-based fare increase policy until 2020. The revenues raised by this policy, which continues until 2020, are dedicated to major capital projects including the "Big 3": new railcars, the Hayward Maintenance Complex, and Train Control Modernization.
- In conjunction with the CPI-based fare policy, the Board adopted a "demand-based" parking fee policy, which enables the setting of fees based on parking demand at stations. These funds will be used for station improvements, including enhanced station access.

Also worth highlighting is the progress being made on the Earthquake Safety Program and our system expansion projects. The Earthquake Safety Program is in its 14th year and is 62% complete. The Oakland Airport Connector is scheduled to open this fall, creating a convenient rail link between the Oakland Coliseum station and the Oakland International Airport. The Warm Springs Extension (WSX) project extends BART to the Alameda/Santa Clara County border to meet up with the BART Extension to San Jose. The WSX is well underway and scheduled for completion in 2016. The Eastern Contra Costa County extension (eBART) is under construction and will be awarding a contract for its Diesel Multiple Unit (DMU) railcars later this year. The BART to Livermore project environmental process continues, with a comprehensive assessment of corridor alternatives underway.

As we have discussed for many years, we must continue to invest in rebuilding BART's aging infrastructure. During the past two years, the District has been inventorying and assessing the conditions of its infrastructure. This "Asset Management" process systematically documents that many of the District's assets are past their useful life, and failure to replace these high-risk assets will result in a degradation of BART service reliability and on-time performance. Staff has now begun the difficult process of prioritizing needs across asset classes, including revenue vehicles, facilities, systems, and guideways. At the Board's meeting on March 13, 2014, BART's Asset Management Policy was adopted, which includes the goals of maintaining BART's infrastructure in a sustainable manner and safeguarding BART's assets by directing appropriate resources to them.

Because the core of BART's mission is to provide safe, reliable service to the region, we must continue to enhance the District's safety practices and procedures. The District's safety procedures will be fundamentally upgraded by the adoption of the California Public Utilities Commission's (CPUC) General Order 175 (GO 175), which establishes new procedures for the District to enhance safety for its wayside track workers. For FY15, the District is investing \$5.3M to address new safety rules, including 40 additional positions. These additional investments are necessary to ensure that BART complies with GO 175, and that BART staff has the time and equipment necessary to maintain the track, traction power, and train control systems in proper working condition. In addition to the positions in Maintenance & Engineering and Transportation, additional headcount and resources are slated for the Safety Department to enhance monitoring and to create a safety incentive program for front line workers. Several capital projects related to safety are also proposed.

Rebuilding requires sufficient resources, and the District's two largest revenue sources come from fares and sales tax. Until this past year, BART's ridership growth rate has been 6% to 7% as the Bay Area's economy recovered from the recent recession. At the beginning of FY14, ridership was growing at 3% to 4% over the prior year, excluding the impact of the strikes. However, for the past four months, ridership growth has slowed to about 1%. For FY15 we anticipate ridership to grow at the more moderate rates we have recently experienced. Fare revenue is estimated to increase by 5%, due to a full year of the January 2014 fare increase. As the recovery from the recession matures, economic forecasts project more moderate growth in sales tax revenue, BART's second largest source of funds. For FY15, we estimate that sales tax revenue will grow by 4% compared to annual growth rates between 7% and 9% over the past three years.

This year, the District has capacity in the budget to add a number of critical safety initiatives, update technology, and fund some of our critical high-risk capital rehabilitation projects. However our projections show considerable funding shortfalls in upcoming years.

With slowing revenue growth, capacity constraints, and significant investments needed for safety and asset management, the FY15 Preliminary Budget presents limited new initiatives beyond these priorities. We are committed to continuing our multi-year programs to replace railcar seats and floors and to retrofit inefficient subway and tunnel lighting. In the upcoming fiscal year, we will also be focusing our efforts on working collaboratively with our labor unions to improve work practices and processes, as agreed upon in the new collective bargaining agreements. With the increased parking revenues, we are proposing station upgrades and access improvements including improved station signage, pilot programs to enhance shuttles and intermodal access, and additional bicycle storage.

The District and our riders have experienced some difficult times recently, but I am confident that our focus on rebuilding will result in a stronger BART. The FY15 Preliminary Budget reflects that theme, and it places priority on investments in BART's assets to maintain reliable service for San Francisco Bay Area residents and enhance safety for our employees and customers. I look forward to working with you in the coming months as we finalize the preliminary budget.



Grace Crunican

cc: Board Appointed Officers
Executive Staff

1. Overview

The FY15 Preliminary Budget focuses on continuing the District's commitment to deliver safe, reliable service by rebuilding BART's aging infrastructure, including funding the "Big 3" capital projects: the new rail cars, the Hayward Maintenance Complex, and Train Control Modernization Project. These three projects are inextricably linked and essential to meeting the District's key safety, reliability, capacity, and sustainability goals. A modern, expanded fleet meets current and future capacity demands while maintaining passenger comfort and service reliability. The Hayward Maintenance Complex provides maximum car availability to maintain and store the expanded fleet. An improved train control system improves headways and puts an expanded fleet in service both safely and reliably.

Another critical focus of this year's budget are investments in safety – both in operating in terms of additional staff for safety measures, and capital projects that will enhance worker safety. These include adding staff to address implementation of GO175, to maintain track, traction power, and train control systems in proper working condition, and to monitor front line worker safety.

Development of the FY15 Preliminary Budget has been informed by the Short-Range Transit Plan/Capital Improvement Program (SRTP/CIP), a draft of which will be released in early June. Preliminary findings from the ten-year forecast show shortfalls in funding the "Big 3" capital projects, despite annual contributions from the operating budgets. These upcoming shortfalls mean that ongoing expenses need to be carefully controlled and revenues enhanced to help meet current and future capital commitments and high-risk needs. As a result, there will be minimal funding available for operating initiatives in FY15, and the long-term outlook is also characterized by significant constraints.

While the upcoming fiscal year is challenging, in fall 2014, the District will welcome the newest addition to BART's system. This new service links the Oakland International Airport with the Coliseum Station via an Automated Guideway Transit system, a driverless people mover on a mostly elevated structure spanning the length of the Hegenberger Road business corridor. Passengers will be transported between the Oakland International Airport and the Coliseum Station in less than 15 minutes door-to-door, and vehicles will depart every four minutes. Progress is also being made on the Warm Springs and Silicon Valley/Berryessa Extensions and the eBART Rail Project, which will create critical linkages to southern Alameda County, Santa Clara County and eastern Contra Costa County, respectively.

In the upcoming fiscal year, the District will work to rebuild its aging infrastructure, the relationship with BART employees, and the confidence of the public and riders in BART. The next sections summarize the FY15 Preliminary Budget's focus areas to help achieve these goals.

Safety

The California Public Utilities Commission (CPUC) adopted General Order 175 (GO 175) on Roadway Worker Protection in October 2013 requiring all California rail transit agencies to comply with a comprehensive set of safety requirements for wayside workers. In response, BART has developed and is in the process of implementing a new and enhanced wayside program that includes more restrictive operating rules on wayside activities and procedures for how these activities should be performed by BART wayside workers and contractors. The program's goal is to provide improved protection for employees in the BART right of way. To that end, the District

has to acquire additional resources to fully implement the new roadway worker protection program and comply with GO 175.

Under the new program, work orders from the Operations Control Center (OCC) are required for all work that has to be performed in the trackway during revenue hours. OCC will need resources to handle this increased work load and focus on roadway worker protection in the right-of-way. Work orders result in reduced train speeds and, therefore, negatively impact service. The negative impact will be reduced by moving much of the scheduled maintenance work from day- and swing-shifts to grave shift. However, analysis shows that the Maintenance & Engineering Department will need a significant increase in the number of maintenance personnel to schedule, prioritize, plan, and perform this new work load during non-revenue hours. This displaced work load is in addition to the nightly maintenance work, CPUC-mandated inspections, and capital project support that already must be performed during the non-revenue service hours (“blanket”).

As roadway worker activities increase significantly during the blanket hours, the System Safety Department will also need new resources to focus on wayside safety implementation and provide safety support during this critical organizational change. These resources will also assist in administering the new near-miss reporting program, another requirement of GO 175.

Infrastructure

The FY15 Preliminary Budget also represents BART’s initial steps to a budget process that is guided by the District’s comprehensive Asset Management Program, which staff has been developing over the last two years. The Risk Assessment identifies BART’s highest risk assets as defined by the likelihood of near-term failure and the consequent impact on the BART system, rather than simply by age or condition. With this information, BART can take a more systematic, risk-focused approach to prioritizing investment of scarce resources for both operating and capital needs.

The Budget Project Control Group (PCG) has been newly established as part of the FY15 budget process. The PCG will help guide a long-term financial plan to address asset management needs while maintaining financial stability by identifying for funding the most effective risk management options by linking the asset management plans with the annual budget process. PCG members include staff from Planning + Development, Office of the Chief Information Officer (CIO), Transportation, Rolling Stock & Shops, Maintenance & Engineering (including Asset Management) and Administration & Budget. The role of the PCG is to:

- Guide where BART spends its money to get the best long-term value.
- Identify initiatives and innovations that can reduce net long term operating and maintenance costs for the set target service levels and risks.
- Provide guidance on communicating with the community and customers on how to address our asset needs.

BART now has six Draft Asset Management Plans (AMPs) under review and a risk management framework in place. The risk management plans are in progress and will accompany each AMP to guide the effective allocation of resources. An initial Asset Management Strategy summarizes the AMPs and guides the asset management process.

As part of the FY15 budget process, the PCG prioritized proposed White Paper initiatives for executive staff consideration, identifying those proposed initiatives that did not align with the

District's resourcing strategy and marked others for further evaluation. For future capital budgets, all capital projects will be "screened" through the Asset Management evaluation structure.

Stations

In July 2013, the Association of Bay Area Governments (ABAG) and the Metropolitan Transportation Commission (MTC) jointly adopted Plan Bay Area, the first SB375-guided regional plan for the Bay Area. The region is advancing implementation of Plan Bay Area by encouraging future growth in transit-rich locations to reduce greenhouse gas (GHG) emissions from cars and light trucks by 15% by 2035. The BART system is central to Plan Bay Area's implementation, as the plan's 2040 growth allocations for the four BART-served counties are estimated to include 47% of new jobs (311,000) and 41% of new households (166,000) within 1/2-mile of a BART station. BART is helping make Plan Bay Area a reality through TOD implementation, support of station area planning, and work to improve the look, feel, and functionality of BART stations to encourage a higher ridership, and to improve the comfort and safety of the work environment for BART employees. Efforts include:

- **Transit-Oriented Development (TOD).** Staff is working with city and private partners on land use plans near several stations including West Oakland, Lake Merritt, 19th Street Oakland, Coliseum/Oakland Airport, Warm Springs, Powell Street, Embarcadero, North Concord, Concord, and Walnut Creek. Developers are in construction on the affordable housing phase of development on BART property at MacArthur, and starting construction at San Leandro and South Hayward in FY15. Staff continues to develop plans and negotiate with developers at Millbrae, Glen Park and Coliseum stations. BART is developing short- and long-term strategies for all of our real estate holdings based on information gleaned from our portfolio analysis.
- **Station Modernization.** Staff continues to implement Early Wins improvements such as decluttering stations and improving or creating new station agent break rooms. To advance the District's State of Good Repair policy, staff is advancing design development for systemic investments at multiple stations. These could include wayfinding, escalator rehab and station portal canopies/headhouses. Additionally, BART is advancing conceptual design and preliminary engineering for several proposed Gateway stations to improve the link between stations and their surrounding communities. Design for Gateway stations and systemic improvements will advance in FY15.
- **Retail.** TransMart, BART's Master Station Retail vendor, is planning its initial roll-out at the Montgomery and Downtown Berkeley stations by the end of 2014, with a later roll-out at remaining stations within the next 24 to 36 month period. TransMart's services include adding staffed and automated vending at stations and establishing a unique concierge program offering goods and services in partnership with retailers including those located near stations.
- **Wayfinding.** The District is making wayfinding improvements within the stations throughout FY15. We expect to contract for the construction in FY15 on Phase II wayfinding improvements at 16 stations. Staff will start the Phase III wayfinding design for another nine stations in Alameda and San Francisco Counties. We are also partnering with MTC to add more Real Time Displays at the Civic Center station.
- **Station Access.** Consistent with Board policy to enable ridership growth by preferring environmentally sustainable modes of access, staff are completing a pilot access study of the inner C-Line, which evaluates strategies for improving non-auto access to the stations in the short-, medium- and long-term. Some projects could be funded through Board adopted market-based parking charges, and short-term projects may begin implementation in the

coming year. Methods developed in the pilot study are intended to be duplicated along other BART corridors.

- **Station Folders.** Staff is organizing existing station data, as well as preparing a framework to better synchronize station implementation efforts, and identify priorities for investments. In addition to aggregating data, staff will identify, and begin implementation of a knowledge management system to share information across departments.
- **Benefit Assessment Districts.** In October 2013, the legislature passed and the Governor signed SB142, which authorizes California transit operators to create benefit assessment districts within a ½-mile of stations to pay for transit improvements. As discussed at the Board Workshop in March, staff is exploring potential applications of this legislation to the BART system and anticipates completing the necessary work to adopt the first transit benefit assessment district within the next 6-12 months. This value capture tool could help BART finance a variety of improvements to our stations.

Sustainability

As we work to rebuild BART, our investments and activities are done with an eye on increasing environmental resiliency throughout the system by training departments on environmental management and reducing BART's use of water and energy resources.

BART will continue its sustainability initiatives, by advancing Environmental Management Systems (EMS). Through this system, the District is establishing a more structured framework for advancing environmental stewardship. EMS was initiated as a pilot program at the Richmond Yard, and EMS principles will be advanced in FY15 at the Oakland Shops. Staff has a new program to train other departments on EMS principles, to ensure widespread improvements in environmental performance.

BART's FY15 sustainability activities will focus on water conservation and clean energy. Water conservation has a greater sense of urgency since Governor Brown formally declared a Drought State of Emergency in January 2014. In response, BART staff is in the process of establishing a baseline assessment of the District's total water usage to meet a voluntary target of reducing use by 20%. BART will be setting immediate, short, and long term goals to reduce water usage, to respond to the current drought and future long-term reduction needs. We have already reduced usage by lengthening the time between train car washings, and cutting irrigation schedules by 10%.

The District has the opportunity to substantially increase its supply of renewable energy. Existing long-term conventional supply agreements providing the majority of the District's traction and station power needs will be expiring. The District will be pursuing agreement for renewable power to replace those expiring agreements. With the cost of renewable energy decreasing, it appears possible that replacement could be accomplished in a cost-effective manner. Toward this end, the District has recently secured the hydroelectric generation from the Lake Nacimiento project in Monterey County. The District is pursuing other dedicated sources of hydroelectric and geothermal supply in California. We are also embarking on solar feasibility study to expand the cost-effective use of solar power, and working on increasing the use of solar energy to provide traction power. In addition, we will continue to make progress on including solar panels at the Warm Springs station this year.

The District is continuing to study and evaluate climate change impacts on BART assets, with a focus on building resilience to extreme weather events including sea level rise (SLR), downpours, and riverine flooding. The District will also continue to participate in the second phase of a FHWA-funded study focused on adaptation of core transportation assets from SLR impacts. This study is led jointly by BART, the SF Bay Conservation and Development Commission (BCDC), Caltrans, and MTC.

BART continues to be a state and national leader in sustainability by incorporating the American Public Transportation Association's (APTA) sustainability standards and guidelines into planning, design and constructing of BART stations and facilities; working to advance APTA's Sustainability Commitment program to which BART was a founding signatory; and advancing transit and sustainability interests in state and federal cap-and-trade revenue discussions.

2. Income Statement – Preliminary

(\$millions)	FY14		FY15		Change	
	Adopted	Preliminary	\$	%	\$	%
SOURCES						
Passenger Revenue	\$ 415.9	\$ 440.8	\$ 24.9	6%		
Parking Revenue	19.8	26.2	6.4	32%		
Other Operating Revenue	19.5	20.1	0.6	3%		
OPERATING REVENUE TOTAL	455.2	487.1	31.9	7%		
Sales Tax	215.7	228.7	13.0	6%		
Property Tax	30.9	33.2	2.3	7%		
State Transit Assistance	18.8	21.9	3.1	17%		
Other Assistance/Allocations	2.7	3.7	1.0	39%		
TAX & FINANCIAL ASSISTANCE TOTAL	268.1	287.5	19.4	7%		
OPERATING SOURCES, subtotal	723.3	774.6	51.4	7%		
5307 Funds (Rail Car Fund Swap from MTC)	72.0	77.0	5.0			
OPERATING SOURCES TOTAL	795.3	851.6	56.4	7%		
CAPITAL SOURCES TOTAL ¹	737.3	711.5	(25.8)	-3%		
TOTAL OPERATING AND CAPITAL SOURCES	1,532.6	1,563.2	30.6	2%		
USES						
Net Labor & Benefits	400.6	420.4	19.8	5%		
OPEB Unfunded Liability	1.4	2.4	1.0	72%		
Purchased Transportation	16.3	23.5	7.2	44%		
Traction & Station Power	41.7	38.1	(3.6)	-9%		
Other Non-Labor	107.7	114.0	6.3	6%		
OPERATING EXPENSES TOTAL	567.6	598.4	30.8	5%		
Extraordinary Expense-Rail Car Fund Swap to MTC Reserve	72.0	77.0	5.0			
Debt Service	58.3	56.0	(2.3)	-4%		
Allocation to WSX Project	7.2	8.7	1.5	21%		
Other Allocations	5.1	2.7	(2.4)	-48%		
Capital Rehabilitation Allocations	32.9	43.2	10.3	31%		
Allocation - Rail Cars	46.0	45.0	(1.0)	-2%		
Allocation - Priority Capital Programs	7.5	18.8	11.3	150%		
Allocation to Access Prog (from Parking)	-	4.3	4.3			
ALLOCATIONS TOTAL	156.9	178.6	21.7	14%		
OPERATING USES TOTAL	796.6	854.1	57.5	7%		
System Renovation	264.1	312.8	48.7	18%		
Safety & Security	16.7	48.0	31.2	187%		
Earthquake Safety	109.6	66.0	(43.6)	-40%		
Service & Capacity Enhancement	35.9	33.9	(2.0)	-6%		
System Expansion	306.1	245.4	(60.7)	-20%		
Reimbursable	4.9	5.5	0.6	11%		
CAPITAL USES TOTAL	737.3	711.5	(25.8)	-3%		
TOTAL OPERATING AND CAPITAL USES	1,533.9	1,565.6	31.7	2%		
OPEB Unfunded Liability	(1.4)	(2.4)	(1.0)	n/a		
NET RESULT, subtotal	\$ 0.1	\$ -	\$ (0.1)			
Unfunded Annual Capital Need ²	(600.0)	(650.0)	(50.0)	8%		
FINAL NET RESULT	\$ (599.9)	\$ (650.0)	\$ (50.1)	8%		
Operating Ratio	80.2%	81.4%	1.2%	1.5%		
Farebox Recovery Ratio	73.3%	73.7%	0.4%	0.5%		
Average Weekday Trips	403,680	405,426	1,746	0.4%		
Rail Cost/Passenger Mile (TSP Performance Measure)	32.4¢	33.2¢	0.8¢	2.5%		

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

2. FY15 based on recent study estimating \$6.5B in total need over 10 years.

3. FY15 Preliminary Budget

This section describes each of the line items in the FY15 Preliminary Budget Income Statement. Operating and capital sources and uses are shown together in a combined Income Statement in order to present a more accurate picture of BART's financial situation. This is followed by descriptions of operating and capital sources and expenses. The final section is a summary of proposed initiatives for FY15.

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

4. Operating and Capital Sources

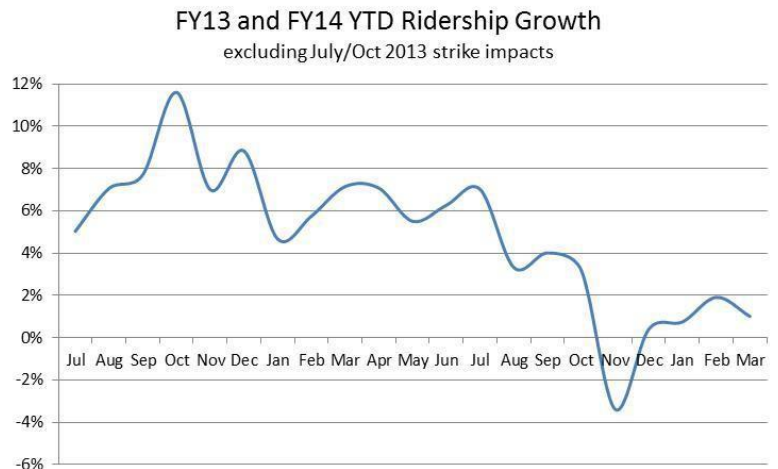
BART's operating sources consist of two main categories, Operating Revenue and Tax and Financial Assistance, which are highly dependent on the health of the Bay Area economy including employment, traffic congestion, fuel prices, business activity, population and housing growth, tourism, and also the State budget.

Operating Revenue (\$487.1M)

Fare Revenue

The two strikes in July and October 2013, with eight days of no service, resulted in an estimated loss of about 3.7M total trips. Excluding the impact of the two strikes and based upon trends to-date, ridership is projected to average 399,500 weekday trips in FY14, a 1.8% increase over FY13. Ridership growth during FY14 has slowed from 3% to 4% in the first few months, to an average of 1% over the past five months. In FY15, weekday trips are currently projected at 405,400, up 1.5% from the FY14 year-end estimate, and more than 60,000 trips higher than at the lowest point during the recession four years ago. Total annual trips in FY15 are projected to reach 122.1M. The growing ridership shows the important role BART plays in connecting the Bay Area and facilitating the economic recovery.

In February 2013, the BART Board renewed the District's productivity-adjusted inflation-based fare increase program for an additional eight years, with incremental core system revenue generated from the fare increases dedicated to an account to contribute funding to State of Good Repair (SGR) reinvestments discussed in the Allocations section. Net fare revenue for FY15 is estimated at \$440M, including \$18.8M of core system revenue for a full year of the 5.2% increase implemented on



January 1, 2014 which will be directed to the “Big 3” capital projects.

BART’s new extension to the Oakland International Airport is anticipated to open in November 2014. The forecasts for riders are based upon the current AirBART bus ridership and recent forecasts of Oakland Airport air passenger growth. Approximately 2,800 passengers per day are expected to use OAC during FY15 between November and June. Fare-setting for the project is currently under study. For planning purposes, a \$4 surcharge is included in the preliminary FY15 revenue budget. The Board is scheduled to receive information on the fares in April and May and consider adoption in June. If a different fare surcharge is adopted, budget estimates will be updated to reflect the new projected fare revenues.

Passenger revenue also includes \$0.8M for ADA Paratransit Revenue, which covers 7% of BART’s paratransit operating cost contribution.

Parking Fee Revenue

In addition, BART raises revenue from daily and permit parking fees charged at its 33 stations with parking facilities. In February 2013, the Board approved modifications to its paid parking programs by implementing a demand-based approach to parking fees. The daily parking fees are now re-evaluated every six months, based upon the occupancy of the parking facility. Costs for permits and fees may either increase or decrease by 50¢ per day, depending upon whether the facility's utilization is above or below 95% capacity. There is a daily fee maximum of \$3 at all stations, with the exception of West Oakland, which does not have a cap. Section 8, BART Parking Inventory and Fees, contains rates by station. Additional revenue raised from this initiative is dedicated solely for investments in station access, station rehabilitation, and station modernization. Programs and projects funded by the increased parking revenue consist of both operating and capital efforts, some of which are one-time in nature and others ongoing.

The FY14 budget of \$19.8M included an estimated \$4.0M of new parking revenue from the parking fee modification program, which funded ongoing programs such as Station Brightening, a Transient Population Management effort, and wayfinding/signage maintenance and one-time programs of bike storage improvements, BART’s station profile study, and removal of the netting artwork at Embarcadero Station. The FY15 parking revenue budget is \$26.2M, which includes an estimated \$10.1M from the parking fee modification program, funding \$4.1M of FY14 ongoing programs and \$6.0M new projects and programs, described in the Initiatives section.

Daily fee parking charges are also scheduled to begin early this fall at the last four stations that do not have fees: North Concord, Concord, Hayward, and Coliseum.

Other Operating Revenue

BART also generates operating revenue from non-passenger sources, which is expected to be \$20.1M in FY15. The two largest sources are advertising and telecommunications, budgeted at \$8.7M and \$6.8M, respectively, in FY15. Smaller revenue sources include fines and forfeitures, building and ground leases, concessions, and other miscellaneous revenues.

Tax and Financial Assistance (\$287.5M)

A dedicated 75% share of a one-half cent sales tax levied in the three BART counties (San Francisco, Alameda and Contra Costa) is BART’s second largest source of revenue after passenger fares. The remaining 25% is split equally between AC Transit and the San Francisco Municipal

Transportation Agency (SFMTA). Based upon three quarters of actual results in FY14, sales tax is projected to end FY14 at \$219.9M (\$4.2M, or 1.9% over budget), and FY15 is projected to grow 4% to \$228.7M. Most regional economic forecasts anticipate Bay Area sales tax growth to return to more long-term rates for FY15 and beyond.

Property tax revenue for operating purposes is generated by a permanent, dedicated assessment in the three BART counties. FY14 is projected at \$31.8M (\$0.9M, or 3% over budget), and FY15 is expected to grow an additional 3% to \$33.2M.

State Transit Assistance (STA) is based upon revenue generated by actual receipts from the sales tax on diesel fuel. In FY15, BART's share is estimated at \$21.9M, of which \$6.0M will be directed by the MTC to feeder bus operators providing service to BART stations and \$3.2M will be passed through to BART to fund feeder service payments to AC Transit (also described in the Purchased Transportation section later in this document).

Other Assistance includes the Millbrae Use, Operations, and Maintenance Agreement (\$0.8M paid by Caltrain), and funds from Alameda County Measure B and Contra Costa County Measure J sales tax measures.

5307 Funds (Rail Car Fund Swap from MTC) (\$77.0M)

Federal Section 5307 Urbanized Area Formula Grant funds are allocated to BART by the MTC for preventive maintenance work. Through an agreement with MTC, BART spends the federal funds and returns an equivalent amount of BART funds that MTC places in an interest-generating reserve account to help MTC fund its share of the new rail cars. There is no net impact to BART's operating budget bottom line as the Section 5307 funds are merely swapped for other funds. Including the \$77M budgeted for FY15, a total of \$290M has been directed to the MTC reserve account.

Capital Sources (\$711.5M)

Unlike the operating elements of the budget, capital expenditures in any given fiscal year often consist of funds obtained in prior years. Since most grants are awarded on a reimbursement basis, grant funds can be obtained for specific projects and programs over multiple years during which they can "accumulate" and be committed to a contract when the balance is sufficient for the project to proceed. Many funding commitments (especially relating to expansion) are awarded conditionally, requiring evidence that a project is fully funded prior to expending any funds. Consequently, the annual capital budget is a cash flow snapshot driven by expenditures, since a capital project cannot be included in the annual budget unless the cash or underlying commitment is in place. To address this limitation of the capital budget, FY15 will mark the first year of the preparation of a five-year (FY15-19) capital outlook, which will serve as a medium-term capital planning document. The goal will be to inform a more precise annualized capital budget process, filling a need between the immediate one-year capital budget and the longer term, program focused CIP. This outlook will serve as a tool in ensuring that the evaluation and selection of long term investments are consistent with the goals of the agency. The outlook includes both funded and unfunded capital programs, the status of current capital programs in progress, expenditures to date and upcoming spending forecasts consistent with the following programs:

- Priority Capital Programs - The "Big 3"
- Infrastructure rehabilitation - Stations, Service Reliability and Facilities
- Safety & Security

- System Expansion
- Others

In planning for capacity and demand needs, many fleet enhancement efforts like the new rail cars and system reinvestment programs such as the Hayward Maintenance Complex and the Train Control Modernization Project are underway. In addition, BART planning for future needs through system expansion continues. Even with these significant investments, maintaining and improving our transportation infrastructure continues to be one of the biggest challenges we face.

The District faces several challenges in terms of increasing customer expectations for improved transit service, aging and deteriorating asset base, static funding, and addressing priorities in the context of conflicting stakeholder/political priorities. In order to address these challenges, BART needs to determine the vital initiatives and the associated investments necessary for achieving our goals and delivering key safety, reliability, capacity, and sustainability goals.

FY15 will see a continuation of a trend of increased reliance on BART operating allocations to fund capital rehabilitation and replacement needs. While the main source of funding for the District's capital rehabilitation needs continues to be Federal formula and transit rehabilitation funds (projected at approximately \$145M for FY15), MTC's Challenge Grant funding program framework for BART's "Big 3" projects requires an ongoing and increasing commitment of BART revenues to match the regional funds programmed to these projects. In addition to the Challenge Grant funds, MTC will continue its commitment to BART's Federal §5307 and §5337 funded Transit Capital Priorities-eligible system rehabilitation activities, as well as smaller amounts for access and enhancement.

State sources have evolved over the last decade from an ongoing commitment from the State Transportation Improvement Program to competitive, project and program specific bond-funded programs such as Propositions 1A and 1B, which are projected at \$130M for FY15. BART also receives local capital funding from county transportation sales tax authorities which has historically funded system expansion and enhancement. It is projected at \$50M in FY15.

Other projected sources of funds for FY15 include \$50M of bridge toll revenues (including Regional Measure 1) assigned to grant match requirements and specific projects; \$125M in external funds provided for contract work; approximately \$93M in BART operating allocations; and approximately \$65M from the BART-sponsored General Obligation Bond program, which funds BART's Earthquake Safety program. The balance of expenditures is derived from other dedicated sources and targeted grant programs for specific projects and activities.

5. Operating and Capital Uses

Operating expenses include ongoing expenses such as wages, benefits, purchased transportation, power and other non-labor expenses. Operating expenses are projected to increase from \$567.6M in FY14 to \$598.4M in FY15, a total of \$30.8M or 5%. The FY15 budget will provide for 573 cars and 66 total trains in-service each weekday.

Labor: Wages and Benefits (\$422.8M)

Labor and benefit expenses are projected to total \$422.8M in FY15, a 5% increase over the FY14 Adopted Budget.

Labor Contract Implementation

FY15 will be the first full year of implementation of the new labor contracts. Negotiations with the two Police unions are not yet complete; the budget assumes implementation of agreements similar to those of the other unions. Non represented employees are also assumed to receive the same wage increase package as the unions, but delayed six months. The major components of the contract for FY15 include:

- 3.72% wage increase for represented employees effective 1/1/15
- 1.86% wage increase for non-represented employees effective 7/1/14
- Pension contribution increase for represented employees from 1% of pay to 2% effective 1/1/15
- Pension contribution increase for non-represented employees from 0.5% of pay to 1.0% effective 7/1/14
- Medical contribution increase for represented employees of \$37/month deducted from 1.627% addition to Money Purchase Pension Plan is continued from FY14
- Medical contribution increase for non-represented employees of \$37/month paid directly is continued from FY14

Work rule changes regarding hours worked before eligibility for overtime, along with changes to beneficial past practices, are expected to reduce actual overtime expense.

Other than the labor contracts, other major drivers for the increase in labor costs include:

- Increases in benefit costs
- \$6.1M in proposed budget initiatives totaling 45.2 operating positions
- \$1.1M in proposed Stations/ Access operating initiatives totaling 11.0 positions

In addition to the 56.0 positions proposed to be added in the budget and Stations/ Access initiatives, four operating positions were added during FY14 and were built in to the FY15 Budget, at a cost of approximately \$0.9M. These included an Assistant General Manager of Employee Relations, Group Manager of eBART and Oakland Airport Connector, Department Manager of Operations Planning and a Senior Safety Operations Specialist.

The following sections review major employee benefit expenses. The base budget increase is discussed; the numbers shown do not include the benefits related to the proposed budget and Stations and Access Initiatives.

PERS Pension (\$60.7M)

The District's pension plan is administered by the California Public Employee Retirement System (PERS) and includes two plans:

- Safety Plan (3% at 50) for sworn police officers; and
- Miscellaneous Plan (2% at 55) for all other employees.

In 2012, the State Legislature passed Assembly Bill (AB) 340, the California Public Employees' Pension Reform Act (PEPRA), which amended sections of the Government Code relating to the

PERS pension system effective January 1, 2013. The PEPRA changes affect employees who (a) begin employment on or after January 1, 2013 and (b) have not been employed by another PERS or reciprocal agency within the six months prior to their hire date. Major changes for PEPRA employees include (a) receiving reduced retirement formulas (Miscellaneous: 2% at 62, Safety: 2.7% at 57), (b) being required to pay a portion of the contributions, and (c) having final compensation based on a three-year average with a cap of approximately \$136,440 (adjusted annually based on inflation).

Pursuant to US Code Section 5333 of Title 49, the Department of Labor (DOL) must certify that represented employee's collective bargaining rights are protected before a transit agency may receive federal funds. Commencing in 2013 the transit workers unions objected to the DOL certification claiming that PERPA interfered with the collective bargaining. The DOL agreed and declined to certify federal grants to transit agencies in California. The State of California challenged that decision and filed litigation in federal district court seeking to overrule the DOL's decision. While that litigation is pending and in order to provide transit agencies with federal funds, the California Legislature passed AB1222, which exempts represented transit employees from PEPRA. The exemption expires in January 2015 but may be extended if the court has not reached a decision. As a result, all represented employees are currently exempt from PEPRA and receive the same retirement benefits as Legacy employees. The FY15 budget assumes that the exemption of represented employees from PEPRA continues through the end of the fiscal year (June 30 2015). Non-represented employees hired on or after January 1, 2013 are subject to PEPRA. All employer and employee contribution rates are determined by PERS. According to the 2013 labor contracts, employees begin paying for a portion of the employee contribution, phased in over the four year contract period.

For FY15, the forecasted PERS pension expense is estimated to be \$60.7M, a \$4.1M or 7% increase compared to \$56.6M from FY14. PERS pension rates are based on percentage of payroll. For both the non-PEPRA and PEPRA employees, the FY15 Safety Plan employer rate will increase from 42.885% to 47.789% (+11%), and the Miscellaneous Plan employer rate will increase from 12.269% to 13.303% (+8%). These relatively high employer rate increases were driven by lower than expected investment returns and changes in actuarial factors. Represented employee share contribution rates are fixed and will remain at 9% for the Safety Plan and 7% for the Miscellaneous Plan. The phase-in of represented employees paying a portion of the employee contribution is as follows: FY14: 0.5% on 7/5/13, 1% on 1/1/14; FY15: 2% on 1/1/15; FY16: 3% on 1/1/16; FY17: 4% on 1/1/17, coinciding with contractual salary increase dates. Non-represented employee contributions will follow a similar schedule, but delayed six months to coincide with their scheduled salary increase dates. The non-represented (PEPRA) employee contribution rate paid by employees is 12% for the Safety Plan and 6.25% for the Miscellaneous Plan.

The PERS Board has been considering a number of other key actuarial assumptions that have significant impact on employer rates and volatility, intended to ensure the long-term health of the pension fund. Generally these factors will increase employer payments, lower volatility from year to year, and reduce unfunded liabilities more rapidly than prior methodology and assumptions. Beginning in FY14, PERS decreased its projected investment return assumption from 7.75% to 7.50%. To reduce the impact of increasing pension costs associated with the investment assumption adjustment, PERS increased the rates over a two-year period by phasing in 50% of the change in FY14 and completed the change in FY15. In April, 2013, the PERS Board approved new amortization and "smoothing" policies, which will be phased in over 5 years from FY16 - FY20. Included in the District's FY15 valuation report is a table which shows that, including impacts

from the smoothing changes, PERS projects an employer rate increase of 54% over the five-year period beginning in FY16, an average of 9% per year. These projections do not consider the long term impacts of PEPRA, nor potential rate increases from likely future assumption changes. In February 2014, the PERS Board approved a number of these changes to actuarial assumptions, with one of the most significant being increased life expectancy. These changes will impact rates beginning FY17.

Other Pension Benefits (\$9.4M)

In addition to the PERS pension, the District also contributes to a supplemental qualified retirement pension contribution, the Money Purchase Pension Plan (MPPP), which is a 401(a) type plan. The District contribution consists of 6.65% of base wages, but is capped at an annual amount of \$1,868.65 per employee. This is projected to be \$6.5M in FY15. An additional 1.627% contribution is applied to all employees (other than sworn police). Of this 1.627%, 1.583% is provided by the District and the remaining 0.0888% is withheld from employee salaries. An additional \$37/month for represented employees in AFSCME, ATU and SEIU is deducted from the 1.627% contribution intended as an increased contribution towards medical insurance. The District's total estimated net cost after these deductions for the additional 1.627% MPPP in FY15 is \$3.0M. The total estimated cost for the base \$1,868.65 MPPP in FY15 is \$6.4M.

Active Employee Medical Insurance (\$61.6M)

In FY15, the District cost of medical insurance plans for active employees is projected to be \$61.6M, an increase of \$4.2M or 7% over FY14. On January 1, 2015, employee contributions will be subject to the scheduled 3% annual increase, which will result in the "base" monthly contribution increasing from \$95.01 to \$97.86. Per the 2013 labor contracts, an additional contribution of \$37/month is deducted from the 1.627% MPPP as described above for AFSCME, ATU and SEIU. Non-represented employees will pay the additional \$37/month directly as a higher medical contribution. Negotiations with the police unions are not yet complete and the budget assumes that sworn officers will also pay the medical contribution increase directly while non-sworn will have the payment deducted from the 1.627% MPPP. Sworn officers do not receive the 1.627% MPPP contribution.

Health insurance rate increases are known for the first half of the fiscal year, and estimated for the second half. The 2014 rate increases for the medical plans with the largest employee enrollment were 6.6% for Blue Shield and 11.1% for Kaiser, and the overall average increase for all plans was 8.9%. In Calendar Year (CY) 2015, the actuarial projection used for the budget includes a 6.75% increase in premiums over CY14. The average rate of change for active employee medical insurance plans over the past five years was approximately 8%. The actuarial projection of rate changes for the next five years ranges between 4.5% and 6.75%.

Despite FY10's District-wide cap on individual-level HMO premium contributions and the \$37/month increased contribution, cumulative premium costs are projected to escalate by 7% in FY15. The net composite premium cost in FY15 for the District is approximately \$1,468 per month per employee. Estimated employee contributions of \$3.8M (direct), and \$1.1M (deducted from the MPPP) in FY15 offset approximately 9% of the total premium costs.

PERS Retiree Medical Insurance (\$24.3M)

The rate used to calculate the FY15 Preliminary Budget is from Keenan & Associates' preliminary actuarial report received March 2014. The numbers are not expected to change in the final report.

FY15 District cost is projected to be 9.1% of projected payroll base. The District cost is the Annual Required Contribution (ARC) to BART's long-term retiree medical liability. The District began funding the full trust contribution in FY14, after "ramping up" to the full ARC between FY08 and FY13. The annual required contribution is paid for both capital and operating positions and has been calculated at \$24.3M, which is 9.1% of the actuary's estimate of actual FY15 wages. This contribution will fund both insurance premiums for retirees ("pay as you go") and put funds into the reserves to cover the liability for current employees. Retirees pay the same medical contribution as active employees, including the increase of \$37/month beginning in FY15. This is paid directly by the retirees in the form of a higher monthly contribution.

Costs have increased significantly over the past eleven years due to the increase in the number of retirees from 802 in FY03 to 1,905 (that are covered by medical) in FY14, along with escalating premium costs. However, the ARC for FY15 is approximately \$4M lower than was projected in last year's valuation. There is a combination of reasons for the decline, with the largest being actual premium costs for retirees were lower than projected (\$1.7M impact on the FY15 ARC) and investment income higher than projected (\$0.9M). The change due to the \$37/month premium contribution increase reduced the ARC by approximately \$0.2M. Future costs currently appear stable, with the ARC increasing by approximately 3% per year, and the unfunded liability projected to be fully funded by the end of the remaining 21-year amortization period. However, this will be greatly influenced by future medical rates, and increases higher than current projections could change the current long-term projections.

Workers Compensation (\$15.4M)

The District is self-insured for workers compensation, and maintains a reserve for outstanding losses based on annual actuarial reports. Beginning in FY12, the District has experienced substantial increases in workers' compensation costs, particularly in establishing reserves required by the actuarial evaluations. The workers compensation actuarial forecast for FY13 projected an increase in outstanding past liabilities as well as an increase in projected claims. The forecast recognized the continuing trend in increasing frequency and cost of claims with substantial fiscal impact. There have also been several individual high-cost claims that affect the required funding levels. Annual funding is 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. In accordance with the recommendation from annual actuarial forecasts, the budgeted annual funding for workers compensation claims was increased from \$8.8M in FY12 to \$12.4M in FY14. The claim reserve account was also supplemented by \$9M at FY12 year-end, and \$11M at the end of FY13.

The District received an updated actuarial report in February 2014, based on data as of December 31, 2013. The FY15 Preliminary Budget estimate of \$15.4M includes an increase of \$3.0M, in accordance with the projected ultimate losses for FY15. This increase was driven by higher than expected incurred development (claims costs) in claims occurring in 2011/2012 and later, and the overall adverse trend of increasing losses in recent years. However, the report did contain some relatively good news regarding the overall required funding level of the claim reserve account, projected to be at \$44.4M. This is a small increase compared to the last report. Currently, based on the actual reserve level and the requirements of the report, it appears that a large supplemental FY14 year-end addition to reserves will not be required – better news after the large contributions needed in FY12 and FY13. Some older claims were settled, and the level of the reserve requirement appears stabilized for now.

The District was concerned about the cost increases, and in FY14, allocated \$1M to fund initiatives intended to address the issues, while recognizing that would be a long term effort. The previous year, an Attendance Management Task Force created a long-term plan for availability initiatives, including a major focus on action items and deliverables to reduce Workers Compensation costs. These items include accident prevention, including ergonomics analysis and proactive responses; workplace awareness programs and a renewed emphasis on safety training; medical case management of all Workers Compensation claims, and; medical follow-up on all complex cases. In addition, the Ergonomic Committee continues to review and implement injury reducing solutions including a pilot program called BARTfit. BARTfit is a warm up, stretch, and nutritional counseling program with the goal of reducing injuries and increasing employee availability to work. These programs have been developed during the past year, and ongoing programs include the nurse triage program, which provides intake for new industrial injuries through a nurse-staffed hotline that is available 24/7. The program is designed to reduce the number and duration of absences associated with injuries. The medical case management brings medical expertise to bear on absence situations which do not show expected improvement, and a call-in program is in the exploratory stage, which would permit the District to improve the quality of communication at the critical point when an employee notifies the District of an absence.

Purchased Transportation (\$23.5M)

BART's cost of purchasing transportation is projected to be \$23.5M in FY15, an increase of \$7.2M over the adopted FY14 budget. The increase is mainly due to MTC passing through to BART the STA funds for the AC Transit Feeder payment, instead of deducting from BART STA revenue, and the addition of the Oakland Airport Connector.

Paratransit (\$13.5M)

Paratransit expenses are estimated to be \$13.4M in FY15, an increase of \$0.1M, or 0.5%, over the adopted FY14 budget. BART participates in the East Bay Paratransit Consortium for service in the East Bay and pays Muni for services in the West Bay. The modest increase in FY15 is a result of lower projected ridership, based on two years of reduced demand both in East Bay Paratransit and in San Francisco due to reductions in programs and social services, as well as a smaller projected rise in fuel costs. The East Bay Paratransit budget includes a 1.3% increase and the budget for Muni declined 8%.

San Francisco Municipal Transportation Agency/AC Transit Feeder Agreements (\$6.3M)

BART has an agreement with the SFMTA where the annual Purchased Transportation (Feeder) payment is linked to the rate of change in riders transferring between the BART and Muni and changes in the Bay Area CPI. A similar agreement has been developed with AC Transit and will be pending agreement approval this spring. The AC Transit agreement will be funded by BART's share of STA and also includes a provision where 10% of the overall payment will be retained by MTC and used towards fare coordination efforts between the two agencies. In prior years MTC paid AC Transit out of the STA funding, but BART will now pay AC Transit directly and receive the STA funding. The FY15 budgeted payments are \$3.1M for SFMTA and \$3.2M for AC Transit.

Oakland Airport Connector (\$3.7M)

New BART service to the Oakland International Airport is scheduled to open in fall of 2014 (current projection is late November) and will be operated and maintained (O&M) for twenty years by a private contractor, Doppelmayr Cable Car (DCC). The FY15 estimated O&M cost is \$3.7M. Also in BART's FY15 budget is \$0.2M of electric power costs and \$0.2M of insurance

booked in non-labor. Related to operations is an additional \$0.6M booked under "Other Allocations" for funding the Capital Asset Replacement Program (CARP). BART will contribute to an escrow fund each year which will fund the refurbishment and replacement costs for the system for the twenty year term. Expenditure of these funds is controlled jointly by BART and DCC based upon actual needs for refurbishment and replacement over the twenty years. DCC is required to fund costs in excess of the CARP and any funds remaining at the end of the term belong to DCC.

Traction & Station Power (\$38.1M)

Electrical traction and station power is projected to be \$38.1M in FY15, a decrease of \$3.6M or 9% below the adopted FY14 budget. The decrease is due to the reduced price of long-term agreements. Of the projected budget, approximately \$24.8M, or 65%, will be expended on purchased power and the remaining \$13.3M, or 35%, will be expended on transmission, distribution, and other expenses.

BART estimates purchasing \$24.8M of traction and station power in FY15, as follows:

- Approximately \$12.9M worth of power will be obtained from forward (long-term) market purchases made on the District's behalf by the Northern California Power Agency (NCPA). An estimated \$1.9M of power will be bought from the NCPA Lodi Energy Center (LEC).
- Approximately \$1.1M of power from the new Lake Nacimiento Hydroelectric project.
- Approximately \$0.7M worth of the annual power need will be from the BART-owned and NCPA-operated solar farm in Gridley, CA.
- \$0.2M for a partial year of OAC service.
- The \$8.0M balance of power need will be supplied by a combination of day-ahead market purchases, Federal power contracts, an agreement with the San Francisco International Airport, on-site PV, and supplemental power.

Other Non-Labor (\$114.0M)

Major Other Non-Labor account groups are described below:

- Material Usage includes inventory withdrawals and purchases for required maintenance of rail cars, such as aluminum wheel assemblies, circuit boards, seat cushions, and all other materials used to keep cars in use and parts for infrastructure maintenance such as escalators, automated fare equipment, and all other materials required to keep stations accessible;
- Professional & Technical Fees include costs for audit and legal services, benefit and insurance administration fees, printing, computer hardware and software service contracts, environmental fees, specialized consulting contracts, and professional services contracts;
- Maintenance, Repair & Other Contracts fund graffiti removal, traction motor rewinds, painting, equipment overhaul, elevator pit cleaning and other maintenance and repair related contracts;
- Insurance pays for premiums and self-insured losses for public liability, damage to BART property and risk-related services ;¹
- Building Space Rental funds administrative building leases and other lease expenses;
- Equipment Rental funds equipment and vehicle rental costs; and
- Miscellaneous Other Non-Labor includes utilities, trash collection, natural gas, telephones, credit card and interchange fees, Clipper fees, and miscellaneous supplies.

¹ Non-Labor Insurance does not include active employee health insurance, workers' compensation, Medicare, unemployment and other insurance categories included in the labor budget.

Other Non-Labor for FY15 is \$6.3M higher than the FY14 Adopted Budget. The increase is due to:

- \$2.6M for FY15 proposed budget initiatives (described in the Initiatives section)
- \$0.6M for FY15 proposed Station/ Access initiatives
- Building rent increases of \$1.3M per lease contracts, and including an estimate for new space for the Police
- Clipper fees and debit/credit card fees increase of \$1.1M
- General liability insurance reserve increase of \$1.3M per actuarial report, and other insurance increase of \$0.2M for the Oakland Airport Connector
- Utility increases of \$0.2M
- Reductions of FY14 one-time items of \$6.2M
- Additions of FY15 one-time items of \$3.9M, consisting of: District election filing fees \$0.8M, \$1.4M for third year of vinyl car seat replacement (moved from capital), \$0.7M in Strategic Maintenance Plan expenses (grant funded), and two items not completed in FY14 carried forward to FY15 - Station Profile Study for \$0.5M and Civil Rights Availability Study \$0.5M
- A 2.0% escalation applied to departmental base non-labor accounts for an increase in the amount of approximately \$1.4M

Allocations (\$178.6M)

BART issues bonds, backed by the District's dedicated sales tax revenues, to fund capital costs for system improvement and renovation. The FY15 debt service budget is \$56M, including \$6.5M for debt related to the OAC project.

Strong ridership growth and a full year of fare revenue from the January 2014 fare increase are anticipated to generate a net positive result of \$8.7M from operations of the SFO Extension in FY15. These funds will be allocated to the Warm Springs (WSX) reserve account, per the terms of the 2007 agreements relieving SamTrans of financial responsibility for the extension into San Mateo County.

Other Allocations include accounting entries of \$0.5M 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 a \$1.5M adjustment for the Lakeside Lease. In addition, a new allocation of \$0.6M will be directed to funding the Capital Asset Replacement Program (CARP) for the OAC project. Annual allocations to the CARP will fund future renovation and replacement needs on the OAC.

Capital Rehabilitation Allocations of \$43.2M include the following:

- Baseline allocation of \$22.4M for capital investment to serve as local match for federal grants; or to fund ongoing capital projects for which grants are not typically available, such as stations and facilities renovation, inventory buildup, non-revenue vehicle replacement, tools and other capitalized maintenance.
- Additional capital rehabilitation allocations of \$0.8M for the final year of a three-year program to replace rail car floors and \$4.5M for year two of a three-year project to replace obsolete and inefficient T12 fluorescent lighting in District tunnels and facilities, including the Transbay Tube.
- Other allocations of \$1M for the Millbrae Tail Track project and \$5M for the Operations Control Center, to replace an equal amount of Prop 1A High Speed Rail bond funds for these projects that was shifted to the HMC project.

- Proposed allocations of \$9.4M for six projects described in the Initiatives section.

Allocation to State of Good Repair and Capacity Enhancement consists of three high-priority programs: Rail Car Replacement Program, Hayward Maintenance Complex, and Train Control Modernization Project. In February 2013, the BART Board of Directors directed staff to allocate all revenue generated by the newly reauthorized productivity-adjusted inflation-based fare increase program to these three programs.

- **Allocation - Rail Cars** consists of BART's \$298M operating commitment to the first 410 cars of the Rail Car Replacement Program made in May 2012. The budgeted allocation for FY15 is \$45M, leaving BART's remaining obligation at \$131M. This \$298M commitment is funded by annual allocations from BART's general fund.
- **Allocation - Priority Capital Programs** The incremental fare revenue from the January 1, 2014 fare increase will be directly allocated to a fund for the "Big 3" Priority Capital Programs. In addition to funding for additional rail cars beyond the original 410 car commitment, the other top two programs are HMC and the Train Control Modernization Project. In FY15, the fare increase is projected to generate \$18.8M.

Allocation to Stations and Access Programs are funded by the incremental parking fee revenue generated by the demand-based parking program first implemented in May 2013. This revenue is estimated to be \$10.1M in FY15, of which \$4.1M is for ongoing programs from previous years. Proposed Stations and Access projects for FY15 total \$6.0M, with \$1.6M for new operating initiatives and \$4.3M for new capital initiatives. These include station brightening, pedestrian improvements, increased parking enforcement, bike program expansion, and a staffed bicycle facility at the Pleasant Hill bike station. These new projects and programs are detailed in the Initiatives section.

Capital Uses

Continuing the trend of recent years, FY15 capital expenditures will focus on system renovation and, to a lesser extent, system expansion, which together are projected to comprise over 78% of the capital budget. In the area of system renovation, emphasis is placed on two of the "Big 3" projects, with \$115M in projected expenditures for HMC and \$50M in projected expenditures for the rail vehicle replacement program. With continuing allocations of State Proposition 1B bond funding, staff also expects significant expenditures of approximately \$57M for both renovation and capacity enhancements associated with BART's Station Modernization program. Other renovation-related budget expenditures in the areas of general mainline, traction power, and controls and communications are projected at \$135M, with funding derived from annual allocations of Federal grant funds received through the regional Transit Capital Priorities process.

System expansion will continue to see large expenditures in FY15, with major projects at or just off peak construction activity. The Warm Springs Extension will see a decline from peak year of activity in FY14 with projected expenditures of \$135M. The eBART Extension projects an increase in expenditures to approximately \$45M in FY15, attributable to commencement of vehicle procurement and continued construction activity. The Oakland Airport Connector anticipates expenditures of approximately \$40M as the project nears completion and construction activity winds down. The Earthquake Safety Program is also beyond peak expenditure years as construction continues with FY15 expenditures projected at \$66M.

As long-planned projects get underway, Safety and Security expenditures are expected to increase to \$48M, a 185% increase over FY14 budget. Other elements of the capital budget are expected to remain at or near expenditure levels of last year, including Service and Capacity Enhancement, and reimbursable elements of the capital budget. These areas are funded predominantly with dedicated and categorical funds and comprise a relatively small portion of overall capital expenditures.

All estimates are based on current project and program forecasts and will be presented with greater precision as FY15 budget development progresses.

6. Initiatives

The following proposed initiatives are ongoing operating expenses, except where noted. Any additional operating Full Time Equivalent (FTE) positions are also indicated. The initiatives are listed by cost from high to low. Following the list of FY15 budget initiatives is a group of Station and Access related initiatives, funded by estimated revenue from the parking program changes.

GO175/Wayside Worker Safety **\$5.3M, 40 FTE**

The District is in the process of making significant changes to the way in which wayside workers are protected from moving on-rail equipment. These changes are included in the District's program for complying with the California Public Utility Commission's Proposed General Order 175 (GO 175) "Rules and Regulations Governing Roadway Worker Protection Provided by Rail Transit Agencies and Rail Fixed Guideway Systems." GO 175 includes a description of transit agency responsibilities for protecting workers when they go wayside, worker rights and responsibilities, job safety briefing requirements, roadway worker protection training requirements, near-miss reporting programs/records and minimum controls/limitations for employees performing different categories of work when in the track zone for mainline, end-of-line and storage tracks. A total of 40 positions will be added to the budget to enhance wayside worker safety in three different departments:

Maintenance & Engineering - 31 maintenance positions will be added to provide new dedicated watchpersons for various day, swing, and grave shift maintenance crews in a variety of disciplines such as track, train control, electrical and structures. This is in contrast to the present practice of meeting the watchperson requirement by having an existing crew member assume that responsibility. Some of the additional positions will be used to compensate for the productivity loss associated with setting up wayside worker protection. For example, train control technicians spend an increasing amount of time going to field train control rooms to establish restricted train speed zones in order to protect other wayside crews, resulting in less time for the train control technicians to complete their regularly scheduled inspections and perform preventive maintenance. Approximately half of these positions are needed to provide watchperson protection during the period when the system is shutdown yet there are many work crews interspersed among many moving pieces of on-rail equipment.

Maintenance & Engineering/Maintenance Operations Center (MOC) - 5 positions. The large amount of maintenance/project activity occurring during limited non-revenue periods ("blanket") combined with the need to enhance the level of wayside worker protection from moving on-rail vehicles during this period of intense activity requires not only the addition of dedicated watchpersons but also better supervision and control of activities during the maintenance blanket. Establishment of the MOC, co-located with the Operations Control Center (OCC), will provide for a more controlled, and safer, blanket work environment. Five positions, including one Blanket Area Superintendent, will allow for the initial staffing of the MOC for the blanket period only. In subsequent years, additional requests will be considered to expand the role of the MOC to more fully coordinate and control all maintenance activities throughout the District on all shifts.

Transportation - 3 new positions are proposed for the OCC where the workload associated with establishing the various wayside worker protection protocols has increased as has the need for more active central management participation in the track allocation and other maintenance related planning efforts. The OCC positions will also provide a more appropriate level of coverage

for various types of absences in an environment where adequate rest and coverage are essential. Creation of a Manager of Rail Operations Support position in Transportation is needed to ensure that the new emphasis on wayside worker protection is also reflected in train operations methods/procedures and documentation, safety compliance checks/tracking/evaluations and rail operations training.

System Safety-1 additional Senior Operations Safety Specialist position is another component of the upgraded wayside worker safety program. This position will provide an independent set of eyes and ears on the implementation and ongoing compliance with the new worker protection rules and procedures. In particular, it will give the System Safety Department a presence during the very busy maintenance blanket which it does not have now. Development/implementation of the GO 175 mandated near miss program as well as improved tracking/analysis of field Safety Compliance Checks are all additional tasks that will contribute to the overall success of the enhanced wayside worker protection program and compliance with the requirements of GO 175. This additional position will either lead or significantly contribute to these on-going activities.

Train Control Room Battery Replacement (3-year project) \$2.0M, Capital
The present battery system is designed to operate 8 hours when utility power has failed. Battery failure coupled with utility power outage will cause a disruption of the train operation causing shutdown of the station. After being in operation about 8-10 years, most of the battery systems are at the end of their life, holding very minimum to no charge. There are a total of 49 train control room battery rooms in need of replacement. The total cost to replace the batteries, including engineering, is estimated at \$6.3 million.

Train Control UPS Renovation (5-year project) \$2.0M, Capital
A project related to the battery replacement is renovation of Train Control Room Uninterruptable Power Supply(UPS) system, all of which are over 20 years old. Most transformers and capacitors are failing, requiring very expensive replacements. At this time there are at least five UPS requiring immediate replacement, or expensive parts replacement. The replacement parts are as expensive as new UPS in some cases. The technology is old enough that sometimes spare parts are difficult to find. It is time now to replace these UPS systems with a new type of UPS utilizing more modern switching based topologies. There are at least 60 UPS's that needs to be replaced. They vary in rating. It is recommended that only two ratings of UPS will be used, these are: 20 kVA (45) and 40 kVA (15) in all cases. This will minimize the variation and will be easier for the maintenance staff to maintain and repair the UPS system. The total cost of the project is estimated at \$7.5 million.

Remote Prohibits and Speed Restrictions (2-year project) \$1.8M, Capital
Prohibits and Speed Restrictions are required to be set in order to protect crews working wayside. Currently a Train Control Maintenance crew must be dispatched to the site to set the prohibit/speed restriction and then later return to remove them. This results in the Train Control crew traveling from site to site setting and removing prohibits/speed restrictions for the entire work window. The crew setting the restrictions cannot perform any other maintenance activity as they are only setting and removing prohibits/speed restrictions. Implementing the ability to remotely set and remove Prohibits and Speed Restrictions in 47 locations will lessen the burden of traveling to sites and increase the availability of the crew to perform maintenance activities. This project will implement the ability to remotely set and remove Prohibits and Speed Restrictions in 47 locations. For 14 of these locations, the field equipment and Integrated Computer Systems (ICS) are ready to deploy the ability to set and remove prohibits. The field equipment for the remaining

33 locations need to be modified to support this functionality and ICS software to implement remote speed restrictions needs to be developed. The total cost of the project is \$1.8M.

Right of Way Fencing (2-year project) \$1.7M, Capital
Rule changes for wayside worker protection require labor intensive protection/service impacting protocols for accessing wayside equipment, certain substations and train control rooms fall in this category. Equipment staging for access to blanket work areas has also been impacted. Additional strategically located fencing will help minimize mainline delays and allow access to areas such as Gap Breaker Stations, Power Substations and Train Control Huts during revenue service without the requirement of work orders and train speed restrictions. The project installs fencing and/or barriers for worker protection in the right of way at certain strategic locations. The total cost of the project is estimated at \$4.0M.

Asset Management Program: Maximo & OBIEE \$1.4M One-time
The District is continuously improving its Enterprise Asset Management (EAM) capability. At the heart of this program is Maximo (maintenance program) and OBIEE (Oracle Business Intelligence Enterprise), the District's Enterprise Reporting Engine (ERE). These funds will develop an extension of the core Maximo product with a rich layer of rail business process rule enforcement. The expanded ERE will include optimized decision support tools, fleet availability management, standard maintenance management, standard faults, reliability centered maintenance, control dashboards and a robust health and safety management system.

Wastewater Treatment Systems \$1.0M, Capital
As waste water discharge limits have become more stringent in the jurisdictions governing BART maintenance shops, we have incurred violations for the levels of heavy metals in our water discharge. Two local water jurisdictions have capped our water discharge lines pending adoption of sustainable remediation to ensure compliant discharge. At these facilities, blowpit and traction motor shop waste water is currently being collected in temporary storage tanks and hauled away as hazardous material. Remediation must target blowpit and heavy repair facilities at the four RSS shops. Working with the local jurisdictions we have identified evaporation technology that will provide the required level of sustainable performance. The total cost for implementing this technology in the four RSS shops is \$1M.

Cyber Security (multi-year program) \$0.9M, Capital
This funding will supply the second of three payments for network cyber security tools purchased in FY14 from Intel Security (formerly McAfee). In addition, these funds will be used to fill security gaps identified in the District's Unified Cyber Security Plan including the purchase of critical subscription services for Distributed Denial of Service (DDOS) protection, a Database Threat Radar Engine and quarterly health checks and penetration testing. The remaining funds will be used to enhance the District's forensic data investigation capabilities.

PeopleSoft Financial & EPM Updates \$0.6M One-time
PeopleSoft has released the latest updates to their Enterprise Financial Management System (FMS) and Planning and Budget (EPM) products. The FMS handles the District's Accounting, Procure-to-pay, Contracts and Costing for Capital Projects. The EPM handles the processing of the Operating Budget and Capital Project Planning. The upgrade will bring significant improvements in functionality, fixes to existing systems bugs and will deliver new features in applying releases. It will address some of the current Business Application issues and with the new flexible method of

applying releases, will help save cost on expensive future upgrades. This will also guarantee maintenance support from vendors because they require compliance with their specified software version. This, however, is a huge undertaking. Since these are new tools and technology, experts are needed to guide the Office of the CIO staff to setup the proper configuration and build the appropriate architecture to handle the new features, which requires specialized skills and knowledge. The District cannot afford any system failure with the critical Financials System.

Safety Culture Improvement Program **\$0.25M**

The Safety Department will implement a Safety Culture Improvement Program (SCIP), with the goal to reduce injury rates. It will be an interdisciplinary program that will include enhanced tracking of safety metrics and inspections, enhanced employee safety training and will include an incentive program to reward employees for working safely. In the first year Rolling Stock and Shops, Power and Mechanical, Treasury, Systems Maintenance and Facilities & Way will participate. In subsequent years Transportation will participate. It is hoped that the program will result in a reduction of injury rates and associated costs, so that the program will pay for itself. The program is under development and the budget anticipates a roll out approximately the last quarter of the year. The program is anticipated to be ongoing, and the budget will be larger for a full annual period in future years, depending on the program developed.

19th Street Station Secondary Booth Staffing **\$0.2M, 2 FTE**

Ridership at the 19th Street Station has increased in the past few years, due in part to completion of initial phases of the Uptown residential development, along with the thriving restaurant scene and entertainment venues such as the Fox Theater. In response to the increased activity, and to reduce fare evasion, this initiative would enable staffing of the station agent booth near the west end of the station, which is adjacent to the station elevators and the 17th Street alley portal.

Enterprise Geographic Information System (EGIS) Analyst **\$0.2M, 1 FTE**

The Office of the Chief Information Officer proposes to add a Principal EGIS Analyst. EGIS has been a very useful and widely used process at the District, having been used by over 100 projects. Additional support is needed. The additional position is required to meet the growing project demands of the District including the creation & maintenance of a Commercial Telecom Geodatabase, Maximo Spatial, Maximo Wayside Asset Inventory, Wayside Photogrammetry, and the Station Folders Project. In addition, this position is needed to build and maintain new layer sets in EGIS for Track Circuits, Interlockings, Engineering Stationing and Parking Lot Assets, Signage and Striping.

Website/Social Media Position **\$0.1M, 1 FTE**

The position would manage content on the District website and work with social media such as Twitter. The public expects up to the minute service information especially during major disruptions on bart.gov and mediums such as Twitter. This position will help meet demand while also providing BART with an opportunity to connect and engage with our customers through communication campaigns on social media and original content on bart.gov. The position will also train others in the District to manage their own online content for bart.gov and troubleshoot their specific pages to help provide a more robust website overall. Current staffing is not sufficient to meet demand for more information or new services in the digital domain.

Sr. Administrative Analyst – Contract Monitoring **\$0.1M, 1 FTE**
The addition of a Sr. Administrative Analyst will improve the District’s ability to conduct contract and labor compliance activities. The Office of Civil Rights (OCR) is required to monitor a wide range of contracts and agreements to ensure compliance with USDOT and the District's various Small Business programs and requirements. Some examples of the monitoring activities necessary to ensure compliance include goal setting, visits to project sites, review of payment documents and commercially useful function analysis. In addition, this position will support ongoing efforts to unbundle contracts and collect, report and analyze payment data related to the District's contracting activities.

Oakland Airport Connector Marketing **\$0.1M One-time**
Funding is required to market the launch of BART service to Oakland International Airport (OAK) to achieve ridership targets and enhance perception of BART as an agency on the move, working to build a better BART system. Marketing will include outreach to conference planners, and several weeks of advertising to make Bay Area residents aware of the new, improved service. The funds will also be used to design and print posters to utilize free media space provided by OAK and BART in their respective facilities.

Safety Management Software Program **\$0.1M One-time**
This initiative is to implement a new Safety Management Software program. System Safety needs to replace several antiquated databases used to store, process, and manage safety data. Labor intensive work is needed to enter information from hundreds of handwritten injuries reports and Unusual Occurrence Reports into the database. Safety data, information, and trends are not available to Safety staff and managers in a timely fashion. A Safety Management software program can drastically reduce paper based reports, increase productivity at various departments, and improve efficiency of how safety data is produced. A Safety Management program can also provide a "Safety Dashboard" for real-time system safety health status and enhance accountability of all departments for their safety performance. A Safety Management system significantly improves how safety issues are tracked, managed, and closed and allows all personnel to have the same information simultaneously on all safety items.

Ballistic Vests **\$0.1M One-time**
The Police Department surveyed staff and determined that many of the ballistics vests worn by Police Officers and Revenue Protection Guards are expired or will be expiring in FY15. The Department also wants to provide Community Service Officers (CSO’s) with vests due to their work in the field supporting sworn officers. A total of 120 will be purchased, 30 for the CSO’s and 90 for the balance of the need.

Diversity Initiatives **\$0.025M**
The District’s Diversity Initiative will support events that recognize the value of the diverse viewpoints, life experiences, and cultural perspectives of its workforce and how these differences benefit District programs and services. Example Diversity events may include: Ethnic heritage month celebrations, diversity fairs, and diversity training/workshops. The Office of Civil Rights will administer the Diversity Initiative and will work with sponsoring departments to support internal and external events by encouraging staff participation and by providing logistical and financial support.

FY15 Proposed Initiatives - Summary

Title	Pos.	Labor	Non Labor	Total
OPERATING				
GO 175/Wayside Worker Safety	40.0	5,327,005	9,400	5,336,405
Asset Management Program: Maximo & OBIEE*	-	-	1,400,000	1,400,000
PeopleSoft Financial & EPM Updates*	-	-	600,000	600,000
Safety Culture Improvement Program	-	-	250,000	250,000
19th Street Station Secondary Booth Staffing	2.0	219,764		219,764
Enterprise Geographic Information System (EGIS) Analyst	1.0	177,464	-	177,464
Website/Social Media Position	1.0	149,341	-	149,341
Sr. Administrative Analyst - Contract Monitoring	1.0	149,074	-	149,074
Oakland Airport Connector Marketing*	-	-	100,000	100,000
Safety Management Software Program*	-	-	100,000	100,000
Ballistic Vests*	-	-	96,000	96,000
Diversity Initiatives			25,000	25,000
OPERATING TOTAL	45.0	6,022,649	2,580,400	8,603,049
* One-time				
CAPITAL				Total
Train Control Room Battery Replacement (3-year project)				2,000,000
Train Control UPS Renovation (5-year project)				2,000,000
Remote Prohibits and Speed Restrictions (2-year project)				1,820,000
Right of Way Fencing (2-year project)				1,700,000
Wastewater Treatment Systems				1,000,000
Cyber Security (multi-year program)				900,000
CAPITAL TOTAL				9,420,000
TOTAL OPERATING AND CAPITAL BUDGET INITIATIVES				<u>18,023,049</u>

Stations and Access Initiatives

(Funded by estimated revenue from Parking Program modifications)

Station Lighting: Retrofit T12 Lamps

\$1.2M, Capital

This action would improve the customer experience, safety, energy efficiency and financial outlook by replacing existing T12 lamps with T8 or clean LED technology in the back areas of selected stations and parking facilities. As identified in the District's Capital Needs Inventory, this State of Good Repair investment would not only upgrade aging fixtures, but provide energy savings, with the first priority being in the underground stations.

Pedestrian Improvements

\$0.75M, Capital

As BART ridership has grown, and parking has become more constrained, it has become increasingly important to provide safe, attractive, and viable access alternatives. This investment would improve pedestrian links at three (3) stations, including Daly City, Orinda, and Coliseum. The Coliseum investment would close a gap in the East Bay Greenway, to provide a better connection from trail-to-transit.

Dedicated Parking Enforcement

\$0.7M, 5 FTE

Hayward, Concord, North Concord, and Coliseum/Oakland Airport are scheduled to begin new parking fees in the summer of 2014, which will require additional Community Service Officers (CSO's) to enforce the new parking rules at these facilities. As parking fees continue to increase, the District's 46,000 parking spaces need to be monitored to ensure compliance. Dedicated parking enforcement allows officers the ability to focus on parking at BART, at a time when the functions for Community Service Officers continue to expand. Additional CSO's will generate additional revenue from parking citations, as well as additional revenue from passengers adhering to current parking payment rules. CSO's can issue up to 60 citations daily. The supervisor position is needed to coordinate a systematic and varied enforcement of BART's parking facilities and programs. A side benefit will be an increased police presence in BART's parking facilities. Dedicated parking enforcement officers will reduce the fraud of passengers displaying falsified permits.

Wayfinding

\$0.6M, Capital

The District has made substantial progress during the past few years on improving wayfinding in stations with implementation of early phases of the program. The purpose of the program is to enhance the customer experience by aiding navigation of the BART system, and in making connections to other transit and local destinations. This investment would contribute towards matching some identified grant funds, to advance implementation of Phase 3 of the program.

Station Platform Brightening/Cleaning Crew

\$0.6M, 6 FTE

This proposal is to fund two new scrub crew teams and their accompanying equipment for expanded deep cleaning services in District stations. The Department currently has 6 scrub crews who use high pressure cleaning machines to power wash floors and work areas after revenue service ends. Each crew requires 3 members to safely operate the heavy cleaning machinery used on station platforms. The complete deep cleaning process takes 2-4 weeks depending on the size of the station. This means it will take crews approximately one year to power wash all the floors in each of the 44 stations. Adding two additional teams would increase the rotation cycle of crews and reduce cleaning times for each station. This is critical because providing safe and clean floors is an important service we provide for District customers. Success of the initiative is measurable via the existing PES surveys conducted on a quarterly basis. The Department is requesting

funding for two Scrub Crew teams, this includes six System Service Workers and the purchase of equipment required to perform the work. These new teams will work to drive of station cleanliness numbers higher.

Station Benefit Assessment District Nexus Studies \$0.4M, Capital
SB142 authorizes transit operators to create benefit assessment districts within a 1/2-mile of stations to pay for transit improvements. As discussed at the Board Workshop in March, staff are required prepare nexus studies, and other supporting documentation, for potential applications of this legislation at selected BART stations. This value capture tool could help BART finance a variety of improvements to our stations.

Bike Programs - Secure Bike Parking Expansion \$0.4M, (Capital \$0.34M, operating \$0.07M)
The series of projects will provide increased secure bike parking. The projects include an expansion of 12-20 locker spaces at Lafayette, preparation of a station area at West Oakland that has grant-funded expansion upcoming, development of a product that fills a gap between a standard bike rack and a BikeLink electronic locker, double decker inverted U racks and vertical space saver racks for 180 to 250 spaces at multiple stations. Also, in April of 2013, the Bike Parking Capital Plan was completed for 23 stations. This project would document bike parking needs for the remaining 20 stations (all except SFO). The plan estimates bike parking demand five plus years out and recommends specific secure parking improvements, including a budget for each station and potential sources of funding.

Garage Full Electronic Displays \$0.3M, Capital
To improve the Customer Experience, this project would install changeable message signs and other equipment, to inform customers when parking garages and lots are full. The displays are proposed for four East Bay Stations.

Transit Information Displays at Stations \$0.3M, Capital
This is a project to update existing display cases and signage at the stations in order to provide patrons with the most current transit information.

Shuttle Infrastructure Improvements at Stations \$0.25M, Capital
These improvements will facilitate the connection between shuttles and BART stations through infrastructure improvements, such as designated pickup/drop off locations, signage, and shelters. There are at least 80 privately and publicly-operated shuttles that make stops at BART stations. They consist mostly of community shuttles open to the public, hospital and university shuttles, single- and multiple- employer last-mile shuttles, and employer commuter shuttles. Currently, shuttle pickup/drop-off locations are not coordinated with BART, and operators stop anywhere they can within the BART station, which results in passengers being picked up/ dropped off away from curbs, at the kiss'n'ride, bus stops, or other locations that are not always safe for passengers and sometimes cause disruptions for other modes. This fund would support shuttle connections to BART by funding improvements specific to shuttle stops.

Convert Four Lots to Paid Parking \$0.23M, Capital
By policy, the parking demand will require the initiation of daily fee parking charges at four BART Parking Facilities: Hayward, North Concord, Concord, and Coliseum. This initiative provides funding for BART staff to number spaces and install signage and bollards as necessary for the conversion of lots to fee parking. Work also includes the purchase of parking collection equipment

for parking validation machines and the purchase of parking signs, to display the rules of the parking program to passengers.

Pleasant Hill Bike Station **\$0.15M, On-going**
The Pleasant Hill BART station is conveniently located adjacent to the Iron Horse Trail, a multi-modal path that connects the station to much of central Contra Costa County. The new residential transit-oriented development phase at the station has created an opportunity to include a bike station in a portion of the ground-floor retail space. This is an excellent opportunity to improve station access with a safe facility, but also to activate the retail space, and enhance community and placemaking in the station area. This investment would leverage available local capital funds and private sector contributions.

Bus Bridges **\$0.1M, One-time**
This project will compile a list of on-call private bus operators in the event of a planned or unplanned service disruption, to augment service provided by BART's public agency partners. On-call contracts will be established to eliminate the need to negotiate a contract during an emergency. There will be no retainer fee for the on-call vendors. All funds would be dedicated to actual service to operate a bus bridge. Travel times and fleet sizes will be established in advance for various scenarios during various times of the day and week, to complete this research in advance of an emergency. 24 hour contact information will be established with vendors, which will provide advanced notice to bus operators that BART may need their service on an emergency basis.

Last Mile Corridor Studies **\$0.1M, Capital**
In FY14, the District completed a pilot study focused on identifying and prioritizing station access improvements for the central C-Line. Working with key corridor stakeholders, BART staff updated its list of multi-modal station access improvements, which could potentially be linked to BART parking revenues or grants funds. This effort would enable access studies in two (2) additional corridors.

Station Access Website Upgrades **\$0.02M, One-time**
Modernize BART web site to include new features and current information.

FY15 Stations & Access Projects* - Summary

	Pos.	Labor	Non Labor	Total
OPERATING				
Dedicated Parking Enforcement	5.0	547,654	186,375	734,029
Station Platform Brightening/Cleaning Crew	6.0	537,650	40,000	577,650
Pleasant Hill Bike Station	-	-	150,000	150,000
Bus Bridges for Planned Disruptions**	-	-	100,000	100,000
Bike Programs - Operating**	-	-	65,000	65,000
Station Access Website Upgrades**	-	-	20,000	20,000
OPERATING TOTAL	11.0	1,085,304	561,375	1,646,679
** One-time				
CAPITAL				Total
Stations Lighting Retrofit T12 lamps to LED				1,164,757
Pedestrian Improvements				750,000
Wayfinding				581,000
Station Benefit Assessment District Studies				400,000
Bike Programs - Capital				340,000
Garage Full Electronic Displays				275,000
Transit Information Displays at Stations				250,000
Shuttle Infrastructure Improvements				250,000
Fee Parking Lot Preparation				233,000
Last Mile Corridor Studies				100,000
CAPITAL TOTAL				4,343,757
TOTAL OPERATING AND CAPITAL STATIONS & ACCESS INITIATIVES				<u>5,990,436</u>

*Funded by estimated revenue from Parking Program modifications

FY15 Budget Initiatives Considered, But Unable to be Funded

OPERATING	Description	Pos.	Labor	Non Labor	Total
Office of CIO: 24x7 Help Desk	Expanding the current Monday-Friday 0800-1700 Help Desk to a 24x7 operation including (RAILS), Maximo, PeopleSoft and other Enterprise technologies.	3.0	304,882	-	304,882
Human Resources	Employee Wellness Program	-	-	250,000	250,000
Office of CIO: Disaster Recovery	Hosted/Managed environment for Disaster Recovery and Business Continuity using a commercial vendor.	-	-	300,000	300,000
Office of CIO: Knowledge Management Tools	Deploy tools to support Knowledge Management Strategy.	-	-	500,000	500,000
Web Services	Web site improvements - standardization, additional real time information, train more subject matter experts to manage and update website information, etc.	-	-	250,000	250,000
Finance Dept: Additional District Reserves	An increase in reserves to \$90M to close the difference between where the District reserves are and a single month of expenses would require an annual payment of \$5 million for the next 10 years to close the gap. This is one year's request.	-	-	5,000,000	5,000,000
Liability Insurance	Due to a rise in accidents Finance Dept. requests to increase liability limits. Requesting \$750,000 for to increase our liability limits to \$200 million.	-	-	750,000	750,000
Sr. Government & Community Relations Rep	Position to conduct government relations and funding advocacy work to promote BART's capital reinvestment needs and develop and facilitate the District's community outreach programs.	1.0	154,524	-	154,524
Climate Change Vulnerability Assessment	Consultant to carry out FTA-Funded climate change adaptation pilot. Planning & Development request.	-	-	150,000	150,000
Police Administrative Specialist - Evidence	The Property and Evidence Police Administrative Specialist (PAS) position is needed to respond to increased responsibilities re: administering the Mobile Video Recorder-Axon Flex System; would provide coverage for vacations and time off.	1.0	105,621	1,300	106,921

FY15 Budget Initiatives Considered, But Unable to be Funded (cont.)

OPERATING	Description	Pos.	Labor	Non Labor	Total
OCR Support - Sr. Admin. Analyst (Stations and District Architect Projects)	1.0 FTE Senior Administrative Analyst in FY15 to support contract and labor compliance monitoring activities on Stations and District Architect Projects.	1.0	110,000	-	110,000
OCR Support - Sr. Admin. Analysts (Labor Compliance)	1.0 FTE Sr. Administrative Analyst in FY15 to support M&E contract and labor compliance monitoring activities. (One out of the two requested is proposed.)	1.0	110,000	-	110,000
Multi Media Producer	The Multi Media Producer position would create video content to increase and improve BART's digital communication strategy internally and externally including outreach with the public, media and stakeholders.	1.0	153,070	-	153,070
District Secretary Staffing	Administrative Analyst - To support records management, contract/procurement management, communications, and Board Room technical support.	1.0	153,070	5,000	158,070
LKS-4 Space Rental (M&E)	Monthly rental fee to combine SMP Team, M&E Asset Management and M&E Technical on the 4th floor.	-	-	240,000	240,000
Sr. Admin. Analyst Asset Mgt/SMP	Support the Asset Management and SMP Group with administrative duties critical to planning, production process and asset plan development.	1.0	153,070	-	153,070
OAC Marketing	One time marketing for opening, work with airport, etc. (\$100K is proposed)	0.3	38,631	490,000	528,631
Police: Accreditation and COPPS Manager	The Accreditation and COPPS Manager will be responsible for the management and oversight of the CALEA Accreditation process and the department's COPPS program.	1.0	205,053	1,005	206,058
Police: Antioch / Brentwood Park and Ride Officers	Three additional Police Officers for patrols. Two at the newly expanded Antioch and Brentwood Park and Ride Stations. One additional for Pittsburg/Bay Point and North Concord Stations.	3.0	467,514	17,280	484,794
Emergency Plan Revision - Consultant Fees	Police: BART Emergency Operations Plan Revision Consultant fees towards updating and ensuring our District's emergency operations plan is comprehensive in nature, incorporates best practices and recommended national standards.	-	-	165,000	165,000
Senior Operations Safety Specialist & Safety Specialist	New FTE's to cover new work to be performed by the System Safety Department in FY15 such as implementation of Roadway Worker Protection, proactive Near-Miss Program and safety programs for OAC and eBART. (One out of the two requested is proposed.)	1.0	144,235	-	144,235

FY15 Budget Initiatives Considered, But Unable to be Funded (cont.)

OPERATING	Description	Pos.	Labor	Non Labor	Total
Garbage Budget Adjustment	Requesting an increase in budget to cover the shortfall in garbage expenditures due to a 7% increase per year. Budget has only increased 2% per year.	-	-	446,629	446,629
Transportation Dept.: Safety Compliance & Attendance Mgt - Line Staffing	Request to fund two (2) Transportation Line Manager positions. The Transportation Department currently has two Line Managers for four major lines. (One out of the two requested is proposed.)	2.0	395,070	-	395,070
Safety Compliance & Attendance Mgt - Managers	Request to fund two (2) Transportation Manager positions. One (1) partially funded via the balance of a reclassified Sr. Ops Supervisor role. The Transportation Department requires a Manager of Rail Operations and a Manager of Station Operations.	1.0	222,309	-	222,309
TOTAL OPERATING		19.3	2,889,533	8,616,214	11,505,747

CAPITAL	Description	Total
Network Infrastructure	Lifecycle replacement of network infrastructure. Collectively, these funds will replace 50% of the end-of-life hardware.	700,000
Server Replacement	Replace existing servers in both the Lakeside and Lake Merritt Datacenters that are at end-of-life and/or causing negative impacts on operations due to deterioration and insufficient capacity to support the District's expanding needs.	600,000
Disaster Recovery	Deploy tools to support Disaster Recovery and Business Continuity.	500,000
Non-Revenue Vehicles	Elevator/escalator & GO 175	400,000
Slope Stabilization Camino Diablo Rd. & MW12	Slope stabilization study in Contra Costa Corridor.	100,000
Vehicles & Trains	Mobile Radios (2 yr program; \$1.9M FY16)	3,190,000
Repair 2-3 Wrecked Cars	\$650K Labor, rough estimate materials \$500K/car X 2. This is estimated to fix 2-3 cars total.	1,650,000
Rolling Stock & Shops	Car Cleaning Carts	153,000
BART Metro	Begin project implementation, appx 7 projects: plans, conceptual engineering and preliminary design work, eEnvironmental, outreach, secure funding.	1,100,000
BART Vision	Corridor & infill station studies, etc. (5 yr program; \$1.5M/yr; \$7.5M total)	1,500,000
TOTAL CAPITAL		9,893,000

7. FY15 Budget Board Review Schedule

Board Meeting Date	Title
02/27/14	FY15 Financial Priorities
April	FY15 Preliminary Budget Overview Action: Consider motion to set date for public hearing on FY15 Preliminary Budget
05/08/14	FY15 Preliminary Budget Sources, Uses and Service Plan
05/22/14	FY15 Capital Budget Public Hearing on FY15 Annual Budget Action: Consider resolution to adopt annual Proposition 4 Limit
06/12/14	Action: Consider resolution to adopt the FY15 Annual Budget

8. BART Parking Inventory and Fees as of April 2014

Station	Parking Spaces	Monthly Fee	Daily Fee
SFO Extension			
SFO	0	\$0.00	\$0.00
Millbrae	2,981	\$52.50	\$2.00
San Bruno	1,072	\$63.00	\$2.00
South San Francisco	1,371	\$63.00	\$2.00
Colma	1,424	\$73.20	\$2.50
San Francisco			
Daly City	2,047	\$84.00	\$3.00
Balboa Park	0	\$0.00	\$0.00
Glen Park	53	\$0.00	\$2.00
24th Street/Mission	0	\$0.00	\$0.00
16th Street/Mission	0	\$0.00	\$0.00
Civic Center	0	\$0.00	\$0.00
Powell Street	0	\$0.00	\$0.00
Montgomery Street	0	\$0.00	\$0.00
Embarcadero	0	\$0.00	\$0.00
Fremont			
Fremont	2,142	\$84.00	\$2.00
Union City	1,155	\$84.00	\$2.00
South Hayward	1,253	\$52.50	\$1.00
Hayward	1,467	\$42.00	\$0.00
Bay Fair	1,669	\$63.00	\$1.50
San Leandro	1,270	\$84.00	\$2.00
Coliseum/Airport	978	\$42.00	\$0.00
Fruitvale (c)	871	\$84.00	\$2.00
Lake Merritt	214	\$84.00	\$2.00
Dublin/Livermore			
West Dublin/Pleasanton	1,100	\$84.00	\$2.00
Dublin/Pleasanton	2,886	\$84.00	\$2.00
Castro Valley	1,118	\$84.00	\$2.00
Richmond			
Richmond	750	\$52.50	\$1.00
El Cerrito del Norte	2,180	\$63.00	\$2.00
El Cerrito Plaza	749	\$84.00	\$2.00
North Berkeley	797	\$84.00	\$2.00
Downtown Berkeley	0	\$0.00	\$0.00
Ashby	606	\$84.00	\$2.00
Pittsburg/Bay Point			
Pittsburg/Bay Point	2,036	\$84.00	\$2.00
North Concord/Martinez	1,977	\$52.50	\$0.00
Concord	2,345	\$52.50	\$0.00
Pleasant Hill	3,060	\$84.00	\$2.00
Walnut Creek	2,096	\$84.00	\$2.00
Lafayette	1,529	\$84.00	\$2.00
Orinda	1,442	\$84.00	\$2.00
Rockridge	892	\$84.00	\$2.00
Oakland			
MacArthur	478	\$84.00	\$2.00
19th Street	0	\$0.00	\$0.00
12th Street	0	\$0.00	\$0.00
West Oakland	445	\$136.50	\$6.00
TOTALS	46,453		

ORGANIZATION CHART DEFINITIONS

OPERATING POSITION

Positions to be funded through operating resources in the FY15 Preliminary Budget.

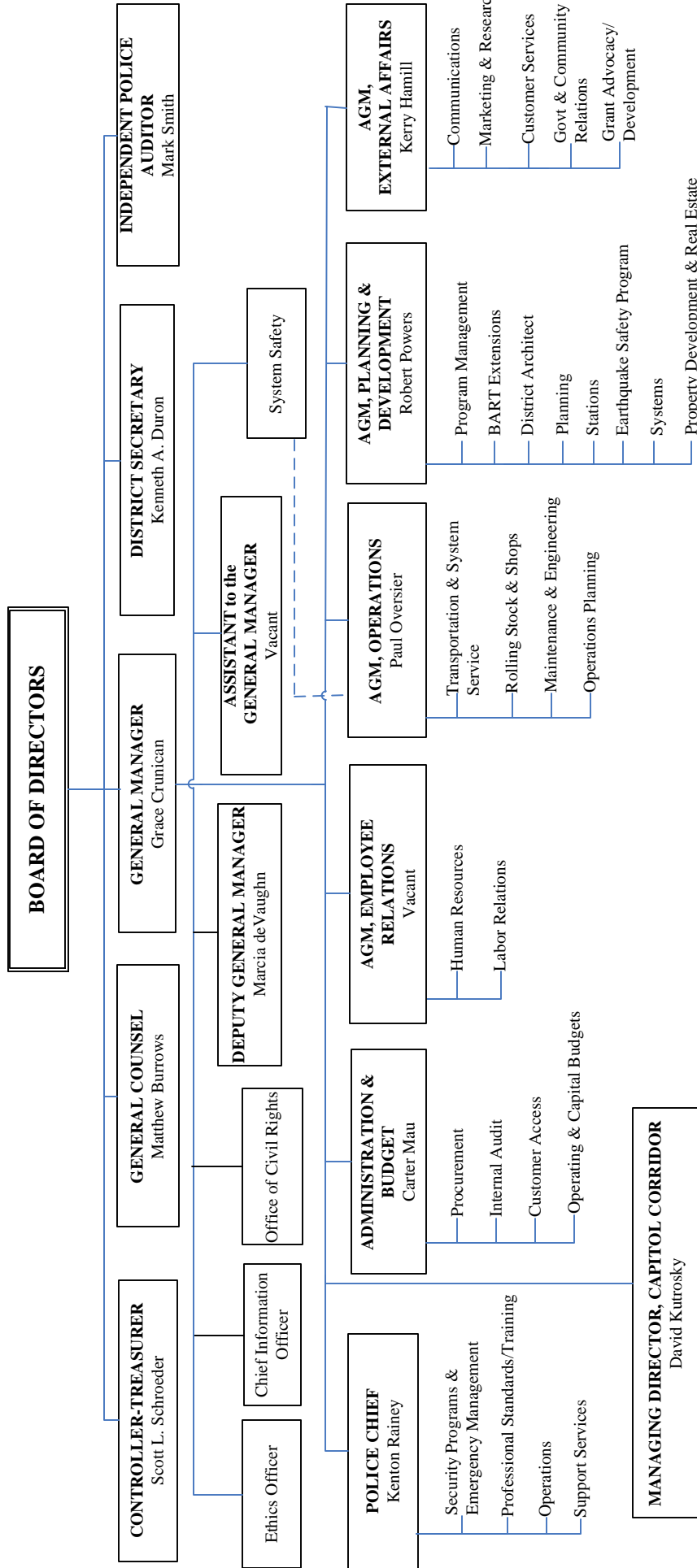
CAPITAL PROJECT SPECIFIC POSITION (PS CAP)

Positions to be funded by specific Capital projects in the FY15 Preliminary Budget.

REIMBURSABLE POSITION

Positions to be funded by someone other than BART in the FY15 Preliminary Budget e.g., MUNI Maintenance, Capitol Corridor.

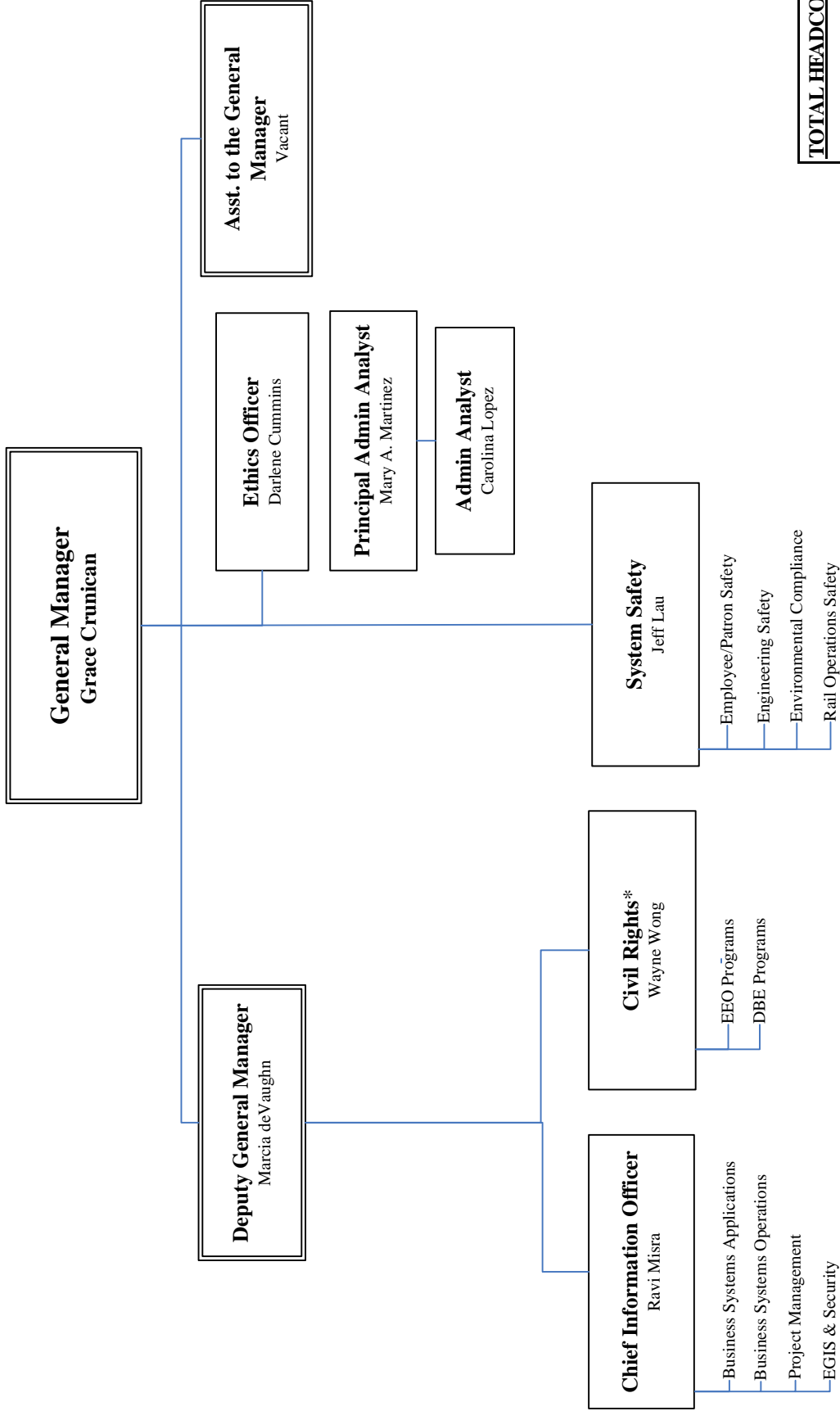
**SAN FRANCISCO BAY AREA RAPID TRANSIT
FY15 Preliminary Budget
ORGANIZATION CHART**



<u>Total Headcount</u>			
	Total	Allocation	Net
Operating	3,044.4	(48.0)	2,996.4
Capital	391.4	48.0	439.4
Reimb.	38.0	-	38.0
Staff	3,473.8	-	3,473.8

GENERAL MANAGER OFFICE - 01

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	94.3
Capital	9.8
REI	-
Staff	104.0

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

FY15 Goals & Objectives - General Manager

II. BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives
1. Identify in Work Plan high-priority projects and programs and develop specific implementation action items.	1. a. Implement "action items" laid out in FY14-15 General Manager Work Plan. Review with Board as necessary.
2. Provide members of the Board of Directors with timely and accurate information and recommendations necessary to make policy decisions regarding the organization.	2. a. Produce Quarterly Financial Reports and Operations Quarterly Performance Reviews that show current organization financial status, achievements and progress towards stated goals.
3. Ensure that the District functions in a cost effective manner to deliver its agenda of high-quality customer service, system renovation, system expansion and regional transportation leadership as guided by the Strategic Plan and Asset Management Program.	3. a. Lead, manage, direct and develop all employees so that the goals and objectives of the District are accomplished on schedule and within budget. Develop key performance indicators to measure efficiency. Integrate capital improvement planning and asset management to prioritize the expenditure of limited capital funds.
4. Carry out development and delivery of the District's programs and projects, ensuring coordination and consultation with our many internal and external partners.	4. a. Direct and guide staff to meet performance measures through practices consistent with BART's good neighbor policy. Advance Stations, TOD and Station Retail Programs and leverage local funding, as appropriate.
5. Work towards increasing diversity in hiring and contracting and meeting District goals.	5. 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.
6. Maximize financial assistance to the District through an effective legislative and government relations agenda.	6. a. Secure funds programmed for allocation to BART for FY15 and oversee efforts to secure future funds for the District from traditional and non-traditional sources.
7. Provide leadership in the ongoing efforts to build and strengthen community confidence in BART.	7. a. Improve communication through outreach and regular communication with elected officials, community leaders/groups, unions and BART customers.
8. Maintain leadership and continue development of innovations in technological enhancements for the District.	8. a. Provide direction and promote continuing progress in the District's pursuit of technological advances to improve quality, performance and cost effectiveness of service delivery.

SYSTEM SAFETY DEPARTMENT - 1303

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	14.0
Capital	4.0
REI	-
Staff	18.0

FY15 Goals & Objectives - System Safety Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
1 Implement the FTA and CPUC Safety Regulations as they relate to Rail Operations	1 a Review and update the District's Operations Rules and Procedures Manual, and issue timely Operating Bulletins as needed.	Review OR&P and issue OBs by 2/15 if required	OR&P reviewed and required OBs issued	Review OR&P and issue OBs by 2/15 if required	Review OR&P and issue OBs by 2/15 if required
	1 b Report, investigate, and facilitate corrective actions for operational accidents that meet the CPUC reporting thresholds.	Report and investigate all as required	All CPUC threshold accidents reported and investigated	Report and investigate all as required	Report and investigate all as required
	1 c Conduct Internal Safety Audits and facilitate Security Audits. Submit an annual report to the CPUC by February 15, 2014.	Perform audits as required	All audits performed and annual report submitted on time	Perform audits as required	Perform audits as required
	1 d Facilitate the CPUC triennial Safety and Security Audit of BART.	Facilitate corrective action status reports	Corrective action status reports submitted on time	Facilitate Corrective Action status reports	Facilitate Corrective Action status reports
	1 e Participate in the Rail Operations and Regulatory meetings with the CPUC twice annually & participate in APTA's Standard Development Program.	Participate 100%	Participated in all events	Participate 100%	Participate 100%
	1 f Maintain the District's Emergency Management Plan as required by Federal Requirements, and facilitate emergency response training and drills for BART's operating departments.	Review EP, Facilitate training, Conduct FD Drills as requested	Reviewed and revised EP; conducted required FD and regional drills and training activities	Support Emergency Manager in achieving these objectives	Support Emergency Manager as required; facilitate training and conduct FD drills as requested
	1 g Attend the Fire Liaison Committee meeting quarterly, and resolve fire department issues.	Attend quarterly	Attended all meetings	Attend quarterly	Attend quarterly

FY15 Goals & Objectives - System Safety Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
2 Implement the FTA and CPUC Safety Regulations as they relate to Engineering Design Changes and Construction Projects	2 a Evaluate developing regulations and codes, and facilitate revisions to BART's design criteria and standards as necessary. Participate in the NFPA 130 transit fire code development committee.	Attend both NFPA 130 committee meetings	Attended all meetings	Attend both NFPA 130 committee meetings	Attend both NFPA 130 committee meetings
	2 b Review and update the District's System Safety Program Plan as needed.	Review SSPP	SSPP reviewed	Review SSPP	Review SSPP
	2 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
	2 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
	2 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
	2 f Review contractor Site Specific Work Plans and District Interim Operating Plans for safety.	Review SSWPs and IOPs as required	All SSWPs and IOPs were reviewed	Review SSWPs and IOPs as required	Review SSWPs and IOPs as required
3 Implement Cal/OSHA mandated Injury and Illness Prevention Program (IIPP)	3 a Review and update the IIPP plan, and IIPP training requirements as needed.	Review IIPP plan and training req.	IIPP and training requirements reviewed	Review IIPP plan and training req.	Review IIPP plan and training req.
	3 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
	3 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

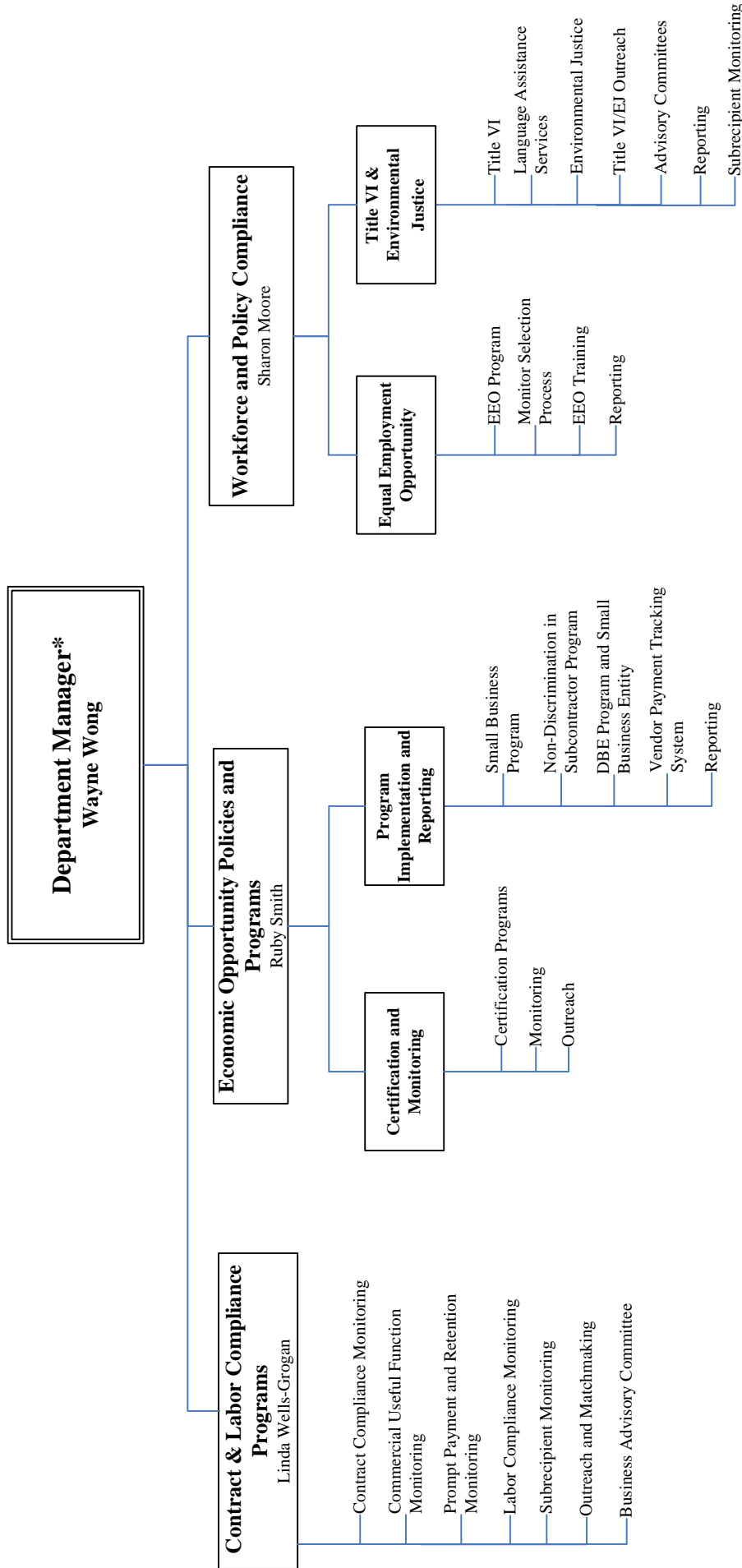
FY15 Goals & Objectives - System Safety Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 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 mtgs, 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 inspected twice	Inspect each station and shop twice annually	Inspect each station and shop twice annually
4 Implement Environmental Compliance Regulations	4 a Support review and implementation of District NEPA/CEQA programs.	Review NEPA/CEQA as required	All submitted programs reviewed	Review NEPA/CEQA as required	Review NEPA/CEQA as required
	b Facilitate the District's hazardous waste disposal programs.	Facilitate waste pickups quarterly	Waste pick-ups facilitated	Facilitate waste pickups quarterly	Facilitate waste pickups quarterly
	c Facilitate the District's Permit Programs (Air Quality, Industrial Waste Water, Underground Storage Tanks, Hazardous Materials Management, etc).	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

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	15.8
Capital	5.3
REI	-
Staff	21.0

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

FY15 Goals & Objectives - Civil Rights Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
1 Attain FTA and FHWA DBE Goal.	1 a Ensure that the triennial DBE goal is met through race conscious and race neutral methods for contracts over \$50k.	21%/19%	Not Met	23%	23%
	b Develop and submit FHWA and FTA Triennial DBE goal report.	n/a	n/a	Sep-13	Sep-16
	c Complete and submit Uniform Report of DBE Awards or Commitments.	Semi-annual	Met	Semi-annual	Semi-annual
	d Prepare DBE Goal Shortfall Report to FTA (if needed).	Annual	Met	Annual	Annual
	e Complete Availability and Utilization Study within 24 months of award.	n/a	n/a	n/a	As required
2 Monitor DBE/MBE/WBE/SB/SBE/MSBE for contract compliance.	2 a Review and monitor DBE participation on all federally funded contracts, service agreements and procurement contracts over \$50K and document all monitoring activities.	100%	Not Met	100%	100%
	b Review and monitor SBE/MSBE participation on all federally funded contracts, service agreements and procurement contracts over \$50K and document all monitoring activities.	n/a	n/a	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 in Subcontracting Program and Small Business Program.	50%	Not Met	50%	50%
	e Review DBE/MBE/WBE/SB/SBE/MSBE participation within 10 business days after receipt of bid information.	10 days	Met	10 days	10 days
3 Monitor public works contracts for labor compliance.	f In coordination with project sponsor, conduct Unbundling Analysis and develop Contracting Plans.	100%	Met	100%	100%
	3 a Review and investigate prevailing wages issues on contracts over \$50K to ensure compliance with federal and state laws.	75%	Not Met	25%	50%

FY15 Goals & Objectives - Civil Rights Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
	b Conduct site visits to interview contractors and subcontractors employees. Document all monitoring activities.	75%	Not Met	25%	50%
4 Promote and facilitate opportunities for DBE/MBE/WBE/ SB/SBE/MSBE participation.	4 a Conduct outreach for capital projects.	3	Met	3	3
	b Conduct outreach events for MSBE set-aside contracts.	n/a	n/a	6	6
	c Co-sponsor outreach events with CBOs and regional transit partners.	2	Met	2	2
	d Conduct matchmaking event.	10	Met	10	10
5 Process DBE/MBE/WBE/SBE/ MSBE certification and maintain database.	5 a Process DBE certifications within 90 business days of receipt of completed application.	90 days	Met	90 days	90 days
	b Process DBE certification renewals.	100%	Not Met	100%	100%
	c Conduct site visits on all new firms and any certification application older than 10 years.	Annual	Not Met	Annual	Annual
	d Process SBE/MSBE certifications within 120 business days of receipt of complete application.	n/a	n/a	120 days	120 days
	e Process M/WBE certifications within 90 business days of receipt of complete application.	90 days	Met	90 days	90 days
6 Maintain running tally of commitments and payments.	6 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.	n/a	n/a	100%	100%
	c Input invoice and payment information for all contract awards under \$10M.	n/a	n/a	n/a	100%
	d Coordinate with projects to ensure vendors input invoice and payment information for all contract awards over \$10M.	n/a	n/a	n/a	100%
	e Maintain error free data in VPT system.	n/a	n/a	n/a	As required

FY15 Goals & Objectives - Civil Rights Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
7 Monitor subrecipients to ensure compliance with federal regulations.	7 a Monitor subrecipients to ensure compliance with Circular 4702.1B including submittal of Title VI programs.	100%	Met	100%	100%
	7 b Monitor subrecipients to ensure compliance with the DBE Program requirements.	100%	Not Met	100%	100%
	7 c Monitor EEO Programs of subrecipients and contractors that employ 50 or more transit related employees.	100%	Not Met	100%	100%
8 Monitor Title VI Program compliance.	8 a Provide oversight authority to ensure that Title VI requirements are met.	As required	Met	As required	As required
	8 b Identify, disseminate and provide specific requirements to departments responsible for implementing Title VI.	As required	Met	As required	As required
	8 c Investigate and record complaints and lawsuits.	90 days	Met	90 days	90 days
	8 d Update Title VI Triennial Program.	n/a	n/a	Mar-14	Mar-17
	8 e Collaborate with Government and Community Relations on the effectiveness and inclusiveness of the Public Participation Plan.	Annual	Met	Annual	Annual
	8 f Coordinate with Operations Planning to monitor the level and quality of transit service on various lines.	Annual	Met	Annual	Annual
9 Monitor Language Assistance Plan (LAP).	9 g Develop Service and Fare Equity Analysis in coordination with stakeholders. Submit analysis for Board approval.	As required	Met	As required	As required
	9 a Evaluate LAP to gauge its effectiveness and determine if updates to the Plan are needed.	Annual	Met	Annual	Annual
	9 b Measure frequency of LEP contacts.	Quarterly	Met	Quarterly	Quarterly
	9 c Assess vital documents to determine if written translation or oral interpretation is necessary.	Annual	Met	Annual	Annual
10 Monitor Environmental Justice Policy and Program.	10 d Provide LEP training to appropriate District staff and new hires.	As required	Met	As required	As required
	10 a Provide oversight authority to ensure that Environmental Justice Policy requirements are met.	As required	Met	As required	As required

FY15 Goals & Objectives - Civil Rights Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
	b Develop impact analysis memo in coordination with stakeholders.	As required	Met	As required	As required
	c Coordinate with Operations Planning to monitor the level and quality of transit service for low-income populations.	Annual	Met	Annual	Annual
	d Collaborate with sponsoring departments in conducting public participation outreach efforts.	As required	Met	As required	As required
	e Develop Environmental Justice activities report.	n/a	n/a	Jul-14	Jul-14
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	Not Met	Annual	Annual
	c Update Triennial EEO Program.	Mar-13	Met	n/a	Mar-16
	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%	Not Met	100%	100%
	c Ensure that AB1825 bi-annual sexual harassment training requirements are met.	100%	Not Met	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%

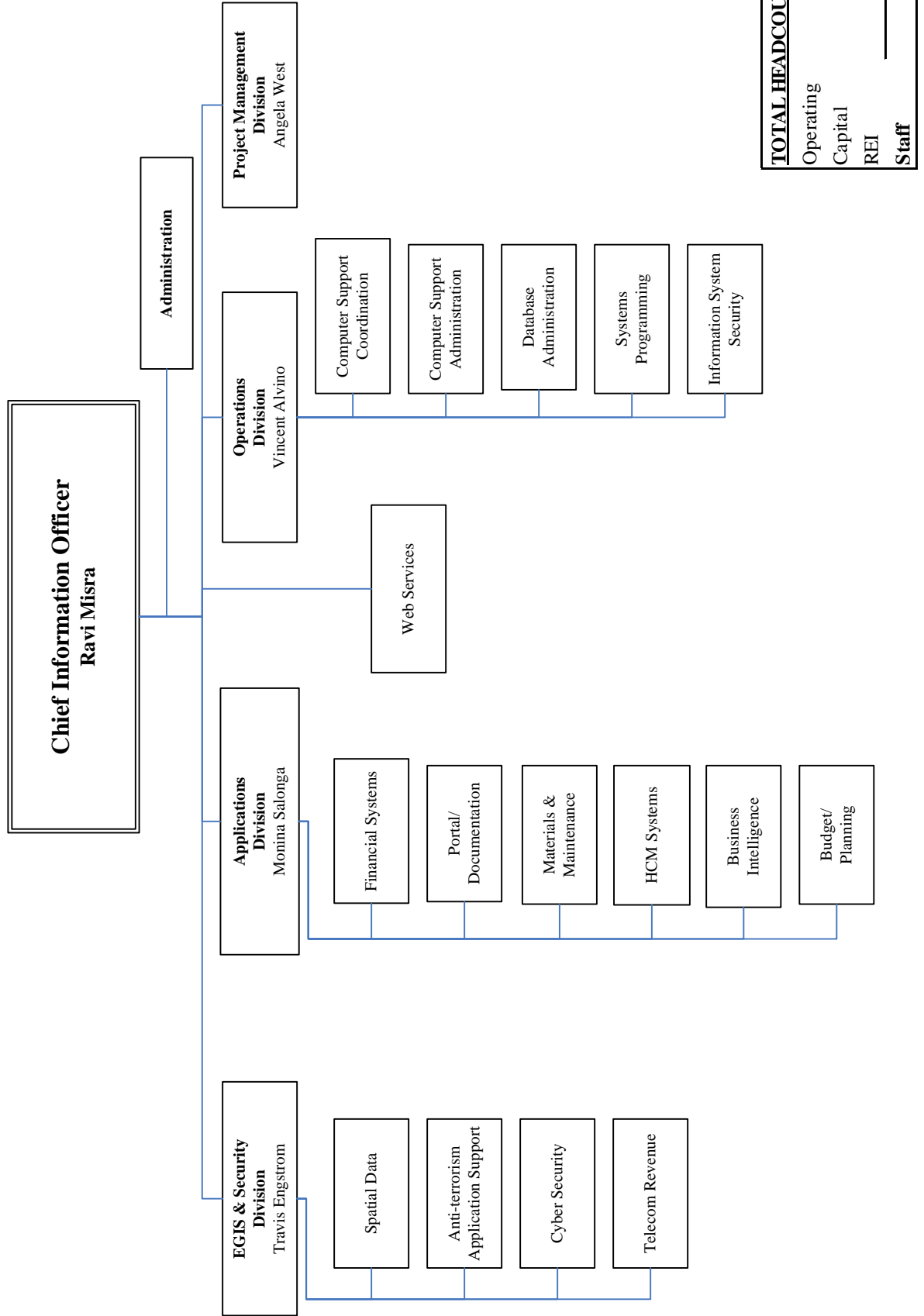
FY15 Goals & Objectives - Civil Rights Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
	b Concur on all phases of the selection process prior to job offer.	100%	Met	100%	100%
	c Collaborate with HR to develop and implement recruitment and selection strategies.	As required	Met	As required	As required
	d Provide training and support to managers regarding EEO matters in the hiring and selection process.	100%	Met	100%	100%
	e Create reports and analyze outcomes of selection processes, and modify as needed to facilitate effective selections.	100%	Met	100%	100%
	f Collaborate with HR to develop and implement recruitment strategies that encourage the employment of people with disabilities.	As required	Met	As required	As required
	g Participate in HR sponsored employment outreach events.	As required	Met	As required	As required
15 Collaborate with HR to address ADA issues.	a Provide technical assistance in evaluating requests for accommodation.	100%	Met	100%	100%
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.	n/a	n/a	Mar-14	Mar-17
	b Coordinate the activities of LEP Advisory Committee, Business Advisory Council and the Title VI Environmental Justice Committee.	Quarterly	Met	Quarterly	Quarterly

Office of the Chief Information Officer - 0504

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	59.5
Capital	0.5
REI	-
Staff	60.0



BART Strategic Plan Fiscal Year Goals & Objectives

Strategic Plan - C Customer of BART

Department - 0504460 Chief Information Officer

Implementing Strategies		Performance Measures				
(C1) - System Renewal	Project and/or Program	Goal/Desired Outcome		FY - 2013	FY - 2014	FY - 2015
Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.	(C1F) - Business Advancement Plan Phase II Develop functional requirements that underlie Maintenance and Material Management as well as Financial Managerial. Functional areas include: procurement, inventory management, asset management, budgeting, accounting and related reporting.	(C1F1-Other) Support the BAP program by being responsive to technical and training delivery needs and challenges as well as anything else that is assigned 95% on commitment dates.		Objective 95%	Actual Met	Objective
		(C1F2-Other) Support new BAP projects by being responsive to the development and technical delivery requirements and challenges as well as anything else the customer needs 95% on commitment dates.		Objective 95%	Actual Met	Objective

FY15 Goals & Objectives - Office of the Chief Information Officer

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures				
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 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.	98%	98%	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.	98%	98%	N/A	N/A	
	d Decommission Mainframe--NEW for FY13.	100%	100%	N/A	N/A	
	e Maintain at least 98%, Peoplesoft, Maximo and other Mission Critical Business Systems Availability.	N/A	N/A	95%	98%	
	f Implement virtualization for improved scalability and management of system availability and performance.	N/A	N/A	95%	98%	
	g Implement proactive systems monitoring and reporting tools for system performance and availability.	N/A	N/A	95%	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.	99%	99%	98%	98%
c Implement an enhanced Help Desk Plan that provides users with improved and timely resolution of issues. 90% (previously 80%) Priority 1 help calls resolved within 1 business day.		90%	90%	90%	95%	

FY15 Goals & Objectives - Office of the Chief Information Officer

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
3 Conduct on-going software maintenance and troubleshooting of existing distributed computing infrastructure and supported business applications.	3 a Troubleshoot and provide problem resolution for supported Mission Critical business applications by responding to production problems within 4 hours at least 92% of the time.	95%	95%	95%	95%
	3 b Service Management (ITSM) for improved proactive monitoring, reporting and configuration management.	N/A	N/A	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%
	4 b Maintain application support by keeping installed business software and tools in vendor compliance.	100%	100%	100%	100%
	4 c Strengthen IT Department capacity with the necessary skills and capabilities, thereby enabling effective post production support to District-wide users. Fill the knowledge gap through effective training and knowledge transfer.	100%	100	100%	N/A
	4 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%
	4 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%

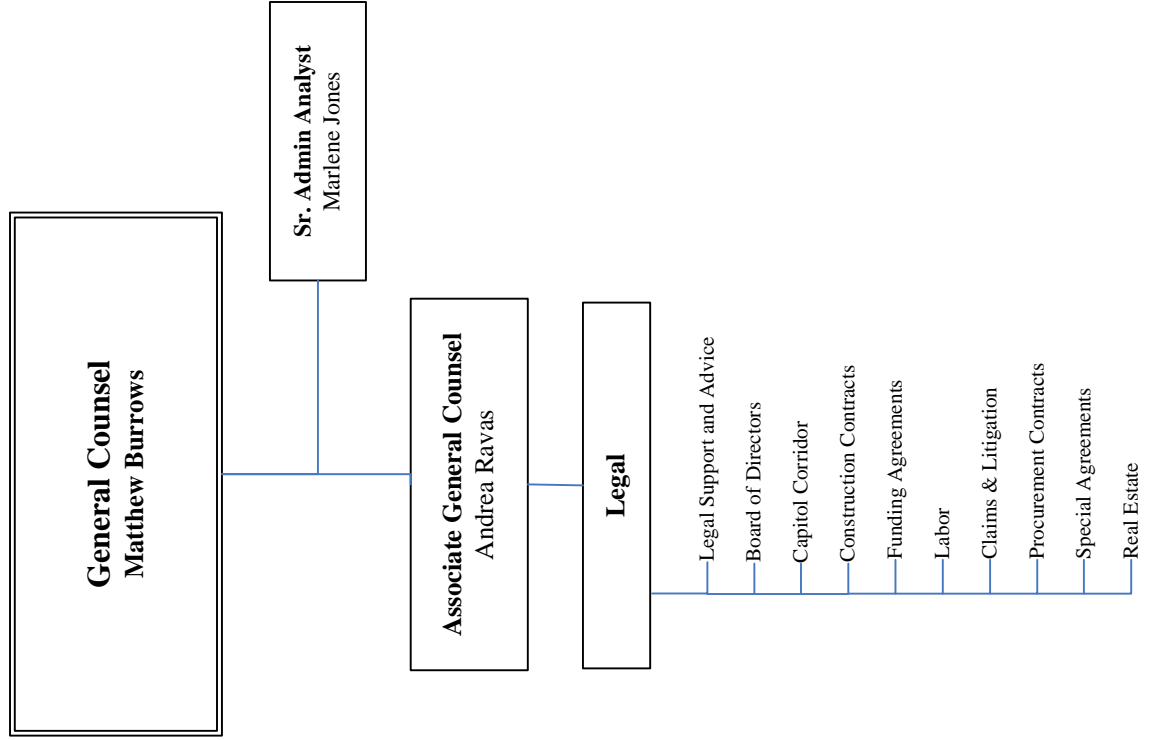
FY15 Goals & Objectives - Office of the Chief Information Officer

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 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.	N/A	N/A	95%	95%
	5 b Maintain at least 98% system availability in kiosks and desktops.	N/A	N/A	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.	N/A	N/A	95%	98%
	6 b Strengthen internal data sharing opportunities by deploying a multi-editor, Oracle based, geospatial data warehouse.	N/A	N/A	90%	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.	N/A	N/A	90%	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.	N/A	N/A	90%	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.	N/A	N/A	90%	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).	N/A	N/A	90%	98%

OFFICE OF THE GENERAL COUNSEL - 02

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	17.0
Capital	4.0
REI	-
Staff	21.0

FY15 Goals & Objectives - Legal Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 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%	
	1 b Legal representation at all Board agenda review committees and all General Manager signing meetings.	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%	
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	
4 Labor Relations Provide accurate and timely legal advice on labor matters including contract negotiations, arbitrations, terminations, discipline, and BAP implementation.	4 a Provide an attorney for all arbitrations at which opposition is represented by counsel and at all other arbitrations as requested.	100%	100%	100%	
	4 b Provide review of and advice for proposed discipline within 5 working days.	5 Days	MET	5 Days	
	4 c Respond to 75% of legal questions pertaining to BAP implementation within 10 working days; the remaining 25% within 10 more days.	10 Days	MET	10 Days	

FY15 Goals & Objectives - Legal Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 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, West Dublin/Pleasanton Station, San Jose Extension and the 800 Megahertz Rebanding Program.	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	
	b On average within 10 working days of receipt of assignment by reviewing attorney, provide written comment on:				
	1 75% of construction contracts and change orders; remaining 25% within 10 more days.	10 Days	MET	10 Days	
	2 75% of procurement contracts and change orders; remaining 25% within 10 more days.	10 Days	MET	10 Days	
	3 75% of professional services agreements (at any stage of review); remaining 25% within 10 more days.	10 Days	MET	10 Days	
4 100% of stop notices and stop notice releases.	10 Days	MET	10 Days		

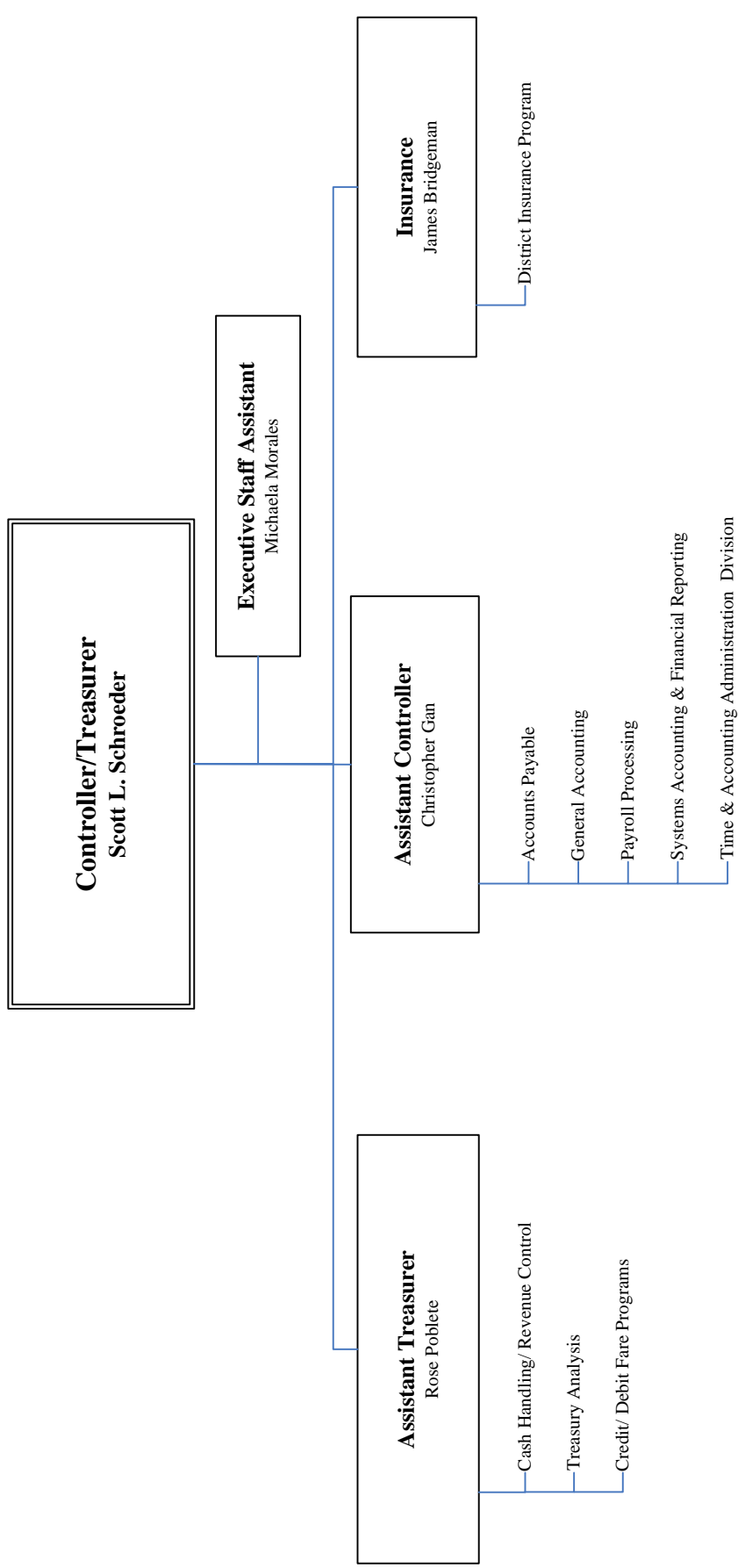
FY15 Goals & Objectives - Legal Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
<p>6 GENERAL MANAGER & DEPARTMENTAL LEGAL ADVICE Respond to requests for legal review and advice from the Office of the General Manager and other departments as required in connection with all aspects of District business including BART operations, Capitol Corridor, Human Resources, Planning (including system expansion and access improvements), real estate (including transit oriented development (TOD)), environmental, energy, safety and security, finances, contracts and agreements, marketing and revenue-generation initiatives (including advertising), concessions, conflicts of interest, and elections.</p>	<p>6 a Complete review (approve/disapprove) on 90% of final Executive Decision Documents (EDDs) on average within 2 working days of receipt.</p>	2 Days	MET	2 Days	

FINANCE – 03

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	103.0
Capital	4.0
REI	-
Staff	107.0



BART Strategic Plan Fiscal Year Goals & Objectives

Strategic Plan - F The Future of BART

Department - 0301301 Finance Administration

Implementing Strategies		Performance Measures					
(F3) - Financial Stability	Project and/or Program (F3B) - Planning for a Fiscally Sound Future	Goal/Desired Outcome (F3B3-Board)			FY - 2013	FY - 2014	FY - 2015
		Objective	Actual	Objective	Objective	Objective	
Maintain and improve the stability of BART's financial base.	Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves.	Maintain operating reserve of at least 5% of total annual operating expenses.	Met	5%	Increase reserves to = one month of operating & capital expenses	Outcome pending Board Approval Proposed Board Policy would increase reserves to be = to one month of operating & capital expenses	

FY15 Goals & Objectives - Finance Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
1 Invest District funds and monitor bond issues.	a Invest funds in a manner to insure preservation of capital.	0 to 1.0% Return	0 to 1.0% Return	0 to 1.0% Return	0 to 1.0% Return
	2 Monitor, control and account for cash collected, coordinate and monitor variances.	2 work days	2 work days	2 work days	2 work days
	b Prepare accounting reports within 3 days after cash is counted and deposited.	3 work days	3 work days	3 work days	3 work days
3 Service AFC equipment to maintain in-service condition and control cash.	c Provide variance and unusual activity reports to maintenance and investigative departments as circumstances warrant.	As needed	As needed	As needed	As needed
	3 a Service ticket vending, add fare and bill change machines as necessary to meet customer service requirements.	As needed	As needed	As needed	As needed
	b Work with affected departments to reduce ticket fraud.	As needed	As needed	As needed	As needed
4 Administer Debit/Credit Card Ticket Program.	Respond to bank inquiries on credit/debit transactions within 12 days.	12 calendar days	12 calendar days	12 calendar days	12 calendar days
5 Administer Customer Refund Claims.	Process patron refund claims within 7 working days of receipt to maximize customer convenience.	7 work days	7 work days	7 work days	7 work days
6 Administer off-site ticket sales.	Process offsite ticket orders within 7 working days of receipt to maximize customer convenience.	7 work days	7 work days	7 work days	7 work days
7 Administer the Group Sales Program.	Process all group sales orders within 10 working days.	10 work days	10 work days	10 work days	10 work days
8 EZ Rider Parking Programs.	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.	150,000 parking validation per month	200,000 parking validations per month	175,000 parking validation per month	210,000 parking validations per month
9 Prepare and distribute payroll.	9 a Prepare and distribute biweekly payroll in accordance with contractual agreements and pre-established time schedules.	Meet payroll deadlines	Met	Meet payroll deadlines	Meet payroll deadlines
	b Process and distribute vacation, sick leave and holiday buy back checks based on established schedules.	Meet buy back deadlines	Met	Meet buy back deadlines	Meet buy back deadlines

FY15 Goals & Objectives - Finance Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
	c Remit in a timely manner, with the required reports, payroll related deductions such as withholding taxes, PERS contributions, deferred compensation, money purchase pension plan, union dues, deposits to credit unions and garnishments.	Meet agency schedules	Met	Meet agency schedules	Meet agency schedules
	d Prepare the Quarterly Returns and submit to the IRS and EDD required files and/or reports within filing deadline.	Meet IRS/EDD deadlines	Met	Meet IRS/EDD deadlines	Meet IRS/EDD deadlines
	e Prepare the W-2's and distribute them to employees on or before January 31; submit to the IRS required W-2 files and reports on or before February 28.	Meet IRS deadlines	Met	Meet IRS deadlines	Meet IRS deadlines
	f Work with other departments to enhance functionality of the District's Payroll system and propose, configure, test, implement payroll system changes as required.	As Needed	Met	As Needed	As Needed
	g Prepare and submit the Annual State Controller's Compensation Report for BART and CCJPA within filing deadline which is due electronically within 110 days from end of the fiscal year.	Meet State deadline	Met	Meet State deadline	Meet State deadline
10 Administer General Ledger closing.	a Monthly closing of the general ledger within 10 working days after the end of the accounting month.	Within 10 work days	Monthly closings were delayed due to delay in closing the capital side of the books for fiscal year ended June 30, 2012. Delay was caused by issues related to the projects module of the accounting system implemented in Feb 2011.	Within 10 work days	Within 10 work days
	b Close the general ledger at end of the year as soon as possible	Within 5 wks after fiscal year end	Operating fund was closed in 8 weeks and capital fund was closed on 11/21/13 due to issues associated with the projects module of the new accounting system.	Within 6 wks after fiscal year end for operating fund and 8 weeks for capital fund.	Within 6 wks after fiscal year end for operating fund and 8 weeks for capital fund.

FY15 Goals & Objectives - Finance Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
	c Initiate and coordinate with cost centers the annual physical inventory of fixed assets.	As scheduled	Met	As scheduled	As scheduled
11 Administer financial reporting.	a Prepare monthly Budget Performance Report (BPR) within 3 work days after close of the general ledger.	Within 3 work days after G/L close	Met	Within 3 work days after G/L close	Within 3 work days after G/L close
	b Complete all required Annual Audited Financial Reports within 6 months (9 months for Single Audit Report) after the end of the fiscal year. Currently, the required Annual Audit Reports are : BART's Basic Financial Statements, CCJPA Financial Statements, RHBT Financial Reports, Single Audit Report, Measure B Compliance Report, TDA/STA Compliance Report & the Board Expenses Compliance Report.	Meet deadlines as required	Met	Meet deadlines as required	Meet deadlines as required
	c Complete and submit the e file of the Annual State Controller's Report for BART and CCJPA within State's filing deadline.	Within 90 days for paper and 110 days for efile after FY close	Met	Within 90 days for paper and 110 days for efile after FY close	Within 90 days for paper and 110 days for efile after FY close
	d Complete and submit the National Transit Database Report within filing deadline.	Within 120 days after FY close	Met. Deadline was moved to Nov 30, 2013.	Within 120 days after FY close	Within 120 days after FY close
	e Ensure data used in preparing the District's financial statements are in conformity with Generally Accepted Accounting Principles & GASB Pronouncements.	On-going	Met	On-going	On-going
	f Provide assistance to auditors to facilitate the audit of the District's financial reporting requirements.	As needed	Met	As needed	As needed
	g Complete audit within the scheduled deadlines.	As scheduled	Met	As scheduled	As scheduled
12 Administer Federal, State and Local Grants.	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.	For Federal Grants within 1 month after G/L close For State and Local Grants within 1 month or quarterly as required.	Some requests for reimbursements are still being submitted months late since some projects/funds could not be billed because of funding distribution related issues. In addition lengthy manual review is needed to verify the PS created billings and to complete and prepare ready-for-submission invoices.	Improvement in ability to bill the granting agencies towards the 2nd half of the fiscal year due to completion of funding distribution reconciliation at the end of fiscal year 2013.	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.

FY15 Goals & Objectives - Finance Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
b	Prepare the Quarterly Financial Status Reports (FSR) required by the Federal Transit Administration for active grants within 30 days after quarter end date, except for the year-end which is 90 days.	Within 30 (60 for year-end) days after Qtr end date	FSR for 1Q FY13 was submitted on time. The remaining quarterly FSRs could not be submitted on time due to systems related issues. FTA were notified in advance about the need for more time to submit the reports.	Within 30 (90 for year-end) days after Qtr end date	Within 30 (90 for year-end) days after Qtr end date
c	Ensure timely collection of outstanding grant receivables.	On-going	Staff regularly follows up receivable collection but constantly increasing documentation requirements by local funding agencies prevent timely collection of some receivables. Also some receivables were not paid on time due to issues related to funds distribution.	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.
d	Review process monthly to ensure that costs do not exceed the limits stipulated in the grant.	Monthly	Met. Communicated to Grant Compliance Group project costs in excess of budgeted amount for further actions.	Monthly	Monthly
e	Grant Close-out: Ensure that project expenditures had been fully funded and any reimburseable expenses billed and collected.	Within 30 days after notice of completion is received	Met.	Within 30 days after notice of completion is received	Within 30 days after notice of completion is received

FY15 Goals & Objectives - Finance Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
	f Grant Close-out: For Federal Grants, ensure that close out letter is prepared and sent out within 30 days after grant closeout.	Within 30 days after grant closeout	Met. However, some FTA grants could not be closed pending development of indirect cost allocation report by IT.	Within 30 days after grant closeout	Within 30 days after grant closeout
13 Administer Commercial Revenue accounts receivable.	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 advance of license or 15 days after services performed	10 days advance of license or 15 days after services performed
14 Administer Accounts Payable.	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	Most of the invoices were paid within 30 days after receipt of invoices. Some invoices were paid beyond the 30-day period due to: incorrect or no Purchase Orders, delay in providing evidence of proof of delivery, insufficient budget, erroneous account codes, late submission of invoices, and delayed approval of vouchers by some approvers.	Within 30 days of receipt	Within 30 days of receipt
	b Prepare and distribute 1099's to vendors and contractors on or before January 31. Submit to the IRS and the State the required 1099 files and reports on or before February 28 (paper) or March 31 (e-file).	Meet IRS & State deadlines	Met	Meet IRS & State deadlines	Meet IRS & State deadlines
15 Manage Time Accounting and Administration.	a Provide assistance to time reporters and approvers to ensure that employee's payable time is reported accurately, processed correctly and approved in a timely manner.	As required	Met	As required	As required

FY15 Goals & Objectives - Finance Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
b-1	Actively and continuously participate in the design, setup, testing and implementation of the PeopleSoft Time and Labor Upgrade and working jointly on the PeopleSoft Phase II Project implementation.	As required	Met	As required	Prep for Full HCM-TL Upgrade to 9.2 (implement additional enhancements that are beneficial)
b-2	Actively and continuously participate in Oracle / PeopleSoftFIN-Projects Tools Upgrades and integration Upgrades with Time and Labor.	NA	NA	2014 -Participate in Financial Tools Upgrade.	As required
c	Meet with Labor and Legal to obtain updates and additions to existing contract language and where possible configure system to meet the specifications, and create DR when necessary.	As required	Met	Continue Implementation of 2013-2017 CBA Work Rules for all Groups. Meet weekly until complete.	Completion of CBA Work Rule Implementation for all ratified Groups.
d-1	Meet with Field Supervisors/Managers upon request to discuss reported system issues and respond timely with alternatives that will meet the needs of the group. (Notify Training of procedural changes.)	As required	Met	As required	As required
d-2	Participate in nuts and bolts, new hire and adhoc F/S/M training on: timesheet review, work schedule updates, exceptions resolutions, understanding payable time summary/detail, time approval, running/scheduling queries/reports, TRC review, etc. Improve accuracy of reported time and payable time. Reduce overpayments, underpayments.			Offer/Participate in training classes as needed.	Offer/Participate in training classes as needed.
e	Validate and Process vacation, sick leave and holiday buy back election data based on established schedules.	As scheduled	Met. Loaded Holiday Buy Back on actual pay check week, as opposed to June 30. Modification resulted in quicker processing, increase accuracy of buy back hours and fewer adjustments.	As scheduled	As scheduled

FY15 Goals & Objectives - Finance Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
	f Continue to find ways to streamline the validation time for inactive employees when determining holiday eligibility and FMLA/IND hours used during inactive period.	As required	Met	As required	As required
	g Create more queries and reports for a faster and accurate tracking and auditing of employee time.	Within reasonable time upon request	Met as needed	Within reasonable time upon request	Within reasonable time upon request
16 BAP II Implementation in FY 2011	a Continuing coordination and cooperation with consultants and other BART departments for a smooth and successful implementation of the new PeopleSoft system.	As required	Met	As required	As required
	b Provide sufficient internal and external training to accounting staff to increase their knowledge and familiarity with the new PeopleSoft system.	As needed and as funding availability permits	Met	As needed and as funding availability permits	As needed and as funding availability permits
	c Reorganize the Department , including realignments of staff responsibilities, to gain utmost efficiency from the new PeopleSoft system.	As needed and as funding availability permits and with C-T's and EM's approval	In progress	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	As required
	e Update accounting policies and procedures on areas impacted by the BAP implementation			Update as many areas as possible depending on availability of resources and funding and with C-T's and EM's approval	Update as many areas as possible depending on availability of resources and funding and with C-T's and EM's approval
17 Administer the District's Insurance Program.	a Review and renew policies as required.	As required	As required	As required	As required
	b Reduce the District's Total Cost of Risk by 3% annually = (Total cost of risk insurance premium + paid claims + claim reserve changes)/\$1,000 fare revenue).	\$17.61 per \$1,000 fare revenue	\$16.73 per \$1,000 fare revenue	\$17.08 per \$1,000 fare revenue	\$16.57 per \$1,000 fare revenue

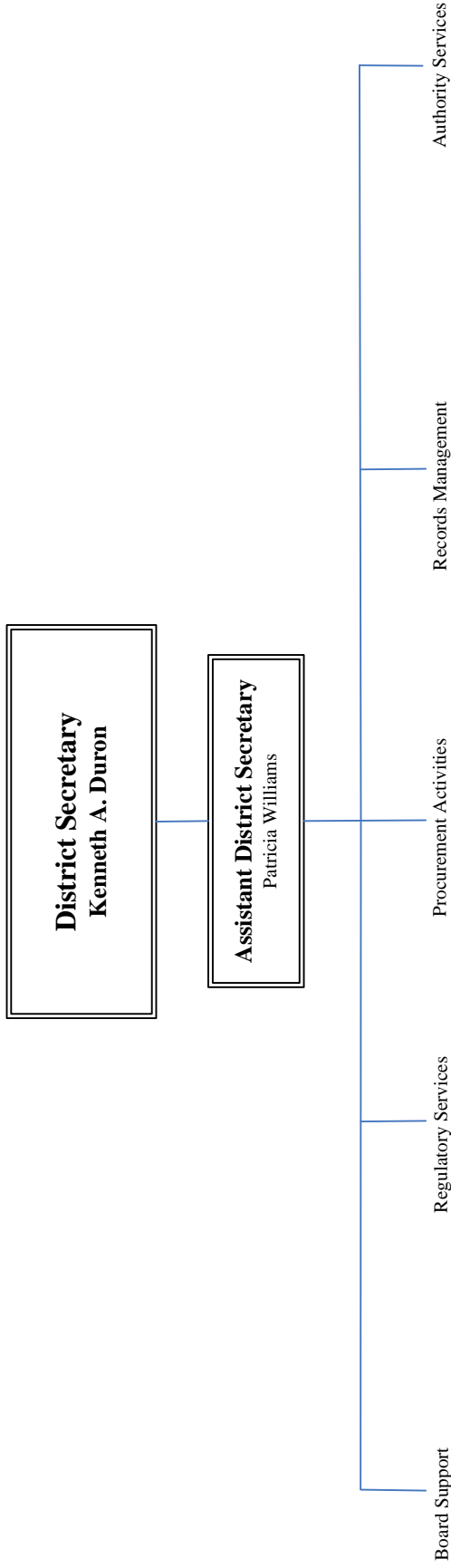
FY15 Goals & Objectives - Finance Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
18 Administer the District's public liability claims program.	18 a Process personal injury and property damage claims against the District within 24 hours of receipt.	Within 24 hours	Within 24 hours	Within 24 hours	Within 24 hours
	18 b Reduce District's Claim Cost by 3% annually (Claim cost = (claim payments + claim reserve changes)/\$1,000 fare revenue.	\$3.99 per \$1,000 fare revenue	\$4.93 per \$1,000 fare revenue	\$3.87 per \$1,000 fare revenue	\$3.75 per \$1,000 fare revenue
19 Review contracts for indemnification and insurance provisions.	19 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	Within 48 hours
	19 b Maximize indemnification and insurance provided by 3rd Parties.	82 Contracts 100 Permits	120 Contracts 13 Permits	83 Contracts 100 Permits	85 Contracts 100 Permits
20 Review and maintain certificates of insurance.	20 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

FY15 Preliminary Budget



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

FY15 Goals & Objectives - District Secretary Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
1 Effectively administer and record the activity of the Board of Directors, and the Capitol Corridor Joint Powers Authority (CCJPA) for compliance with applicable statute and agency requirements.	1 a Accurately prepare and post legally required notices and information.	Meet deadlines	Met deadlines	Meet deadlines	Meet deadlines
	1 b Accurately prepare & distribute meeting minutes prior to next Board meeting.	100%	96%	100%	100%
	1 c Finalize resolutions in advance of next Board meeting.	100%	100%	100%	100%
	1 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%	98%/40%	100%/75%	100%/75%
	2 b Ensure accurate, complete and timely maintenance of information for Board of Directors on District website, including agendas, supporting material, meeting minutes, and Statements of Economic Interest.	100%	100%	100%	100%
	2 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%
	3 b Accurately manage acquisition, maintenance, and records for District issued equipment for ensuring adherence to applicable controls and audit requirements.	100%	100%	100%	100%
	3 c Manage BART Board Room facilities, systems, equipment, materials and supplies.	Meet requirement	Met Requirement	Meet requirement	Meet Requirement
	3 d Coordinate and/or perform special assignments required by the Board of Directors.	Complete as required	Completed	Complete as required	Complete as required

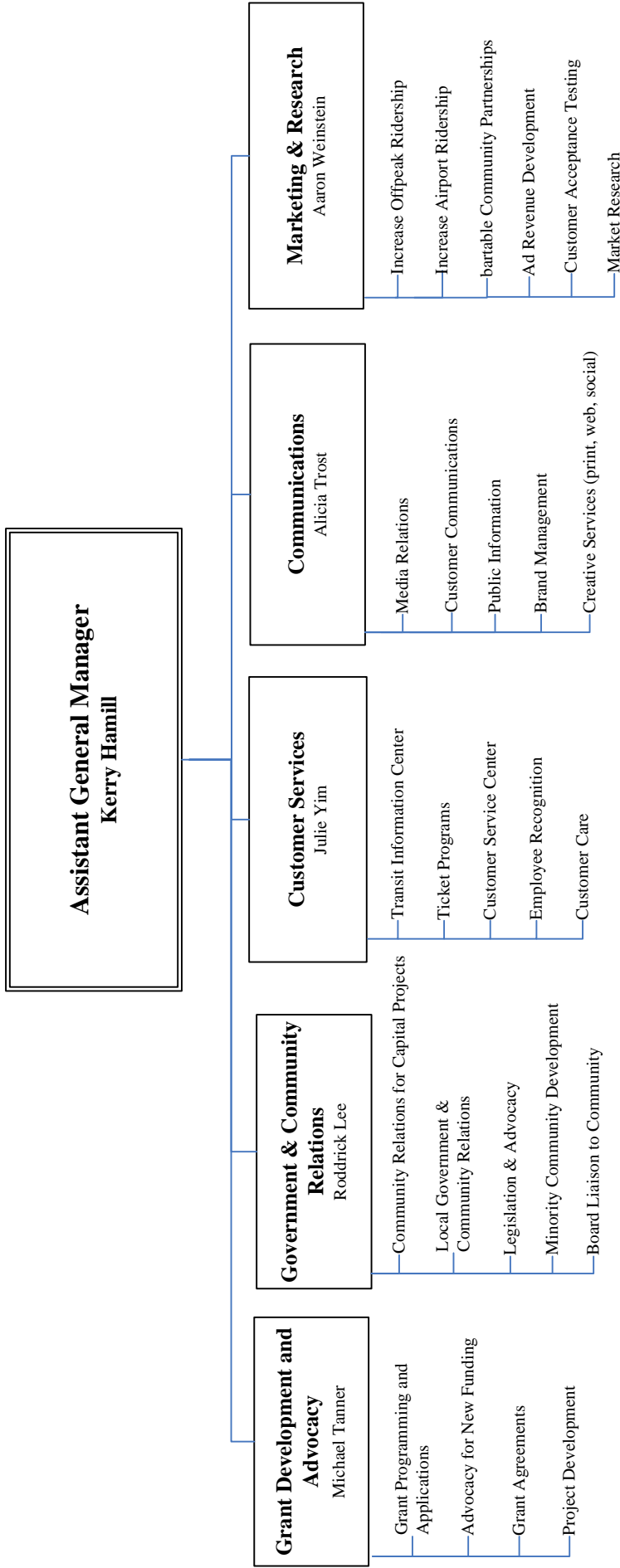
FY15 Goals & Objectives - District Secretary Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
4 Effectively provide compliant services to the public and regulatory agencies required by statute, regulations, and rules.	4 a Process, record, and file for the District, Capitol Corridor Joint Powers Authority (CCJPA) State of California Fair Political Practices Commission (FPPC) Statements of Economic Interest, meeting imposed deadlines.	Meet Deadlines	Met	Meet Deadlines	Meet Deadlines
	5 Perform prescribed contract administration supporting District procurement and construction activities and initiatives.	5 a Accurately advertise contracts, public notices and public hearings. b Sell bid documents and Standard Specifications. c Receive and publicly open Bids for Contracts and Invitations for Bids; receive Requests for Proposals. d Issue addenda, execute contracts, prepare and issue Notices of Award, Notices to Proceed, and Notices of Completion and execute and record Notice of Acceptance. e Maintain construction contract files, plan holders' lists and bid results. Administer, secure, and return bidder bonds.	100%	100%	100%
6 Efficiently perform as the authorized agent for legal service, request for records, and Custodian of Records.	6 a Facilitate public and court directed requests for documents and records under the California Public Records Act and as Custodian of Records, ensuring compliance with applicable statutory provisions. 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	Met Requirement	100% adherence

EXTERNAL AFFAIRS OFFICE - 06

FY15 Preliminary Budget

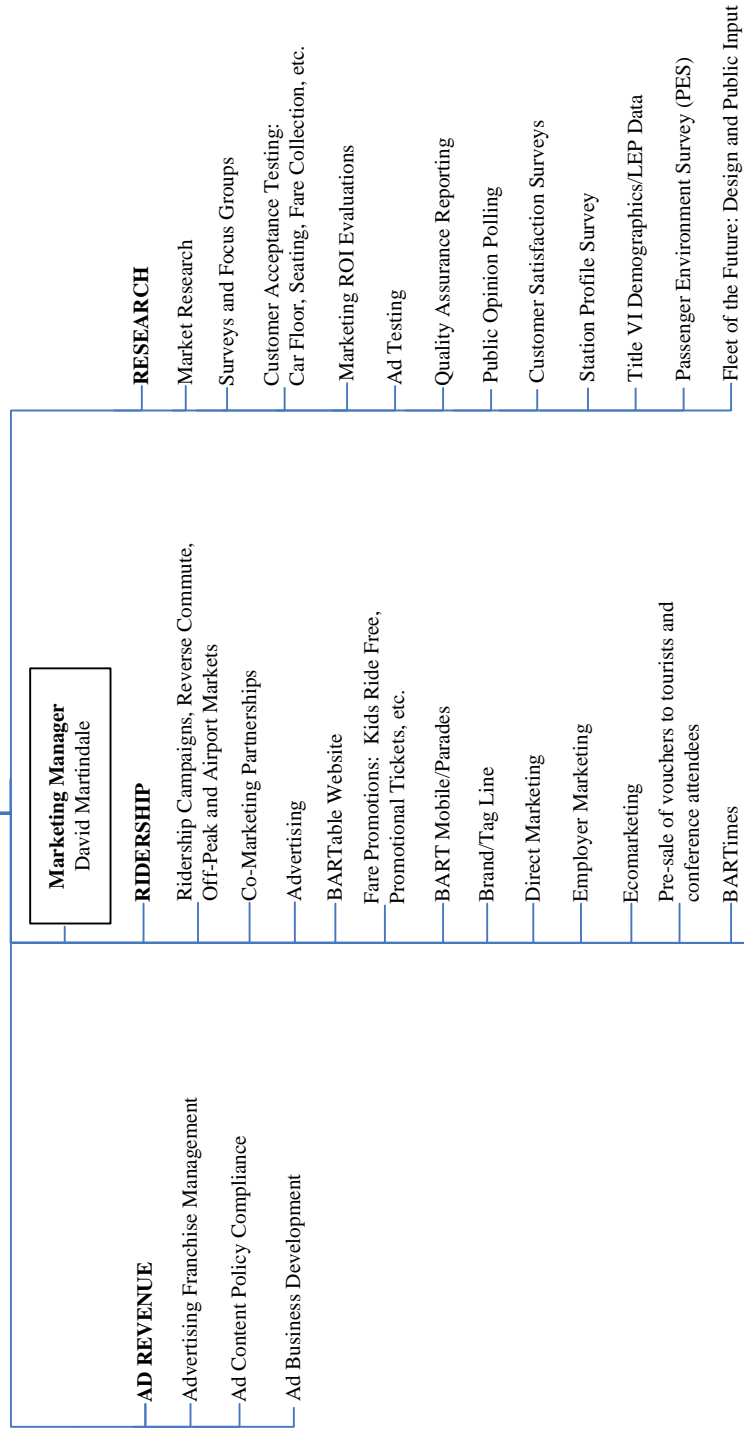


TOTAL HEADCOUNT	
Operating	52.3
Capital	5.5
REI	-
Staff	57.8

MARKETING & RESEARCH - 0602

FY15 Preliminary Budget

Department Manager
Aaron Weinstein



TOTAL HEADCOUNT	
Operating	12.8
Capital	2.0
REI	-
Staff	14.8



BART Strategic Plan Fiscal Year Goals & Objectives

Strategic Plan - C Customer of BART
 Department - 0602358 Marketing & Research Admin

Implementing Strategies		Performance Measures					
(C1) - System Renewal	Project and/or Program (C1B) - Rail Vehicle Replacement Plan	Goal/Desired Outcome (C1B1-Other)			FY - 2013	FY - 2014	FY - 2015
		Objective	Actual	Objective	Objective	Objective	
Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.	Replace all existing rail cars; purchase expansion vehicles as funding becomes available.	Develop alternative car interior designs and secure feedback from the public and other key stakeholders. Chair Fleet of the Future Design Committee.	Update stakeholders, finalize passenger information plan, and prepare for prototype and mockup public outreach by June 2013	Met	Prototype seats and mock-up outreach by June, 2014.	Develop initial content for passenger info signs and plan for on-going content management by June 30, 2015.	
(C3) - Service Enhancements		Performance Measures					
(C3A) - BART Core Service	Project and/or Program	Goal/Desired Outcome (C3A1-Other)			FY - 2013	FY - 2014	FY - 2015
		Objective	Actual	Objective	Objective	Objective	
Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	Provide service levels that meet the needs of the customers while maintaining optimum system reliability.	Conduct bi-annual customer satisfaction survey in the Fall of even-numbered years.	Met	Fall 2012		Fall 2014	
		Goal/Desired Outcome (C3A2-Other)			FY - 2013	FY - 2014	FY - 2015
		Conduct quarterly Passenger Environment Surveys to track Operational and Police presence metrics for Board Quarterly Performance Reports.	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.	Report results within 10 business days of the end of each quarter.	
(C6) - Customer Information		Performance Measures					
(C6A) - Branding Initiative	Project and/or Program	Goal/Desired Outcome (C6A1-Other)			FY - 2013	FY - 2014	FY - 2015
		Objective	Actual	Objective	Objective	Objective	
Provide our customers with state of the art wayfinding and customer information.	A package of changes to BART communications, initiatives and services to position BART as "a better day for you and the environment."	Execute at least the specified number of marketing tactics to enhance commuter retention and loyalty through thank you events, new customer amenities, and value-adds such as MyBART and pre-tax benefits.	Met	1			



BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures			
Project and/or Program		FY - 2013		FY - 2014	
Goal/Desired Outcome (C6A2-Other)		Objective	Actual	Objective	Objective
	Launch new web-based program to promote BART Table community attractions	Launch by Dec 2012	Postponed to May, 2014		
(C6B) - Real Time Information Program		FY - 2013		FY - 2014	
Goal/Desired Outcome (C6B1-Other)		Objective	Actual	Objective	Objective
	Expand real time BART train and bus arrival and emergency information to aid customers.	11	Met	11	8

Strategic Plan - F The Future of BART

Department - 0602358 Marketing & Research Admin

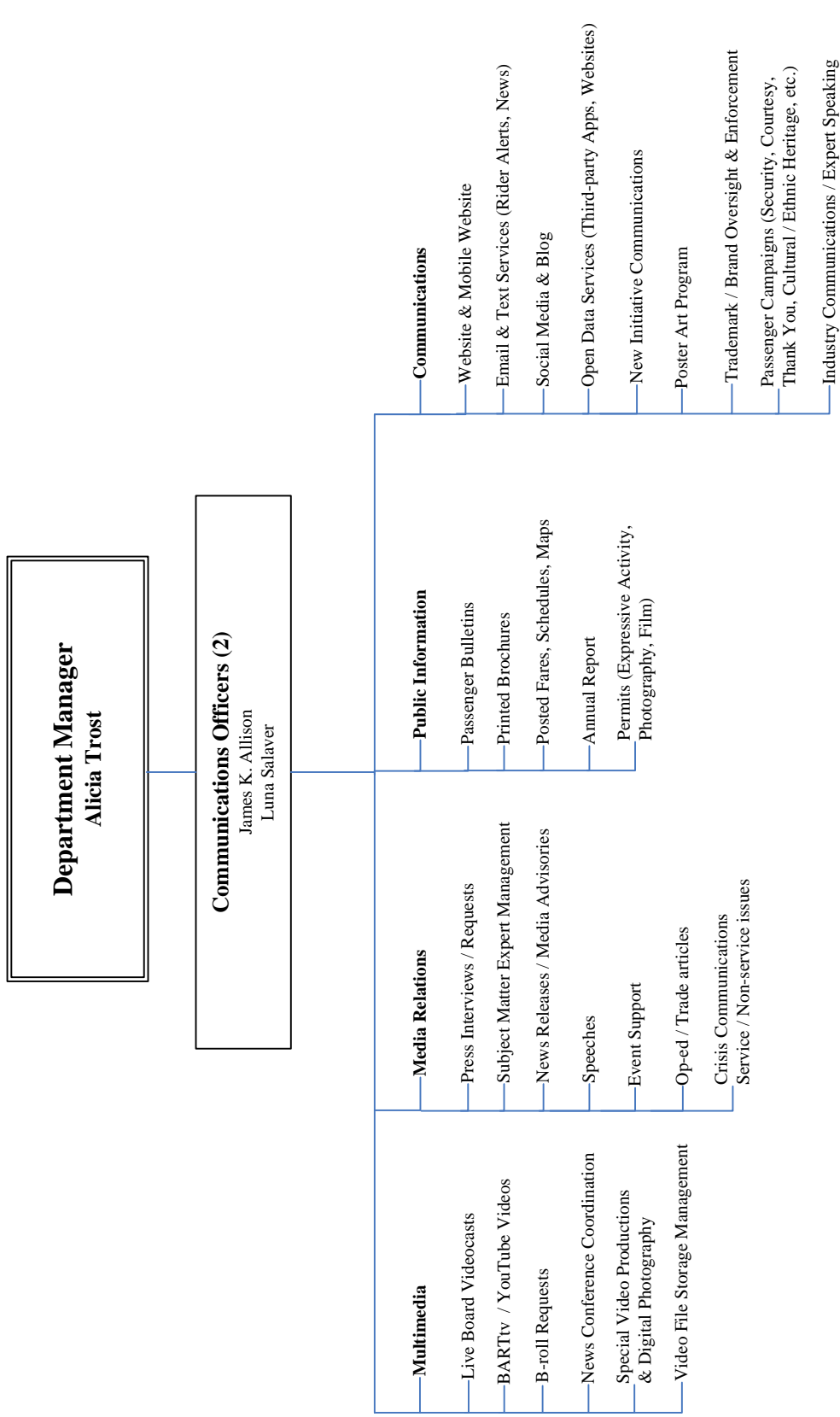
Implementing Strategies		Performance Measures			
Project and/or Program		FY - 2013		FY - 2014	
Goal/Desired Outcome (F3C2-Board)		Objective	Actual	Objective	Objective
	Implement a variety of programs to increase non-farebox revenues, including advertising, transit-oriented development and concessions.	Achieve ad revenue target by 2018. Implement digital ad demo.	In Progress	Achieve ad revenue target by 2018. Implement digital ad demonstration.	Achieve ad revenue target by 2018.
(F3D) - Strategic Energy Plan		FY - 2013		FY - 2014	
Goal/Desired Outcome (F3D2-Other)		Objective	Actual	Objective	Objective
	Procure low-cost, clean and reliable electricity for the BART system and continuously reduce the District's use of electricity.	Execute Blue Sky campaign and community festival in conjunction with Earth Day	Met	Implement by April 2014	Implement by April 2015
(F7) - Partnerships for Fin. Health		Performance Measures			
Project and/or Program		FY - 2013		FY - 2014	
Goal/Desired Outcome (F7A1-Other)		Objective	Actual	Objective	Objective
	Protect the Bay Area's investment in rail transit through long-term capital planning, strategic partnerships and outreach with elected and community leaders, the media and the public.	Execute at least the specified number of marketing tactics to acquire new commuters through direct marketing or other tactics.	1	0	0

Implementing Strategies		Performance Measures				
Project and/or Program		Goal/Desired Outcome				
		(F7A2-Other)		FY - 2013	FY - 2014	FY - 2015
		Execute at least the specified number of co-marketing programs to build leisure ridership to sporting arenas, shopping, entertainment, and other venues.		Objective	Objective	Objective
		25	Met	25	25	
		(F7A3-Other)		FY - 2013	FY - 2014	FY - 2015
		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.		Objective	Objective	Objective
		2		2.	2	Execute OAC marketing plan (subject to funding).
		(F7A4-Other)		FY - 2013	FY - 2014	FY - 2015
		Execute at least the specified number of tactics to market BART and/or conduct Title VI outreach to ethnic comm. through targeted advertising, participation in parades, celebration of ethnic heritage, and promotion of events accessible by BART.		Objective	Objective	Objective
		2	Met	2	2	
		(F7A5-Other)		FY - 2013	FY - 2014	FY - 2015
		Explore technological options to continue and expand promotional ticket programs to build offpeak ridership to community attractions		Objective	Objective	Objective
			Complete white paper by Dec 2012	Met	Implement program pending tech solution.	Launch program (subject to funding)
(F7A6-Other)		FY - 2013	FY - 2014	FY - 2015		
Provide marketing support for Fall 2014 Field Trip Free Ride Promotion		Objective	Objective	Objective		
				Implement Fall 2014		

Implementing Strategies		Performance Measures				
Project and/or Program		Goal/Desired Outcome (F7B1-Other)		FY - 2013	FY - 2014	FY - 2015
(F7B) - Legislative and Community Outreach Program				Objective	Objective	Objective
Develop and implement a federal, state and local legislative and community outreach program to increase funding and community support for key BART initiatives.		Initiate public opinion tracking survey to gauge support for BART improvements. Partner department - Government & Community Relations Dept. is lead.		Objective	Objective	Objective
				Actual	Actual	Actual
					Award contract for additional polling.	Conduct 2nd round of polling. Schedule TBD.

COMMUNICATIONS DEPARTMENT - 0603

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	8.5
Capital	0.5
REI	-
Staff	9.0



BART Strategic Plan Fiscal Year Goals & Objectives

Strategic Plan - C Customer of BART
 Department - 0603361 Communications

Implementing Strategies		Performance Measures					
(C6) - Customer Information	Project and/or Program	Goal/Desired Outcome		FY - 2013	FY - 2014	FY - 2015	
		(C6A1-Board)	Actual	Objective	Objective	Objective	
Provide our customers with state of the art wayfinding and customer information.	(C6A) - Branding Initiative A package of changes to BART communications, initiatives and services to position BART as "a better day for you and the environment."	By 2009, develop and launch a uniform look, feel, and voice for BART communications, including enhancements to bart.gov. Develop a plan for companion initiatives to reinforce the brand position.	Met	Incorporate survey results in redesign of website	Incorporate recommendations from 2013 Brand Review	Continue ongoing brand enforcement	
		(C6A1-Other)	Actual	Objective	Objective	Objective	
		Display at least one showing of art work in ad space on the BART system.	Met	One Art Poster Campaign	One Art Poster Campaign	One Art Poster Campaign	
	(C6B) - Real Time Information Program Expand real time BART train and bus arrival and emergency information to aid customers.	Goal/Desired Outcome	Actual	Objective	Objective	Objective	
		(C6B1-Other)	Actual	Objective	Objective	Objective	
		Maintain real time info feed for bart.gov, TIC, 511, and other media.	Met	Maintain info feed for website, TIC and 511.org	Maintain info feed for website, TIC and 511.org	Maintain info feed for website, TIC and 511.org	
		(C6B2-Other)	Actual	Objective	Objective	Objective	
		Maintain at least 90% customer ratings for BART brochures and the website relative to other service attributes.	Met	Meet 90% or better customer ratings for brochure and website relative to other service attributes	Meet 90% or better customer ratings for brochure, website relative to other service attributes	Meet 90% or better customer ratings for customer ratings for brochure, website relative to other service attributes	
		(C6B3-Other)	Actual	Objective	Objective	Objective	
		Publish 11 general news stories to the web.	Met	Publish at least 12 news articles on bart.gov	Publish at least 12 news articles on bart.gov	Publish original content with information helpful to customers on bart.gov. At least 12 news articles each year	



BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2013		FY - 2014		FY - 2015	
Goal/Desired Outcome		Objective	Actual	Objective	Actual	Objective	Actual
	<p>(C6B4-Other) Update brochures, posted schedules, maps, website, and other customer information to reflect service and fare changes.</p> <p>(C6B5-Other) Deploy New System Maps Systemwide.</p> <p>(C6B6-Other) Conduct at least the specified number of customer communication campaigns related to courtesy, safety, security, renovation, ridership or Clipper tips.</p>	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	
		Deploy new system maps only if needed	Met	Deploy new system maps only if needed		Deploy new system maps only if needed	
		3 campaigns	Met	3 campaigns		3 campaigns, at least one multilingual	

Strategic Plan - F The Future of BART

Department - 0603361 Communications

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2013		FY - 2014		FY - 2015	
Goal/Desired Outcome		Objective	Actual	Objective	Actual	Objective	Actual
<p>(F7) - Partnerships for Fin. Health Protect the Bay Area's investment in rail transit through long-term capital planning, strategic partnerships and outreach with elected and community leaders, the media and the public.</p>	<p>(F7C) - Media Relations Public Awareness Program Nurture positive relationships with media outlets and shape media and public opinion to build support for BART's initiatives and reputation.</p>	Develop social media policy, train employees	Met	Continue via relevant channels		Continue via relevant channels	
		Train subject matter experts in each Exec Office	Met	Continue to identify and train Subject Matter Experts		Continue to identify and train Subject Matter Experts, ensuring diversity and multiple languages	
		Diversify the voice of BART; identify a list of internal subject matter experts; develop protocols for speaking to the media and provide training.					

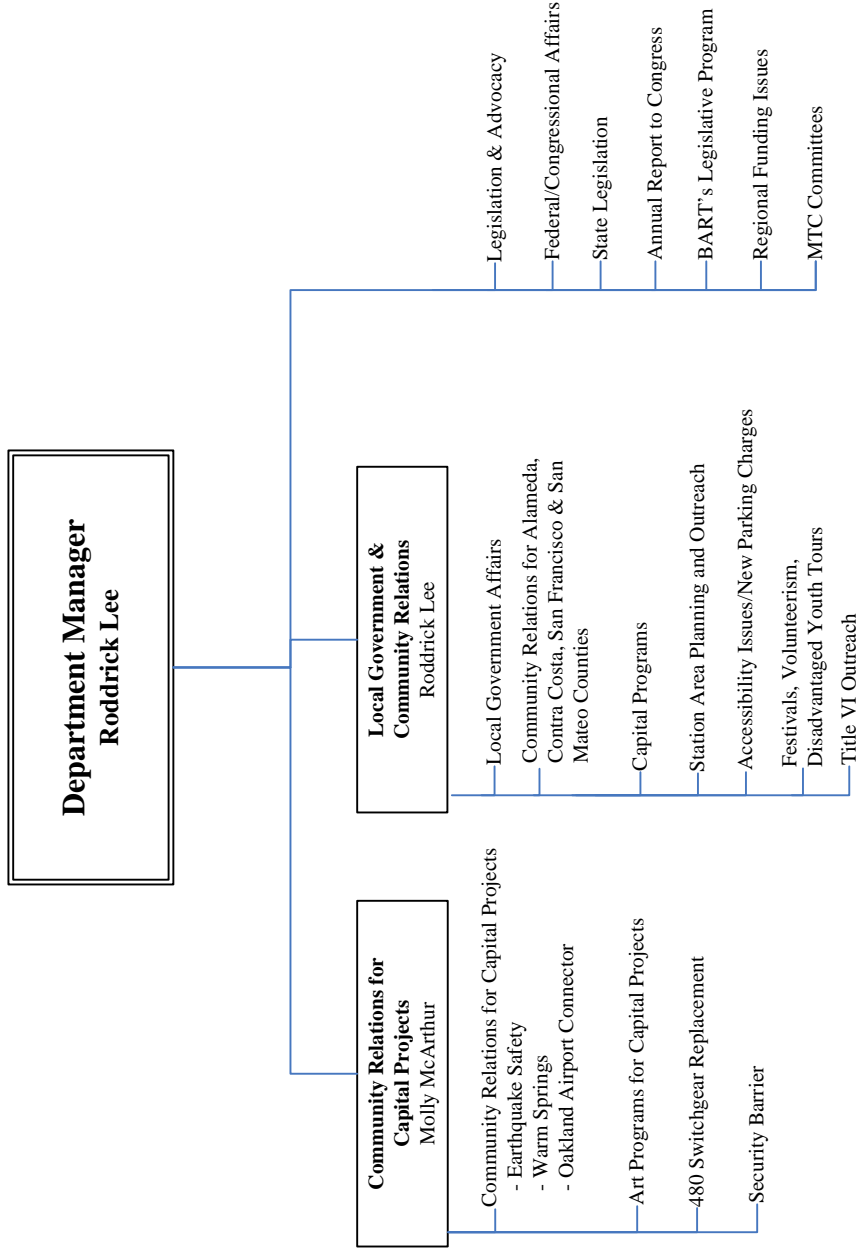
Implementing Strategies		Performance Measures					
Project and/or Program		Goal/Desired Outcome					
		(F7C1-Board) Visit each major Bay Area newsroom once per year.	FY - 2013 Objective Update digital database and written smartbook on, at minimum, a quarterly basis.	Actual Met	FY - 2014 Objective Update digital database and written smartbook on, at minimum, a quarterly basis.	FY - 2015 Objective Maintain digital contact list, develop an online media center on bart.gov	
			(F7C1-Other) 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).	FY - 2013 Objective Publish news releases on website	Actual Met	FY - 2014 Objective Publish news releases on website	FY - 2015 Objective Publish news releases on website
			(F7C3-Board) Meet with editorial boards and submit six op-ed pieces for publication.	FY - 2013 Objective Schedule editorial board mtgs and submit op eds as needed	Actual Met	FY - 2014 Objective Schedule editorial board mtgs and submit op eds as needed	FY - 2015 Objective Schedule editorial board mtgs and submit op eds as needed
			(F7C3-Other) Keep BART customers informed of progress, activities, events and issues of importance by issuing passenger bulletins on an "as needed" basis.	FY - 2013 Objective As needed	Actual Met	FY - 2014 Objective As needed	FY - 2015 Objective As needed
			(F7C4-Board) Identify new media for communicating with customers and public.	FY - 2013 Objective Use blog, Twitter, and You Tube to communicate to customers	Actual Met	FY - 2014 Objective Use blog, Twitter, and You Tube to communicate to customers	FY - 2015 Objective Use social media (Twitter, Facebook, YouTube, and other relevant trending channels) to communicate to customers and public

Implementing Strategies		Performance Measures			
Project and/or Program		Performance Measures			
Goal/Desired Outcome		FY - 2013		FY - 2014	
(F7C5-Other)		Objective	Actual	Objective	Objective
	<p>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.</p> <p>(F7C6-Other)</p> <p>Keep customers up-to-date on changes to Clipper or other major changes to service.</p>	Production in up to 5 LEP plan languages	Met	Production in up to 5 LEP plan languages	Production in up to 5 LEP plan languages
		Issue news releases, website articles, YouTube videos to update customers to Clipper changes	Met	Communicate as needed as product evolves	Communicate as needed as product evolves
	<p>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.</p> <p>(F7C8-Other)</p> <p>Maintain a steady flow of information on policy developments at BART by posting all Board Meetings on BART website.</p>	Ensure that media center is well maintained and operational	Met	Ensure media center is well maintained and operational	Ensure media center is well maintained and operational, utilize an archiving system to preserve content
	<p>Update BART history facts and figures piece for BART employees, local state and federal offices, and members of public upon request.</p> <p>(F7C9-Other)</p>	Post Board agenda on website, stream Board mtgs live, make video of past Board mtgs available	Met	Post Board agenda on website, stream Board mtgs live, make video of past Board mtgs available	Post Board agenda on website, stream Board mtgs live, make video of past Board mtgs available
		Update online chronology before July 2014	Met	Continue to update	maintain historical section of bart.gov

Implementing Strategies		Performance Measures				
(P1) - BART Culture	Project and/or Program	Goal/Desired Outcome (P1B1-Other)	FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
Help employees meet high personal and team expectations and become engaged in BART's mission.	<p>(P1B) - Communications Program</p> <p>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.</p>	<p>Keep employees informed about Board actions and District activities by streaming Board meetings live; and posting news releases, bulletins and other announcements online.</p> <p>(P1B2-Other)</p> <p>Use internal subject matter experts to respond to media questions that cover aspects of their responsibilities.</p>	Stream Board mtgs live, assist Executive Offices in internal communication	Met	Stream Board mtgs live, assist Executive Offices in internal communication	Stream Board mtgs live, assist Executive Offices in internal communication
			<p>FY - 2013 Objective</p> <p>As needed</p>	<p>Actual</p> <p>Met</p>	<p>FY - 2014 Objective</p> <p>As needed</p>	<p>FY - 2015 Objective</p> <p>as needed, ensure diversity</p>

GOVERNMENT & COMMUNITY RELATIONS - 0604

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	8.0
Capital	2.0
REI	-
Staff	10.0

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

Implementing Strategies		Performance Measures						
(F2) - System Expansion	Project and/or Program (F2A) - eBART project	FY - 2013		FY - 2014		FY - 2015		
		Objective	Actual	Objective	Actual	Objective	Actual	
Seek partnership with other transit agencies, local communities and private entities to plan and implement cost-effective service that demonstrates a commitment to transit-supportive growth and development and addresses the core needs of the system.	Expand BART rail service to eastern Contra Costa County.	(F2A1-Board)						
		Begin eBART revenue service by 2015.	In Progress			Begin eBART revenue service in 2016.		
	Facilitate regular outreach with Caltrans and other partner agencies in the project to keep updated as to schedule potential obstacles.	(F2A1-Other)	FY - 2013					
			Objective	Met			FY - 2014	Objective
					6			FY - 2015
	Strategize with BART Capital and Planning staff on informational outreach to the community.	(F2A2-Other)	FY - 2013					
			Objective	Met			FY - 2014	Objective
			12		12			FY - 2015
	Meet monthly with community, business and civic organizations to update as to progress and answer questions.	(F2A3-Other)	FY - 2013					
			Objective	Met			FY - 2014	Objective
			12		12			FY - 2015
	Create opportunities for Board of Directors to interface with policy makers, constituents, and community leaders.	(F2A4-Other)	FY - 2013					
			Objective	In Progress			FY - 2014	Objective
			12		12			FY - 2015
Set up quarterly meetings with Board members and local elected officials to present updates.	(F2A5-Other)	FY - 2013						
		Objective	In Progress			FY - 2014	Objective	
		4		4			FY - 2015	Objective

Implementing Strategies		Performance Measures					
Project and/or Program		Goal/Desired Outcome (F2B1-Board)		FY - 2013	FY - 2014	FY - 2015	
(F2B) - Warm Springs Project Extend BART service over five miles in Fremont.		Complete Warm Springs by 2014.		Objective	Objective	Objective	
				In Progress	Objective	Objective	
		(F2B1-Other)		12	12	12	
		Strategize with BART Capital Grants and Planning staff.		Met	Objective	Objective	
		(F2B2-Other)		12	12	12	
		Meet monthly with local civic and community groups to build support for the project and keep the community updated.		Met	Objective	Objective	
		(F2B3-Other)		8	9	6	
		Look for opportunities for Board members to make presentations about the project to community groups, neighborhood and business associations.		Met	Objective	Objective	
		(F2B4-Other)		4	4	4	
		Meet with local elected officials to update them about progress and benefits from the project.		Met	Objective	Objective	
(F2C) - Silicon Valley Rapid Transit (SVRT) Project Extend BART service over 16 miles into Santa Clara County.		Goal/Desired Outcome (F2C1-Board)		FY - 2013	FY - 2014	FY - 2015	
		In partnership with the Santa Clara Valley Transportation Authority, assist in the implementation and completion of the Silicon Valley extension by 2018.		Objective	Objective	Objective	
				Met	Objective	Objective	
		(F2C1-Other)		3	4	4	
		Organize strategy meetings with SJVTA to discuss progress on project and common funding goals & priorities between the two		Met	Objective	Objective	

Implementing Strategies		Performance Measures					
Project and/or Program		Goal/Desired Outcome					
(F5) - Transit-Oriented Development Work with community partners to maximize support for TODs, to enhance the livability and vitality at our stations, and to support regional goals.	(F2D) - Livermore project Extend BART service to Livermore.	(F2C2-Other) Include San Jose in all outreach efforts involving new rail car procurement and funding opportunities in that the agency is buying 60 of the Phase 1 rail cars.	FY - 2013 Objective	FY - 2014 Objective	FY - 2015 Objective		
			10	12	12		
			(F2C3-Other) Give updates on progress with rail cars and Warm Spring project construction to the SJ VTA.	FY - 2013 Objective	FY - 2014 Objective	FY - 2015 Objective	
			2	2	4		
	(F5A) - Station Planning Program 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.	(F5A1-Other) Secure federal, state and local funding for capital and operating programs, secure legislators help to lessen the financial impact of the project.	(F5A2-Other) Monthly written and verbal communications with stakeholder groups.	FY - 2013 Objective	FY - 2014 Objective	FY - 2015 Objective	
				12	12	12	
				(F5A3-Other) Strategize with BART Capital Grants and Planning staff weekly.	FY - 2013 Objective	FY - 2014 Objective	FY - 2015 Objective
				Met	Met	Met	
				Performance Measures			
				FY - 2013 Objective	FY - 2014 Objective	FY - 2015 Objective	

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2013		FY - 2014		FY - 2015	
<p>(F5B) - TOD Station Development Program Working with cities and local communities, BART will implement approved development projects.</p>	<p>Goal/Desired Outcome (F5A4-Other) Meet monthly with local, civic and community groups to build support for BART initiatives.</p>	Objective	Actual	Objective	Objective	Objective	Objective
	<p>(F5A5-Other) Create opportunities for Board Directors to interface with policymakers and other constituents.</p>	Objective	Actual	Objective	Objective	Objective	Objective
	<p>(F5A6-Other) Set up quarterly meetings with Board Members and local elected officials to advance BART policy agenda.</p>	Objective	Actual	Objective	Objective	Objective	Objective
	<p>Goal/Desired Outcome (F5B1-Other) Schedule monthly meetings with legislators and staff.</p>	Objective	Actual	Objective	Objective	Objective	Objective
	<p>(F5B2-Other) Quarterly advocacy meetings with Washington DC policymakers in DC.</p>	Objective	Actual	Objective	Objective	Objective	Objective
	<p>(F5B3-Other) Meet monthly with local, civic and community groups to build support for BART initiatives.</p>	Objective	Actual	Objective	Objective	Objective	Objective
	<p>(F5B4-Other) Attend monthly MTC, SFCTA, ACTC, and CCTA and legislative meetings to support the District's funding priorities for SOGR and capital reinvestment.</p>	Objective	Actual	Objective	Objective	Objective	Objective
	<p>(F5B5-Other) Create opportunities for Board Directors to interface with policymakers and other</p>	Objective	Actual	Objective	Objective	Objective	Objective

Implementing Strategies		Performance Measures					
Project and/or Program		Goal/Desired Outcome					
(F6) - Sustainability Apply sustainable techniques and business practices to BART's programs, projects and operations in a cost-effective manner to enhance the Bay Area's quality of life.	Project and/or Program (F6A) - Transit Sustainability Guidelines Build consensus among transit operators for reducing greenhouse gas emission, and utilizing sustainability techniques.	Goal/Desired Outcome constituents.	FY - 2013	FY - 2014	FY - 2015		
			Objective	Objective	Objective		
				Met			
			(F5B6-Other) Set-up quarterly meetings with Board Members and community/business/civic groups to advance BART policy agenda.	(F5B7-Other) Set-up quarterly meetings with Board Members and Congress/staff in DC to advance BART policy agenda.	(F5B8-Other) Set up quarterly meetings with Board Members and local elected officials to advance BART policy agenda.		
			Objective	Objective	Objective		
				Met			
			FY - 2013	FY - 2014	FY - 2015		
			Objective	Objective	Objective		
				Met			
			(F6A1-Other) Secure federal, state and local funding for capital and operating programs.	(F6A2-Board) Implement guidelines through pilot projects such as Station Modernization Program, and New Car Procurement specifications by 2010.	(F6A2-Other) Schedule monthly meetings with legislators and staff.		
			Objective	Objective	Objective		
			12	12	12		
FY - 2013	FY - 2014	FY - 2015					
Objective	Objective	Objective					
	Met						
FY - 2013	FY - 2014	FY - 2015					
Objective	Objective	Objective					
	Met						
FY - 2013	FY - 2014	FY - 2015					
Objective	Objective	Objective					
24	24	24					
FY - 2013	FY - 2014	FY - 2015					
Objective	Objective	Objective					
	Met						

Implementing Strategies		Performance Measures						
Project and/or Program		FY - 2013		FY - 2014		FY - 2015		
Goal/Desired Outcome		Objective	Actual	Objective	Actual	Objective	Actual	
(F6B) - Greenhouse gas emissions targets Reduce GHG emissions per BART vehicle mile.	(F6A3-Other) Quarterly advocacy meetings with Washington DC policymakers in DC.	6	Met	6		4		
		(F6A4-Other) Meet monthly with local, civic and community groups to build support for BART initiatives.		24	Met	24		24
		(F6A5-Other) Create opportunities for Board Directors to interface with policymakers and other constituents.		12	Met	12		12
		(F6A6-Other) Increase public awareness of BART's State of Good Repair needs and costs through a comprehensive educational campaign.						
		(F6A7-Other) Conduct outreach and conduct open house sessions for the input on the design of the Fleet of the Future.						
		(F6A7-Other) Conduct outreach and conduct open house sessions for the input on the design of the Fleet of the Future.						
		(F6A7-Other) Conduct outreach and conduct open house sessions for the input on the design of the Fleet of the Future.						
	(F6B1-Other) Schedule monthly meetings with legislators and staff.	24	Met	24		24		
		(F6B2-Other) Quarterly advocacy meetings with Washington DC policymakers in DC.		8	Met	8		4
		(F6B3-Other) Monthly written and verbal communications with stakeholder groups.		24	Met	24		24
		(F6B3-Other) Monthly written and verbal communications with stakeholder groups.		24	Met	24		24
		(F6B3-Other) Monthly written and verbal communications with stakeholder groups.		24	Met	24		24
		(F6B3-Other) Monthly written and verbal communications with stakeholder groups.		24	Met	24		24

Implementing Strategies		Performance Measures							
Project and/or Program		Goal/Desired Outcome							
		(F6B4-Other)	FY - 2013	FY - 2014	FY - 2015	FY - 2013	FY - 2014	FY - 2015	
		Monthly strategy meetings with federal, state, local BART lobbyists.	Objective	Objective	Objective	Actual	Objective	Objective	Objective
			12			Met	12		12
		(F6B5-Other)	FY - 2013	FY - 2014	FY - 2015	FY - 2013	FY - 2014	FY - 2015	
		Strategize with BART Capital Grants and Planning staff weekly.	Objective	Objective	Objective	Actual	Objective	Objective	
			10			Met	26		36
		(F6B6-Other)	FY - 2013	FY - 2014	FY - 2015	FY - 2013	FY - 2014	FY - 2015	
		Meet monthly with local, civic and community groups to build support for BART initiatives.	Objective	Objective	Objective	Actual	Objective	Objective	
			12			Met	12		12
		(F6B7-Other)	FY - 2013	FY - 2014	FY - 2015	FY - 2013	FY - 2014	FY - 2015	
Attend monthly Metropolitan Transportation Commission (MTC) and legislative meetings to coordinate the District's legislative goals.	Objective	Objective	Objective	Actual	Objective	Objective			
	12			Met	12		12		
(F6B8-Other)	FY - 2013	FY - 2014	FY - 2015	FY - 2013	FY - 2014	FY - 2015			
Create opportunities for Board Directors to interface with policymakers at the state, federal and local level and other constituents.	Objective	Objective	Objective	Actual	Objective	Objective			
	10			Met	12		12		
(F6C) - Bay Area VMT reduction target	Goal/Desired Outcome	FY - 2013	FY - 2014	FY - 2015	FY - 2013	FY - 2014	FY - 2015		
Contribute to Bay Area reduction in VMT.	(F6C1-Board)	Objective	Objective	Objective	Actual	Objective	Objective		
	Work with Bay Area transportation and air quality agencies to reduce vehicle miles traveled (VMT) per capita in the Bay Area.				Met				
(F6C1-Other)	FY - 2013	FY - 2014	FY - 2015	FY - 2013	FY - 2014	FY - 2015			
Continue to advocate for programs that benefit transit riders such as The Federal Commuter Benefit Program.	Objective	Objective	Objective	Actual	Objective	Objective			
	Write website postings as required			Met					

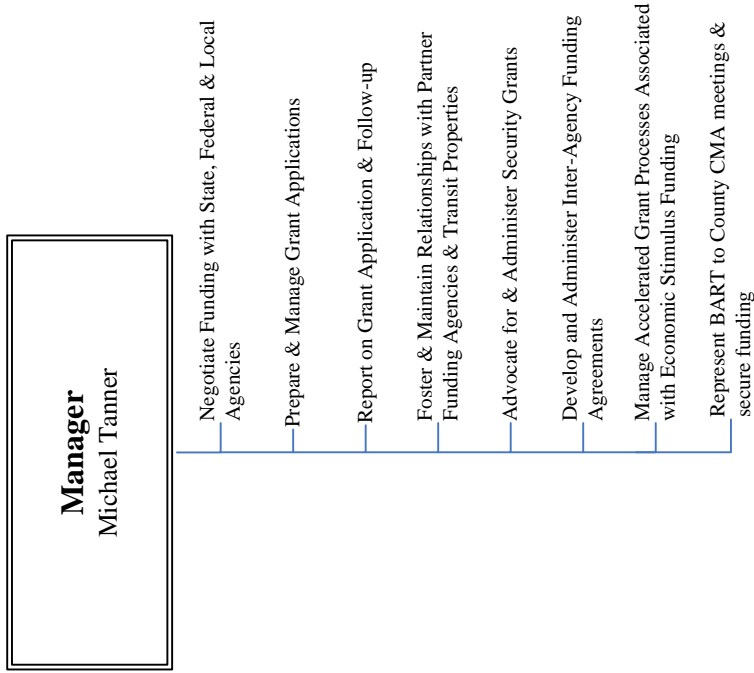
Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2013		FY - 2014		FY - 2015	
Goal/Desired Outcome (F6C2-Other)		Objective	Actual	Objective	Actual	Objective	Actual
		E-communicate with our vast network of thousands of transit supporters; constantly expand our network of non profit and transit supporters.	Met	E-communicate with our vast network of thousands of transit supporters; constantly expand our network of non profit and transit supporters.		E-communicate with our vast network of thousands of transit supporters; constantly expand our network of non profit and transit supporters.	
Project and/or Program		FY - 2013		FY - 2014		FY - 2015	
Goal/Desired Outcome (F7B10-Other)		Objective	Actual	Objective	Actual	Objective	Actual
(F7) - Partnerships for Fin. Health Protect the Bay Area's investment in rail transit through long-term capital planning, strategic partnerships and outreach with elected and community leaders, the media and the public.	(F7B) - Legislative and Community Outreach Program Develop and implement a federal, state and local legislative and community outreach program to increase funding and community support for key BART initiatives.	Set up quarterly meetings with Board Members and local elected officials to advance BART policy agenda.	Met	4	4	4	4
		(F7B11-Other) Strengthen relationships for BART in all minority communities throughout the BART District. Attend comm. events and/or schedule monthly meetings with community leaders, organizations and/or elected officials in minority communities w/in the District.	Met	24	24	24	24
		(F7B12-Other) Set up quarterly meetings with Board Members to do outreach in minority communities within the District.	Met	4	4	4	4
Project and/or Program		FY - 2013		FY - 2014		FY - 2015	
Goal/Desired Outcome (F7B13-Other)		Objective	Actual	Objective	Actual	Objective	Actual
		Demonstrate BART's cultural sensitivity by supporting/attending comm. events, fairs, festivals, celebrations, and mixers that promote diversity.	Met	36	36	36	36

Implementing Strategies		Performance Measures			
Project and/or Program		Performance Measures			
	<p>Goal/Desired Outcome Explore new/different ways for BART to underline its commitment to youth development and the community.</p> <p>(F7B14-Other) Expand/cultivate network of BART constituents who receive information/updates/act as comm. advocates for BART programs/projects. Maintain effective communication infrastructure with comm. leaders about a variety of BART projects/programs/issues.</p> <p>(F7B15-Other) Enhance relationships with community based organizations and educational institutions by administering the Free Rides for Field Trips Program.</p> <p>(F7B16-Other) Promote the Summer Youth Tours Program to expose youth from low income families to public transportation on BART.</p> <p>(F7B17-Other) Advocate for increased Federal funding for District security improvements.</p> <p>(F7B18-Other) Implement an education and advocacy campaign to acquire additional local funding for capital and reinvestment needs.</p>	FY - 2013 Objective	FY - 2014 Objective	FY - 2015 Objective	
		Monthly	Monthly	Monthly	Monthly
		Met			

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2013		FY - 2014		FY - 2015	
Goal/Desired Outcome (F7B6-Other)		Objective	Actual	Objective	Objective	Objective	Objective
<p>Meet monthly with local, civic and community groups to build support for BART initiatives.</p>		40	Met	40		40	
<p>(F7B7-Other) Attend monthly MTC, SFCTA, ACTC, and CCTA and legislative meetings to support the District's funding priorities for SOGR and capital reinvestment.</p>		12	Met	12		24	
<p>(F7B8-Other) Set-up quarterly meetings with Board Members and community/business/civic groups to advance BART policy agenda.</p>		12	Met	12		12	
<p>(F7B9-Other) Set-up quarterly meetings with Board Members and Congress/staff in DC to advance BART policy agenda.</p>		12	Met	12		12	

GRANT DEVELOPMENT AND REPORTING - 0606

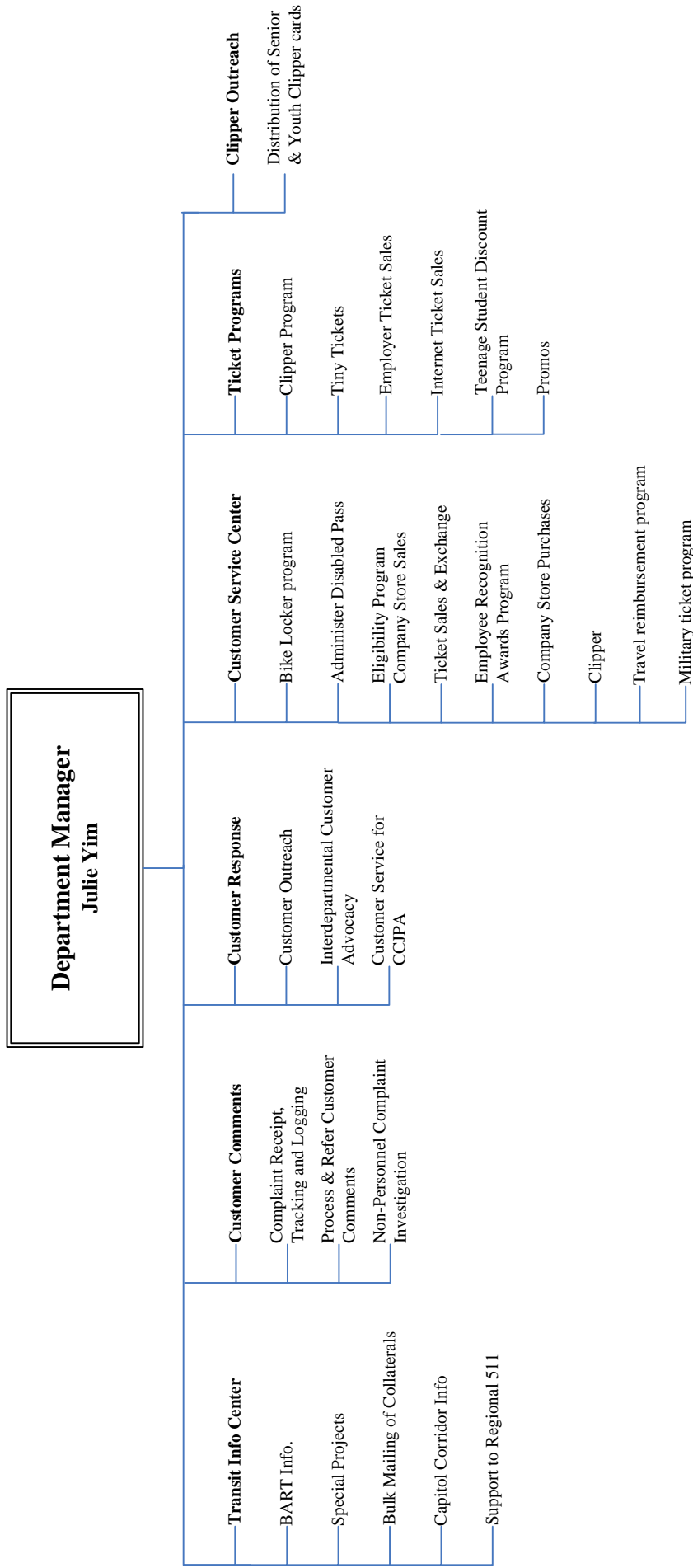
FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	2.0
Capital	1.0
REI	-
Staff	3.0

CUSTOMER SERVICES DEPARTMENT - 0605

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	18.0
Capital	-
REI	-
Staff	18.0

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

Implementing Strategies		Performance Measures							
(C3) - Service Enhancements	Project and/or Program (C3A) - BART Core Service	Goal/Desired Outcome (C3A2-Other)		FY - 2013		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual
Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	Provide service levels that meet the needs of the customers while maintaining optimum system reliability.	BART and CCJPA response to 90% of customers within 10 days of comment.	Met	90% within 10 days	Met	90% within 10 days	90% within 10 days	90% within 10 days	90% within 10 days
		(C3A3-Other)		FY - 2013		FY - 2014		FY - 2015	
		Continue to support Clipper transition from magstripe tickets.	In Progress	Support Clipper Transition, focus on Youth and Senior and Disabled Programs	Support Clipper Transition, focus on Youth and Senior and Disabled Program	Support Clipper Transition, focus on Youth and Senior and Disabled Programs	Support Clipper Transition, focus on Youth and Senior and Disabled Programs	Support Clipper Transition, focus on Youth and Senior and Disabled Programs	Support Clipper Transition, focus on Youth and Senior and Disabled Programs
(C5) - Customer Environment	Project and/or Program (C5C) - Accessibility Improvements	Performance Measures							
Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	Develop and implement program of system-wide accessibility improvements as opportunities and funding become available.	Goal/Desired Outcome (C5C1-Other)		FY - 2013		FY - 2014		FY - 2015	
		Three day turn around to customer request for: a) sale of all BART "Tickets by Mail" b) bike locker rentals c) enter RTC applications into system for transmission.	Met	3 days	All are processed in 1 day	3 days	3 days	3 days	3 days
		(C5C2-Other)		FY - 2013		FY - 2014		FY - 2015	
		Maintain minimal ticket outlets for sale of Green & Red tickets. Phase out HVD tickets to Clipper.	In Progress	Assess and re-establish minimal red and green network in accordance with Title VI requirements	29 outlets Cannot phase out HVD until Clipper implements 2 payment system.	maintain minimal ticket outlets for green & red ticket sales and eventually phase out HVD.	maintain minimal ticket outlets for green & red ticket sales and eventually phase out HVD.	maintain minimal ticket outlets for green & red ticket sales and eventually phase out HVD.	maintain minimal ticket outlets for green & red ticket sales and eventually phase out HVD.
		(C5C4-Other)		FY - 2013		FY - 2014		FY - 2015	
		Maintain number of students & schools who sign up for the Student Discount Program.	Met	increase by 5%	Increased by 6%	increase by 5%	increase by 5%	increase by 5%	increase by 5%

Implementing Strategies		Performance Measures			
Project and/or Program		Performance Measures			
Goal/Desired Outcome (C5C6-Other)		FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
Develop social media pilot program to increase accessibility by our customers to BART administration in regards to non-emergency communications.		Maintain Social Media Program established in 2012	In Progress	Maintain Social Media Program established in 2012	Maintain Social Media Program established in 2012
				Evaluate effectiveness of the program and make recommendation to continue program or not.	Evaluate effectiveness of the program and make recommendation to continue program or not.
(C5C7-Other) Evaluate current Department practices and performance in regards to service level and responsiveness to customers		FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
		Implement improvements to processes as found in Best Practices findings.	Met Completed	Implement improvements to processes as found in Best Practices findings	Implement improvements to processes as found in Best Practices findings
(C5C8-Other) Manage Regional Transit Discount Card Prog: contract w/Central Processor for eligibility verification, stand op procedures; card issue database; work w/MTC+12 operators to operate/fund; issue cards w/in 7 days avg; communicate Clipper to RTCCardholders		FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
		Facilitate smooth transition to new manager of RTCC Program. Make program revisions to be more compatible with Clipper Program	Met Transition completed		
(C5C9-Other) Complete transition of lead agency responsibilities to AC Transit including Medical Verifier contract, card distribution by Clipper and database improvement project.		FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
				Facilitate smooth transition of the RTCC Program	

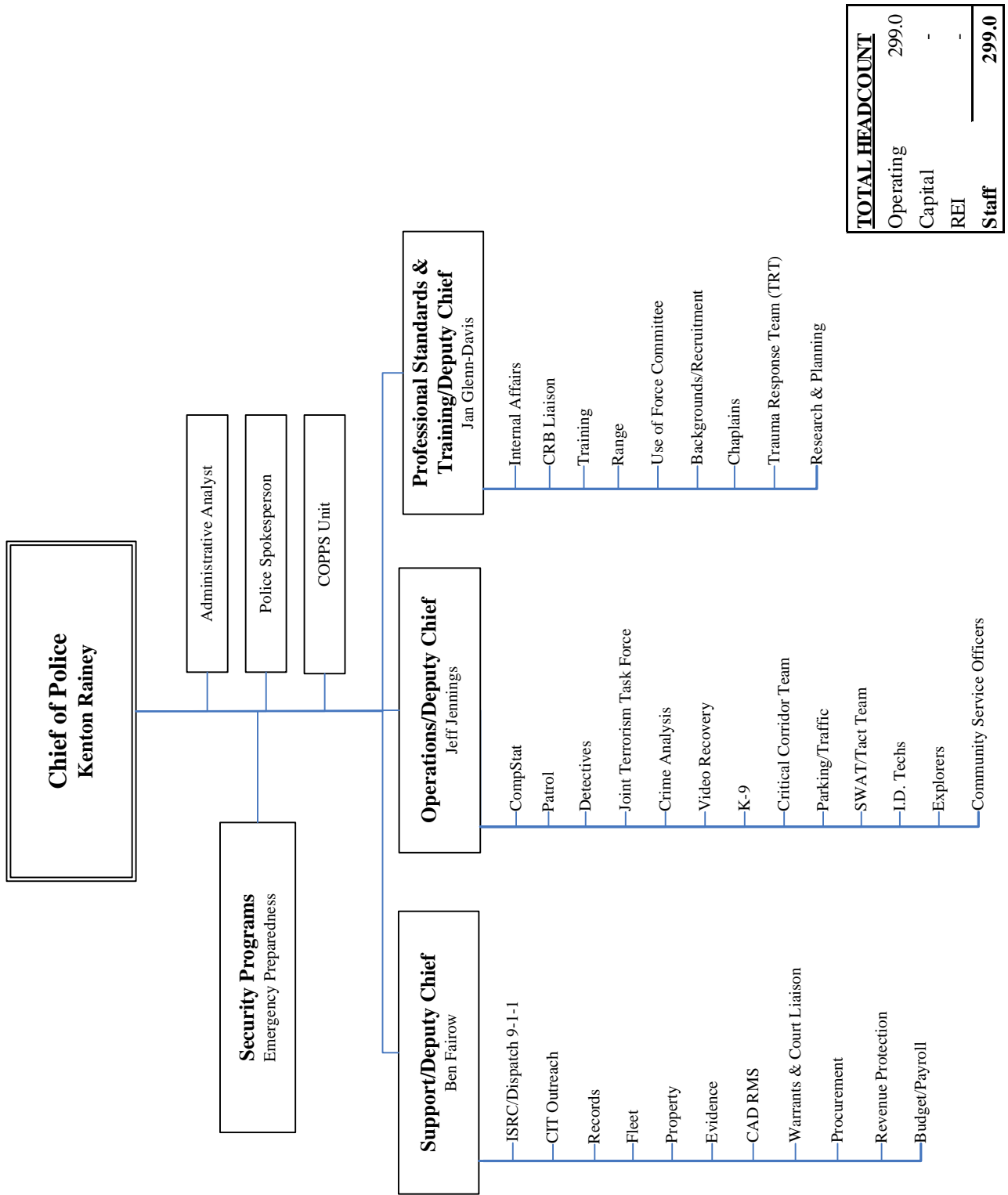
Implementing Strategies		Performance Measures					
(F7) - Partnerships for Fin. Health	Project and/or Program (F7B) - Legislative and Community Outreach Program	Goal/Desired Outcome (F7B1-Other)		FY - 2013	FY - 2014	FY - 2015	
		Objective	Actual	Objective	Objective	Objective	
Protect the Bay Area's investment in rail transit through long-term capital planning, strategic partnerships and outreach with elected and community leaders, the media and the public.	Develop and implement a federal, state and local legislative and community outreach program to increase funding and community support for key BART initiatives.	As magnetic ticket sales decrease, monitor donations and shrink program accordingly.	In Progress tickets collection have increased instead of decrease	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	
		(F7B2-Other)	Actual	FY - 2014	FY - 2015	Objective	
	Generate Tiny Tickets through contributions.	22,000 tickets	Met	11,000 tickets	11,000 tickets	11,000 tickets	
			46 participants 59,170 tickets collected valued at \$36,000				
	(F7D) - Employer Transit Forum Recognize and cultivate a closer relationship with the employers we serve.	Goal/Desired Outcome (F7D1-Other)		FY - 2013	FY - 2014	FY - 2015	
		Objective	Actual	Objective	Objective	Objective	
		20 events- Station or Employer sites	Met	20 events - Station or Employer sites	20 events - Station or Employer sites	20 events - Station or Employer sites	
	Goals by responding to and interacting with customers; coordinate w/Communications to deliver consistent messages.		46 stations events - fare increase				
	(F7D2-Other) Market BART Logo items to enhance the Districts visibility and promote a positive image.	Sell \$16,000 in Company Store Merchandise	Met	Sell \$16,000 in Company Store Merchandise	Sell \$16,000 in Company Store Merchandise	Sell \$16,000 in Company Store Merchandise	

Implementing Strategies		Performance Measures				
(P1) - BART Culture	Project and/or Program	Goal/Desired Outcome		FY - 2013	FY - 2014	
		(P1D1-Other)	(P1D2-Other)	Objective	Objective	
Help employees meet high personal and team expectations and become engaged in BART's mission.	(P1D) - Customer Service Program Institute a comprehensive program to promote customer-friendly service from all staff.	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.	Employee Rewards Program: a) Notify 100% of eligible employees for award redemption on a quarterly basis b) Distribute award selection to employee within 5 days	Weekly and quarterly reports	Weekly report and quarterly input for AGM, OPS QPR presentation	Weekly report and quarterly input for AGM, OPS QPR presentation
				100% quarterly and within 5 days	100% quarterly and within 5 days	100% quarterly and within 5 days
				Met	Met	Met
	(P1D3-Other)	Operate the Transit Information Center a) Maintain service standards of 93% of calls served b) Achieve service standard of 20 seconds average wait time	Achieve service standard of 20 seconds average wait time	Maintain service standard of 93% of calls served	Maintain service standard of 93% of calls served	Maintain service standard of 93% of calls served
				Met	Met	Met
				13 seconds	Achieve service standard of 20 seconds average wait time	Achieve service standard of 20 seconds average wait time
		Annually maintain updated roster of multilingual staff to better serve LEP Customers		passed to Office of Civil Rights in FY2012		

Implementing Strategies		Performance Measures				
(P2) - Diversity	Project and/or Program (P2B) - Diversity Awareness Program BART will ensure that all employees are knowledgeable about the benefits and challenges of working in a culturally diverse environment.	Goal/Desired Outcome (P2B1-Other)		FY - 2013	FY - 2014	FY - 2015
		Objective	Actual	Objective	Objective	Objective
Ensure that BART's workforce is fully reflective of the diversity of the Bay Area and that the District values its diversity.		3 activities	Met	3 activities	3 activities	3 activities
			CNY event & luncheon, emp appreciation (5), Christmas Party, NYE incentive			
		(P2B2-Other)		FY - 2013	FY - 2014	FY - 2015
		Conduct one familiarization tour per month.	Not Met	One per month	One per month	One per month

POLICE DEPARTMENT - 07

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	299.0
Capital	-
REI	-
Staff	299.0

Strategic Plan - C Customer of BART

Department - 0701282 Office of the Chief

Implementing Strategies		Performance Measures							
(C5) - Customer Environment	Project and/or Program (C5D) - BART Police Program	Goal/Desired Outcome (C5D1-Board)		FY - 2013		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual
Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	Staff and deploy a professional and well-trained police force.	Maintain the rate of Part 1 crimes against persons at or below 2.00 crimes per million passenger trips per quarter.	Not Met	2.00	2.00	2.00			
		(C5D2-Other)							
		Maintain average emergency response time at 5 minutes or less.	Met	5	5	5			
		(C5D3-Board)							
		Maintain an overall police presence of at least 2.5 based on Passenger Environment Survey (PES) statistics.	Not Met	2.5	2.5	2.5			
		(C5D4-Board)							
		Identify and procure available local, state and federal grants to complete security projects.	Met	\$5.4M			Identify and procure funding.	Identify and procure funding.	Identify and procure funding.
		(C5E2-Other)							
		(C5E) - BART Security Programs							
		Focus on infrastructure protection and training front-line employees.	Update BART Facility Standards (BFS) to meet required security levels.	(C5E4-Other)					
Develop and mobilize Critical Asset Corridor Patrol Team.						Renew grant funding	Expend grant funds for CAP Team		
(C5E5-Other)									
Continue hardening of BART critical infrastructure.	Met					As required	As required		
(C5E2-Other)									

Implementing Strategies		Performance Measures			
Project and/or Program		FY - 2013		FY - 2014	
Goal/Desired Outcome (C5E6-Other)		Objective	Actual	Objective	Objective
		Coordinate security efforts through District's Executive Security Committee.		Meet monthly	Meet monthly

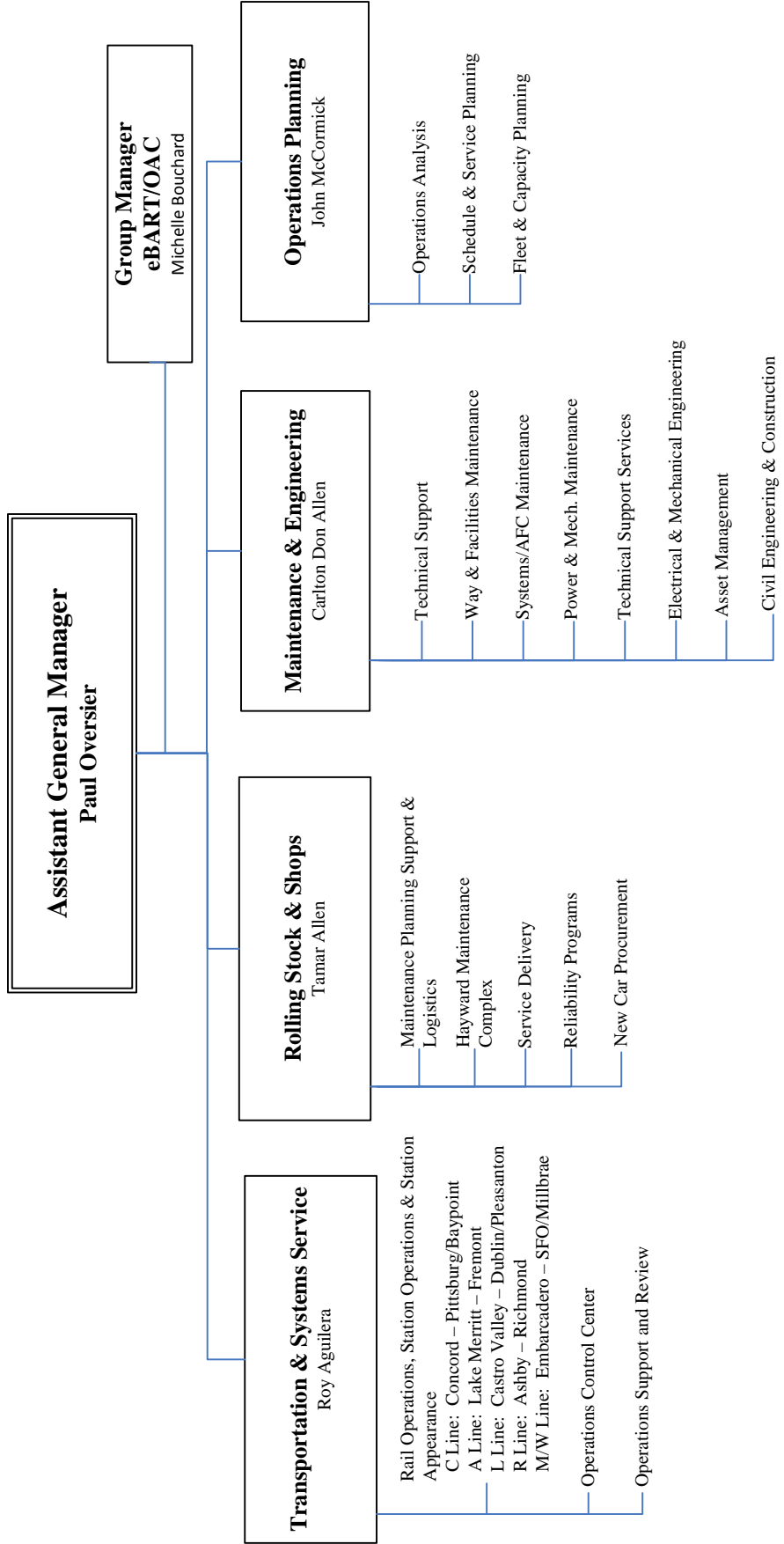
FY15 Goals & Objectives - Police Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

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

OPERATIONS OFFICE - 08

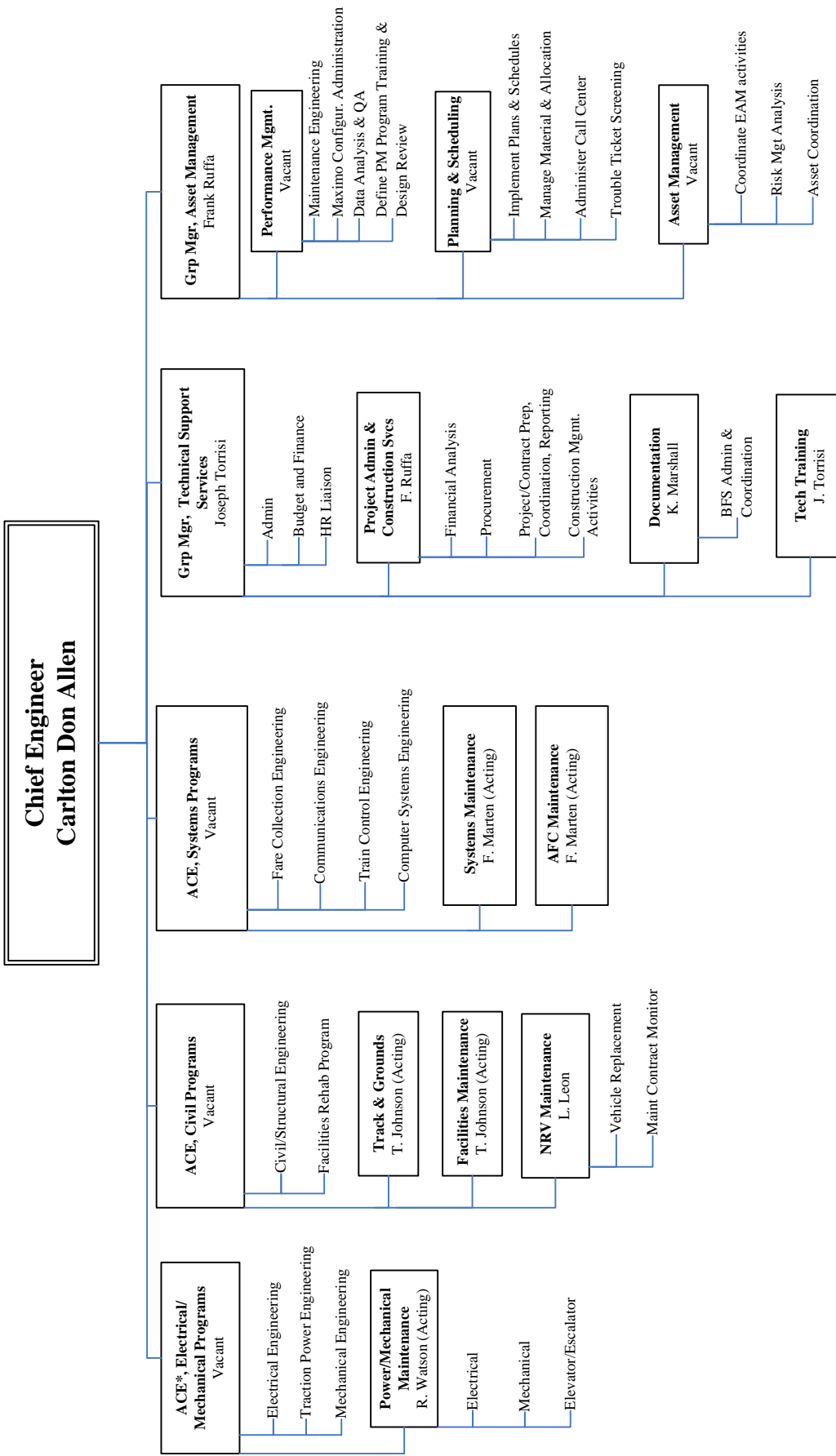
FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	2,284.7
Capital	283.7
REI	11.0
Staff	2,579.4

MAINTENANCE & ENGINEERING - 0802

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	628.9
Capital	246.7
REI	4.0
Staff	879.6

*Assistant Chief Engineer (ACE)

Strategic Plan - C Customer of BART

Department - 0802843 Maint & Engineering Admin.

Implementing Strategies		Performance Measures							
(C1) - System Renewal	Project and/or Program (C1A) - System Renovation Plan	Goal/Desired Outcome (C1A1-Board)		FY - 2013		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual
Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.	Develop a prioritized list of renovation projects with a funding plan, including implementation schedule, cash flow analysis and key milestones. Plan will include core infrastructure renovation, existing fleet renovation or replacement, security, mandatory and capacity modifications and quality enhancement.	(C1A2-Board) Develop a phasing plan.	Complete Capital Needs Inventory List.	Met	Develop 5-Yr Strategic Plan	Met	Develop 5-Yr Strategic Plan	CNI baselined November 2012	Pending FTA funding, develop a CNI database application
			Develop 5-Yr Strategic Plan.	Met		CNI capable of providing Backlog. 10-YR and 30-YR			
	(C1B) - Rail Vehicle Replacement Plan Replace all existing rail cars; purchase expansion vehicles as funding becomes available.	Goal/Desired Outcome (C1B1-Other) Working with Vehicle Group on issues relating to infrastructure load bearing capacity for new vehicles.	Continue support as required.			Transfer to P+D			
	(C1C) - Strategic Maintenance Plan (SMP) Utilize best-practices maintenance management principles Districtwide to improve system reliability, extend equipment service life, and gain maintenance cost and schedule efficiencies.	Goal/Desired Outcome (C1C5-Board) Develop schedule and strategy by June 2009 to extend SMP to Maintenance and Engineering.	Develop 4 Focus Teams to develop and institute Maint Best Practices, Organizational development /alignment hire 7 Sr Maint Planners and establish call center to maximize work order efficiency.	Met	Call Center white paper being developed for FY14	Build Asset data base for Track, Structures, Building, complete data scrub, implement data transfer to Maximo	Develop Centered Maint. Program to improve reliability & availability. Establish materials management throughout M&E		

Implementing Strategies		Performance Measures				
Project and/or Program	Goal/Desired Outcome (C1D1-Board)	FY - 2013		FY - 2014		FY - 2015
		Objective	Actual	Objective	Objective	Objective
(C1D) - Infrastructure Evaluation Study Undertake a comprehensive evaluation of District infrastructure.	Complete study by 2011; identify funding for additional phases.	Begin Scope.	In Progress	Begin Scope		Seeking funding
			Some evaluation of the aerial structures was completed for the "New Car" program			
(C3) - Service Enhancements Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	(C3C) - Smart Card Program Implement an all smart card fare system to make it easier for customers to purchase, store and use fares.	FY - 2013 Objective Continue to seek funding.	Actual Deferred	FY - 2014 Objective Continue to seek funding	FY - 2014 Objective Deferred	FY - 2015 Objective Deferred
(C4) - Station Access Develop alliances with our transit partners and the community to maximize connectivity and to facilitate multi-modal access including transit, bicycling and walking.	(C4A) - Station Access Program Develop a package of programs and projects to improve access to our stations by modes other than single occupant vehicles.	FY - 2013 Objective As required.	Actual	FY - 2014 Objective Transfer to P+D	FY - 2014 Objective	FY - 2015 Objective
(C4B) - Station Wayfinding Program Implement wayfinding signage to and from BART stations, and within the station, to aid the customer in navigating the BART system and in making connections to other transit and local destinations.	(C4B1-Board) Incorporate station signage improvements into Station Modernization Program.	FY - 2013 Objective As funding permits, expand Wayfinding Improvements up to 10 More Stations.	Actual	FY - 2014 Objective Transfer to P+D	FY - 2014 Objective	FY - 2015 Objective
		FY - 2013 Objective Complete.	Actual	FY - 2014 Objective Transfer to P+D	FY - 2014 Objective	FY - 2015 Objective
		FY - 2013 Objective Ongoing.	Actual	FY - 2014 Objective Transfer to P+D	FY - 2014 Objective	FY - 2015 Objective
		FY - 2013 Objective Ongoing.	Actual	FY - 2014 Objective Transfer to P+D	FY - 2014 Objective	FY - 2015 Objective
(C4B3-Board) In collaboration with cities, develop and implement wayfinding signage directing customers to local BART stations, as funding becomes available.	In collaboration with cities, develop and implement wayfinding signage directing customers to local BART stations, as funding becomes available.	FY - 2013 Objective Ongoing.	Actual	FY - 2014 Objective Transfer to P+D	FY - 2014 Objective	FY - 2015 Objective
		FY - 2013 Objective Ongoing.	Actual	FY - 2014 Objective Transfer to P+D	FY - 2014 Objective	FY - 2015 Objective



BART Strategic Plan Fiscal Year Goals & Objectives

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

Strategic Plan - F The Future of BART

Department - 0802843 Maint & Engineering Admin.

Implementing Strategies		Performance Measures			
(F6) - Sustainability Apply sustainable techniques and business practices to BART's programs, projects and operations in a cost-effective manner to enhance the Bay Area's quality of life.	Project and/or Program (F6A) - Transit Sustainability Guidelines Build consensus among transit operators for reducing greenhouse gas emission, and utilizing sustainability techniques.	Goal/Desired Outcome (F6A2-Board) Implement guidelines through pilot projects such as Station Modernization Program, and New Car Procurement specifications by 2010.			
		FY - 2013 Objective Apply Guidelines to New Extension Project and New Car Procurement.	Actual	FY - 2014 Objective Transfer to P+D	FY - 2015 Objective

Implementing Strategies		Performance Measures				
Project and/or Program		Goal/Desired Outcome		Performance Measures		
		(F6B1-Other)	FY - 2013	FY - 2014	FY - 2015	
			Objective	Actual	Objective	Objective
<p>(F6B) - Greenhouse gas emissions targets Reduce GHG emissions per BART vehicle mile.</p> <p>(F6D) - BART water consumption target Reduce District water consumption.</p>	<p>Goal/Desired Outcome (F6B1-Other) Advance climate action planning in support of GHG reduction targets.</p>	<p>Objective Start FTA funded pilot project for climate change adaptation.</p>	<p>Actual Transfer to P&D</p>	<p>Objective Transfer to P&D</p>	<p>Objective</p>	
	<p>Goal/Desired Outcome (F6D1-Board) Sustainability Committee to establish target in 2009/10.</p>	<p>Objective Work with Municipal Water District to develop Water Consumption Plan.</p>	<p>Actual</p>	<p>Objective Transfer to P+D</p>	<p>Objective</p>	

FY15 Goals & Objectives - Maintenance and Engineering Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Reviewer
1 Contribute to High On-Time Performance	a Respond immediately (within 1 hour of notification) to all critical Power & Mechanical systems Trouble Tickets impacting Revenue Service. (Power & Mechanical Maintenance 0802800)	R. WATSON
	b Meet Wayside Train Control Goal of no more than 1.0 false occupancy and routing incidents/100 trains. (Systems Maintenance 0802860 - QPR)	F. MARTEN
	c Meet Central Operations computer and SORS computer goal of no more than 0.08 incidents/100 trains. (Systems Maintenance 0802860 - QPR)	F. MARTEN
	d Provide Systems Engineering support to investigate and resolve Unusual Occurrence Reports related to Automatic Train Control Equipment. Support to be provided within 6 hours of notification. (Systems Engineering-Train Control 0802820)	J. SLAMA
	e Provide Systems Engineering support to Systems Maintenance to resolve Train Control Equipment problems. Support to be provided within 24 hours of problem notice. (Systems Engineering-Train Control 0802820)	J. SLAMA
	f Progress Project 20LL - Train Control Rehabilitation, Phase 2 of Replacement of Relay Interlocking Logic with Microprocessor Based System. Complete installations K23/25 and start C25. (Systems Engineering-Train Control 0802820)	J. SLAMA
	g Close Project 20LN - Train Control Rehabilitation: Field work projected to be 100% complete by 5/30/14, Project closeout by 12/2014. (Systems Engineering-Train Control 0802820)	J. SLAMA
	h Progress Project 20LT - Station MUX Rehab: Complete installations at 7 locations. (Systems Engineering-Train Control 0802820)	J. SLAMA
	i Support the development of a RFP for engineering consultant services and selection of consultant services to support the Train Control Modernization Project. Participate in the District's Train Control Modernization project. (Systems Engineering-Train Control 0802820)	J. SLAMA
	j Progress Project 20CE - Train Control Switch Replacement: Receive, install, and commission 52 next generation switch machines on mainline locations. (Systems Engineering-Train Control 0802820)	J. SLAMA
	k Provide Systems Engineering support to investigate and resolve ICS and SCADA problems. Support to be provided within 6 hours of notification. (Systems Engineering-Computer 0802820)	J. SLAMA
l Conduct weekly track allocation meetings, prepare, distribute and post required reports. (Technical Support Services 0802876)	J. TORRISI	
2 Contribute to Maximum Support Equipment Availability	a Complete 97% of Publication BECO's to Complete or Pending status by scheduled due date (Documentation 0802811)	J. TORRISI
	b Distribute District monthly Performance Charts before 15th of each month. (Documentation 0802811)	J. TORRISI
	c Complete 97% of Drafting BECO's to Complete or Pending status by scheduled due date. (Documentation 0802811)	J. TORRISI
	d Complete 100% of all Public Records Act requests to the District Secretary's Office by the scheduled due date. (Documentation 0802811)	J. TORRISI
	e Complete 97% of technical reproduction service requests by scheduled due date. (Documentation 0802811)	J. TORRISI
	f Complete 95% of Print Shop service requests by scheduled due date. (Documentation 0802811)	J. TORRISI
	g Provide weekly updates to Vehicle Maintenance Engineering of Active, New, Pending and Completed Drafting and Technical Publications BECO's. (Documentation 0802811)	J. TORRISI
	h Conduct 4 Station Maintenance Inspections each month. (Facilities Maintenance 0802836)	T. JOHNSON
	i Assist Transportation Dept. to achieve an annual average goal of at least 2.73 for Walkways & Entry Plaza and 3.1 for Parking Lot Cleanliness in the Passenger Environment Survey. (Transportation Dept. & Technical Support Services 0802876 - QPR)	J. TORRISI

FY15 Goals & Objectives - Maintenance and Engineering Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Reviewer
j	Achieve an annual average goal of at least 2.80 for Landscape Appearance in the Passenger Environment Survey. (Facilities Maintenance 0802836 - QPR)	T. JOHNSON
k	Respond to customers' AFC complaints within 72 hours of notification. (AFC Maintenance 0802851)	F. MARTEN
l	Maintain AFC Incident Rate of no more than .30 incidents per 1000 patrons. (AFC Maintenance 0802851)	F. MARTEN
m	Maintain availability of Ticket Vendors a minimum of 95% as reported thru the DAS system at 8:00 am and noon daily. (AFC Maintenance 0802851 - QPR)	F. MARTEN
n	Maintain availability of Ticket Gates a minimum of 99% as reported thru the DAS system at 8:00 am and noon daily. (AFC Maintenance 0802851 - QPR)	F. MARTEN
o	Maintain a minimum of 98% Station Elevator availability & 98% for Parking Garage Elevators. (Power & Mechanical Maintenance 0802800 - QPR)	R. WATSON
p	Maintain a minimum of 96% platform escalator availability and 95% for street escalator availability. (Power & Mechanical Maintenance 0802800 - QPR)	R. WATSON
q	Keep Under Traction Power Goal of 0.20 per 100 train runs. (Power & Mechanical Maintenance 0802800 - QPR)	R. WATSON
r	Maintain the Hi Rail and Bit inspections at 100% compliance, Grinding Trains at 86% availability ratio for both units, with one Grinding Train ready 100% in service at all times, and maintain Tamper to achieve 75% availability. (Non-Revenue Vehicle Maint 0802871)	J. TORRISI
s	Continue Rail Renewal replacing 6 miles of rail, to maintain and meet District Safety Standards, providing reliable service and maximum ride quality for patrons. (Track & Grounds Maintenance 0802831)	T. JOHNSON
t	Grind rail at various locations for a total of 700 pass miles. (Track & Grounds Maintenance 0802831)	T. JOHNSON
u	Improve Ride Quality of District tracks by surfacing 10 Track Miles and 20 Turnouts. (Track & Grounds Maintenance 0802831)	T. JOHNSON
v	Rebuild Wayside Train Control Equipment including Relays, Switch Machines, and Coverboard Antennas, based on schedules to be updated and developed each quarter. (Systems Maintenance 0802860)	F. MARTEN
w	Perform preventative maintenance procedures to include 100% completion for safety sensitive equipment and 95% completion for non-safety sensitive equipment. (Systems Maintenance 0802860)	F. MARTEN
x	Ensure that all operating construction and maintenance contracts are submitted to Contract Management within 6 months of funding, unless scheduled differently. (Civil Engineering 0802845 and Electrical & Mechanical Engineering 0802881)	T. MORRIS / M. PFEIFFER
y	Function as Resident Engineer to ensure District Mission-critical Projects are completed within Budget and Schedule as required. (Civil Engineering & Construction 0802845)	T. MORRIS
z	Provide ongoing design, implementation and test of DAS and central processing systems as required. (Systems Engineering-Fare Collection 0802820)	J. SLAMA
aa	Warm Springs Extension: Provide technical support by reviewing submittals within 30 days. (Electrical & Mechanical Engineering 0802881)	M. PFEIFFER
ab	Complete replacement of first two substations by end of FY15. Complete design package for the third traction power substation installation contract by end of FY15. (Electrical & Mechanical Engineering 0802881)	M. PFEIFFER
ac	Complete design package and award the second Traction Power Fiber Optic cable installation Contract by end of FY15. (Electrical & Mechanical Engineering 0802881)	M. PFEIFFER
ad	Complete 10 more replacements of the 1000v DC Circuit Breaker Load Measuring Devices by end of FY15. (Electrical & Mechanical Engineering 0802881)	M. PFEIFFER
ae	Ensure ESP construction projects are well coordinated with BART maintenance and operating activities by conducting monthly coordination meetings. (Civil Engineering & Construction 0802845)	T. MORRIS

FY15 Goals & Objectives - Maintenance and Engineering Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Reviewer
3 Maximize Human Resource Development	af Complete Contract award for 1500 kW emergency generator by the end of FY15. (Electrical & Mechanical Engineering 0802881)	M. PFEIFFER
	ag Complete controller retrofit for two O&K escalators by end of FY15. (Electrical & Mechanical Engineering 0802881)	M. PFEIFFER
	ah Complete 34.5KV AC Cable replacement contract award between MBP and MTF. (Electrical & Mechanical Engineering 0802881)	M. PFEIFFER
	ai Provide engineering on-time design support and field inspection for construction activities for ongoing capital projects as required. (Civil Engineering & Construction 0802845)	T. MORRIS
	aj SVBX: Provide technical support and document review on timely basis. (Electrical & Mechanical Engineering 0802881)	M. PFEIFFER
	ak Complete second grill replacement contract installations by end of FY15. (Electrical & Mechanical Engineering 0802881)	M. PFEIFFER
	al Complete fire alarm systems replacement at 6 M-Line stations by end of FY15. Complete design package for second fire alarm replacement contract by end of FY15.(Electrical & Mechanical Engineering 0802881)	M. PFEIFFER
	am Add electrical as-built drawing sets for 20 facilities to BoSAME 400. (Electrical & Mechanical Engineering 0802881)	M. PFEIFFER
	an Complete design package for tunnel lighting improvement contract by end of FY15.(Electrical & Mechanical Engineering 0802881)	M. PFEIFFER
	ao Update and maintain District Traction Power Electrification Plans as required. (Electrical & Mechanical Engineering 0802881)	M. PFEIFFER
	ap Provide monthly updates to Maintenance and Engineering of Pending and Completed Drafting and Technical Publications BECO's (Documentation 0802811)	M. PFEIFFER
4 Contribute to Safety	3 a Improve ongoing communication and standardization in dealing with labor related issues within Maintenance & Engineering Department by conducting monthly meetings with Labor Relations, RS &S, Transportation and others as appropriate. (Technical Support Services 0802876)	J. TORRISI
	b Expand the Engineering Project Management Guide and continue with annual update review sessions. (Capital Proj Admin 0802847)	J. TORRISI
	c Hold regular workshops to build project management skills. (Capital Proj Admin 0802847)	J. TORRISI
	d Initiate regular Capital Project Review Board meetings by 9/30/14. (Capital Proj Admin 0802847)	J. TORRISI
3 Maximize Human Resource Development	4 a Respond within 48 hours for all building trouble calls impacting patrons. (Facilities Maintenance 0802836)	T. JOHNSON
	b Provide timely review of real estate permit applications to achieve 90% within 30 days. (Civil Engineering & Construction 0802845 and Electrical & Mechanical Engineering 0802881)	T. MORRIS / M. PFEIFFER
	c Provide technical support for District's seismic retrofit program by reviewing submittals within 30 days and 90% of construction RFI's within 15 days. (Electrical & Mechanical Engineering 0802881)	M. PFEIFFER
	d Annually update designated staff as emergency contacts for responding and handling infrastructure and operational emergencies as required. (Civil Engineering & Construction 0802845)	T. MORRIS
	e Improve security for the District networks including all dial-up and wireless capabilities within budgetary constraints as required. (Systems Engineering-Communications 0802820)	J. SLAMA
	f Complete to 95% the CCTV Project Phase 2, by completing the construction, installation, and commissioning for a network infrastructure to serve all 4 stations of Phase 2 area. This involves network design, camera, fiber optic cable, conduits and storage devices to secure images at Central Police Dispatch by 6/30/15. (Systems Engineering-Communications 0802820)	J. SLAMA
g Reduce lost time industrial accidents by 10 % (Way & Facilities Maintenance 0802831 & 0802836).	T. JOHNSON	

FY15 Goals & Objectives - Maintenance and Engineering Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Reviewer
	<p>h IIPP program compliance. Status report of compliance, identification of training resources, and implementation plan. (AFC and Systems Maintenance 0802851 & 0802860)</p> <p>i Safety Compliance Audits completed. Monthly report of audit completion, suggestions for additional audits or improvements submitted. (AFC and Systems Maintenance 0802851 & 0802860)</p>	F. MARTEN
5 Generate revenue through commercial telecommunications and wireless projects	5 a Market Right-of-Way, design routes, egresses & infrastructure, develop business terms & conditions, manage & complete installation as they become available to prospective clients. Generate agreements for additional revenue. (Telecommunications 0802842)	K. GREY
6 Install systemwide WiFi Network	6 a Install systemwide WiFi network. (Telecommunications 0802842)	K. GREY
7 Commercial telecommunications networks for District use	7 a Market network to District, design, develop, manage, & complete interconnectivity request within 90 days of request. (Telecommunications 0802842)	K. GREY
8 Commercial telecommunications restoration and maintenance	8 a Manage contract to ensure service restoration within 4 hours of event and ensure no loss of service attributed to infrastructure failure. (Telecommunications 0802842)	K. GREY
9 Support new vehicle procurement	9 a Review/provide input to the technical specification, including Vehicle ATC and next generation train control systems as needed. (Systems Engineering 0802820)	J. SLAMA
10 Earthquake Early Warning system . provide telemetry sump pump status and related water levels in the Transbay Tube	10 a Add real time status and information regarding sump pump activity and related water levels in the Trans Bay Tube to the OCC displays as this data becomes available. (Systems Engineering-Computer 0802820)	J. SLAMA

FY15 Goals & Objectives - Maintenance and Engineering Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Reviewer	
11 Support Extension Projects for Santa Clara Rapid Transit (SVRT), Oakland Airport Connector and e-BART with District performance	11 a As necessary, partner with the other District Departments to support extension projects. (Civil Engineering & Construction 0802845)	T. MORRIS	
	b As requested, represent the interests and requirements of the Transportation, Maintenance, RS&S, and Operations Planning Departments. (Civil Engineering & Construction 0802845)	T. MORRIS	
	c As requested, review preferred alignments. (Civil Engineering & Construction 0802845)	T. MORRIS	
	d Work with the BART Planning department on design station layouts, as requested. (Civil Engineering & Construction 0802845)	T. MORRIS	
	e As requested, review and approve documents, submittals and requests for variance. (Civil Engineering & Construction 0802845)	T. MORRIS	
	f As scheduled, participate in dispute resolution meetings. (Civil Engineering & Construction 0802845)	T. MORRIS	
	g Attend community outreach meetings, as required. (Civil Engineering & Construction 0802845)	T. MORRIS	
	h Determine car fleet and maintenance facilities, as necessary. (Civil Engineering & Construction 0802845)	T. MORRIS	
	12 Support Renovation Programs for the Earthquake Safety, Tunnel Advertising, and Concord Train Wash Replacement Projects	12 a Attend weekly meeting and partnering. (Civil Engineering & Construction 0802845)	T. MORRIS
		b Minimize delays to contractor, as required. (Civil Engineering & Construction 0802845)	T. MORRIS
c Prevent contractor from impacting system operations and shop and yard productivity as required. (Civil Engineering & Construction 0802845)		T. MORRIS	
d As requested, provide operational support and Track Allocation. (Civil Engineering & Construction 0802845)		T. MORRIS	
e Coordinate with BART Police on security issues, as scheduled. (Civil Engineering & Construction 0802845)		T. MORRIS	
f Assist drafting and approving SSWPs affecting the BART system, as requested. (Civil Engineering & Construction 0802845)		T. MORRIS	
13 Support Facilities Expansion Programs for West Dublin Station, In Tunnel / In Station Video Advertisement, and AFC Projects	13 a As needed, partner with the other District Departments to support expansion projects. (Civil Engineering & Construction 0802845)	T. MORRIS	
	b Represent the interests and requirements of the Transportation, Maintenance, RS&S, and Operations Planning Departments, as necessary. (Civil Engineering & Construction 0802845)	T. MORRIS	
	c Review and approve documents, submittals and requests for variance, as requested. (Civil Engineering & Construction 0802845)	T. MORRIS	
	d Participate in dispute resolution meetings, as scheduled. (Civil Engineering & Construction 0802845)	T. MORRIS	
	e Prevent contractor from impacting system operations and shop productivity, as required. (Civil Engineering & Construction 0802845)	T. MORRIS	
	f Provide operational support and Track Allocation, as requested. (Civil Engineering & Construction 0802845)	T. MORRIS	
	g As required, coordinate with BART Police on security issues. (Civil Engineering & Construction 0802845)	T. MORRIS	
	14 a Provide track allocation coordination, as requested, for activities requiring safety monitor support. (Civil Engineering & Construction 0802845)	T. MORRIS	
	b As requested, provide safety monitor support for all renovation and expansion facilities projects. (Civil Engineering & Construction 0802845)	T. MORRIS	
c Zero tolerance of disruption of service or train delays potentially resulting from contractor delays. (Civil Engineering & Construction 0802845)	T. MORRIS		
d Recruit and certify new safety monitors to provide an adequate pool to support expanding Operations Projects as needed. (Civil Engineering & Construction 0802845)	T. MORRIS		

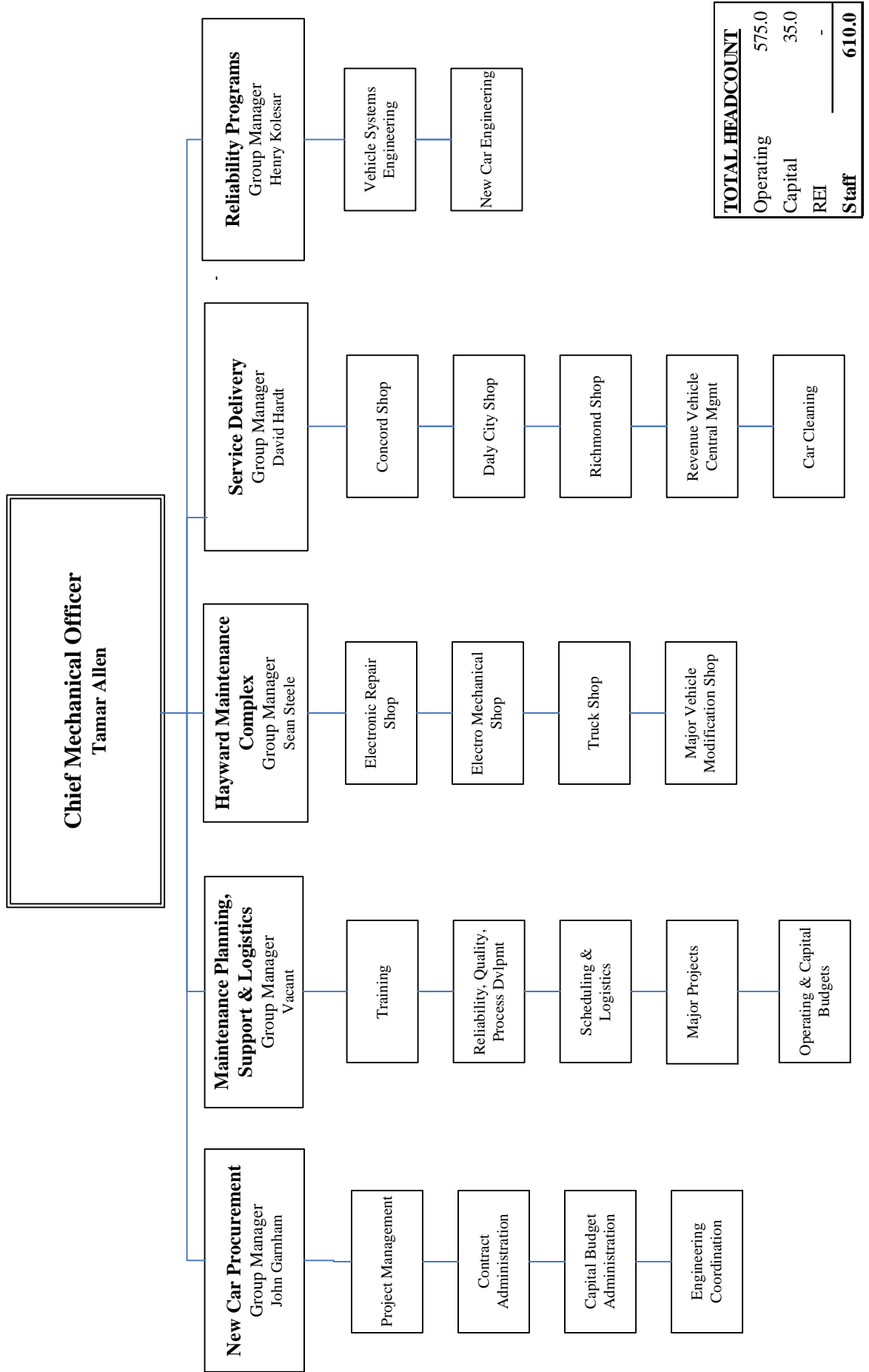
FY15 Goals & Objectives - Maintenance and Engineering Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Reviewer
	e Provide ongoing training to Safety Monitors to assure retention of skills and application of lessons learned from safety incidents as needed. (Civil Engineering & Construction 0802845)	T. MORRIS
15 Provide Maintenance Training for Certification and Recertification to meet CPUC requirements for Train Control, Safety, Electricians, Track, Structures, Computer and Communication Technicians	15 a Track defined CPUC certifications in learning management system and provide monthly certification reports to department managers on defined CPUC certifications. (Technical Training 0802844)	J. TORRISI
	b Conduct monthly meetings with department managers. (Technical Training 0802844)	J. TORRISI
	c Schedule /Deliver 25 Wayside Classes, 24 Contractor Superintendent Safety Classes, 15 BART Safety Monitor Classes, 15 Commercial Driver License and 35 Forklift Classes. (Technical Training 0802844)	J. TORRISI
	d 15 On-Rail Maintenance Vehicle Operation Classes. (Technical Training 0802844)	J. TORRISI
	e Injury Illness Prevention Program (IIPP). Track and manage by Pathlore (LMS) for District compliance. (Technical Training 0802844)	J. TORRISI
	f Schedule/Conduct 120 Track and Structures related classes and develop 15 Training Modules. Schedule/Conduct 110 Power & Mechanical related classes and develop 15 Training Modules. (Technical Training 0802844)	J. TORRISI
	g Provide 100% recertification testing sessions for technicians prior to certification expiration. (Technical Training 0802844)	J. TORRISI
	h Schedule recertification classes for technicians failing certification test within six months of failure. (Technical Training 0802844)	J. TORRISI
	i Schedule all certification classes for New Hire Train Control and Communications Technicians within two years of of hire. (Technical Training 0802844)	J. TORRISI
	j Deliver all certification classes to new Computer Technicians within one year of of hire. (Technical Training 0802844)	J. TORRISI
16 Maintain learning management system integrity	16 a Provide monthly audit reports to all administrators and instructors with open data entry items. (Technical Training 0802844)	J. TORRISI
17 Provide financial and administration reporting for Operations and Maintenance &	17 a Prepare monthly Operations Budget Performance Overview by Department within one week of closing. (Technical Support Services 0802876)	J. TORRISI
	b Prepare budgets for SF MUNI and SFIA by 1/20/15. (Technical Support Services 0802876)	J. TORRISI
	c Prepare 100% of all monthly billings reimbursements within three weeks of monthly closing. (Technical Support Services 0802876)	J. TORRISI
	d Provide department overtime usage report within two weeks of monthly closing. (Technical Support Services 0802876)	J. TORRISI
18 Support development of a comprehensive asset management system	18 a Grant application accepted; awaiting funds. Upon authorization to spend, develop project plan. (Asset Management Group 0802849)	F. RUFFA
	b Assign existing resource to role of M&E Asset Management Coordinator/Project Manager by 6/30/15. (Asset Management Group 0802849)	F. RUFFA
	c Upon availability of FTA grant, request IT assistance in converting CNI to a database . (Asset Management Group 0802849)	F. RUFFA
	d Exploit initial risk management process and institutionalize a regular process. (Asset Management Group 0802849)	F. RUFFA
	e Execute plan as established in AMIP-2 (AM Implementation Plan, Phase 2). (Asset Management Group 0802849)	F. RUFFA
	f As AM Plans evolve, train discipline-expert asset coordinator job roles and delegate responsibility for AM Plans. (Asset Management Group 0802849)	F. RUFFA

ROLLING STOCK & SHOPS DEPARTMENT - 0803

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	575.0
Capital	35.0
REI	-
Staff	610.0

Strategic Plan - C Customer of BART

Department - 0803631 Rolling Stock & Shops Admin

Implementing Strategies		Performance Measures					
(C1) - System Renewal	Project and/or Program (C1B) - Rail Vehicle Replacement Plan	Goal/Desired Outcome (C1B1-Board)		FY - 2013	FY - 2014	FY - 2015	
		Objective	Actual	Objective	Objective	Objective	
Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.	Replace all existing rail cars; purchase expansion vehicles as funding becomes available.	Develop full funding plan for vehicle replacement program by FY 2009.		In Progress	Objective	Objective	
		(C1B1-Other) New Cars			FY - 2014 Objective	FY - 2015 Objective	
		Issue NTP and approve/complete Carbuilder Plan and New Car Conceptual Design review	Met	Complete by Dec 31, 2012			
		(C1B2-Board)	Notice to Proceed (NTP) issued in 2010; full production commences in 2016; seven-year production phase anticipated.	In Progress	FY - 2014 Objective	FY - 2015 Objective	
		(C1B3-Board)	Ensure that BART match requirements are met through SRTP modeling.	In Progress	FY - 2014 Objective	FY - 2015 Objective	
(C1C) - Strategic Maintenance Plan (SMP)	Utilize best-practices maintenance management principles Districtwide to improve system reliability, extend equipment service life, and gain maintenance cost and schedule efficiencies.	Implement a schedule-driven maintenance program designed to optimize component and system life to avoid end-of-life failures.		Met	Information transparency: All maintenance information (manuals, mods, etc.)	Information transparency: All maintenance information (manuals, mods, etc.)	
		Direct contact for RFEA (Requests for Engineering Assistance)	Met	Direct contact for RFEA (Requests for Engineering Assistance)	Information transparency: All maintenance information (manuals, mods, etc.)	Information transparency: All maintenance information (manuals, mods, etc.)	

Implementing Strategies		Performance Measures							
Project and/or Program	Goal/Desired Outcome	FY - 2013			FY - 2014		FY - 2015		
		Objective	Actual	In Progress	Objective	Actual	Objective	Actual	
		Communicate Performance Measures and Key Indicators to all employees		In Progress	Communicate Performance Measures and Key Performance Indicators to all employees		Direct contact for RFEA (Requests for Engineering Assistance)		
		Scope the Procurement/Maintenance interface		In Progress	Scope the Procurement/Maintenance interface		Performance Indicators to all employees		
		(C1C2-Board)							
		Complete implementation in the secondary repair shops by December 2009.	Objective	Actual		FY - 2014 Objective		FY - 2015 Objective	
		(C1C3-Board)							
		Complete 50% implementation in the primary shops by December 2010.	Objective	Actual					
		(C1C4-Board)							
		Define vehicle level rebuild program by December 2009.	Objective	Actual		FY - 2014 Objective		FY - 2015 Objective	
		(C1C5-Board)							
		Develop schedule and strategy by June 2009 to extend SMP to Maintenance and Engineering.	Objective	Actual		FY - 2014 Objective		FY - 2015 Objective	
(C3) - Service Enhancements	(C3A) - BART Core Service	Provide service levels that meet the needs of the customers while maintaining optimum system reliability.	Performance Measures						
			Objective	Actual		FY - 2014 Objective		FY - 2015 Objective	
		Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	Performance Measures						
			Objective	Actual		FY - 2014 Objective		FY - 2015 Objective	
		Maintain additional weekend and evening service.	Objective	Actual		FY - 2014 Objective		FY - 2015 Objective	
				Eliminated					

Implementing Strategies		Performance Measures			
Project and/or Program		Goal/Desired Outcome			
		(C3A2-Board)	FY - 2013 Objective	FY - 2014 Objective	FY - 2015 Objective
		Increase weekday off-peak ridership by 2015.	In Progress		
		(C3A3-Board)	FY - 2013 Objective	FY - 2014 Objective	FY - 2015 Objective
		Maintain 95% on-time performance.	In Progress		
		(C3A4-Board)	FY - 2013 Objective	FY - 2014 Objective	FY - 2015 Objective
		Increase Mean Time Between Incidents.	In Progress		
		Performance Measures			
(C5) - Customer Environment Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	Project and/or Program (C5G) - Train Cleanliness Program Adequately staff program to ensure interior and exterior train cleanliness that meets the standards of BART passengers. (C5H) - Train Interior Upgrade Replace vehicle carpets with composite flooring designed for easier cleaning and maintenance.	Goal/Desired Outcome (C5G1-Board)	FY - 2013 Objective	FY - 2014 Objective	FY - 2015 Objective
		Increase the rating of "train cleanliness" by BART customers.	2.94 Met		
		Goal/Desired Outcome (C5H1-Board)	FY - 2013 Objective	FY - 2014 Objective	FY - 2015 Objective
		Complete 100% installation of new composite floors by 2011.	Complete 100 more cars.	Project shut down for labor negotiations	
			Completed 85		

Strategic Plan - F The Future of BART

Department - 0803631 Rolling Stock & Shops Admin

Implementing Strategies		Performance Measures			
Project and/or Program		Goal/Desired Outcome			
(F1) - Capacity Optimize the BART system to meet projected ridership increases.	Project and/or Program (F1B) - Car modifications Increase train car capacity	Goal/Desired Outcome (F1B1-Board)	FY - 2013 Objective	FY - 2014 Objective	FY - 2015 Objective
		Implement train car modification as a near-term strategy for enhancing capacity by 2011 if funded.	Complete 100 more cars. Met		



BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures				
Project and/or Program		Goal/Desired Outcome (F1B2-Board)		FY - 2013	FY - 2014	FY - 2015
				Objective	Actual	Objective
		Purchase replacement fleet with higher capacity.		In Progress		

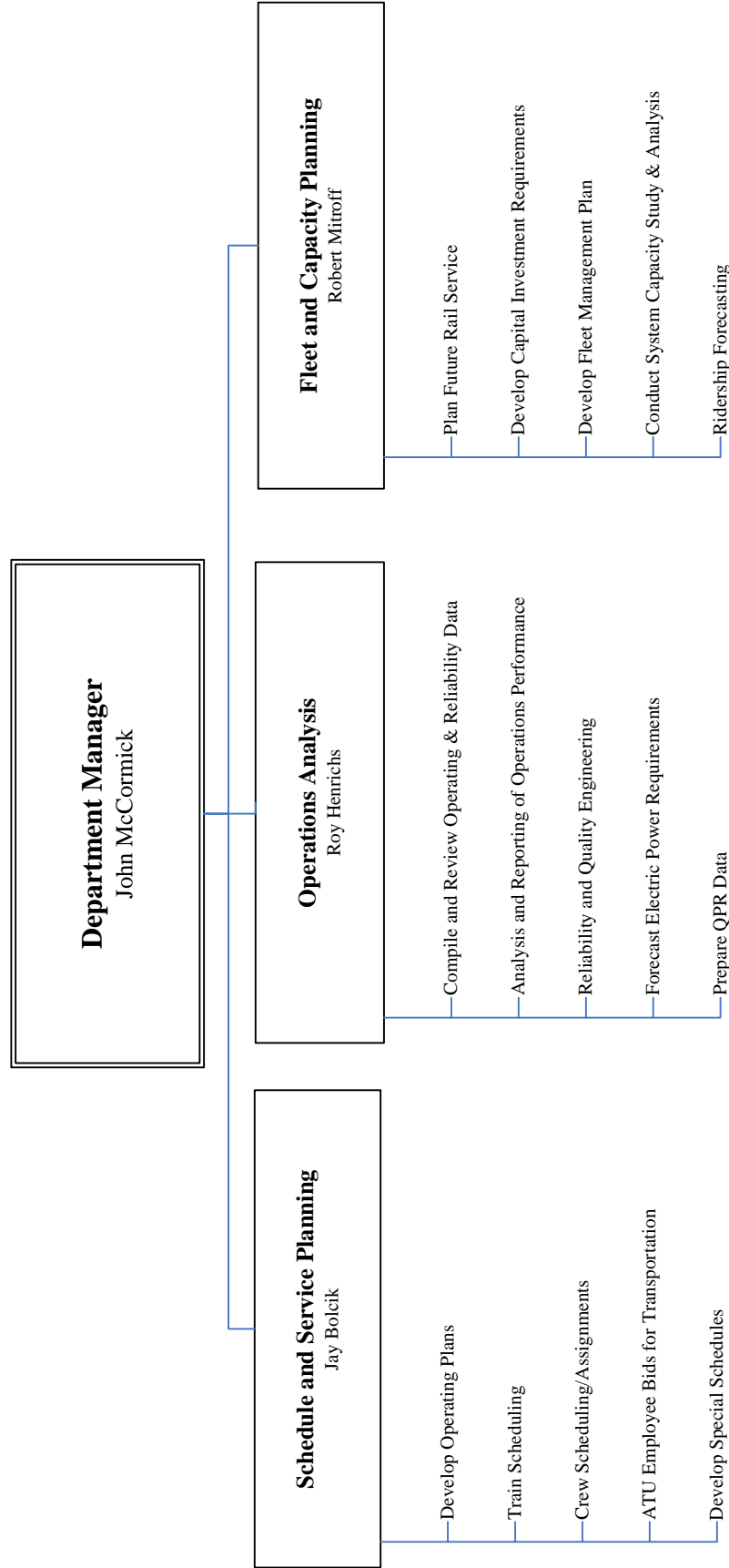
FY 15 Goals & Objectives - Rolling Stock and Shops Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY 13 Actual	FY14 Obj	FY15 Obj
1 Revenue Vehicles	1 a Provide proper complement of revenue vehicles to meet service requirement daily	573 at 0400 and 1400 hrs - 85%	0400 - 79.7% 1600- 78.1% Ave 587	573 at 0400 and 1400 hrs - 85%	573 at 0400 and 1400 hrs - 85%
2 Preventive Maintenance	2 a Complete all Preventive Maintenance on schedule	100%	99%	100%	100%
3 Car Reliability	3 a Maintain MTBSD	3150	3759	3500	3550
	b Maintain MTBI	recalibrate +2%(FY14)	153	160	175
	d Repeater cars (average per week)	recalibrate -2% (FY14)	2.2	2.2	1.8
	e Quality Audit	2/wk/shop	New Program		
4 Train Interior Appearance	f Compliance with min/max (New FY14)	NA	80.3	90%	90%
	4 a PES Score	2.95	3.01	3.00	3.00
	b Train Interior Cleanliness (60%) - PES	2.71	2.74	2.71	2.75
	c Train Interior Graffiti (40%) - PES	3.3	3.41	3.3	3.3
	d Install new seating	223 cars	completed	115 C Cars	115 C Cars
	e Install Hard Surface Flooring	100 cars	85 cars	50 cars	100
	f Install new carpets	20 cars	completed	0	0
5 Safety	g Interior reconfiguration mod	100 cars	completed	0	Jan-00
	5 a Reduce vehicle caused unscheduled door openings	3	0	3	1
	b Complete Safety Compliance Checks	100%	100%	100%	100%
	c Hold Safety Crew Meetings: 1/shop/week - Primary Shops	100%	100%	100%	100%
	d Hold Safety Crew Meetings: 1/shop/week - Hayward Shops	100%	100%	100%	100%
	e Hold Shop Labor/ Mgmt Safety Meetings: 1/shop/month	100%	90%	100%	100%
	f Further refine industrial injury investigation program with System Safety (FY 15 develop and post KPIs)	Complete by 12-31-2012	Moved fromm HR to Safety	Launched	KPI's
6 Attendance Management	6 a Develop & Post Attendance KPI by shift or workgroup with IT	Complete by 12-31-2012		Delayed to 6/30/2014	
7 New Car	7 a Finalize Project Budget	Complete by 12-31-2012		Completed	
	b Complete Conceptual Design	Complete by 12-31-2012		Completed	
	c Complete Preliminary Design	none		Completed	
	d Complete Final Design	none		Completed Jun-13	

OPERATIONS PLANNING DEPARTMENT - 0804

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	13.0
Capital	2.0
REI	-
Staff	15.0

FY15 Goals & Objectives - Operations Planning Department

II. BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives
1. Engage with Transportation to improve the efficiency of Train Operator, Station Agent and Foreworker Scheduling.	1. a. Identify, analyze and recommend actions to minimize overtime costs quarterly.
	b. Identify, analyze and recommend actions to reduce unnecessary paid breaks and lunches quarterly.
	c. Work with IT, HR, Labor Relations and Transportation to develop requirements, specifications and labor strategy for enterprise train and crew scheduling software for all of Transportation and Operations Planning.
2. Partner with Transportation and Operations Training and Support to maintain appropriate staffing levels, particularly those that have arbitration settlement headcount requirements.	2. a. Within 60 days of adoption of service level changes, identify staffing needs.
	b. Monitor staffing levels and support the hiring process as necessary to maintain levels monitored by the Arbitrator.
3. Partner with Transportation to improve efficiency of current rail operations, particularly on holidays.	3. a. Monitor ridership and revise rail operating plans to ensure efficient, high quality customer service, as required by ridership changes.
	b. Recommend service adjustments to fit projected ridership on holidays.
	c. Analyze factors impacting on time performance and recommend actions to improve it.
4. Support District and Operations through data analysis and publishing system performance and equipment reliability reports.	4. a. Publish the following items: 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.
	a-1.
	a-2.
	a-3.
	a-4.
	a-5.
	a-6.
a-7.	
5. Partner with other District Departments to manage revenue vehicle fleet.	5. a. Project future car procurement needs within 30 days of request using multiple assumptions, constraints and patronage ranges.
	b. Participate in cross-functional teams as needed for: b-1. Vehicle maintenance planning. b-2. Vehicle interior modification. b-3. Vehicle shop planning. b-4. New vehicle design and delivery.
	c. Revise Fleet Management Plan (FMP) as necessary.
6. Provide long term planning for improved Operations performance.	6. a. Develop long term operating plans as needed for the FMP, SRTP and BART Metro.
	b. Actively support the planning and capital funding needs of BART Metro Phase I and II.

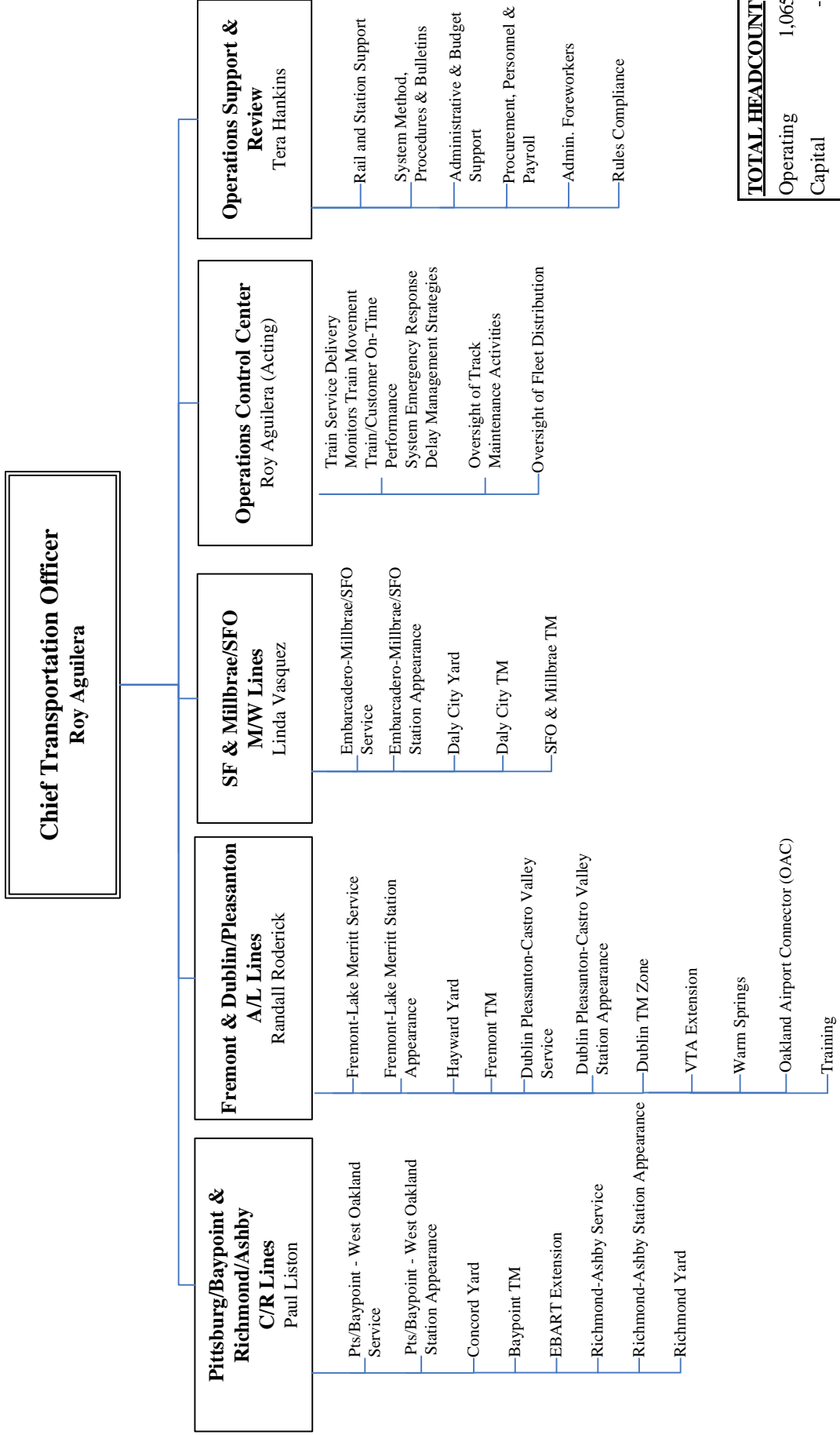
FY15 Goals & Objectives - Operations Planning Department

II. BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives
7. System Capacity Planning.	7. a. Update System Capacity Study as needed to facilitate financial planning efforts.
	b. Update BART/VTA Core Impact Analysis and Shop/Yard analyses as necessary
	c. Participate in Cross-Functional Teams (ongoing, as needed) for:
	c-1. 30 year capital planning.
	c-2. Fire egress studies.
	c-3. Station comprehensive plans and standards.
c-4. Station access and flow modeling	
c-5. Regional rail planning.	
c-6. eBART (Phase I and II), Oakland Airport Connector, BART to Livermore.	
d. Support scheduled development of SRTP, CIP and Strategic Plan as required.	
e. Support Capital Funding Campaigns as needed.	
f. Participate in additional projects as required.	
8. Improve Operations Planning capabilities.	8. a. Develop, maintain & improve existing planning models used for SRTP, CIP, FMP, and vehicle shop planning as needed.
	b. Complete Phase I implementation of Viriato Service Planning Software and use it to compliment the following activities:
	b-1. Develop projections of car hours and other metrics required by Operating Budget's O&M model.
	b-2. Work with Scheduling, Transportation and M&E to develop draft systemwide single tracking plans that will later be validated using the RTC simulator.
	b-3. Develop special schedule alternatives for planned service disruptions.
	b-4. Analyze the operating needs resulting from the Warm Springs , Berryessa and other planned extensions (Car requirements, shop capacity, outreach/Title VI analysis, delay management, single tracking, phased implementation, etc.) within 60 days of request.
b-5. Use RTC Simulation software to formally analyze and test short-term and long-term scheduling needs.	
9. Partner with Maintenance & Engineering, Transportation and TSD to strategically plan the track allocation calendar.	9. a. Develop special schedules for projects such as Earthquake Safety, OAC, Central Subway TBM Undercrossing, Labor Day Weekend Bay Bridge Final Closure and 34.5 kV Cable Replacement.
	b. Work with IT and M&E to bring the track allocation calendar into visual context and catalogue all activities in a GIS database that is consistent with BART's SOGR and Asset Management programs.
	c. Work with IT and M&E on the next, web-based GIS development phase for track allocation.
10. Partner with Office of Civil Rights to maintain District's Title VI compliance.	10. a. Conduct analyses and develop reports as necessary.
11. Partner with Transportation, Police, Planning & Budget, and TSD to reduce the quantity of fare evasion.	11. a. Conduct Fare Evasion Task Force meetings.
	b. Develop fare evasion metrics.
	c. Implement Law Enforcement Smartcard Project.
	d. Plan investments to mitigate evasion and seek funding for them.
	e. Brief selected Board members on fare evasion program progress.
	f. Evaluate success of program and report to Executive Management.

TRANSPORTATION & SYSTEM SERVICE DEPARTMENT - 0805

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	1,065.8
Capital	-
REI	7.0
Staff	1,072.8



BART Strategic Plan

Fiscal Year Goals & Objectives

Strategic Plan - C Customer of BART

Department - 0805701 Transportation & System Svc

Implementing Strategies		Performance Measures			
(C3) - Service Enhancements	Project and/or Program (C3A) - BART Core Service Provide service levels that meet the needs of the customers while maintaining optimum system reliability.	Goal/Desired Outcome (C3A3-Board) Maintain 95% on-time performance.		Performance Measures	
		FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.		95%	Not Met 94%	95%	93.5%
(C5) - Customer Environment		Performance Measures			
(C5) - Customer Environment	Project and/or Program (C5F) - Station Cleanliness Program Adequately staff program to ensure station and bathroom cleanliness that meets the standards of BART passengers.	Goal/Desired Outcome (C5F1-Board) Increase the rating of "station cleanliness" by BART customers.		Performance Measures	
		FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.		2.90	Not Met 2.86	2.90	2.90

FY15 Goals & Objectives - Transportation and System Service Department

II. BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
1. Provide highly reliable, on-time performance through critical analysis of train and customer on-time performance; improvement of delay management; and additional troubleshooting training for Train Operators.	1. a. Achieve Customer On-Time performance of 96%	96%	95%	96%	95%
	1. b. Achieve Train On-Time performance of 94%	94%	93%	94%	92%
	1. 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	0.52	0.50	0.50
	1. d. Hold interdepartmental delay management debriefings w/ky to include yard and shop incidents at the line level as required. Analyze delay trends and causes w/ky. Disseminate lessons learned to appropriate RS&S, TSS and M&E staff.	48 debriefings/year	48 debriefings/year	48 debriefings/year	48 debriefings/year
	1. e. Complete scheduled make-breaks 85% of the time.	85%	86%	85%	85%
	1. f. On-time delivery of PM cars to the shops (Joint Car Availability Goal with Rolling Stock & Shops).	90%	90%	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. Conduct at least two Ride Checks of each active Train Operator per year, and train new supervisors on how to conduct ride checks.	100%	100%	100%	100%
3. Maintain Customer Amenities by performing daily scheduled cleaning and inspection activities	3. a. Achieve an average Passenger Environment Survey (PES) rating for "Station Cleanliness" of 2.90.	2.90	2.86	2.90	2.90

FY15 Goals & Objectives - Transportation and System Service Department

II. BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
at all stations as well as heavy station cleaning on the prescribed cycles.	b. Maintain an average PES rating for "Station Platform cleanliness" of 3.07 .	3.07	3.00	3.07	3.07
	c. Maintain an average PES rating for "Other Station Areas" of 2.85 .	2.85	2.82	2.85	2.85
	d. Maintain an average PES rating for "Restroom Cleanliness" of 2.15 .	2.15	2.29	2.15	2.15
	e. Achieve an average PES rating for "Elevator Cleanliness" of 2.71 .	2.71	2.62	2.71	2.71
4. Improve Customer Amenities by maintaining an aggressive graffiti removal program.	a. Achieve an average PES rating for "Station Graffiti" of 3.19 .	3.19	3.10	3.19	3.19
	b. Maintain an average PES rating for "Walkways & Entry Plaza Cleanliness" of 2.77 .	2.73	2.74	2.73	2.77
	c. Ensure a graffiti removal contract is in place at all times.	Contract in place	Contract in place	Contract in place	New contract in place by July 1, 2014
5. Maintain Customer Amenities by meeting car washing standard as per the Revenue Vehicle Cleaning Program (Joint Goal with RS&S).	5. Wash 75% of available fleet at least once per week.	75%	74%	75%	75%
6. Maximize Customer Service by maintaining Station Agent staffing at the budgeted levels to ensure that customers have available easily identifiable personnel to respond to provide customer assistance.	a. Maintain an average PES rating for "Agent Available or Sign in Place" of 3.00 .	3.00	3.02	3.00	3.00
	b. Ensure a uniform contract is in place at all times.	Contract in place	Contract in place	Contract in place	New contract in place by Jan 1, 2015
	c. Maintain Rude Agent complaints to 200 or less.	Reduce by 5%	Increased by 8%	Reduce by 5%	200 or less

FY15 Goals & Objectives - Transportation and System Service Department

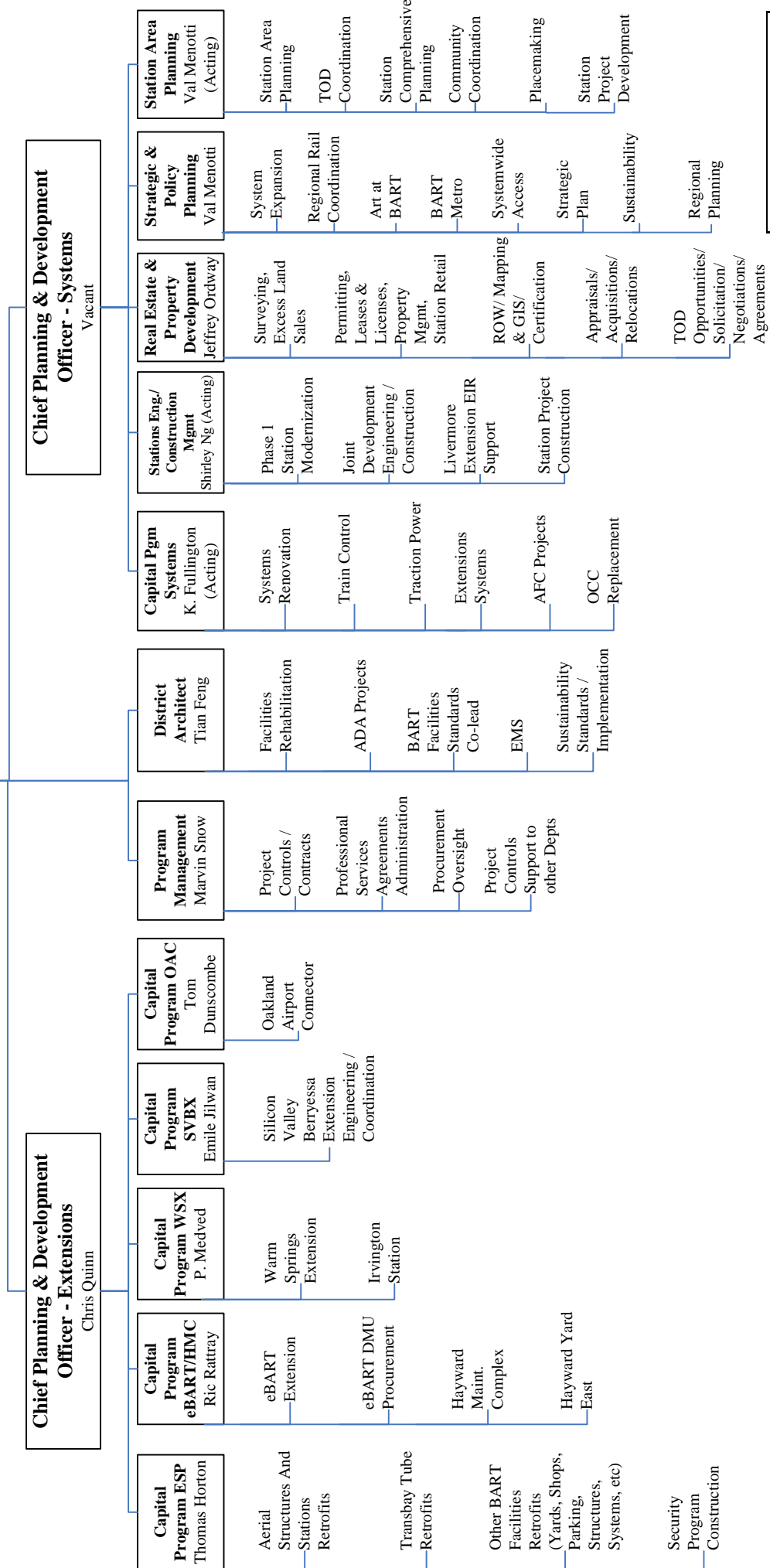
II. BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
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 3.03 .	3.03	3.13	3.14	3.14
	7. b. Maintain an average PES rating for Train Operators making "Train Destination Announcements" of 3.20 .	3.20	3.26	3.26	3.26
	7. c. Maintain an average PES rating for Train Operators making "Transfer Announcements" of 3.03 .	3.03	3.10	3.10	3.10
8. Maximize Customer Service by monitoring the availability of brochures in the information kiosks.	8. Maintain an average PES rating for "Brochures in Kiosks" (Joint Goal with Marketing) of 3.17 .	3.17	3.12	3.17	3.17
9. Maximize human resource development.	9. Deliver 100% of the required and mandated training certifications/recertifications.	100%	100%	100%	100%

PLANNING & DEVELOPMENT OFFICE – 10

FY15 Preliminary Budget

Assistant General Manager
Robert Powers



TOTAL HEADCOUNT	
Operating	29.6
Capital	75.4
REI	-
Staff	105.0

Strategic Plan - C Customer of BART

Department - 1001215 Planning And Development

Implementing Strategies		Performance Measures							
(C1) - System Renewal	Project and/or Program (C1A) - System Renovation Plan	Goal/Desired Outcome (C1A1-Other)		FY - 2013		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual
Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.	Develop a prioritized list of renovation projects with a funding plan, including implementation schedule, cash flow analysis and key milestones. Plan will include core infrastructure renovation, existing fleet renovation or replacement, security, mandatory and capacity modifications and quality enhancement.	Determine and certify all real property for District projects.		As-needed		As-needed		As-needed	
(C2) - Earthquake Safety	Project and/or Program (C2A) - BART's Earthquake Safety Program	Goal/Desired Outcome (C1G1-Other)		FY - 2013		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual
Bring the original system up to current seismic safety standards ensuring core system operability shortly after an earthquake.	Expand and improve the Hayward shops and yard facilities for vehicle and systemwide maintenance to facilitate a state of good repair and fleet reliability.	Implement the HMC Project investment program.	Met	Define general project scope and have Contracting Plan developed and approved		Finalize cost sharing agreement with VTA		Award 4 design-bid-build contracts	
						Achieve ROW Certification			
(C2) - Earthquake Safety	Project and/or Program (C2A) - BART's Earthquake Safety Program	Goal/Desired Outcome (C2A1-Board)		FY - 2013		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual
Bring the original system up to current seismic safety standards ensuring core system operability shortly after an earthquake.	Retrofit core system to meet operability standards and retrofit remainder of system to meet Life Safety standards."	Complete Earthquake Safety Program by January 2014.				As a result of scope changes, completion - 2018			
(C2) - Earthquake Safety	Project and/or Program (C2A1-Other)	Goal/Desired Outcome (C2A2-Other)		FY - 2013		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual
		Secure and certify all real property rights in support of Program.				As-needed		As-needed.	
(C2) - Earthquake Safety	Project and/or Program (C2A2-Other)	Goal/Desired Outcome (C2A2-Other)		FY - 2013		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual
		Issue A Line Construction Contracts							Qtr 2

Implementing Strategies		Performance Measures				
(C3) - Service Enhancements	Project and/or Program	Performance Measures				
<p>Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.</p>	<p>(C3B) - Demand Management Optimize BART system to serve at peak hour weekday riders.</p>	Goal/Desired Outcome (C3B1-Other)		FY - 2013	FY - 2014	FY - 2015
		<p>Based on March 2013 Board direction, update peak fare pricing study to better manage demand at Embarcadero and Montgomery Stations.</p>	Objective	Actual	Objective	Objective
<p>(C4) - Station Access Develop alliances with our transit partners and the community to maximize connectivity and to facilitate multi-modal access including transit, bicycling and walking.</p>	<p>(C4A) - Station Access Program Develop a package of programs and projects to improve access to our stations by modes other than single occupant vehicles.</p>	Goal/Desired Outcome (C4A1-Board)		FY - 2013	FY - 2014	FY - 2015
		<p>Depending on results of Station Profile Survey, develop plan by 2010 to meet or exceed systemwide access guidelines</p>	Objective	Actual	Objective	Objective
		Goal/Desired Outcome (C4A2-Board)		FY - 2013	FY - 2014	FY - 2015
		<p>Establish station specific access targets by 2010.</p>	Objective	Actual	Objective	Objective
	<p>(C4A2-Other) Coordinate with Oakland and Emeryville to advance last mile connectivity studies and activities.</p>	FY - 2013	FY - 2014	FY - 2015	FY - 2015	FY - 2015
		Objective	Objective	Objective	Objective	Objective
	<p>(C4B) - Station Wayfinding Program Implement wayfinding signage to and from BART stations, and within the station, to aid the customer in navigating the BART system and in making connections to other transit and local destinations.</p>	Goal/Desired Outcome (C4B1-Other)		FY - 2013	FY - 2014	FY - 2015
		<p>As funding permits, expand Wayfinding Improvements up to 10 more stations.</p>	Objective	Actual	Objective	Objective
	<p>(C4B2-Other) Wayfinding improvements for 16 stations</p>	FY - 2013	FY - 2014	FY - 2015	FY - 2015	FY - 2015
		Objective	Objective	Objective	Objective	Objective
	<p>(C4B3-Other) Wayfinding improvements at 10 stations (includes Berkeley)</p>	FY - 2013	FY - 2014	FY - 2015	FY - 2015	FY - 2015
		Objective	Objective	Objective	Objective	Objective

Implementing Strategies		Performance Measures				
(C5) - Customer Environment	Project and/or Program (C5A) - Station Modernization Program Upgrade BART stations to improve lighting, pathways, and signage systems.	Goal/Desired Outcome (C5A1-Board)		FY - 2013	FY - 2014	FY - 2015
		Award construction contracts for the replacement of 480 volt switch gear at 15 stations and modernization of 4 stations by July 2009.		Objective	Actual	Objective
		(C5A1-Other)		FY - 2013	FY - 2014	FY - 2015
		Implement Early Wins at selected stations to improve environment for customers and employees.		Objective	Actual	Objective
		Coordinate and prioritize investments, and initiate implementation.				
		(C5A2-Other)		FY - 2013	FY - 2014	FY - 2015
		Implement Systemic investments to advance State of Good and improve customer environment across multiple stations.		Objective	Actual	Objective
		Identify, prioritize and prepare Systemic investment recommendations.				
		(C5A3-Other)		FY - 2013	FY - 2014	FY - 2015
		Implement Gateway improvements at selected stations.		Objective	Actual	Objective
		Complete conceptual design at 2 Gateway stations.				
	(C5B) - Universal Design Incorporate universal design principals into planning for BART renovation, expansion and improvement.	Goal/Desired Outcome (C5B1-Other)		FY - 2013	FY - 2014	FY - 2015
		Work with APTA to develop design standard to incorporate Title VI Requirement. Work with OCR to develop signs.		Objective	Actual	Objective
		Seek budget to develop design for station improvement projects.				
		Award detailed station cleaning contracts - Qtr.2.				
		Award one station contract - Qtr. 2				
		Award one station contract - Qtr. 2				
(C6) - Customer Information	Project and/or Program (C6B) - Real Time Information Program Expand real time BART train and bus arrival and emergency information to aid customers.	Performance Measures				
Provide our customers with state of the art wayfinding and customer information.		Goal/Desired Outcome (C6B1-Other)		FY - 2013	FY - 2014	FY - 2015
		Expand Real Time Information Program to 10 additional stations, as funding permits.		Objective	Actual	Objective
		Work with M&E to ensure Real Time performs correctly.				
		Expand Real Time improvements to more				
		improvements to more				
		improvements to more				

Implementing Strategies		Performance Measures			
Project and/or Program		Goal/Desired Outcome			
		FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
			stations.	stations.	stations.

Strategic Plan - F The Future of BART

Department - 1001215 Planning And Development

Implementing Strategies		Performance Measures			
Project and/or Program		Goal/Desired Outcome			
(F2) - System Expansion Seek partnership with other transit agencies, local communities and private entities to plan and implement cost-effective service that demonstrates a commitment to transit-supportive growth and development and addresses the core needs of the system.	(F2A) - eBART project Expand BART rail service to eastern Contra Costa County.	FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
				Continue construction. Revenue service 2018.	
		FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
				As-needed.	As-needed
		FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
			Completing	Close-out.	
	(F2A3-Other) Begin construction on trackway systems and station finishes.	FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
				Awarding Qtr 4	Qtr.1
		FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
				Negotiating	Qtr.1
		FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
			Qtr 4	On-going	
	(F2A5-Other) Hayward Maintenance Complex - increase District's maintenance capacity.	FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
				Qtr 4	On-going
		FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
				Qtr 4	On-going
		FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective

Implementing Strategies		Project and/or Program		Performance Measures					
				FY - 2013		FY - 2014		FY - 2015	
		Goal/Desired Outcome (F2A6-Other) Hayward Maintenance Complex - Award 4 construction contracts.	Objective	Actual	Objective	Objective	Objective	Objective	
			Objective		Objective		Objective	Complete	
			Objective		Objective		Objective		
		Goal/Desired Outcome (F2B1-Board) Complete Warm Springs by 2014.	Objective	Actual	Objective	Objective	Objective	Objective	
			Objective		Objective	Continue construction. Complete 2015.	Objective		
			Objective		Objective		Objective		
		(F2B1-Other) Secure and certify all real property rights in support of project.	Objective	Actual	Objective	Objective	Objective	Objective	
			Objective		Objective	complete	Objective		
			Objective		Objective		Objective		
		(F2B2-Other) Substantially complete project work.	Objective	Actual	Objective	Objective	Objective	Objective	
			Objective		Objective		Objective	Begin integration testing.	
			Objective		Objective		Objective		
		(F2B3-Other) Support City of Fremont led Warm Springs Community Plan for station area.	Objective	Actual	Objective	Objective	Objective	Objective	
			Objective		Objective		Objective	As required, through June 2015.	
			Objective		Objective		Objective		
		Goal/Desired Outcome (F2C1-Board) In partnership with the Santa Clara Valley Transportation Authority, assist in the implementation and completion of the Silicon Valley extension by 2018.	Objective	Actual	Objective	Objective	Objective	Objective	
			Objective		Objective	Support Core System Modification Access implementation, as required.	Objective		
			Objective		Objective		Objective		
		(F2C1-Other) Complete facilities and systems design oversight.	Objective	Actual	Objective	Objective	Objective	Objective	
			Objective		Objective	Complete facilities and systems design oversight.	Objective	Complete facilities and systems design oversight.	
			Objective		Objective		Objective		
		(F2C2-Other) Implement Construction Management Oversight team for commencement of	Objective	Actual	Objective	Objective	Objective	Objective	
			Objective		Objective	Implement Construction Management Oversight team for	Objective	On-going	
			Objective		Objective		Objective		

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2013		FY - 2014		FY - 2015	
Goal/Desired Outcome		Objective	Actual	Objective	Objective	Objective	Objective
	major alignment construction.			commencement of major alignment construction.			
	(F2C3-Other) Implement System Integration Testing Team			Procurement beginning FY14 and continuing to the end of the project	Qtr 3		
	(F2C4-Other) Phase II completion - 2024			Beginning FY 14 and continuing to project's end		Begin implementation of Phase II	
	(F2D) - Livermore project Extend BART service to Livermore.			Advance Project-Level environmental review to inform investment decision making.		Prepare Draft EIR.	
	(F2F) - Oakland Airport project Connect the Oakland Airport to the BART system.			Continue construction. Complete 2014.			
	(F2F1-Other) Secure and certify all real property rights in support of project.			Completed			
	(F2F2-Other) Hold 2 public events leading up to the opening of OAC to inform the public.				Qtr. 1		
	(F2F3-Other) Open Station - Fall 2014.					Qtr. 2	

Implementing Strategies		Performance Measures				
(F3) - Financial Stability	Project and/or Program	Goal/Desired Outcome		FY - 2013	FY - 2014	FY - 2015
		(F3B1-Other)	Actual	Objective	Objective	Objective
Maintain and improve the stability of BART's financial base.	(F3B) - Planning for a Fiscally Sound Future Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves.	Under the direction of the General Manager, initiate update of the BART Strategic Plan.	Actual	Objective	Objective	Objective
					Identify process for updating Strategic Plan, as required.	Develop framework for update of Strategic Plan.
	(F3C) - Revenue Generation Implement a variety of programs to increase non-farebox revenues, including advertising, transit-oriented development and concessions.	Develop station area value capture strategies and protocol for purposes of addressing funding shortfalls.	Actual	Objective	Objective	Objective
					Complete CEQA Thresholds study.	
					Presented draft findings to the General Manager.	
	(F3C2-Other) Generate revenue through third party uses of BART stations, corridors, and excess lands.		Actual	Objective	Objective	Objective
					As required, through June 2014.	As required through 2015.
	(F3C3-Other) Implement Benefit Assessment District Project		Actual	Objective	Objective	Objective
					As required, through June 2014.	As required through 2015.
						On-going
Project and/or Program		Performance Measures				
(F4) - Metro Service	Project and/or Program	Goal/Desired Outcome		FY - 2013	FY - 2014	FY - 2015
		(F4A1-Other)	Actual	Objective	Objective	Objective
Develop the BART Metro service concept to better serve concentrations of riders in the urban core.	(F4A) - Core System Service Provide more frequent service in the urban core ("show up and go") to meet the travels demands of the market.	Advance Sustainable Communities Operational Analysis (SCOA) recommendations.	Actual	Objective	Objective	Objective
					Advance elements, as funding becomes available.	Refine and advance program, as funding permits.
	(F4A2-Other) Advance Metro Vision analysis to evaluate State of Good Repair, capacity, and expansion / infill investment opportunities.		Actual	Objective	Objective	Objective
					As required, through June 2014.	Complete analysis.
Project and/or Program		Performance Measures				
(F4B) - Expansion of Rail Through Linkages	Project and/or Program	Goal/Desired Outcome		FY - 2013	FY - 2014	FY - 2015
		(F4B1-Other)	Actual	Objective	Objective	Objective
Serve suburban and exurban markets by strategic linking to other systems.		Participate with California High Speed Rail Authority, and Caltrain, as Altamont	Actual	Objective	Objective	Objective
					As required, through June 2014.	As required, through 2015.

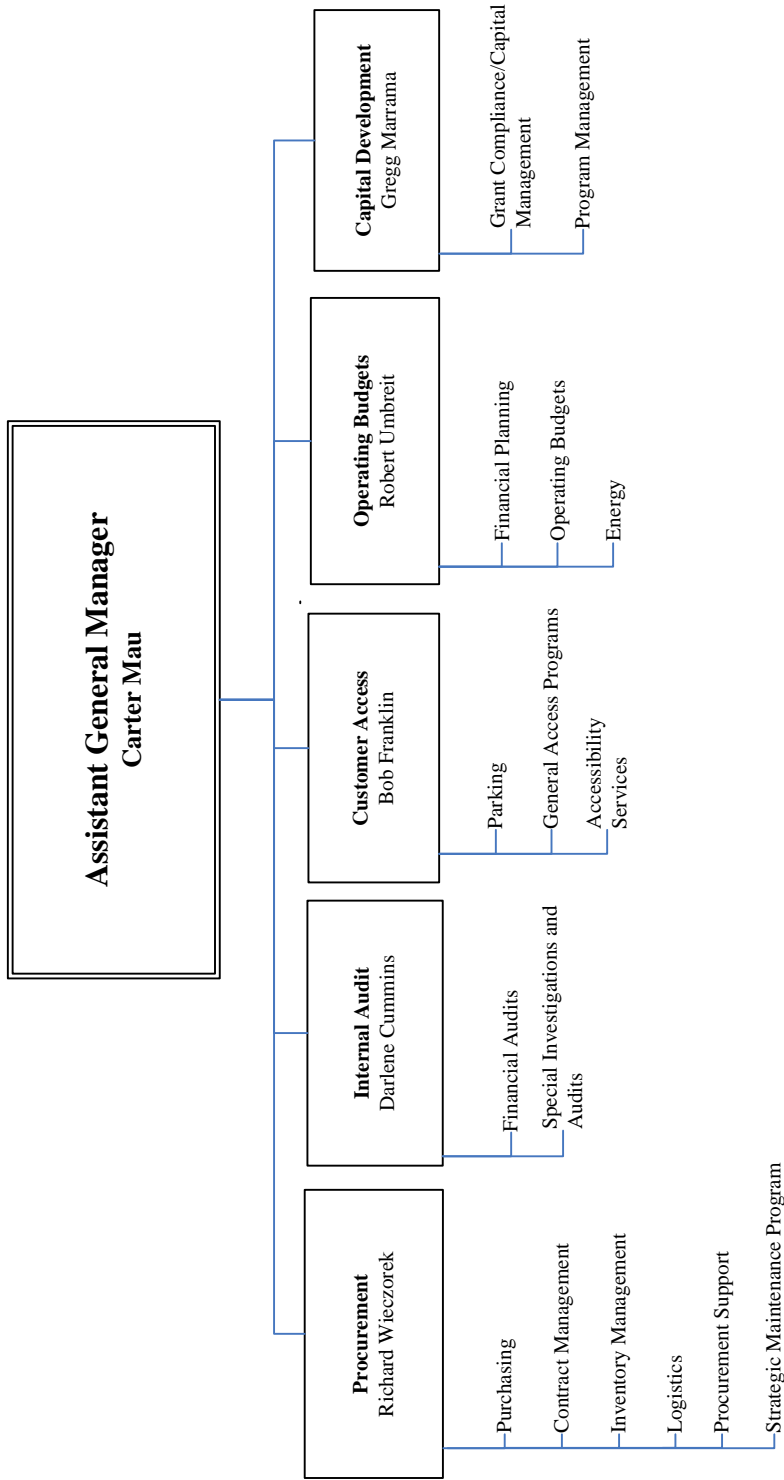
Implementing Strategies		Project and/or Program		Performance Measures			
			Goal/Desired Outcome and Peninsula projects are advanced.				
(F5) - Transit-Oriented Development Work with community partners to maximize support for TODs, to enhance the livability and vitality at our stations, and to support regional goals.	Project and/or Program (F5A) - Station Planning Program 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.	Goal/Desired Outcome (F5A1-Other) Following lead of local jurisdictions, advance station area plans: North Concord/Martinez, Concord, Fremont, Lake Merritt, Coliseum, 19th Street, West Oakland, Powell, and Embarcadero.	FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective	
					As required, through June 2014.	As required, through June 2015.	
		Goal/Desired Outcome (F5A2-Other) Advance Comprehensive Station Plans/Station Master Plans, at three stations, to coordinate station renovation and capacity investments with land use, access, urban design and architecture.	FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective	
					Initiate plans for Powell, 19th Street and Coliseum Stations.		
					Future (2015), move to C5A (station modernization)		
	Project and/or Program (F5B) - TOD Station Development Program Working with cities and local communities, BART will implement approved development projects.	Goal/Desired Outcome (F5B1-Other) Obtain development approvals from local land use jurisdictions.	FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective	
					Coliseum, Glen Park.	Coliseum, Glen Park	
		Goal/Desired Outcome (F5B2-Other) Support construction of transit-oriented developments at approved BART stations.	FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective	
					Pleasant Hill, Richmond, Fruitvale, Walnut Creek, West Dublin/Pleasanton, MacArthur, San Leandro, South Hayward.	Continuation.	
		Goal/Desired Outcome (F5B3-Other) Conduct negotiations with selected developers and secure Board approval of	FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective	
					Coliseum, Glen Park, Millbrae, El Cerrito	Continuing negotiations - Coliseum, Glen Park,	

Implementing Strategies		Performance Measures					
Project and/or Program	Goal/Desired Outcome	FY - 2013		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual	Objective	Actual
(F6) - Sustainability Apply sustainable techniques and business practices to BART's programs, projects and operations in a cost-effective manner to enhance the Bay Area's quality of life.	(F6A) - Transit Sustainability Guidelines Build consensus among transit operators for reducing greenhouse gas emission, and utilizing sustainability techniques.	(F6A1-Other) Initiate FTA funded pilot project for climate change adaptation of BART facilities.					
		(F6A2-Other) Implement guidelines through pilot projects such as Planning & Development capital projects.					
		(F6A3-Other) Advance Environmental Management System (EMS) by expanding to Oakland Shop, and initiating targeted training.					
(F6) - Sustainability Apply sustainable techniques and business practices to BART's programs, projects and operations in a cost-effective manner to enhance the Bay Area's quality of life.	(F6A) - Transit Sustainability Guidelines Build consensus among transit operators for reducing greenhouse gas emission, and utilizing sustainability techniques.	(F6A7-Other) Climate Change Climate change impacts on BART's system. Build resiliency through adaption solutions. Impacts of sea level rise (SLR) and adaption solutions.					
		(F6A7-Other) Climate Change Climate change impacts on BART's system. Build resiliency through adaption solutions. Impacts of sea level rise (SLR) and adaption solutions.					
		(F6A7-Other) Climate Change Climate change impacts on BART's system. Build resiliency through adaption solutions. Impacts of sea level rise (SLR) and adaption solutions.					

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2013		FY - 2014		FY - 2015	
Goal/Desired Outcome (F6B1-Board)		Objective	Actual	Objective	Actual	Objective	Actual
(F6B) - Greenhouse gas emissions targets Reduce GHG emissions per BART vehicle mile.	Goal/Desired Outcome (F6B1-Board) Sustainability Committee to establish targets in 2009/10.	Objective		Objective		Objective	
(F6C) - Bay Area VMT reduction target Contribute to Bay Area reduction in VMT.	Goal/Desired Outcome (F6C1-Other) Support regional agencies development of SB375-guided Regional Transportation Plan (RTP) / Sustainable Communities Strategy to achieve state GHG emissions reduction targets.	Objective		Objective		Objective	
(F6D) - BART water consumption target Reduce District water consumption.	Goal/Desired Outcome (F6C2-Other) Support regional, state and federal-level GHG efforts as they related to transportation policy, funding and/or environmental regulation.	Objective		Objective		Objective	
(F6E) - BART water consumption target Reduce District water consumption.	Goal/Desired Outcome (F6D1-Other) If funded, prepare water usage baseline. Develop preliminary water conservation plan. Complete short term efforts in response to 2014 drought.	Objective		Objective		Objective	
(F7) - Partnerships for Fin. Health Protect the Bay Area's investment in rail transit through long-term capital planning, strategic partnerships and outreach with elected and community leaders, the media and the public.	Goal/Desired Outcome (F7B1-Other) Continue to promote implementation of TOD at national and state levels through involvement in Rail-Volition and the Urban Land Institute's TOD Council.	Objective		Objective		Objective	

ADMINISTRATION AND BUDGET OFFICE - 11

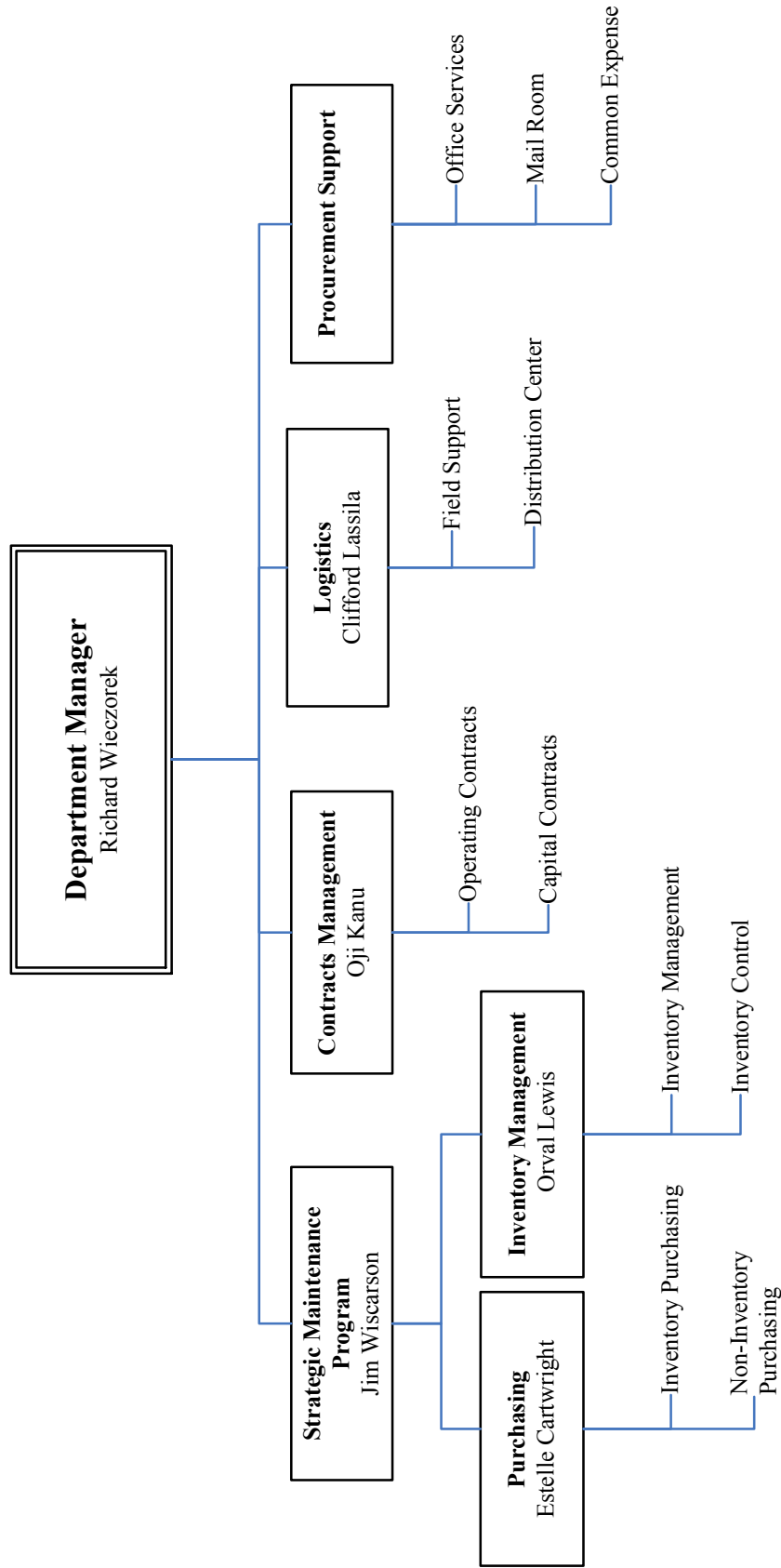
FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	118.0
Capital	9.0
REI	2.0
Staff	129.0

PROCUREMENT DEPARTMENT - 0503

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	81.0
Capital	5.0
REI	-
Staff	86.0



BART Strategic Plan Fiscal Year Goals & Objectives

Strategic Plan - C Customer of BART

Department - 0503450 Procurement Management

Implementing Strategies		Performance Measures													
(C1) - System Renewal	Project and/or Program (C1C) - Strategic Maintenance Plan (SMP)	Goal/Desired Outcome (C1C10-Other)		FY - 2013		FY - 2014		FY - 2015							
		Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual						
Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.	Utilize best-practices maintenance management principles Districtwide to improve system reliability, extend equipment service life, and gain maintenance cost and schedule efficiencies.	(C1C11-Other)	Return to vendor timeliness.	FY - 2013 Objective		FY - 2013 Objective	Task completed.	FY - 2014 Objective		FY - 2014 Objective	Complete cleanup of obsolete files and create new filing system in numerical order	FY - 2015 Objective			
				FY - 2013 Objective		FY - 2013 Objective	Utilize new CMS procedures to complete RTV's in 15 days	FY - 2014 Objective		FY - 2014 Objective	Add new buyer & vendor notifications to CMS				
		(C1C1-Other)	Develop and implement processes to support the kitting of parts for maintenance activities in Secondary Repair Shop and Primary Shops.	FY - 2013 Objective		FY - 2013 Objective	In Progress	FY - 2014 Objective		FY - 2014 Objective		FY - 2015 Objective		FY - 2015 Objective	Continue to introduce vendor supplied kitting on 5 components.
				FY - 2013 Objective	Implement procedures in Maximo & Peoplesoft "Go Live"	FY - 2013 Objective	Eliminated	FY - 2014 Objective		FY - 2014 Objective		FY - 2015 Objective		FY - 2015 Objective	
		(C1C2-Other)	Establish satellite storerooms as independent warehouse with their own ROP, maximum quantity and EOQ's.	FY - 2013 Objective		FY - 2013 Objective	Eliminated	FY - 2014 Objective		FY - 2014 Objective		FY - 2015 Objective		FY - 2015 Objective	
				FY - 2013 Objective	Establish satellite storerooms	FY - 2013 Objective	Eliminated	FY - 2014 Objective		FY - 2014 Objective		FY - 2015 Objective		FY - 2015 Objective	
		(C1C3-Other)	Implement tracking of non-inventory purchased vehicle parts in inventory control computer system.	FY - 2013 Objective		FY - 2013 Objective	In Progress	FY - 2014 Objective		FY - 2014 Objective		FY - 2015 Objective		FY - 2015 Objective	
				FY - 2013 Objective	Re-evaluate existing process & implement procedures in Maximo & Peoplesoft "Go Live"	FY - 2013 Objective	In Progress	FY - 2014 Objective		FY - 2014 Objective		FY - 2015 Objective		FY - 2015 Objective	Completion of process.

Implementing Strategies		Project and/or Program		Performance Measures					
				Goal/Desired Outcome		FY - 2013		FY - 2014	
				Objective	Actual	Objective	Objective	Objective	Objective
				Live"					
		(C1C5-Other)	Work to reduce obsolete inventory as funding becomes available.	Objective Continue to identify & reduce obsolete inventory per available funding	Actual In Progress On going process.	Objective Continue to identify & reduce obsolete inventory per available funding	Objective Continue to identify & reduce obsolete inventory per available funding.	Objective Continue to identify & reduce obsolete inventory per available funding.	Objective Continue to identify & reduce obsolete inventory per available funding.
		(C1C6-Other)	Develop and implement "Just in Time" delivery process with vendors that supply critical vehicle components.	Objective Continue to implement up to 12 critical components & to partner with vendors for JIT delivery process	Actual No longer applicable for FY14.	Objective Continue to implement up to 12 critical components & to partner with vendors for JIT delivery process	Objective Continue to implement up to 12 critical components & to partner with vendors for JIT delivery process	Objective Continue to implement up to 12 critical components & to partner with vendors for JIT delivery process	Objective Continue to implement up to 12 critical components & to partner with vendors for JIT delivery process
		(C1C7-Other)	Shorten cycle time for buyers to begin purchasing requisitions.	Objective Continue system stabilization & implement small purchase monitoring program	Actual In Progress	Objective Continue system stabilization & implement small purchase monitoring program	Objective Continue system stabilization & implement small purchase monitoring program	Objective Continue system stabilization & implement small purchase monitoring program	Objective Continue system stabilization & implement small purchase monitoring program
		(C1C8-Other)	Develop and implement a world-class buyer program where buyers have a stake in efficient purchase and delivery processes.	Objective Continue to seek 15% savings on PO expenses	Actual In Progress	Objective Continue to seek 15% savings on PO expenses	Objective Continue to seek additional 3% savings on PO expenses	Objective Continue to seek additional 3% savings on PO expenses	Objective Develop buyer initiative to create more vendor competition
				Objective Continue system stabilization & develop actual leadtime report	Actual In Progress	Objective Continue system stabilization & develop actual leadtime report	Objective Continue system stabilization & develop actual leadtime report	Objective Continue system stabilization & develop actual leadtime report	Objective Categorize leadtime report by type of purchase
									Objective Create streamlined IFB process for buyers

Project and/or Program		Performance Measures					
		Goal/Desired Outcome		FY - 2013	FY - 2014	FY - 2015	
		Objective	Actual	Objective	Objective	Objective	
		(C1C9-Other)					
		Develop and implement procedures for "Best Value" procurement.	Continue implementation of Best Value system & initiate acceptable documentation guidelines	No longer applicable in FY14.			
	(C1F) - Business Advancement Plan Phase II	(C1F1-Other)					
		Develop functional requirements that underlie Maintenance and Material Management as well as Financial Managerial. Functional areas include: procurement, inventory management, asset management, budgeting, accounting and related reporting.	Assist in moving the District's Business Advancement Program (BAP) forward by participating in the Phase 2 implementation of Peoplesoft and MRO modules.				
		(C1F2-Other)					
		Support the BAP program by being responsive to Program Office requests in the procurement, inventory management and logistics areas both technically and with appropriate resources to progress the project in a timely manner.	Work to stabilize system & debug integration of Maximo & Peoplesoft systems	In Progress	Work to stabilize system & debug integration of Maximo & Peoplesoft systems	Work to stabilize system & debug integration of Maximo & Peoplesoft systems.	

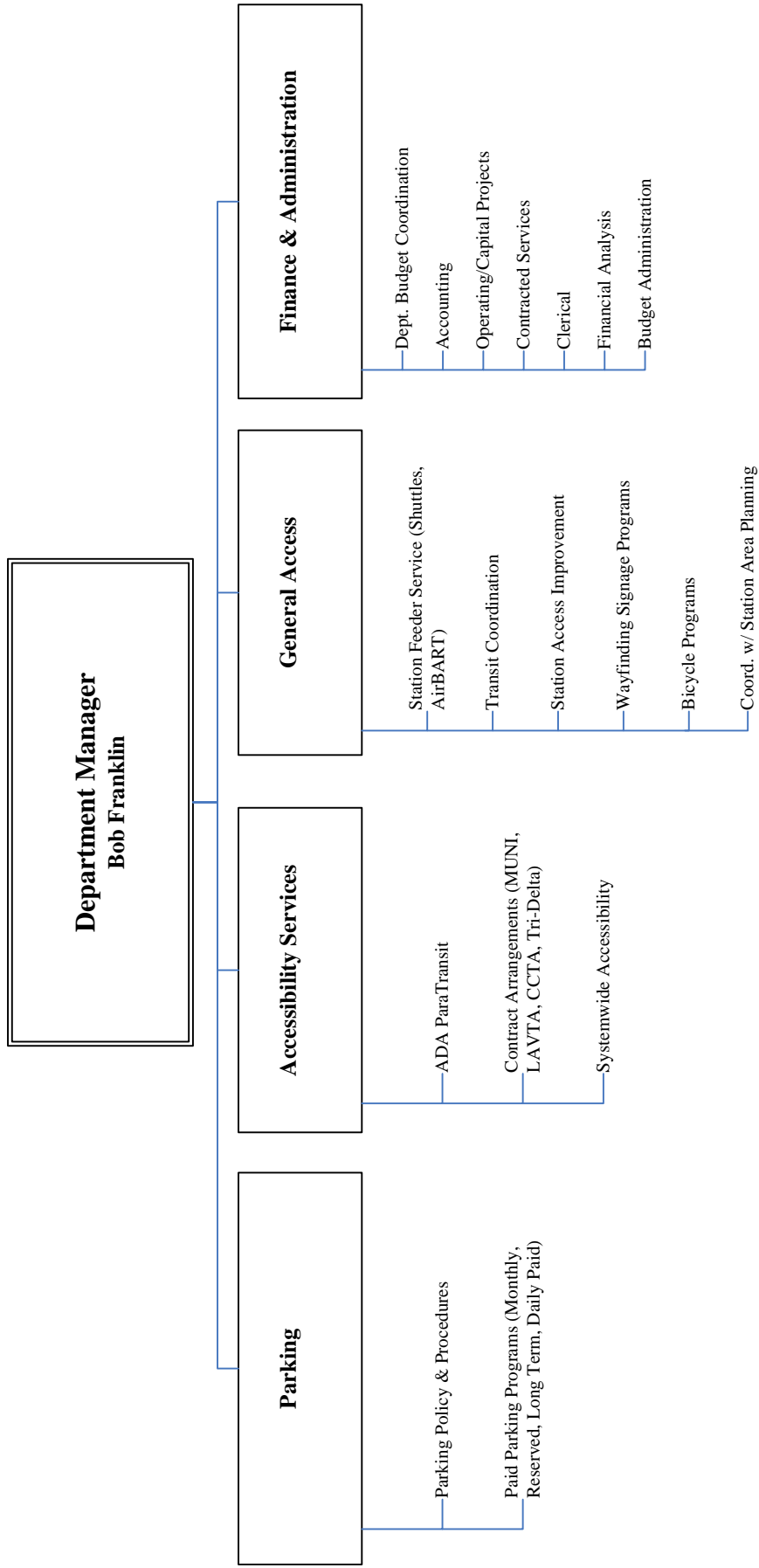
FY15 Goals & Objectives - Procurement Department

II. BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 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%	0.38%	1%	1%
	b Coordinate with RS&S on inventory requirements for the SMP Program to restrain inventory build up.	As required	Discussion held as needed	As required	As required
	c. Work with M&E to identify appropriate material component for equipment support..				As required
	d. Work with M&E elevator/escalator to identify sole source requirements				As required
2 Purchase all inventory and non-inventory goods and services within the established procedures, laws and regulations.	2 a Process purchase requisitions, not requiring formal bidding, within 30 days.	2 days	8 days	2 days	2 days
	b Maintain a 95% on-time purchase and receipt rate of parts for the SMP kit program in accordance with RS&S' requirements.	98%	Met	98%	No longer required in FY15
	c Ensure 95% match rate on invoices received without matching receipt are properly disseminated and communicated for follow-up by Purchasing. (New for FY12.)	95%	90%	95%	95%
3 Develop contract documents and procurement materials in cooperation with sponsoring departments, OCR and Legal.	3 a Process advertised agreements and contracts in excess of \$100K and recommend for award in less than 180 calendar days of receipt of a complete purchase requisition package.	180 days	Met	180 days	180 days
	4 a Perform analysis of inventory reorder notices based on demand, lead time and price, for material purchased and Inventory Write-offs and Adjustments.	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

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	7.0
Capital	-
REI	-
Staff	7.0



BART Strategic Plan Fiscal Year Goals & Objectives

Strategic Plan - C Customer of BART

Department - 1102491 Customer Dev & Station Access

Implementing Strategies		Performance Measures			
(C1) - System Renewal	Project and/or Program (C1B) - Rail Vehicle Replacement Plan Replace all existing rail cars; purchase expansion vehicles as funding becomes available.	FY - 2013		FY - 2014	
		Objective	Actual	Objective	Objective
		Attend 90% of requested meetings and respond to 100% document review.	Met	Attend 90% of requested meetings and respond to 100% document review.	Attend 90% of requested meetings and respond
		Advised rail vehicle replacement plan on ADA, bicycle accommodations, and general customer issues.			
(C2) - Earthquake Safety		Performance Measures			
(C2A) - Earthquake Safety Program	Project and/or Program (C2A) - BART's Earthquake Safety Program Retrofit core system to meet operability standards and retrofit remainder of system to meet Life Safety standards."	FY - 2013		FY - 2014	
		Objective	Actual	Objective	Objective
		Attend 90% of requested meetings and respond to 100% document review.	Met	Attend 90% of requested meetings and respond to 100% document review.	Attend 90% of requested meetings and respond
		Advise Earthquake Safety Program on ADA, accessible route, customer wayfinding, bicycle accommodations, construction outreach and mitigation, and parking issues.			
(C3) - Service Enhancements		Performance Measures			
(C3C) - Smart Card Program	Project and/or Program (C3C) - Smart Card Program Implement an all smart card fare system to make it easier for customers to purchase, store and use fares.	FY - 2013		FY - 2014	
		Objective	Actual	Objective	Objective
		Increase Clipper Card parking payment use to 45% of daily fees paid by June 2013.	Met	Increase Clipper Card parking payment use to 40% of daily fees paid by June 2014.	Increase Clipper Card parking payment use to
		Increase use of EZ Rider Card as payment method for daily paid parking.			
(C4) - Station Access		Performance Measures			
(C4A) - Station Access Program	Project and/or Program (C4A) - Station Access Program Develop a package of programs and projects to improve access to our stations by modes other than single occupant vehicles.	FY - 2013		FY - 2014	
		Objective	Actual	Objective	Objective
		Support Planning Department efforts as required	Met	Support Planning Department efforts as required	Support Planning Department efforts as required
		Depending on results of Station Profile Survey, develop plan by 2010 to meet or exceed systemwide access guidelines			

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2013		FY - 2014		FY - 2015	
Goal/Desired Outcome (C4A1-Other)		Objective	Actual	Objective	Actual	Objective	Actual
Increase bicycle access to BART: manage bicycle program and parking facilities.		Increase bicycle access use over previous year	Met	Increase bicycle access use over previous year.		Increase bicycle access use over previous year.	
(C4A2-Board) Establish station specific access targets by 2010.		FY - 2013 Objective Support Planning Department efforts as required	Actual Met	FY - 2014 Objective Support Planning Department efforts as required		FY - 2015 Objective Support Planning Department efforts as required	
(C4A2-Other) Increase bicycle access to BART: concepts, designs, and/or funding/grant proposals for new bicycle facilities.		FY - 2013 Objective Construction of Civic Center and Walnut Creek Station Bike Facilities	Actual In Progress	FY - 2014 Objective Complete design for Civic Center and Walnut Creek Station Bike Facilities		FY - 2015 Objective Complete design for Civic Center and Walnut Creek Station Bike Facilities	
(C4A3-Board) Implement 4 model access stations by 2010.		FY - 2013 Objective	Actual In Progress	FY - 2014 Objective		FY - 2015 Objective	
(C4A3-Other) Increase bicycle access to BART: construction of new facilities.		FY - 2013 Objective Procure 300 additional lockers by June 2013	Actual Met	FY - 2014 Objective Procure 200 additional lockers by June 2014		FY - 2015 Objective Procure 200 additional lockers by June 2014	
(C4A4-Other) Increase bicycle access to BART through planning.		FY - 2013 Objective Begin Implementing Bike Plan with Development of Station Specific Strategies	Actual Met	FY - 2014 Objective Continue implementing Bike Plan		FY - 2015 Objective Continue implementing Bike Plan	
(C4A5-Other) Increase shuttle access to BART.		FY - 2013 Objective	Actual In Progress	FY - 2014 Objective Define new shuttle program		FY - 2015 Objective Define new shuttle program	

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2013		FY - 2014		FY - 2015	
(C4B) - Station Wayfinding Program Implement wayfinding signage to and from BART stations, and within the station, to aid the customer in navigating the BART system and in making connections to other transit and local destinations.	Goal/Desired Outcome (C4A6-Other) Promote expanded employer based shuttle to and from Walnut Creek Station.	Objective	Actual	Objective	Objective	Objective	Objective
			In Progress				
(C4B) - Station Wayfinding Program Implement wayfinding signage to and from BART stations, and within the station, to aid the customer in navigating the BART system and in making connections to other transit and local destinations.	Goal/Desired Outcome (C4A7-Other) Support Planning in conducting bus intermodal and pedestrian improvements efforts at Daly City Station.	Objective	Actual	Objective	Objective	Objective	Objective
			Met		Study options for increased bus bays at station		Support Planning in conducting bus intermodal and pedestrian improvements efforts at Daly City Station
(C4B) - Station Wayfinding Program Implement wayfinding signage to and from BART stations, and within the station, to aid the customer in navigating the BART system and in making connections to other transit and local destinations.	Goal/Desired Outcome (C4A8-Other) Define new shuttle programs at BART and increase ridership on shuttles	Objective	Actual	Objective	Objective	Objective	Objective
			Met				
(C4B) - Station Wayfinding Program Implement wayfinding signage to and from BART stations, and within the station, to aid the customer in navigating the BART system and in making connections to other transit and local destinations.	Goal/Desired Outcome (C4B1-Board) Incorporate station signage improvements into Station Modernization Program.	Objective	Actual	Objective	Objective	Objective	Objective
			Met				
(C4B) - Station Wayfinding Program Implement wayfinding signage to and from BART stations, and within the station, to aid the customer in navigating the BART system and in making connections to other transit and local destinations.	Goal/Desired Outcome (C4B2-Board) Implement a prototype signage improvement program by 2010.	Objective	Actual	Objective	Objective	Objective	Objective
			Met				
(C4B) - Station Wayfinding Program Implement wayfinding signage to and from BART stations, and within the station, to aid the customer in navigating the BART system and in making connections to other transit and local destinations.	Goal/Desired Outcome (C4B3-Board) In collaboration with cities, develop and implement wayfinding signage directing customers to local BART stations, as funding becomes available.	Objective	Actual	Objective	Objective	Objective	Objective
			Met				
(C5) - Customer Environment Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	Project and/or Program (C5B) - Universal Design Incorporate universal design principals into planning for BART renovation, expansion and improvement.	Performance Measures					
		Objective	Actual	Objective	Objective	Objective	Objective
			Met				
(C5) - Customer Environment Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	Goal/Desired Outcome (C5B1-Board) Develop specific guidelines on the inclusion of universal design concepts in BART facilities.	Objective	Actual	Objective	Objective	Objective	Objective
			Met				

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome (C5C1-Board)	FY - 2013		FY - 2014	
		Objective	Actual	Objective	Objective
(C5C) - Accessibility Improvements	Develop and implement program of system-wide accessibility improvements as opportunities and funding become available.	Establish program and project accessibility capital improvement priority list.	Met	Define process to implement project list	Define process to implement project list
		Based on guidelines for universal design & in consultation with the BART Accessibility Task Force & the Bay Area disability community, develop prioritized recommendations for specific projects to enhance & improve accessibility of BART facilities.			
(C6) - Customer Information	Provide our customers with state of the art wayfinding and customer information.	FY - 2013		FY - 2014	
		Objective	Actual	Objective	Objective
			Not Met		
Project and/or Program		Performance Measures			
(C6B) - Real Time Information Program	Expand real time BART train and bus arrival and emergency information to aid customers.	FY - 2013		FY - 2014	
		Objective	Actual	Objective	Objective
			Met		
(C6B2-Other)	Seek funding for Pilot Program completion.	FY - 2013		FY - 2014	
		Objective	Actual	Objective	Objective
		Implementation of real time signage at 10 stations by December 2012	In Progress	Support M&E as required	

Strategic Plan - F The Future of BART

Department - 1102491 Customer Dev & Station Access

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome (F1A1-Other)	FY - 2013		FY - 2014	
		Objective	Actual	Objective	Objective
(F1) - Capacity	Optimize the BART system to meet projected ridership increases.	FY - 2013		FY - 2014	
		Objective	Actual	Objective	Objective
		Attend 90% of requested meetings and respond	Met	Attend 90% of requested meetings and respond	
Project and/or Program		Performance Measures			
(F1A) - SVRT Core Modification Study	Complete comprehensive analysis of system and station capacity needs required to accommodate the Silicon Valley	FY - 2013		FY - 2014	
		Objective	Actual	Objective	Objective
		Advise SVRT core capacity team on ADA, bicycle accommodations, and general customer issues.	Met	Attend 90% of requested meetings and respond	

Implementing Strategies		Performance Measures					
Project and/or Program	Goal/Desired Outcome	FY - 2013		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual	Objective	Actual
(F1B) - Car modifications Increase train car capacity	Goal/Desired Outcome (F1B1-Other) Advise car modification team and rail vehicle replacement plan on ADA, bicycle accommodations, and general customer issues.	FY - 2013 Objective Attend 90% of requested meetings and respond to 100% document review	Actual Met	FY - 2014 Objective Attend 90% of requested meetings and respond	Actual	FY - 2015 Objective	Actual
		FY - 2013 Objective Attend 90% of requested meetings and respond to 100% document review	Actual Met	FY - 2014 Objective Attend 90% of requested meetings and respond	Actual	FY - 2015 Objective	Actual
(F3) - Financial Stability Maintain and improve the stability of BART's financial base.	Project and/or Program (F3C) - Revenue Generation Implement a variety of programs to increase non-farebox revenues, including advertising, transit-oriented development and concessions.	Performance Measures					
		Goal/Desired Outcome (F3C1-Other) Manage flat fee and market-based parking programs to contribute more than \$11,500,000 in non-fare revenue annually.	FY - 2013 Objective Evaluate parking occupancy twice/year to determine fees	Actual Met	FY - 2014 Objective Evaluate parking occupancy twice/year to determine fees	Actual	FY - 2015 Objective Evaluate parking occupancy twice/year to determine fees
	(F3C2-Other) Manage parking permit vendor contract.	FY - 2013 Objective Manage and monitor according to contract provisions	Actual Met	FY - 2014 Objective Manage and monitor according to contract provisions	Actual	FY - 2015 Objective Manage and monitor according to contract provisions	Actual
		FY - 2013 Objective Manage and monitor according to contract provisions	Actual Met	FY - 2014 Objective Manage and monitor according to contract provisions	Actual	FY - 2015 Objective Manage and monitor according to contract provisions	Actual
	(F3C3-Other) Implement daily paid parking fee program at additional stations.	FY - 2013 Objective Evaluate market-based pricing for East Bay Stations	Actual Met	FY - 2014 Objective Implement new demand-based parking program	Actual	FY - 2015 Objective Implement new demand-based parking program	Actual
		FY - 2013 Objective Evaluate market-based pricing for East Bay Stations	Actual Met	FY - 2014 Objective Implement new demand-based parking program	Actual	FY - 2015 Objective Implement new demand-based parking program	Actual
	(F3C4-Other) Manage concession for Coliseum Special Event parking.	FY - 2013 Objective Competitively select new concessionaire	Actual Met	FY - 2014 Objective Manage contract to ensure compliance as required	Actual	FY - 2015 Objective Manage contract to ensure compliance as required	Actual
		FY - 2013 Objective Competitively select new concessionaire	Actual Met	FY - 2014 Objective Manage contract to ensure compliance as required	Actual	FY - 2015 Objective Manage contract to ensure compliance as required	Actual

Implementing Strategies		Performance Measures					
(F5) - Transit-Oriented Development	Project and/or Program (F5A) - Station Planning Program	Goal/Desired Outcome (F5A1-Other)			FY - 2013	FY - 2014	FY - 2015
		Objective	Actual	Objective	Objective	Objective	
Work with community partners to maximize support for TODs, to enhance the livability and vitality at our stations, and to support regional goals.	In cooperation with cities and local communities, BART will conduct station planning to determine the appropriate level of development on and near BART station property. These plans will also include prioritized access improvements and funding plans.	Respond to 100% document review and attend meetings as staffing permits		Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	
		Advised station planning on ADA, bicycle accommodations, parking, and general customer issues.		Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	
				Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	
(F6) - Sustainability	Project and/or Program (F6A) - Transit Sustainability Guidelines	Goal/Desired Outcome (F6A1-Other)			FY - 2013	FY - 2014	FY - 2015
		Objective	Actual	Objective	Objective	Objective	
		Build consensus among transit operators for reducing greenhouse gas emission, and utilizing sustainability techniques.		Manage agreements for car-share placement at BART Stations.	Implement new agreement by June 2013	Implement new agreement by June 2014	Implement new agreement by June 2014
Apply sustainable techniques and business practices to BART's programs, projects and operations in a cost-effective manner to enhance the Bay Area's quality of life.	Working with cities and local communities, BART will implement approved development projects.	Complete construction of transit-oriented developments at eight BART stations by 2013.		Respond to 100% document review and attend meetings as staff permits	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	
		Obtain development approvals at six station areas by 2013.	Met	Respond to 100% document review and attend meetings as staff permits	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	
				Respond to 100% document review and attend meetings as staff permits	Respond to 100% document review and attend meetings as staffing permits	Respond to 100% document review and attend meetings as staffing permits	

FY15 Goals & Objectives - Customer Access Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
1 Manage District parking program consistent with Board parking policies	1 a	Maximize occupancy and patron satisfaction with parking programs.	Achieved	Monitor programs daily/correct problems	Monitor programs daily/correct problems
	2				
2 Manage ADA Paratransit Program	2 a	Manage East Bay Paratransit to provide excellent and cost efficient ADA compliant services.	Achieved	Meet EBPC performance measures within budget	Meet EBPC performance measures within budget
	2 b	Manage other paratransit partnerships to ensure success in providing cost effective and compliant services.	Achieved	b1) Review monthly and quarterly invoices. Meet with partners as necessary to keep costs within budget	b1) Review monthly and quarterly invoices. Meet with partners as necessary to keep costs within budget
	2 c	Meet all federal, state, and local requirements for service and funding related to paratransit.	Achieved	b2) Select and hire consultant to perform work on project.	Monitor new paratransit broker and work to develop an Emergency Response Plan.
	2 d	Provide enhancements to existing paratransit operation	achieved	Finish Testing and Implement Program by June 2013	Provide enhancements to existing program.

FY15 Goals & Objectives - Customer Access Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Actual	FY13 Obj	FY14 Obj	FY15 Obj
		achieved	Complete Assessments in Contra Costa County and Conduct New Assessments in Southern Alameda Co. by June 2013	Monitor the performance of assessments in Contra Costa County satellite office.	Monitor paratransit broker contracts in other parts of the District.
	e Contract out paratransit operation	achieved	Award New Broker Contract by June 2013	Award New Broker Contract in FY14.	
3 BART Accessibility and ADA Compliance: Develop and implement a successful accessible services program which coordinates and cooperates with the work of other departments.	3 a Develop and conduct disability awareness program for Station Agents.	Achieved	4 New Agent and 4 Station Agent Refresher training classes or as requested by Ops. Conduct Train Operator Training as needed.	4 New Agent and 4 Station Agent Refresher training classes or as requested by Ops. Conduct Train Operator Training as needed.	New Station Agent Refresher training classes or as requested by Ops. Conduct Train Operator Training as needed.
	b Manage EPAMD (Segway) Program.	achieved	All permit applications processed within 30 days	All permit applications processed within 30 days	All permit applications processed within 30 days
	c Conduct elevator construction outreach and mitigation program so as to inform the public in a timely fashion and minimize problems and complaints.	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	Provide notification of elevator projects in cooperation with M&E within agreed timeframes

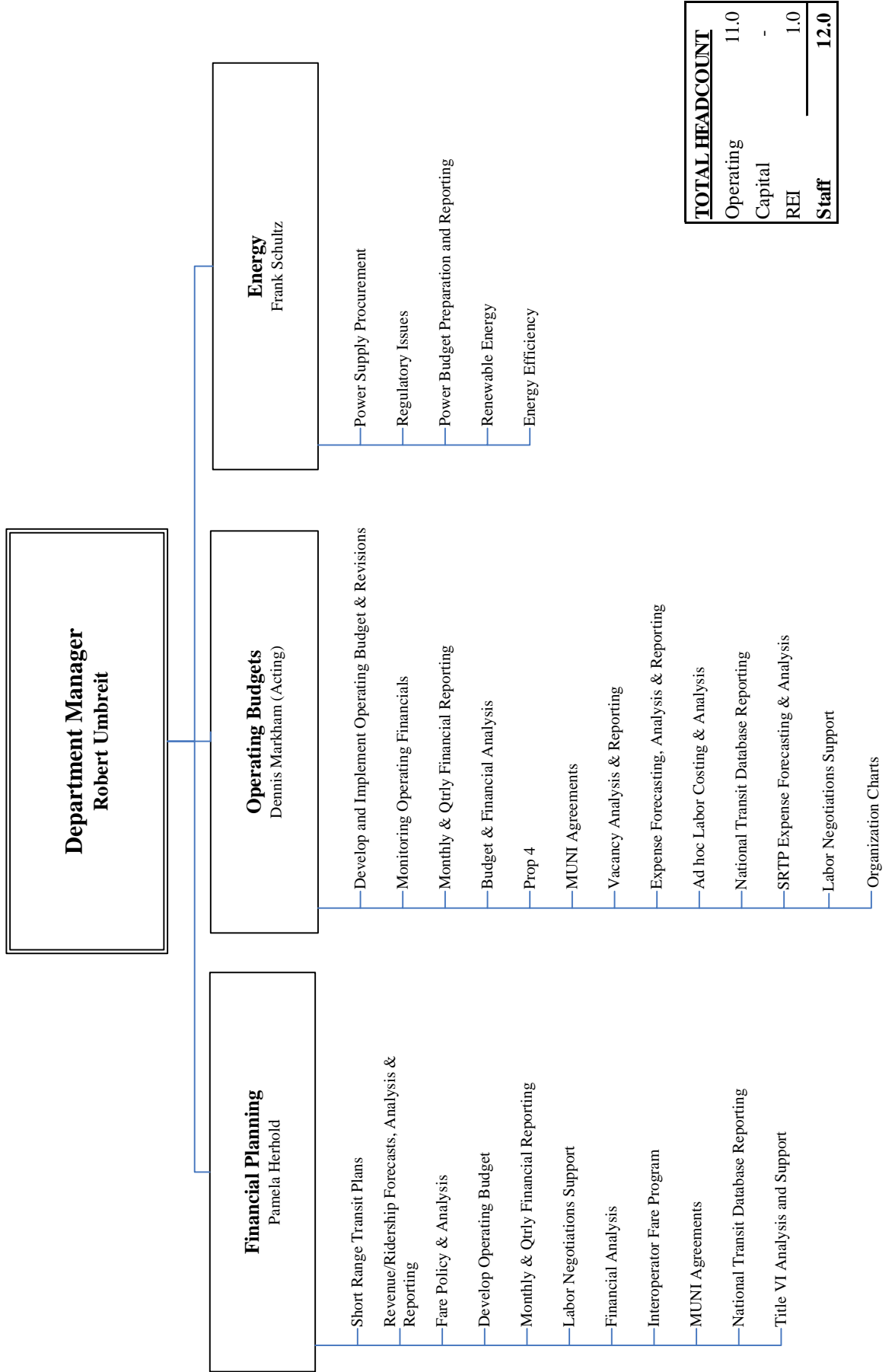
FY15 Goals & Objectives - Customer Access Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
	d Improve disabled person customer experience	Pilot program with deaf community to improve communication.	achieved	Continue implementation of pilot program for patrons with hearing impairments.	Continue implementation of pilot program for video relay services for patrons with hearing impairments.
4 Coordinate Transit Access to Stations	4 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
	4 b Address bus operator plans and operational issues on an on-going basis.	Quarterly meetings with operators	achieved	Meetings with operators as necessary or quarterly.	Meetings with operators as necessary or quarterly.
5 Work with regional partners to provide a transit link to major Bay Area airports.	5 a Work with Port of Oakland to manage AirBART.	Respond to issues and requests for assistance as required	achieved	Respond to issues and requests for assistance as required	Respond to issues and requests for assistance as required
6 Address requests for information and complaints from Board Members, other governmental agencies and patrons	6 a Respond to requests for information and complaints from Board Members, other governmental agencies and patrons	Provide info w/in 5 days of request	achieved	Provide info w/in 5 days of request	Provide info w/in 5 days of request
7 Manage District's Art Program	7 a Provide direction and staffing for the development, selection and installation and maintenance of the District's Art Program	N/A	achieved	Establish an Art Policy and begin to implement new program.	Department moved to Planning and Development

OPERATING BUDGETS DEPARTMENT - 1104

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	11.0
Capital	-
REI	1.0
Staff	12.0

Strategic Plan - C Customer of BART

Department - 1104473 Oper Budgets & Analysis Admin

Implementing Strategies		Performance Measures				
(C1) - System Renewal	Project and/or Program	Goal/Desired Outcome (C1B1-Other)	FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.	(C1B) - Rail Vehicle Replacement Plan Replace all existing rail cars; purchase expansion vehicles as funding becomes available.	Ensure that BART match requirements are met through SRTP modeling.	Develop BART operating funding contribution plan by year-end	Met	Update and maintain BART operating funding contribution model	Update and maintain BART operating funding contribution model
	(C1F) - Business Advancement Plan Phase II	Goal/Desired Outcome (C1F1-Other) Provide subject matter expertise to the BAP team throughout Phase II.	FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
	Develop functional requirements that underlie Maintenance and Material Management as well as Financial Managerial. Functional areas include: procurement, inventory management, asset management, budgeting, accounting and related reporting.					
		Goal/Desired Outcome (C1F2-Other) Use the BAP programs and tools to improve budget and financial analysis. Continue development of BAP reporting tools. Build on existing configuration of BAP module (Enterprise Performance Management) to increase accuracy in developing budgets.	FY - 2013 Objective As required	Actual Met	FY - 2014 Objective As required	FY - 2015 Objective As required
(C3) - Service Enhancements	Project and/or Program	Goal/Desired Outcome (C3C1-Board)	FY - 2013 Objective	Actual	FY - 2014 Objective	FY - 2015 Objective
Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	(C3C) - Smart Card Program Implement an all smart card fare system to make it easier for customers to purchase, store and use fares.	Phase out magnetic stripe tickets as funding permits.	Support continuing effort to transition customers to Clipper in coordination with MTC	Met	Support continuing effort to transition customers to Clipper in coordination with MTC	Support continuing effort to transition customers to Clipper in coordination with MTC

Strategic Plan - F The Future of BART

Department - 1104473 Oper Budgets & Analysis Admin

Implementing Strategies		Performance Measures							
(F3) - Financial Stability	Project and/or Program	Goal/Desired Outcome		FY - 2013		FY - 2014		FY - 2015	
		(F3A1-Board)	(F3A1-Other)	Objective	Actual	Objective	Actual	Objective	Actual
Maintain and improve the stability of BART's financial base.	(F3A) - Productivity-Adjusted CPI-based Fare Increases Continue biennial productivity-adjusted CPI-based fare increases.	(F3A1-Board)	Maintain an operating ratio of 62% or above.	62% minimum	Met	62%			62%
		(F3A1-Other)	Implement CPI-based fare increases every other year.	July 2012	Met		January 2014		No CPI increase in FY15
		(F3A2-Other)	Develop and adopt fare program, such as CPI-based increases, that generate sufficient, predictable revenues to meet BART's identified future needs and is compliant with Title VI and EJ regulations and principles.	Evaluate fare options as directed by Board	Met		Finalize fare option evaluation, including Title VI, by Jan 2014		Work with Board to identify new fare options to evaluate and perform evaluation, including Title VI, as required
(F3B) - Planning for a Fiscally Sound Future Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves.	(F3B1-Board)	(F3B1-Board)	Maintain the annual increase in operating costs per passenger miles at or below the 10-year rate of inflation.	Ten year average SF/OAK inflation=2.2%	Met	Rail cost/passenger mile ten-year average increase=1.7%		Objective TBD based on inflation	Objective TBD based on inflation
		(F3B1-Other)	Develop and adopt a balanced annual budget.	6/30	Met	6/30		6/30	
		(F3B2-Board)	Develop and present Monthly Financial Report to Executive Management.	2nd Tuesday after close	Met		2nd Tuesday after close		2nd Tuesday after close
(F3B2-Board)	(F3B2-Board)	(F3B2-Board)	Develop and adopt a Short-Range Transit Plan and Capital Improvement	As scheduled	Not required		Draft by 6/30	Final by 9/30	
		(F3B2-Board)	Develop and adopt a Short-Range Transit Plan and Capital Improvement	As scheduled	Not required		Draft by 6/30	Final by 9/30	
		(F3B2-Board)	Develop and adopt a Short-Range Transit Plan and Capital Improvement	As scheduled	Not required		Draft by 6/30	Final by 9/30	

Implementing Strategies		Performance Measures			
Project and/or Program		Performance Measures			
Goal/Desired Outcome Program in accordance with MTC Guidelines.					
(F3B2-Other) Develop and present Quarterly Financial Report to Board.	FY - 2013 Objective 2nd meeting after quarter close	Actual Met	FY - 2014 Objective 2nd meeting after quarter close	FY - 2015 Objective 2nd meeting after quarter close	
	FY - 2013 Objective At least 5%	Actual Met	FY - 2014 Objective At least 5%	FY - 2015 Objective At least 5%	
(F3B3-Board) Maintain operating reserve of at least 5% of total annual operating expenses.	FY - 2013 Objective 5.3%	Actual 5.3%	FY - 2014 Objective At least 5%	FY - 2015 Objective At least 5%	
	FY - 2013 Objective As required	Actual Met	FY - 2014 Objective As required	FY - 2015 Objective As required	
(F3B4-Other) Review personnel actions and EDDs within time guidelines.	FY - 2013 Objective 2 days	Actual Met	FY - 2014 Objective 2 days	FY - 2015 Objective 2 days	
	FY - 2013 Objective To Board by 4/30	Actual Met	FY - 2014 Objective To Board by 4/30	FY - 2015 Objective To Board by 4/30	
(F3B6-Other) Complete/submit Prop. 4 Appropriations Limit documents for Board adoption.	FY - 2013 Objective 6/30	Actual Met	FY - 2014 Objective 6/30	FY - 2015 Objective 6/30	
	FY - 2013 Objective As required	Actual Not required	FY - 2014 Objective As required	FY - 2015 Objective As required	
(F3B7-Other) Revise/adjust annual Operating Budget.	FY - 2013 Objective 8/31	Actual Met	FY - 2014 Objective 8/31	FY - 2015 Objective 8/31	
	FY - 2013 Objective As required	Actual Met	FY - 2014 Objective As required	FY - 2015 Objective As required	
(F3B8-Other) Close out prior FY annual budget and obtain Board approval.	FY - 2013 Objective 8/31	Actual Met	FY - 2014 Objective 8/31	FY - 2015 Objective 8/31	
	FY - 2013 Objective As required	Actual Not required	FY - 2014 Objective As required	FY - 2015 Objective As required	

Implementing Strategies		Performance Measures						
Project and/or Program	Goal/Desired Outcome (F3B9-Other)	FY - 2013		FY - 2014		FY - 2015		
		Objective	Actual	Objective	Actual	Objective	Actual	
(F3D) - Strategic Energy Plan Procure low-cost, clean and reliable electricity for the BART system and continuously reduce the District's use of electricity.	(F3D1-Board) Maintain cost of independent power supply arrangements at less than cost of comparable PG&E service.	Develop financial forecasts to guide spending decisions.	Met	As required	As required	As required	As required	
		Procure power supply at or below PG&E cost.	Objective	Actual	Objective	Actual	Objective	Actual
			Met	Met	Procure power supply at or below PG&E cost.	Procure power supply at or below PG&E cost.		
		Update Strategic Energy Plan.	Objective	Actual	Objective	Actual	Objective	Actual
			Met	Met	Update plan as required.	Update plan as required.		
		Develop and maintain a portfolio of diversified market supply.	Objective	Actual	Objective	Actual	Objective	Actual
	Met		Met	Procure mix of short and long term purchases.	Procure mix of short and long term purchases.			
	(F3D2-Other) Monitor federal and state energy regulatory actions, recommend legal intervention as appropriate.	As required	Objective	Actual	Objective	Actual	Objective	Actual
			Met	Met	As required	As required		
		Invest in efficient generation facilities to reduce District energy use.	Objective	Actual	Objective	Actual	Objective	Actual
			Eliminated	Eliminated	Eliminated	Eliminated		
		Prepare and monitor District's power budget.	Objective	Actual	Objective	Actual	Objective	Actual
Monthly			Monthly	Monthly	Monthly			
(F3D4-Board) Participate in ABAG Energy Watch Program to reduce District energy use.	Objective	Actual	Objective	Actual	Objective	Actual		
	Met	Met	Initiate two new efficiency projects.	Initiate two new efficiency projects.				
		Board Approved	Board Approved	Board Approved	Board Approved	Board Approved	Board Approved	



BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures					
Project and/or Program	Goal/Desired Outcome	FY - 2013		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual	Objective	Actual
	(F3D4-Other) Improve electricity scheduling practices, minimize the use of PG&E supplemental power.	Keep PG&E purchases below \$300K per year.	Met	Keep PG&E purchases below \$300K per year.		Keep PG&E purchases below \$300K per year.	
	(F3D5-Board) Continue to procure cost-effective renewable energy supplies.	Consider green projects if economically feasible.	Met	Consider green projects if economically feasible.		Consider green projects if economically feasible; pursue goal of 100% renewable supply.	

Strategic Plan - P The People of BART Department - 1104473 Oper Budgets & Analysis Admin

Implementing Strategies		Performance Measures					
Project and/or Program	Goal/Desired Outcome	FY - 2013		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual	Objective	Actual
(P4) - Labor/Management Relations Develop and maintain strong, positive labor/management relations.	(P4A) - Labor/Management Relationship Program Conduct a series of meetings between union leaders and executive management to foster communication and a greater understanding of issues and concerns.	Use Peoplesoft to provide detailed analysis to support FY13 negotiations	Met	Support negotiations as required		Support negotiations as required	
	(P4A2-Other) Respond to management and union information requests.	As required	Met	As required		As required	
	(P4A3-Other) Prepare labor cost presentations for management, the unions and the Board.	As required	As possible	As required		As required	

FY15 Goals & Objectives - Operating Budgets Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
1 Manage the ridership and revenue reporting functions of the Data Acquisition System (DAS)	1 a Track, analyze and provide ridership and revenue data.	As required	Met	As required	As required
	1 b Prepare ridership, revenue and passenger mile report for Accounting.	Within 7 work days of month end	Met	Within 7 work days of month end	Within 7 work days of month end
	1 c Analyze and prepare ridership and revenue data for the Monthly Report.	Within 7 days of month close	Met	Within 7 days of month close	Within 7 days of month close
	1 d Produce daily ridership reports for management.	Within 1 work day	Met	Within 1 work day	Within 1 work day
2 Prepare required reports, studies and negotiated agreements	2 a Complete National Transportation Database and submit to Accounting	9/30	Met	9/30	9/30
	2 b Complete MTC Annual Submittal and forward to MTC.	8/30	Met	8/30	8/30
	2 c Complete State Controller's Report and submit to Accounting.	9/30	Met	9/30	9/30
	2 d Renegotiate Muni FastPass agreement.	As required	Approved July 2013	By 6/30	As required
	2 e Renegotiate BART Plus agreement.			As required	As required
	2 f Amend Millbrae Use, Operating, and Maintenance (UOM) agreement with San Mateo County JPB/Caltrain.	12/31	Met		
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.	As required	Met	As required	As required
4 Manage financial reporting for SFO Ext Agreements	4 a Prepare quarterly statements for MTC and Accounting for new operating agreement.	Acctg mnthly; MTC annually	Met	Acctg mnthly; MTC annually	Acctg mnthly; MTC annually

FY15 Goals & Objectives - Operating Budgets Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
<p>5 Manage the development and implementation of fares, fare policy, and fare programs</p>	<p>5 a Serve as District's resource on fare structure, including alternatives and impacts, and create options to solve budget deficits.</p>	As required	Met	As required	As required
	<p>b Perform analyses of fare changes and do public outreach to comply with Title VI and Environmental Justice requirements.</p>	As required	Met	As required	As required
	<p>c Develop new fare program to generate sufficient revenue to meet identified future needs and be compliant with Title VI and Environmental Justice regulations and principles.</p>	Develop Title VI and EJ compliant new fare program by year end	On hold	As required, continue to refine fare program	As required, continue to refine fare program
	<p>d Coordinate and implement transition of current BART fare media to Clipper.</p>	As required	Met	As required	As required
	<p>e Develop options for new fare products on Clipper, such as a Bus/BART Discount product.</p>	As required	Met	As required	As required
	<p>h Work with Marketing to identify fare options and develop ridership.</p>	As required	Met	As required	As required
	<p>i Work with VTA to determine draft fare structure and associated revenue for SVBX.</p>	As required	Met	As required	As required
	<p>j Develop Title VI Circular 4702.1B Minority Disparate Impact Policy and Low-Income Disproportionate Burden Policy, including engaging public in decision-making process.</p>			Board adopts policies by end of Sept 2013	
	<p>k Work with OAC project staff to determine fare structure for OAC extension to meet revenue needs and be compliant with Title VI and EJ.</p>			Board adopts by 4QFY14	
	<p>l Work with Oakland Airport to develop airport employee discount program.</p>			Board adopts by 4QFY14	
	<p>m Respond to all BART Board members requests for evaluation and analysis of fare options.</p>			As required	As required
	<p>n Director Mallet request to perform comprehensive review of fare structure through ad hoc committee.</p>				TBD
	<p>o Continue work with MTC and SFMTA regarding standardizing youth discount regionwide.</p>				TBD

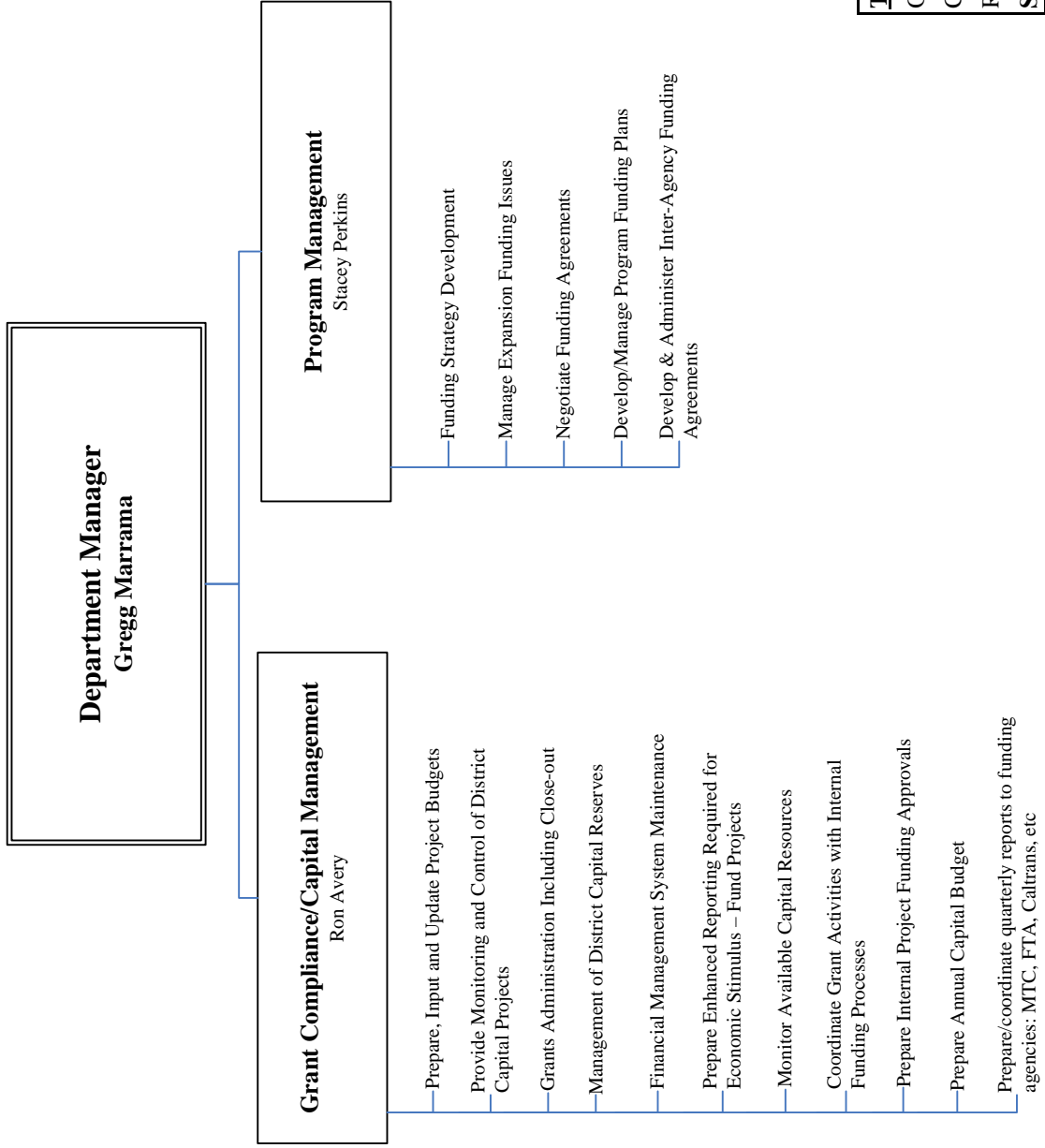
FY15 Goals & Objectives - Operating Budgets Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
6 Provide support for program managers in optimizing allocations of budgeted labor resources, and in projecting labor needs for future years.	6 a Develop quarterly comprehensive District Labor report, which will report and track average salary, retirement eligibility and projections, demographic information, monthly labor costs, etc.	Quarterly			
	6 b Refine the report, including vacancy factor.	Quarterly			
	6 c Insitute quarterly joint Operating Budgets/Human Resources/Operations labor status meetings with departments to review developments since budget adoption; current status/projections and financial impact of vacancies and absenteeism; and to modify and plan accordingly.	Quarterly			
7 Prepare financial scenarios in support of District goals and objectives, and specific projects/programs.	7 a Work with Planning to modify BART Ridership Model, or similar, to more accurately estimate ridership.			As required	Update and improve as required
	7 b Modify SRTP model to better analyze impacts of fare increases and allocations to capital projects.			7/31	As required
	7 c Modify SRTP model to better account for capital projects in support of capacity enhancements and State of Good Repair (SGR).			7/31	7/31
8 Perform financial analyses to get a better overall picture of the District's financial health.	8 a Enhance SRTP model to include a capital funding and cost component, and overall cumulative balance.			8/30	Update and improve as required
	8 b Work with other departments (e.g. RS&S, Capital, Hayward Shops)/programs (e.g. Asset Management) to determine data needs and processes required to accurately portray funding and costs.			As required	Include O&M components
9 Enhance knowledge of financial planning and promotion of BART through training, professional organizations, and other means.	9 a Work with VTA to update operating and maintenance (O&M) cost model to update SVBX expenses, and use updated model to better estimate operating expenses of internal BART projects.			7/31	
	9 b Learn capabilities and use of FTA TERM Lite software.			2/2	
	9 c Learn capabilities, use, and application of Crystal Ball software.			6/30	
	9 d Monitor transit industry research/news and investigate nominations to Transportation Research Board (TRB) subcommittees/ committees.			As required	

CAPITAL DEVELOPMENT DEPARTMENT - 1106

FY15 Preliminary Budget



Strategic Plan - C Customer of BART

Department - 1106484 Capital Development & Control

Implementing Strategies		Performance Measures							
(C1) - System Renewal	Project and/or Program (C1A) - System Renovation Plan	Goal/Desired Outcome (C1A1-Board)		FY - 2013		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual
Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.	Develop a prioritized list of renovation projects with a funding plan, including implementation schedule, cash flow analysis and key milestones. Plan will include core infrastructure renovation, existing fleet renovation or replacement, security, mandatory and capacity modifications and quality enhancement.	Develop a prioritized system renovation plan, including a funding element, by 2010.	By year end	Not Met	Continue to prioritize and seek funding for system renovation		Integrate with Asset Management Plan		
			By year end	Delayed to incorporate Asset Management Plan					
			By year end	Met	By year end		Transfer OEA		
			By year end	Met	By year end				
	Maximize capital grant awards for the District's ongoing renovation needs as programmed in the CIP with the County CMAs, Regional (MTC), State (Caltrans/CTC) and Federal (FTA/FHWA) agencies.	(C1A2-Board) Develop a phasing plan.	Continue to prioritize projects incorporating new capital funding sources and changes in District priorities	Met	Revisit priorities based on feedback from January 2013 Board workshop and incorporate into phasing plan		In progress w/ AMP		
				Ongoing					
	(C1B) - Rail Vehicle Replacement Plan Replace all existing rail cars; purchase expansion vehicles as funding becomes available.	Goal/Desired Outcome (C1B1-Board) Develop full funding plan for vehicle replacement program by FY 2009.	Develop strategy for Phase II funding plan (with G&CR) - 50% completion by 6/30/13. Implementation by 2017.	Met	Further refine strategy for expanded Phase II funding plan (expansion cars, accelerated options) with G&CR. Implementation by 2017.		Further refine strategy for expanded Phase II funding plan (expansion cars, accelerated options) with G&CR. Implementation by 2017.		
				850 cars					

Implementing Strategies		Performance Measures					
Project and/or Program		Goal/Desired Outcome (C1B2-Board)		FY - 2013	FY - 2014	FY - 2015	
				Objective	Actual	Objective	
		Notice to Proceed (NTP) issued in 2010; full production commences in 2016; seven-year production phase anticipated.		NTP issued in May 2012	Met	Objective	
		(C1B3-Board) Ensure that BART match requirements are met through SRTP modeling.		FY - 2013 Objective	FY - 2014 Objective	FY - 2015 Objective	
		(C1D) - Infrastructure Evaluation Study					
	Undertake a comprehensive evaluation of District infrastructure.	Complete study by 2011; identify funding for additional phases.		Secure additional funding if available (part of B-EAM)	Ongoing	Transfer OEA, provide assistance	
		(C1D1-Board)		FY - 2013 Objective	FY - 2014 Objective	FY - 2015 Objective	
		(C1F) - Business Advancement Plan Phase II					
	Develop functional requirements that underlie Maintenance and Material Management as well as Financial Managerial. Functional areas include: procurement, inventory management, asset management, budgeting, accounting and related reporting.	Actively support BAP Phase II Financial modules for projects, grants, expenses and budgeting.		As required.	N/A		
		(C1F1-Other)		FY - 2013 Objective	FY - 2014 Objective	FY - 2015 Objective	
				As required.	The BAP project is closed. The new financial management system is in production and maintenance mode		
		(C2) - Earthquake Safety					
	Bring the original system up to current seismic safety standards ensuring core system operability shortly after an earthquake.	(C2A) - BART's Earthquake Safety Program					
	Retrofit core system to meet operability standards and retrofit remainder of system to meet Life Safety standards."	Monitor use of bonds and grant funds		As required.	Met	As required	
		(C2A1-Other)		FY - 2013 Objective	FY - 2014 Objective	FY - 2015 Objective	
				As required.	As required.	As required	

Implementing Strategies		Performance Measures			
(C5) - Customer Environment	Project and/or Program	Goal/Desired Outcome			
Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	(C5A) - Station Modernization Program	(C5A1-Other)	FY - 2013	FY - 2014	FY - 2015
	Upgrade BART stations to improve lighting, pathways, and signage systems.	Seek additional funds for unfunded elements of program.	Objective 06/30/2013 Met	Objective 06/30/2014	Objective Transfer to OEA
Focus on infrastructure protection and training front-line employees.	(C5E) - BART Security Programs	(C5E1-Other)	FY - 2013	FY - 2014	FY - 2015
	Secure state and federal security funding	Secure state and federal security funding	Objective 06/30/2013 Met	Objective 06/30/2014	Objective Transfer OEA

Strategic Plan - F The Future of BART

Department - 1106484 Capital Development & Control

Implementing Strategies		Performance Measures			
(F1) - Capacity	Project and/or Program	Goal/Desired Outcome			
Optimize the BART system to meet projected ridership increases.	(F1A) - SVRT Core Modification Study	(F1A1-Other)	FY - 2013	FY - 2014	FY - 2015
	Complete comprehensive analysis of system and station capacity needs required to accommodate the Silicon Valley Rapid Transit (SVRT) project by 2009	Secure funding	Objective 06/30/2013 Met	Objective	Objective
Seek partnership with other transit agencies, local communities and private entities to plan and implement cost-effective service that demonstrates a commitment to transit-supportive growth and development and addresses the core needs of the system.	(F2) - System Expansion	(F2B) - Warm Springs Project	FY - 2013	FY - 2014	FY - 2015
	Extend BART service over five miles in Fremont.	Secure funding	Objective Manage WSX funding agreements as required.	Objective Manage WSX funding agreements as required.	Objective Manage WSX funding agreements as required.
Extend BART service over 16 miles into Santa Clara County.	(F2C) - Silicon Valley Rapid Transit (SVRT) Project	(F2C1-Other)	FY - 2013	FY - 2014	FY - 2015
	Secure funding	Secure funding	Objective As required.	Objective	Objective Transfer OEA

Implementing Strategies		Performance Measures			
Project and/or Program (F2E) - West Dublin/Pleasanton Station	Goal/Desired Outcome (F2E1-Other)	FY - 2013	FY - 2014	FY - 2015	
		Objective	Actual	Objective	Objective
Add infill station along L line	Provide financial oversight and compliance of project expenditures.	Assist in completion and closeout oversight	Closeout		
(F3) - Financial Stability		Performance Measures			
Maintain and improve the stability of BART's financial base.	(F3B) - Planning for a Fiscally Sound Future Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves.	FY - 2013	FY - 2014	FY - 2015	
		Objective	Actual	Objective	Objective
		6/30/2013 Met	6/30/2014	6/30/2015	
		FY - 2013	FY - 2014	FY - 2015	
		Objective	Actual	Objective	Objective
		As scheduled	Met	Maintenance of data for next CIP/SRTP	Adoption by 9/2014
(F3C) - Revenue Generation		Performance Measures			
Implement a variety of programs to increase non-farebox revenues, including advertising, transit-oriented development and concessions.	(F3C1-Other) Participate and influence the next Alameda County Sales Tax Reauthorization Funding Plan	FY - 2013	FY - 2014	FY - 2015	
		Objective	Actual	Objective	Objective
		Monitor ACTC efforts to place sales tax measure on ballot (possibly November, 2014)	Met	Begin discussion with SF and CC TAs for BART participation in sales tax reauthorization efforts	Transfer OEA; advocate for increase in allocation to SOGR

FY15 Goals & Objectives - Capital Development Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
1 Capital Program and Budget	1 a Annual capital budget for Board Approval: - Draft - Final	3/31/2013 6/30/2013	Met	3/31/2014 6/30/2014	3/31/2015 6/30/2015
	b Prepare the District's 25 year Capital Improvement Program for Board Approval	6/30/2013	In progress	Not Required	9/1/2014
	c Assist BART capital project managers in refining and updating the District's capital inventory for MTC and applying for Enterprise Asset Management funds	Phase II support in FY13	Met	As required	As required
	d Work in concert with Government & Community Relations Dept efforts to secure capital funding for capital needs outlined in the District's adopted 25 Year Capital Plan and funds for State of Good Repair (SGR)	As required	Ongoing	As required	As required
	e Integrate planning for High Speed Rail, Stimulus, and other new focused funding opportunities into the District Capital Financial Plan.	As required	Ongoing	As required	As required
2 Secure external funding for the District's capital programs	2 a Maximize capital grant awards for on-going renovation needs as programmed in the CIP with County CMAs, Regional (MTC), State (Caltrans/CTC) and Federal (FTA/FHWA) agencies.	6/30/2013	Reorg - OEA	6/30/2014	Reorg - OEA
	b Negotiate and refine funding agreements for Warm Spring Extension, Oakland Airport Connector, Earthquake Safety Program, e-BART, Translink, SVRT, Rail Car replacement, Crossovers and SGR	6/30/2013	Ongoing; met FY14 objectives	As needed	As needed
	c Submit Grant applications and allocation documents after partnering sessions with affected departments: TLC/TCRP Land Use and Capital grants: - TDA/STA Claim - MTC Bridge Tolls - Federal Sec. 5307 and 5309 Grants - Clean Air Act Grants - STP/SMAQ Funds and TLC/HIP Grants	10/30/2013 6/30/2013 6/30/2013 As needed As needed	Reorg - OEA	10/30/2014 6/30/2014 6/30/2014 As needed As needed	Reorg - OEA

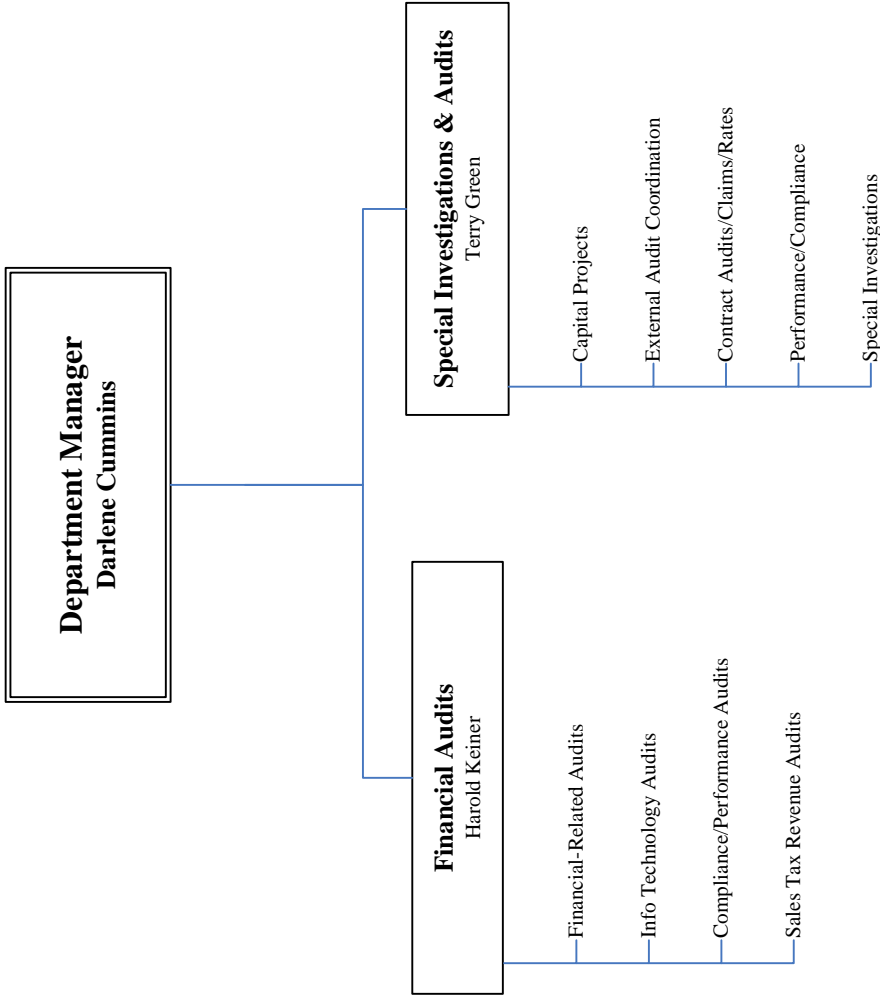
FY15 Goals & Objectives - Capital Development Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
3 Monitor and control the District's Capital Programs	- STIP Funds, ACTIA and Caltrans Planning Grants - Proposition 1B Bond Funds - Other Federal Discretionary funds such as TIGER program and State SB717 funds (If available)	As needed As needed As needed	Reorg - OEA	As needed As needed As needed	Reorg - OEA
	d Coordinate statewide bond infrastructure programming for BART capital funding opportunities including Rail Car program and SGR	As needed	Ongoing	As needed	As needed
	3 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
4 Manage Active Grants	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 Produce Cost Allocation Report each month.	Week before closing	Met	Week before closing	Week before closing
	f Monitor environment for events that impact CAP model (new cost centers and accounts) and new/change projects overhead recovery methods.	Annual	Met	Annual	Annual
	4 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	

INTERNAL AUDIT DEPARTMENT - 1302

FY15 Preliminary Budget



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

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

Implementing Strategies		Performance Measures					
(C1) - System Renewal	Project and/or Program (C1B) - Rail Vehicle Replacement Plan Replace all existing rail cars; purchase expansion vehicles as funding becomes available.	FY - 2013		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual	Objective	Actual
Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.	(C1D) - Infrastructure Evaluation Study Undertake a comprehensive evaluation of District infrastructure.	As required	Met	As required	As required	As required	As required
		As required	Met	As required	As required	As required	As required
		As required	Met	As required	As required	As required	As required
(C2) - Earthquake Safety Bring the original system up to current seismic safety standards ensuring core system operability shortly after an earthquake.	(C1F) - Business Advancement Plan Phase II Develop functional requirements that underlie Maintenance and Material Management as well as Financial Managerial. Functional areas include: procurement, inventory management, asset management, budgeting, accounting and related reporting.	As required	Met	As required	As required	As required	As required
		As required	Met	As required	As required	As required	As required
		As required	Met	As required	As required	As required	As required
(C2A) - BART's Earthquake Safety Program Retrofit core system to meet operability standards and retrofit remainder of system to meet Life Safety standards."	(C2A1-Other) Provide contract audit support as required by funding agencies and the district. Provide support as requested by the Citizens Earthquake Oversight Committee.	As required	Met	As required	As required	As required	As required
		As required	Met	As required	As required	As required	As required
		As required	Met	As required	As required	As required	As required



BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures			
(C3) - Service Enhancements	Project and/or Program	Goal/Desired Outcome			
Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	(C3B) - Demand Management Optimize BART system to serve at peak hour weekday riders.	FY - 2013 Objective	Actual Eliminated	FY - 2014 Objective	FY - 2015 Objective
	(C3C) - Smart Card Program Implement an all smart card fare system to make it easier for customers to purchase, store and use fares.	FY - 2013 Objective	Actual Eliminated	FY - 2014 Objective	FY - 2015 Objective
(C5) - Customer Environment Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	(C5D) - BART Police Program Staff and deploy a professional and well-trained police force.	FY - 2013 Objective	Actual Met	FY - 2014 Objective	FY - 2015 Objective
		FY - 2013 Objective	Actual As required	FY - 2014 Objective	FY - 2015 Objective
		FY - 2013 Objective	Actual As required	FY - 2014 Objective	FY - 2015 Objective

Strategic Plan - F The Future of BART

Department - 1302386 Internal Audit

Implementing Strategies		Performance Measures			
(F1) - Capacity	Project and/or Program	Goal/Desired Outcome			
Optimize the BART system to meet projected ridership increases.	(F1A) - SVRT Core Modification Study Complete comprehensive analysis of system and station capacity needs required to accommodate the Silicon Valley Rapid Transit (SVRT) project by 2009.	FY - 2013 Objective	Actual Eliminated	FY - 2014 Objective	FY - 2015 Objective
	(F1B) - Car modifications Increase train car capacity	FY - 2013 Objective	Actual Eliminated	FY - 2014 Objective	FY - 2015 Objective
		FY - 2013 Objective	Actual As required	FY - 2014 Objective	FY - 2015 Objective
		FY - 2013 Objective	Actual As required	FY - 2014 Objective	FY - 2015 Objective

Implementing Strategies		Performance Measures				
(F2) - System Expansion	Project and/or Program	Goal/Desired Outcome				
<p>Seek partnership with other transit agencies, local communities and private entities to plan and implement cost-effective service that demonstrates a commitment to transit-supportive growth and development and addresses the core needs of the system.</p>	<p>(F2A) - eBART project Expand BART rail service to eastern Contra Costa County.</p>	<p>FY - 2013 Objective As required</p>	<p>Actual Met</p>	<p>FY - 2014 Objective As required</p>	<p>FY - 2015 Objective As required</p>	
	<p>(F2B) - Warm Springs Project Extend BART service over five miles in Fremont.</p>	<p>FY - 2013 Objective As required</p>	<p>Actual Met</p>	<p>FY - 2014 Objective As required</p>	<p>FY - 2015 Objective As required</p>	
	<p>(F2C) - Silicon Valley Rapid Transit (SVRT) Project Extend BART service over 16 miles into Santa Clara County.</p>	<p>FY - 2013 Objective As required</p>	<p>Actual Met</p>	<p>FY - 2014 Objective As required</p>	<p>FY - 2015 Objective As required</p>	
	<p>(F2D) - Livermore project Extend BART service to Livermore.</p>	<p>FY - 2013 Objective As required</p>	<p>Actual Met</p>	<p>FY - 2014 Objective As required</p>	<p>FY - 2015 Objective As required</p>	
	<p>(F3) - Financial Stability Maintain and improve the stability of BART's financial base.</p>	<p>Project and/or Program (F3B) - Planning for a Fiscally Sound Future Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves.</p>	<p>FY - 2013 Objective As required</p>	<p>Actual Met</p>	<p>FY - 2014 Objective As required</p>	<p>FY - 2015 Objective As required</p>
	<p>(F5) - Transit-Oriented Development Work with community partners to maximize support for TODs, to enhance the livability and vitality at our stations, and to support regional goals.</p>	<p>Project and/or Program (F5B) - TOD Station Development Program Working with cities and local communities, BART will implement approved development projects.</p>	<p>FY - 2013 Objective As required</p>	<p>Actual Met</p>	<p>FY - 2014 Objective As required</p>	<p>FY - 2015 Objective As required</p>

Implementing Strategies		Performance Measures	
Project and/or Program	Goal/Desired Outcome		
	agreements.		

Strategic Plan - P The People of BART

Department - 1302386 Internal Audit

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome				
(P3) - Workforce Development	(P3B1-Other)	FY - 2013	FY - 2014	FY - 2015	
		Objective	Objective	Objective	Objective
Ensure that all employees have the tools, mentoring and opportunities that encourage and support excellence and professional development.	Professional development courses have been requirements.	As required	As required	As required	As required
(P3B) - Informational Training Programs Provide a variety of short courses for managers on issues that are secondary aspects of their jobs.		Met			

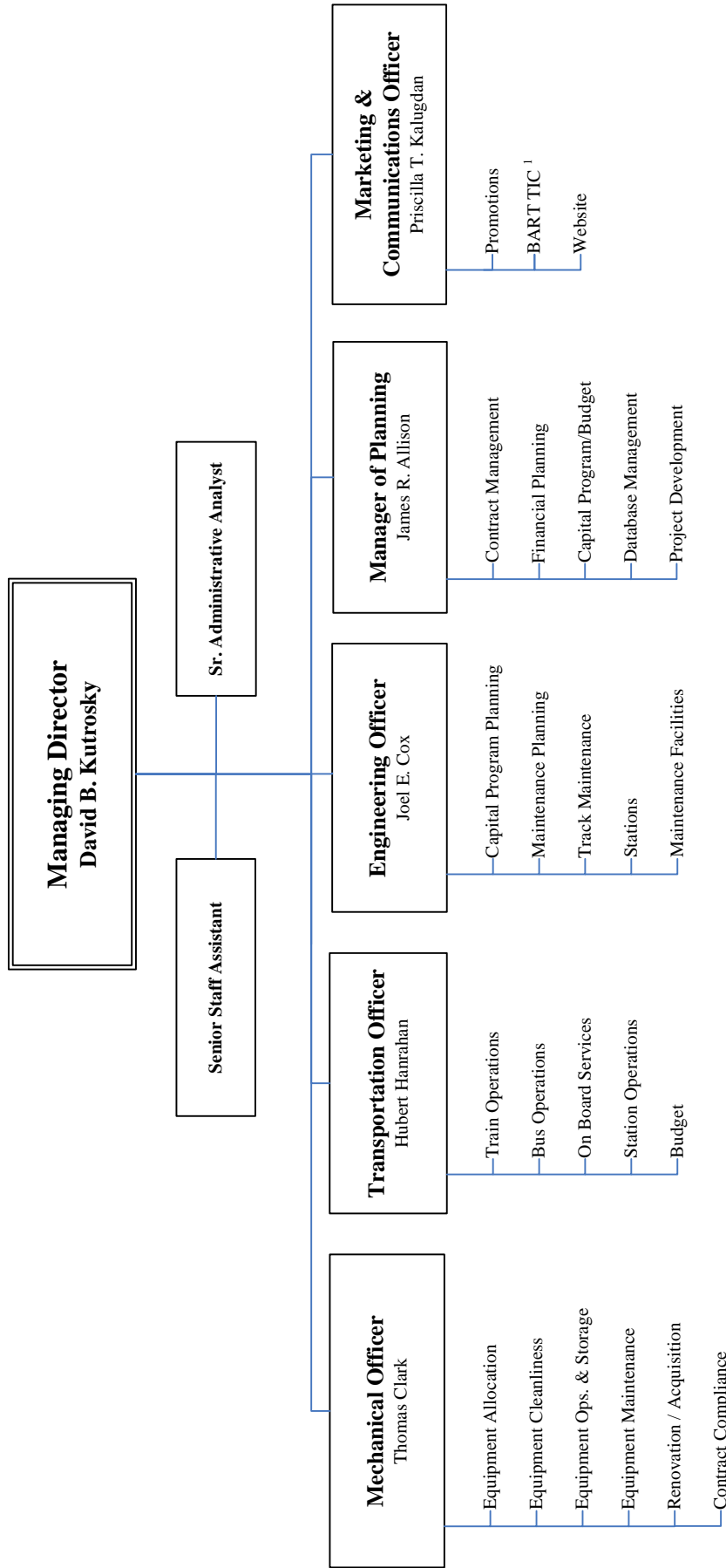
FY15 Goals & Objectives - Internal Audit Department

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj June 30 2013	FY13 Actual	FY14 Obj June 30 2014	FY15 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.	5		3	
2 Conduct financial related audits and revenue enhancement	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.	4		2	
3 Conduct information systems audits	3 a Perform audit required by Wells Fargo Bank and other information systems audits.	2		4	
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.	As required		As required	
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.	9		12	
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.	2		2	
7 Coordinate all of the District's external audit activities (except the annual financial audit)	7 a Coordinate all of the District's external audit activities. Audits required by funding agencies.	5		4	
8 Support District-wide cross-functional team efforts	8 a Provide audit support to District-wide cross-functional teams, including BAP.				

CAPITOL CORRIDOR OFFICE - 14

FY15 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)

FY15 Goals & Objectives - Capitol Corridor Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
		Oct-12	Ops budget went up 3%	Oct-13	Oct-14
1 Deliver cost-effective operation of passenger rail service.	<p>1 a1 Work with Amtrak to secure 2% cost savings in annual operating budget.</p> <p>b1 Work with Amtrak to increase revenues through yield management, on board sales, and targeted pricing by improvement as compared to prior FY.</p> <p>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.</p> <p>b3 Achieve earned media value of at least \$250,000 for the fiscal year.</p> <p>b4 Reduce Condemnace vs. Prior Year Level</p>	Oct-12	Ops budget went up 3%	Oct-13	Oct-14
		2% by 6/1/2013	Revenues went down 1.1%	1% by 6/1/2014	1% by 6/1/2015
		4 to 1	Standard met	4 to 1	4 to 1
		\$300,000	Approximately \$150K - no big stories	\$200,000	\$200,000
		Reduce condemnation from FY 12	Amtrak neglected to provide regular reports	Reduce condemnation from FY 13	Reduce condemnation from FY 14
2 Build on constructive working partnerships with riders, local communities, Amtrak, the Union Pacific Railroad and the State of California.	<p>2 Work with Amtrak and member agencies to add partners for transit transfers and joint ticketing:</p> <p>a1 Golden Gate Transit.</p> <p>Work with Union Pacific Railroad and other interested agencies.</p> <p>b2 Attend scheduled Fairfield/Vacaville Station Project Team meetings to assist them with development of design plans and construction of the grade separation and station project (CCJPA Board has approved Capitol Corridor to serve stations once it is ready for operation.)</p>	Issue on hold with GGT	No change in status	Issue on hold with GGT	Issue on hold with GGT
		As required	Meetings attended	As required	N/A

FY15 Goals & Objectives - Capitol Corridor Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY13 Actual			FY15 Obj		
		FY13 Obj	FY13 Actual	FY14 Obj	FY14 Obj	FY15 Obj	FY15 Obj
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	Meetings attended	As required	As required	As required	
b4	Attend City of Dixon requests for meetings for any grade separation or station design projects or design efforts they may (re)commence	As required	Meetings attended	N/A	N/A	N/A	
c1	Attend Dumbarton Rail Project technical committee meetings as they are scheduled to the extent that Caltrain (the project manager) requests CCJPA attendance and participation.	As required	Meetings attended	N/A	N/A	N/A	
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	Partial capital funding (\$7M) and stable operating funds provided	As required	As required	As required	
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 grants were available	1:1 or better	1:1 or better	1:1 or better	
d3	Submit funding requests/applications for all applicable and available State funding which could support CCJPA service expansion plans to achieve at least a 1:1 ratio.	1:1 or better	No funding opportunities	1:1 or better	1:1 or better	1:1 or better	
e	Work with U.S. Coast Guard/Union Pacific to utilize bridge protocol to keep train delay at the draw bridge:						
e1	Average minutes of delay will be under 15 minutes when bridge is open.	less than 15 minutes average	The total minutes of delay averaged 13,29 minutes	less than 15 minutes average	less than 15 minutes average	less than 15 minutes average	
e2	Fewer than 10 significant incidents (of 15 minutes, or greater delay) per quarter. (Objective Measure changed from date-based to number of incidents)	less than 10	increased by 23%	less than 10	less than 10	less than 10	

FY15 Goals & Objectives - Capitol Corridor Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY13			FY15 Obj		
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj	FY15 Obj	FY15 Obj
	e3 Meet with U.S. Coast Guard/Union Pacific and stakeholders twice each FY to monitor bridge delays.	2 meetings	3 meetings held	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	Less bridge delays and delays were shorter in FY 13	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.	a1 Maintain a score of at least 90 on the Amtrak national Customer Satisfaction Index (CSI).	Score 92 or greater	88 was the score for the FY	Score 92 or greater	Score 92 or greater	Score 92 or greater	
	b1 Ensure Amtrak scores a rating of at least 4.0 for station services in the CCJPA bi-annual on-board customer surveys.	Score 4.2 or greater	Score was 4.13	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 bi-annual on-board customer surveys.	Score 4.2 or greater	Score was 4.27	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	OTP at 95%	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.	Obtain funding source beyond Oct 2013	Funding plan set to maintain capitalized maintenance for 5 years	No action - 2nd of 5 years	No action - 3rd of 5 years	No action - 3rd of 5 years	
	c3 Continue supplemental track surfacing gang.	Will continue through October 2013 due to receipt of funding	This continues	No action - 2nd of 5 years	No action - 3rd of 5 years	No action - 3rd 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-12	Decreased 2.6%	2% by Jun-14	2% by Jun-15		

FY15 Goals & Objectives - Capitol Corridor Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
		2% by Jun-12	Decreased 1.1%	2% by Jun-14	2% by Jun-15
	d2 Increase revenues compared to prior FY.				
4 Expand passenger rail service to meet travel demands along the route.	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.				
a1		Secure PS & E \$ for FY 14	Funding secured	Expende PS & E for FY 15	Expend PS & E for FY 16
a2	Auburn (4 trains): -adjust our track plans w/UPRR. -add 2 trains.	Advance Donner Phase 2, Complete MOU FY 14 Nov-13	Funding suspended by host RR lack of funding suspends project	N/A N/A	N/A N/A
a3	Roseville (20 trains): -agree on conceptual track plans w/UPRR. -design/env'l/funding w/UPRR.	Start Environmental process	Environmental process delayed by host RR Design alternatives developed and vetted with host RR	Release draft EIR/EA N/A	Finalize EIR/EA N/A
b	Develop new car specifications with Caltrans:				
b1	Support Caltrans/Amtrak efforts to develop and release RFP for new rail car order.	As requested	CCJPA supported Caltrans/Amtrak	N/A	N/A

FY15 Goals & Objectives - Capitol Corridor Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
	b2 Support Caltrans/Amtrak efforts to award rail car order to selected vendor.	As requested	CCJPA supported Caltrans/Amtrak	N/A	N/A
	b3 Support Caltrans/Amtrak efforts to award locomotive order to selected vendor.	As requested	CCJPA supported Caltrans/Amtrak	N/A	N/A
	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).	Submit by grant application deadline(s) Submit by grant application deadline(s)	No new grants available; allocated funds secured No new grants available; allocated funds secured	Submit by grant application deadline(s) Submit by grant application deadline(s)	Submit by grant application deadline(s) Submit by grant application deadline(s)
5 Provide high quality passenger rail and connecting bus service that is safe, fast, frequent, and reliable.	5 a Provide enhancements to IVR and website train status reporting.		vendor failure and no enhancements		
	b Customer-Focused Events & Promotions:				
	b1 Hold Rider Appreciation Events.	8 for FY13	postponed due to lack of staff	4 for FY14	4 for FY14
	b2 Develop plan for customer loyalty program.	Advance CRM if funding available	postponed due to lack of staff	Advance CRM if funding available	Advance CRM if funding available
b3 Identify funding source or partnership for customer loyalty program.	See above	postponed due to lack of staff	See above	See above	

FY15 Goals & Objectives - Capitol Corridor Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
		See above	postponed due to lack of staff	See above	See above
b4	Implement customer loyalty program	See above	Standard met	See above	See above
b5	Increase membership to CC Rail Mail e-newsletter from 1178.	10% compared to prior fiscal year	Standard met	10% compared to prior fiscal year	10% compared to prior fiscal year
b6	Establish or hold at least two promotional offers per quarter.	2 promotions per quarter	Standard met	2 promotions per quarter	2 promotions per quarter
b7	Install OBIS system of Northern CA fleet			Have 10% install of NorCal fleet by FY 14 end	Have 80% install of NorCal fleet by FY 15 end
b8	Install and operate phase one of at-station bicycle facilities			install 30% of eLockers; issue RFP for folding bicycle rental facilities	install 100% of eLockers and three folding bicycle rental facilities
c1	Improve equipment reliability, thereby reducing monthly assessment penalties. Measured in dollars-prior measure was number of incidents.	Reduce penalty total by 10% or more	Assessments increased by 17%	Reduce penalty total by 7% or more	Reduce penalty total by 7% or more
c2	Increase training sessions for employees to improve equipment reliability, thereby reducing the mechanical delays from number in previous FY.	Increase training sessions for employees by 25 %	Training sessions were increased by about 30%	Maintain training sessions set in FY 13	Maintain training sessions set in FY 13

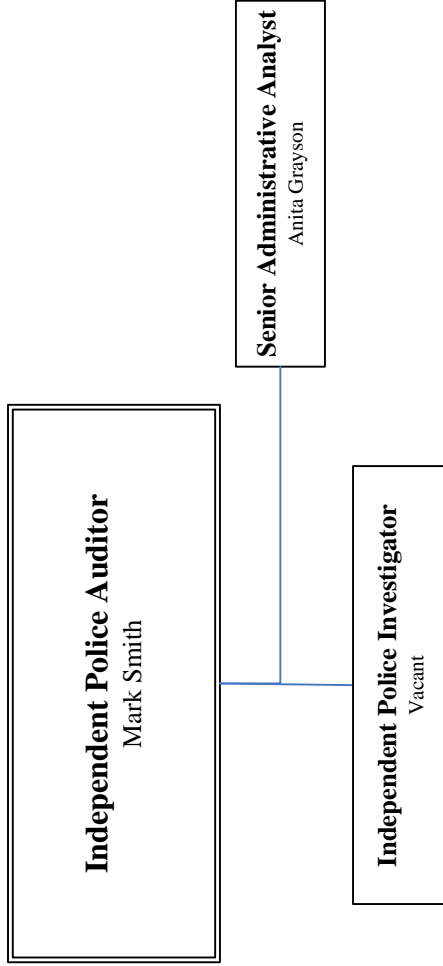
FY15 Goals & Objectives - Capitol Corridor Office

II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
		<p>c3 Reduce total monthly assessments from total of previous FY.</p>	<p>Reduce assessments by 2% over FY12, reduce annulments by 15% over FY12 and reduce late trains over 25 minutes for mechanical delays by 3% over FY12</p>	<p>Assessments increased by 17%; catastrophic delays increased by 23%, annulments decreased by one annulment</p>	<p>Reduce assessments by 2% over FY13, reduce annulments by 15% over FY13 and reduce late trains over 25 minutes for mechanical delays by 3% over FY13</p>
<p>c4 Maintain the required minimum number of cars available for weekday (peak) service.</p>	<p>Maintain standard to 40 cars available daily - June 2013</p>	<p>This was accomplished</p>	<p>Maintain standard to 40 cars available daily - June 2014</p>	<p>Maintain standard to 40 cars available daily - June 2015</p>	
<p>c5 Reduce number of mechanical-related service delays of 15 minutes or greater (including train cancellations) to no more than 8 per quarter.</p>	<p>8 or fewer per quarter by June 2013</p>	<p>Mechanical delays increased by 17% along with +15 delays</p>	<p>8 or fewer per quarter by June 2013</p>	<p>8 or fewer per quarter by June 2013</p>	

INDEPENDENT POLICE AUDITOR – 17

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	3.0
Capital	-
REI	-
Staff	3.0

FY15 Goals & Objectives - Office of the Independent Police Auditor (OIPA)

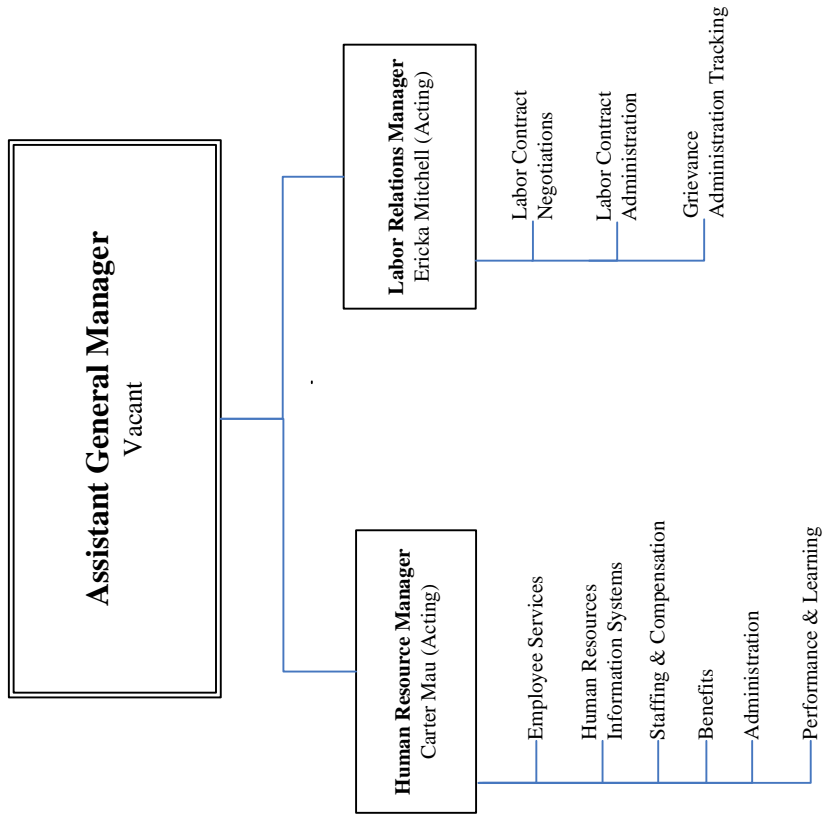
II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures FY14 Obj	Performance Measures FY15 Obj
1. Complaint Intake, Investigations, Reviews of Investigations	<p>1. a. Respond to all contacts from complainants within 1 business day.</p> <p>b. Inform BART PD of all complaints received within 1 business day.</p> <p>c. Complete all OIPA investigations within 6 months (absent reason for tolling investigation pursuant to applicable statute).</p> <p>d. Provide 3-month progress updates to complainants and involved officers for all OIPA investigations, except when doing so would undermine integrity of investigation.</p> <p>e. Complete all appeals of BART PD findings within 3 months.</p> <p>f. Complete all reviews of BART PD investigations initiated through OIPA within 2 months.</p> <p>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.</p>	100%	100%
		100%	100%
		100%	100%
		100%	100%
		100%	100%
		100%	100%
		100%	100%
		100%	100%
		100%	100%
2. Mediation Program	<p>2. a. Develop a voluntary alternative dispute resolution process.</p>	Implement process	Manage process as required (ongoing)
3. On-Duty Officer Involved Shooting Incidents	<p>3. a. Respond to the scene of all incidents resulting in death or serious bodily injury.</p> <p>b. Monitor BART PD investigation into incident.</p>	As required	As required
		As required	As required
4. Recommendations on Procedures, Practices, and Training	<p>4. a. Review at least 1 policy per quarter and issue recommendations for change when appropriate.</p>	100%	100%
5. BART Police Associations	<p>5. a. Contact the BART Police Officers Association and the BART Police Managers Association at least 1 time per quarter to arrange a meeting.</p>	100%	100%
6. Community Outreach	<p>6. a. Organize at least 1 outreach event per quarter.</p>	100%	100%
7. Reporting	<p>7. a. Submit monthly report of complaint activity to the Citizen Review Board at its regular monthly meeting.</p> <p>b. Submit draft of annual report to the Citizen Review Board for its review within 3 months of the end of the fiscal year.</p>	100%	100%
		100%	100%
8. Relationship with Citizen Review Board	<p>8. a. Submit draft minutes of each Citizen Review Board regular monthly meeting at subsequent meeting.</p> <p>b. Post Citizen Review Board minutes online within 3 business days of approval.</p> <p>c. Facilitate at least 1 training exercise for the Citizen Review Board per quarter.</p> <p>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.</p>	100%	100%
		100%	100%
		100%	100%
		As required	As required

OIPA published Goals and Objectives during its first year of operation in FY12. During FY13, OIPA added the performance measures seen here, to be measured as of the close of FY14.

EMPLOYEE RELATIONS - 18

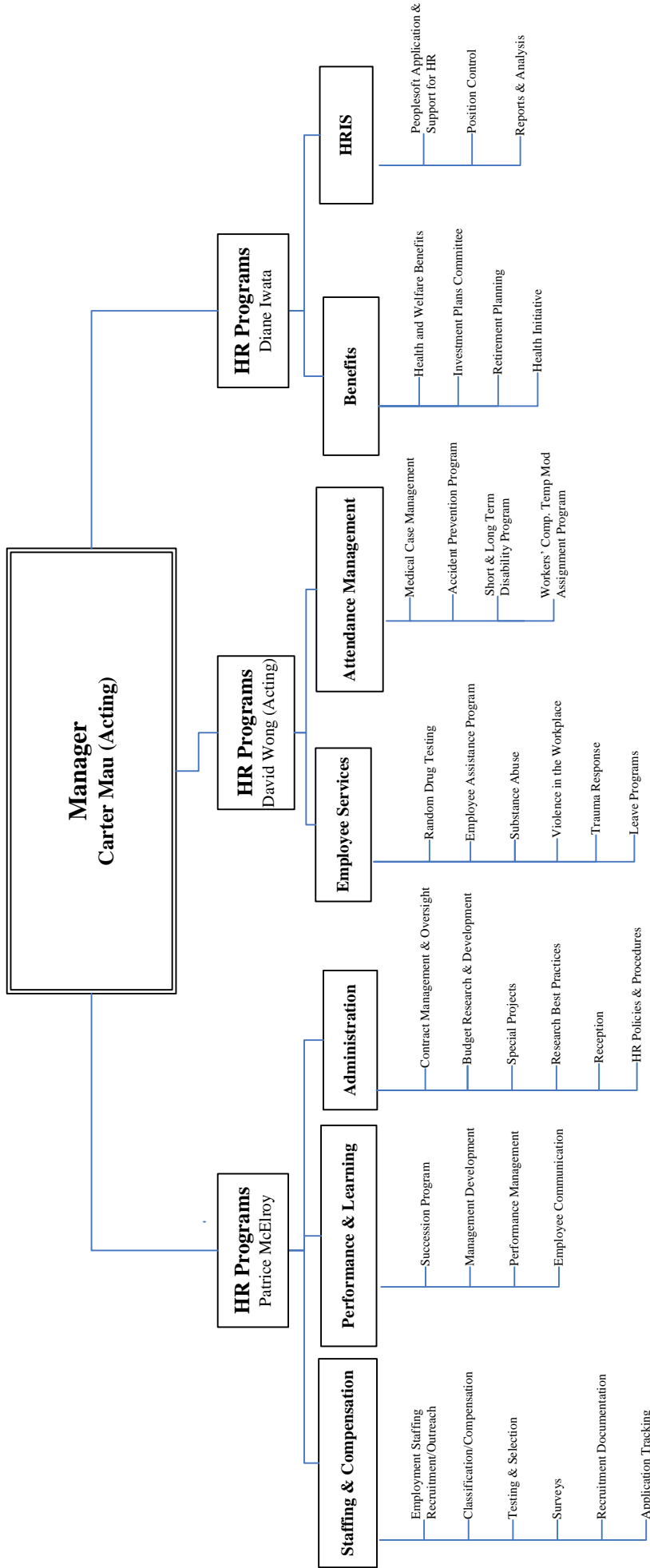
FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	37.6
Capital	-
REI	1.0
Staff	38.6

HUMAN RESOURCES - 0502

FY15 Preliminary Budget



TOTAL HEADCOUNT	
Operating	30.6
Capital	-
REI	1.0
Staff	31.6

Strategic Plan - P The People of BART
 Department - 0502420 Human Resources

Implementing Strategies		Performance Measures							
(P1) - BART Culture	Project and/or Program	Goal/Desired Outcome		FY - 2013		FY - 2014		FY - 2015	
		(P1A1-Other)	(P1A2-Board)	Objective	Actual	Objective	Actual	Objective	Actual
Help employees meet high personal and team expectations and become engaged in BART's mission.	(P1A) - Policy and Procedure Program BART will have well-articulated, clearly understood and accessible communication as to all matters of rights, benefits, decision-making that affect employees.	Communicate and provide training on new HR policy/procedure manual within University of BART framework.	Conduct training on HR manual and associated values for all non-rep and managers by 2011.	Design and partially complete training by Q4	In Progress The frame work was initiated but the training will start in FY14	Complete training by Q4		Continue to provide training to new managers and supervisors on a quarterly basis	
		(P1B1-Board)							
	(P1B) - Communications Program BART will ensure input from stakeholders in development and training for initiatives involving BART employees generally, and in specific areas of BART or life in the BART workplace.	Involve employees in developing programs and projects that affect their work.		Establish committees including training and employee communications by Q1	Met	Monitor programs and revise as appropriate		Monitor current programs and work to develop new programs as needed by the District	
				Eliminated This initiative was reviewed and replaced with other					
	(P1B1-Other) Include involvement of stakeholders in development of internal customer service tools.	Develop tools in accordance with priorities established in FY12			In Progress	Monitor and expand on tools in accordance with prior priorities established		Monitor and expand on tools and programs in accordance with prior priorities established	

Implementing Strategies		Performance Measures							
Project and/or Program		Goal/Desired Outcome		FY - 2013		FY - 2014		FY - 2015	
(P1C) - Applicant Assistance and Feedback Program		(P1C1-Board)	Objective	Actual	Objective	Objective	Objective	Objective	Objective
Assistance to applicants for employment is readily available and internal applicants not selected in a hiring process can request and receive feedback to assist in future preparations.		Provide feedback and advice to 100% of internal applicants who request it by 2011.	100%	Met	100%				100%
(P1D) - Customer Service Program		(P1D1-Board)	Objective	Actual	Objective	Objective	Objective	Objective	Objective
Institute a comprehensive program to promote customer-friendly service from all staff.		Encourage the extension of customer service as a priority for "back office" BART functions; modify procedures and provide training as appropriate.	Develop proposals for Executive consideration and prioritization Q1	Met	Continue to review and develop work plans for training procedures and accountability tools, etc.	Continue to review and develop work plans for training procedures and accountability tools, etc.	Continue to review and develop work plans for training procedures and accountability tools, etc.	Continue to review and develop work plans for training procedures and accountability tools, etc.	Continue to review and develop work plans for training procedures and accountability tools, etc.
			Continue in accordance with priorities established in FY12 Q1	In Progress					
				Initiated customer services training program					
(P1E) - Internal Customer Service Program		(P1E1-Board)	Objective	Actual	Objective	Objective	Objective	Objective	Objective
Develop and implement measures of service satisfaction among internal stakeholders at BART.		Develop internal customer service survey as companion to external survey to provide data on service quality by non-ops groups within BART. Develop baseline data by 2010.	Frame discussion regarding priority of the issues Q1	Deferred	Frame discussion regarding priority of the issues	Frame discussion regarding priority of the issues	Frame discussion regarding priority of the issues	Provide metrics on data of FY14 vs FY15	
			This initiative had been moved to FY14						
(P1F) - Emerging Workforce Program		(P1F1-Board)	Objective	Actual	Objective	Objective	Objective	Objective	Objective
Ensure that BART is prepared for and can effectively utilize all sectors of a changing workforce.		Research and understand the work ethics, goals and aspirations of the several generations that will be in the workforce over the coming years in order for BART to attract and effectively use all sectors.	Continue education, at least one conference and or similar Q3	Met	Develop two new staffing strategies	Develop two new staffing strategies	Develop two new staffing strategies	Develop two new staffing strategies	Develop two new staffing strategies
			Develop two new staffing strategies Q2	Met	Continue education, at least one conference and or similar	Continue education, at least one conference and or similar	Continue education, at least one conference and or similar	Continue education, at least one conference and or similar	Continue education, at least one conference and or similar

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome (P1F1-Other)	FY - 2013	FY - 2014	FY - 2015	
		Objective	Objective	Objective	
(P2) - Diversity Ensure that BART's workforce is fully reflective of the diversity of the Bay Area and that the District values its diversity.	(P2A) - Employment Outreach Program Ensure that all recruiting is defined through utilization statistics, and that there is outreach to all communities in the BART district.	Actual Met	Objective Develop two new or change approaches to current selection process	Objective Develop two new or change approaches to current selection process	
		Objective 100%	Objective 100%	Objective 100%	
	(P2A1-Board) Use utilization statistics to support recruiting decisions in 100% of job requisitions by 2010.	Actual Continue to work with OCR on identifying ways to increase diversity in advertising	Objective 100%	Objective 100%	
		Objective 100%	Objective 100%	Objective 100%	
	(P2A2-Board) Expand and maintain scope of recruiting to include varied communities by 2010.	Actual Met	Objective Continue expansion	Objective Work with Office of Civil Rights to increase presence in District communities	
		Objective Continue expansion	Objective Continue expansion	Objective Continue expansion	
	(P2A3-Board) Achieve annual improvement in statistics on utilization in all major EEO classifications in areas where BART is currently underrepresented by 2010.	Actual In Progress	Objective Improve some classifications	Objective Identify two classifications for improvement	
		Objective Improve some classifications	Objective Improve some classifications	Objective Improve some classifications	
(P3) - Workforce Development	(P3A) - Leadership Development Program	Performance Measures			
Ensure that all employees have the tools, mentoring and opportunities that encourage and support excellence and professional development.	(P3A1-Board) Ensure that BART maintains a strong, qualified pool of internal candidates.	Actual Met	Objective Further refine training program and succession plan Q2	Objective Further refine training program and succession	
		Objective Further refine training program and succession plan Q2	Objective Further refine training program and succession	Objective Further refine training program and succession	

Implementing Strategies		Performance Measures					
Project and/or Program	Goal/Desired Outcome (P3B1-Board)	FY - 2013		FY - 2014		FY - 2015	
		Objective	Actual	Objective	Actual	Objective	Actual
(P3B) - Informational Training Programs Provide a variety of short courses for managers on issues that are secondary aspects of their jobs.	Provide a regular curriculum of at least ten half-day courses by FY2011.	Deliver courses in accordance with training needs design Q1	Met	Deliver courses in accordance with training needs		Deliver courses as well as research and expand programs in accordance with training needs of the District	
(P3C) - Career Mobility Program Establish guidelines for flexibility in filling positions internally to include lower initial knowledge/experience requirements coupled with specific development plans.	Ensure that at least 10 mobility options are created and utilized by managers by FY 2010. Increase internal promotions by 5% by FY 2011.	FY - 2013 Objective 5 options exercised and 2% increase in internal promotions for non-entry level work Q4	Actual Deferred This initiative has been moved to FY4	FY - 2014 Objective 5 options exercised and 2% increase in internal promotions for non-entry level work		FY - 2015 Objective 5 options exercised and 2% increase in internal promotions for non-entry level work	
(P5) - Accountability Ensure that employees understand their roles in carrying out the BART mission, and are accountable for accomplishing them in a manner consistent with the agency's values. Provide for recognition and reward of employees who excel.	(P5A) - Performance Planning and Evaluation Program Measure performance against the mission and values of the District through annual performance evaluations.	FY - 2013 Objective Initiate program Q2	Actual	FY - 2014 Objective Continue the development of the program		FY - 2015 Objective	
(P5A2-Board) Establish baseline data of performance quality measures during 2010.	Initiate performance-based compensation on a limited or trial basis, to include a team component, in 2011.	FY - 2013 Objective Develop preliminary approach Q3	Actual	FY - 2014 Objective Continue to address the approach		FY - 2015 Objective	
(P5A3-Board) Initiate performance-based compensation on a limited or trial basis, to include a team component, in 2011.	Initiate performance-based compensation on a limited or trial basis, to include a team component, in 2011.	FY - 2013 Objective develop options for performance pay in context of 2013 discussions Q2	Actual	FY - 2014 Objective develop options for performance pay in context of 2013 discussions Q2		FY - 2015 Objective	

FY15 Goals & Objectives - Human Resources Department

II. BART Operational Effectiveness: FY2015 Goals & Objectives

Projects/Programs/Goals	Performance Measures					
	FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj		
1 Provide support for program managers in optimizing allocation of budgeted labor resources throughout each fiscal year, and in projecting labor needs for future years. (Joint goal with Operating Budgets and OCR).	a	Develop and distribute, at least quarterly, a comprehensive District labor report, which will report and track average salary, retirement eligibility and projections, demographic information, monthly labor costs, etc.	Refine report based upon user needs and distribute quarterly	Implemented an abbreviated report and provided it quarterly	Provide to managers as requested	Establish an annual District wide comprehensive report and reports by executive office
	b	Institute quarterly joint Op Bud/HR/OCR labor status meetings with depts to review developments since budget was promulgated; current status of vacancies; and to modify/plan accordingly.	Refine Departmental vacancy report and status update initiated in FY12	Completed	Meet with designated operations managers quarterly to address issues	Continue to meet quarterly with designated operations managers as well as other managers as requested to address issues
2 Modify and expand Univ of BART management development programs, including: Leadership Symposium, workshops on specific knowledge-based topics, Leadership Program, and other related subjects.	a	Expand Leadership Symposium program to include more managers.	See Goal 7, Training & Dvt Initiative			
	b	Enhance academic element of Univ of BART programs.	See Goal 7, Training & Dvt Initiative			
	c	Offer four additional short courses.	See Goal 7, Training & Dvt Initiative			
3 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%	Completed	2.1%	
	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.	As needed	Completed	As needed	
4 Succession Support.	a	Develop companion modules on managerial skills for new managers and supervisors for delivery in conjunction with "Nuts and Bolts" supervisor training.	See training and development initiative below			

FY15 Goals & Objectives - Human Resources Department

II. BART Operational Effectiveness: FY2015 Goals & Objectives

Projects/Programs/Goals	Performance Measures					
	FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj		
5 Attendance Management/Return-to-Work	a	Develop and pilot multi-faceted approach to increasing the percentage of scheduled work hours for which employees are in attendance.	Initiated pre work for FY14 first quarter implementation	Achieve 5% improvement established in FY13	Achieve 5% improvement established in FY14	
	b	Develop and refine standard attendance recording and reporting vehicle, including components of interest and concern to all major constituents.	Initiated research work on the development of the tool	Refine and institutionalize tool developed in FY12	Monitor and refine and institutionalize tool developed in FY13	Continue to monitor and refine tool. Initiate process to share information with District managers
	c	Develop and implement standard attendance review and coordination criteria and protocols to assure early attention to developing issues.	Started implementation of programs	Expand program beyond pilots	50% of program completed	Complete implementation and continue to monitor program
	d	Develop at least one modified call-in approach to include appropriate questions and follow-up; decision to grant requested leave based on research and documentation case-by-case.	Completed	Refine and implement Call-in tool developed in FY12	Expand program beyond pilots	Review and consider expanding the program
	e	Systematically review documentation and assure other criteria that support absence status are confirmed in each case.	See 5b above	Develop routine follow-up procedures and responses where documentation is missing	Monitor follow-up procedures and responses where documentation is missing	
	f	Develop ergonomic analysis of key positions, and establish work modifications, including assistive devices accordingly.	Completed	Complete implementation of adjustments established in FY12 and continue further developments	Continue to identify areas where ergonomic analysis will increase work productivity	
	g	Establish case management program for complex cases, coordinating support and medical intervention.	Completed	Expand and modify based on FY12 experience	Monitor, expand and modify based on FY12 experience	Monitor, expand and modify based on FY13 experience

FY15 Goals & Objectives - Human Resources Department

II. BART Operational Effectiveness: FY2015 Goals & Objectives

Projects/Programs/Goals	Performance Measures				
	FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj	
	h	Optimize application of contractual provisions to assure compliance and accountability with respect to existing absence and return to work language.	See 5c above	Expand early interventions	
	i	Train managers on attendance issues including: permissible/appropriate questions; protected absences; contract procedures, etc.	Implementation delayed due to focus on other initiatives	Modify and expand pilot training	Implement quarterly workshops & trainings
	j	Develop appropriate budget analysis to better inform budget decisions with respect to: headcount to work program ratios; budget impacts of employees on long absences; and attendance management/return to work program ROI.	See 5b above	Continue and refine coordination with Operating Budgets on budgetary impacts of absence and improved attendance	
	k	Developing Health Initiatives			Conduct research, present findings, and make recommendations on programs
6 Training and Professional Development	a.	Develop employee advancement training programs	Present findings & recommendations from work performed in FY12 to GIM/EMM; develop additional resources, and prepare implementation schedule for approval	Worked on trainings with input from Exec. Managers and lower level managers, discussed scheduled training programs	Continue to identify and implement training programs focused on employee advancement

FY15 Goals & Objectives - Human Resources Department

II. BART Operational Effectiveness: FY2015 Goals & Objectives

Projects/Programs/Goals	Performance Measures			
	FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
b	Complete draft succession planning steps by end of Q2	Implementation delayed due to focus on other initiatives	Complete draft succession planning program	Implement succession planning program
			Develop and administer training by Q2	Continue to monitor and update trainings as needed
		See 6a above	Initiate and start discussions by Q2	See 6a above
		Completed	Publish training schedule by Q2	Publish training schedule by Q2
			Complete evaluation by Q1	Complete evaluation by Q1 & make adjustments as necessary
			Complete evaluation by Q3	Complete evaluation by Q3 & make adjustments as necessary
7 Internal BART Communications	a	Provide timely information to BART employees on Board decisions, major policy decisions, changes in practices and press releases	Develop new communications plan, staffing and IT proposals and report to GM/EMM	Monitor FY13 established programs and development new initiatives to enhance internal communications
			Develop tracking schedule to implement new improvements	Monitor and refine tracking schedule created in FY13
			Include progress towards plan implementation in annual evaluation	
			Delayed due to focus on other initiatives	
			Delayed due to focus on other initiatives	
			Delayed due to focus on other initiatives	

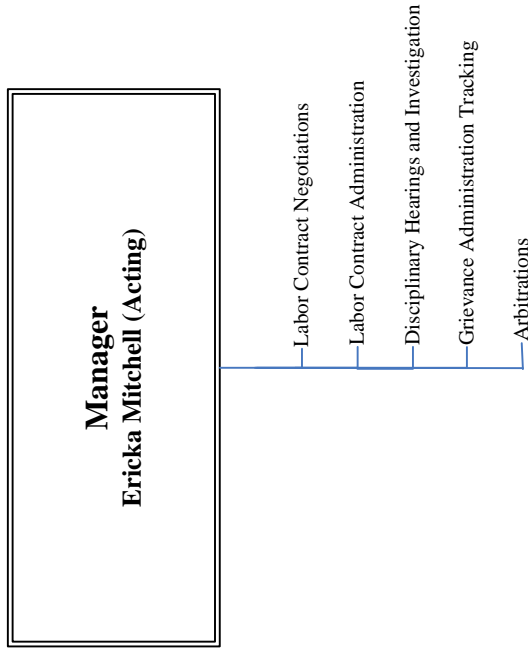
FY15 Goals & Objectives - Human Resources Department

II. BART Operational Effectiveness: FY2015 Goals & Objectives

Projects/Programs/Goals	Performance Measures				
	FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj	
8 Performance Management	a	Establish administrative support as well as skills development for performance management program elements; implement accordingly	Completed workshops and an update of new tools for performance management program	Continue to develop performance management technology solutions for performance management as appropriate	Research on line resources
	b		Completed	Manage full implementation of performance management program	Manage full implementation of performance management program
9 Employee Recognition	a	Initiate employee appreciation program	Completed	Refine and continue GM site visits and service award delivery	Refine and continue GM site visits and service award delivery
	b		Delayed due to focus on other initiatives	Develop and implement other recognition and appreciation programs	Research and develop a suggestion program by Q2

LABOR RELATIONS - 0505

FY15 Preliminary Budget



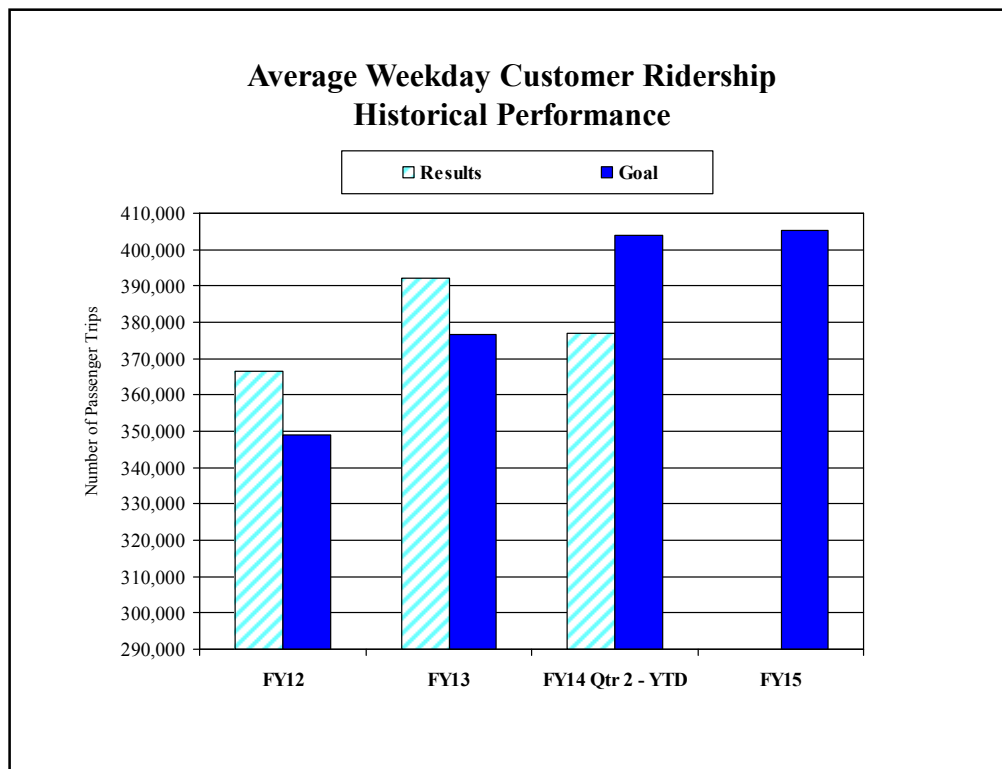
TOTAL HEADCOUNT	
Operating	6.0
Capital	-
REI	-
Staff	6.0

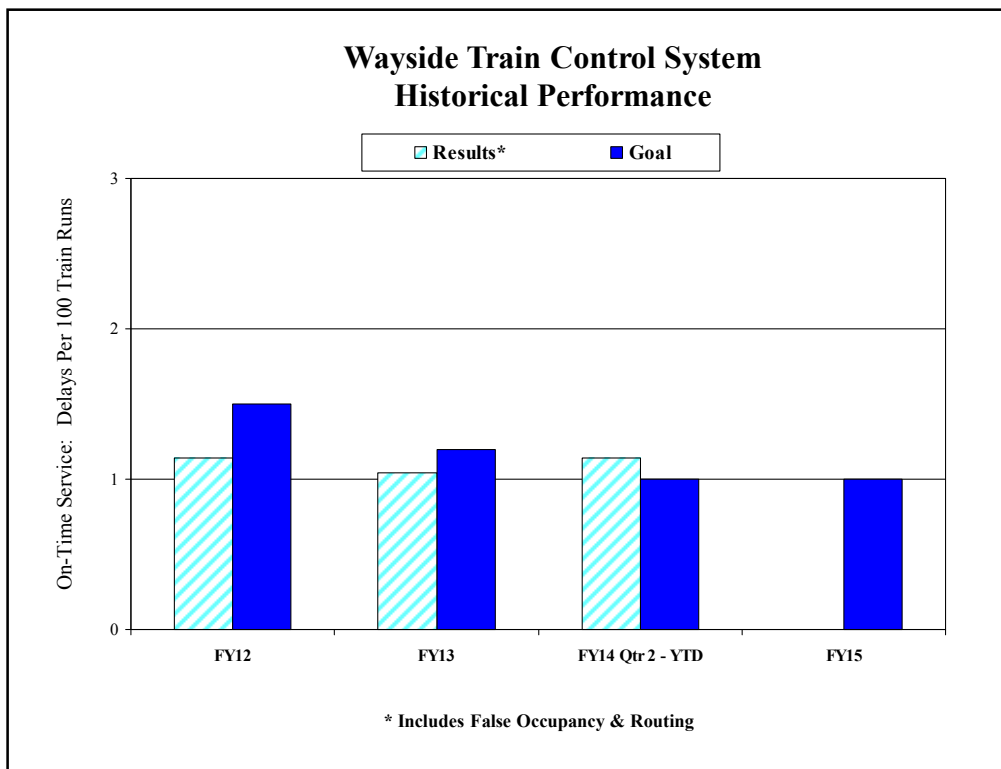
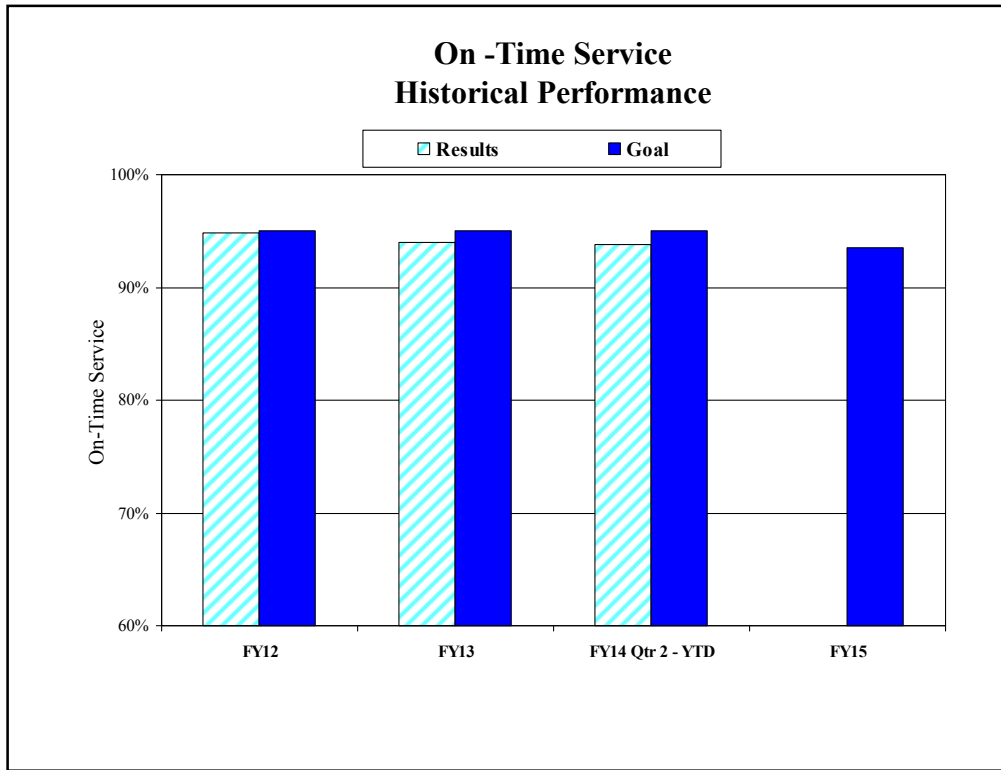
FY15 Goals & Objectives - Labor Relations Department

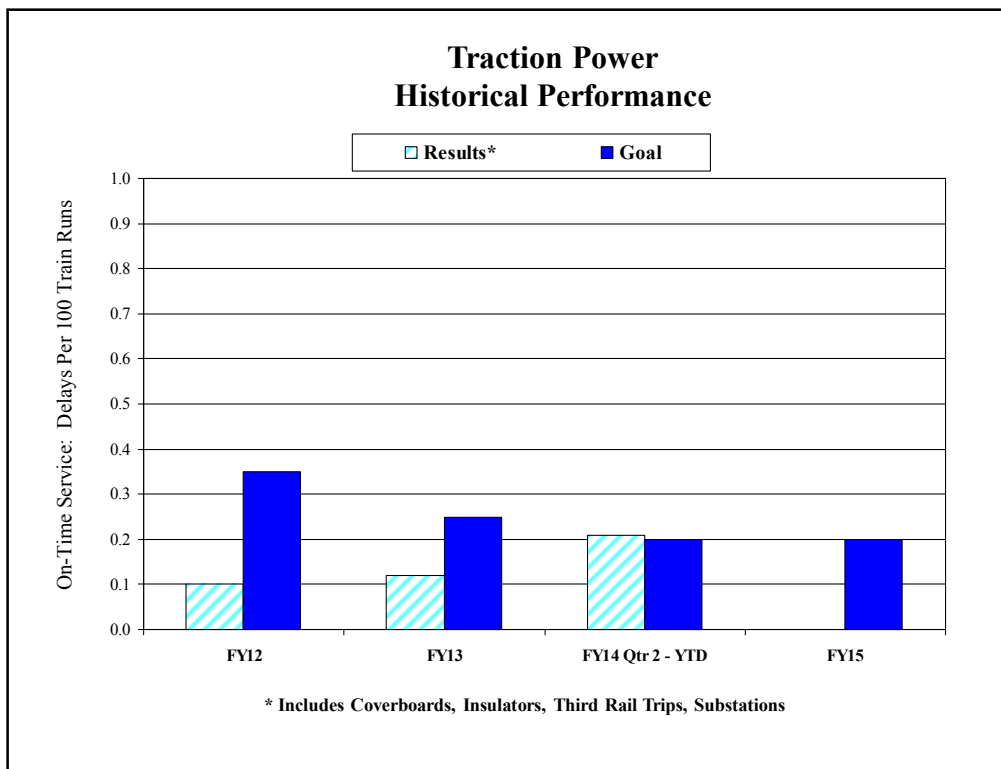
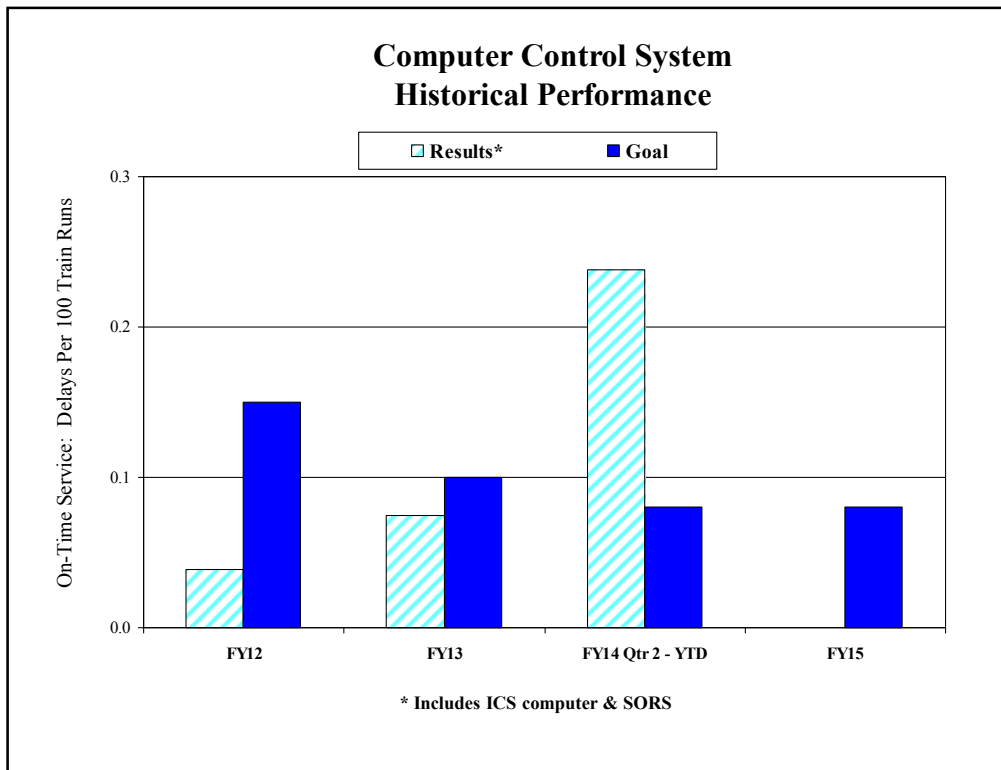
II BART Operational Effectiveness: FY 2015 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY13 Obj	FY13 Actual	FY14 Obj	FY15 Obj
1 Establish operation of a Labor Relations Policy Coordinating Council (LRPCC).	Enhance cross-functional communication and coordination of labor relations activities and policy formulation; reduce contract interpretation inconsistencies on management's part. Provide the nucleus for developing the issues and formulating management's approach for all future contract negotiation.	Conduct Monthly Meetings to inform the Departments of issues that impact them	Due to negotiations participation in Labor Discussions meetings was sparsely attended and often cancelled.	Provide information regarding labor relations activities that assist managers in resolving contractual issues	Establish a committee that includes all three major divisions: Transportation, M & E, and RS&S.
		Labor Relations Staff member will take the lead and coordinate with Operations any issues that impact the Union Contracts	Labor Relations staff continued to address contractual issues and support District management throughout bargaining.	Labor Relations Staff will continue to address contractual issue as the come up	Labor Relations Staff will provide advice, counsel and training on new contract provisions. Assist district managers in realizing any potential efficiencies.
2 Provide strategic Labor Relations advice to support District Management at meetings on all operations and expansion initiative.	a Strategize, plan, train, and assist in implementation of 2013-2017 Labor Agreements. b Support District Management with Labor Relations issues, including impact bargaining, as the OAC becomes operational.	Labor Relations Manager will take the lead and coordinate with Operations to determine when meetings are needed	This issue remains unresolved.	Will negotiate provisions of the TA when project is near "implementation"	Labor Relations staff will lead any meet and confers requested by the Unions as the OAC becomes operational.
		Labor Relations Staff member will take the lead and coordinate with Operations to address any pending issues	Labor Relations staff supported district management in addressing outstanding People Soft issues, when related to the contract.	Finalize remaining outstanding issue to complete this goal	Labor Relations staff will strategize and plan with District management to support them as they roll out new phases of PS.
c Support District Management with Labor Relations issues as new phases of People Soft (PS) are rolled out.					

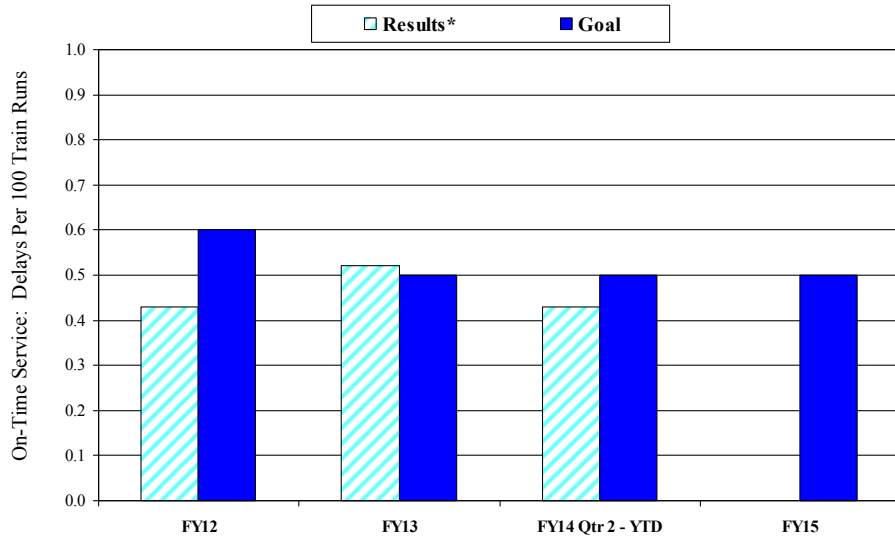
Operations Historical Performance Trends FY12 ó FY15





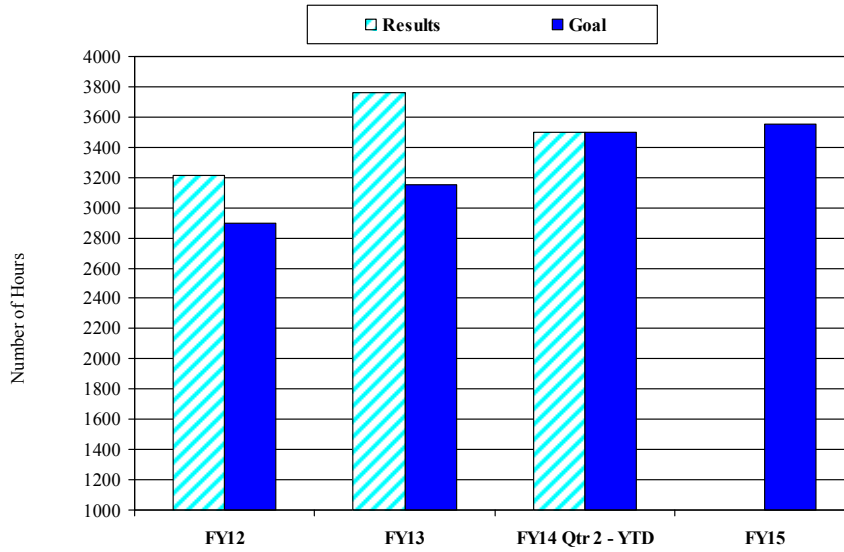


Transportation Historical Performance

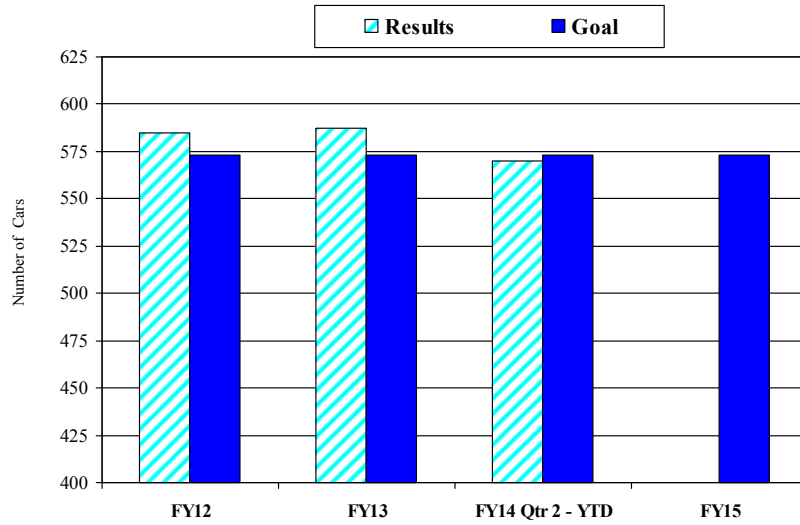


* Includes Late Dispatches, Controller-Train Operator-Tower Procedures and Other Operational Delays

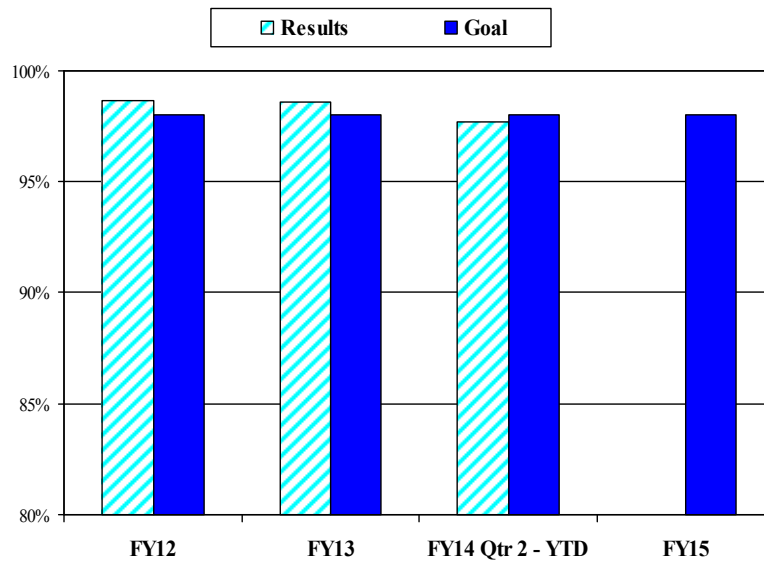
Car Equipment - Reliability Historical Performance

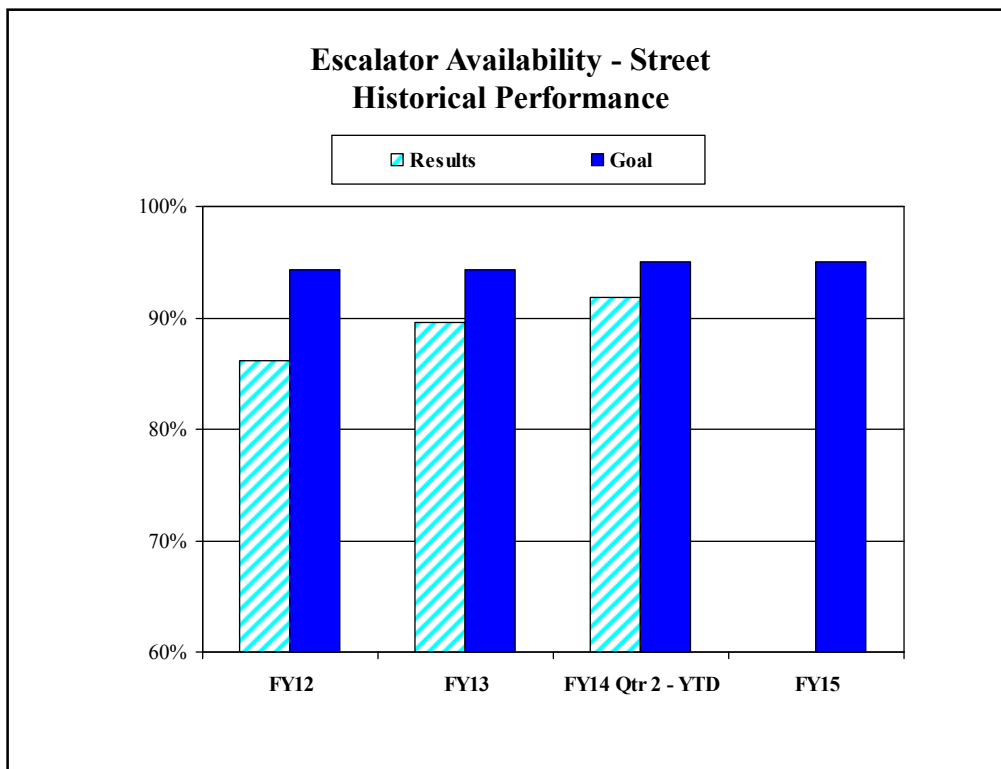
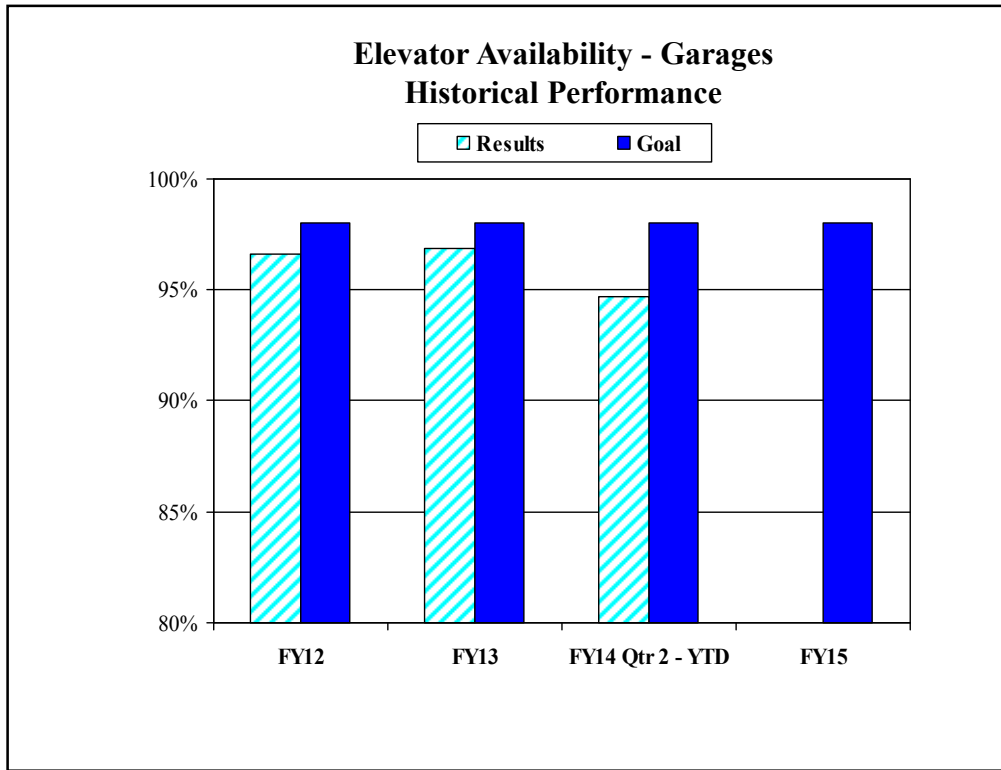


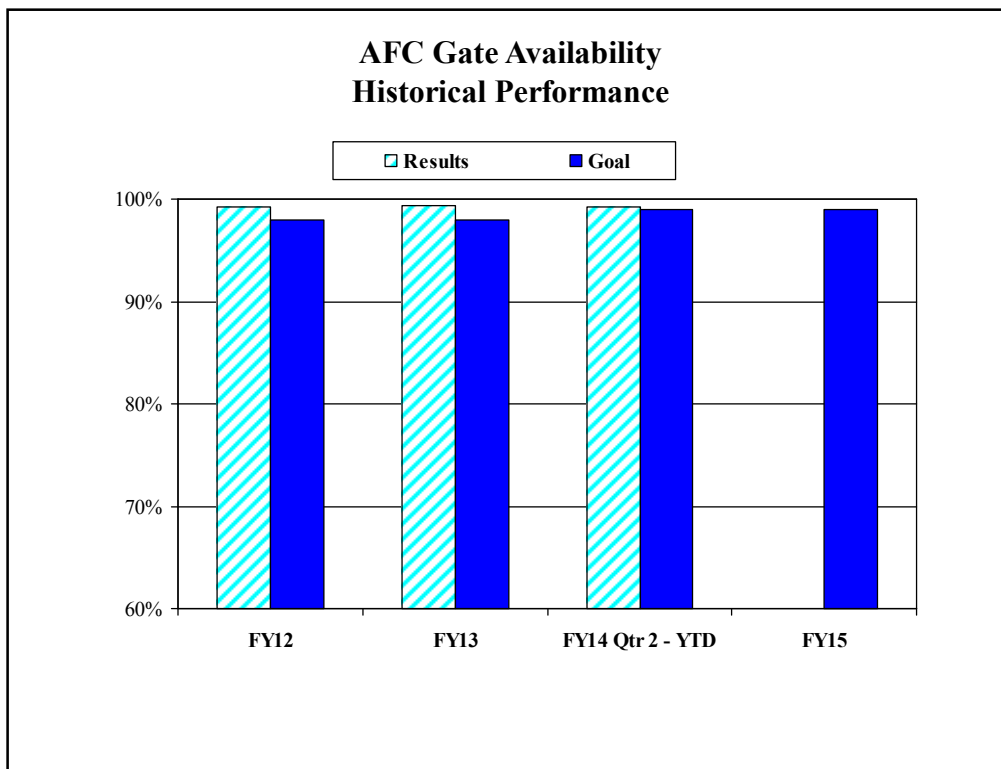
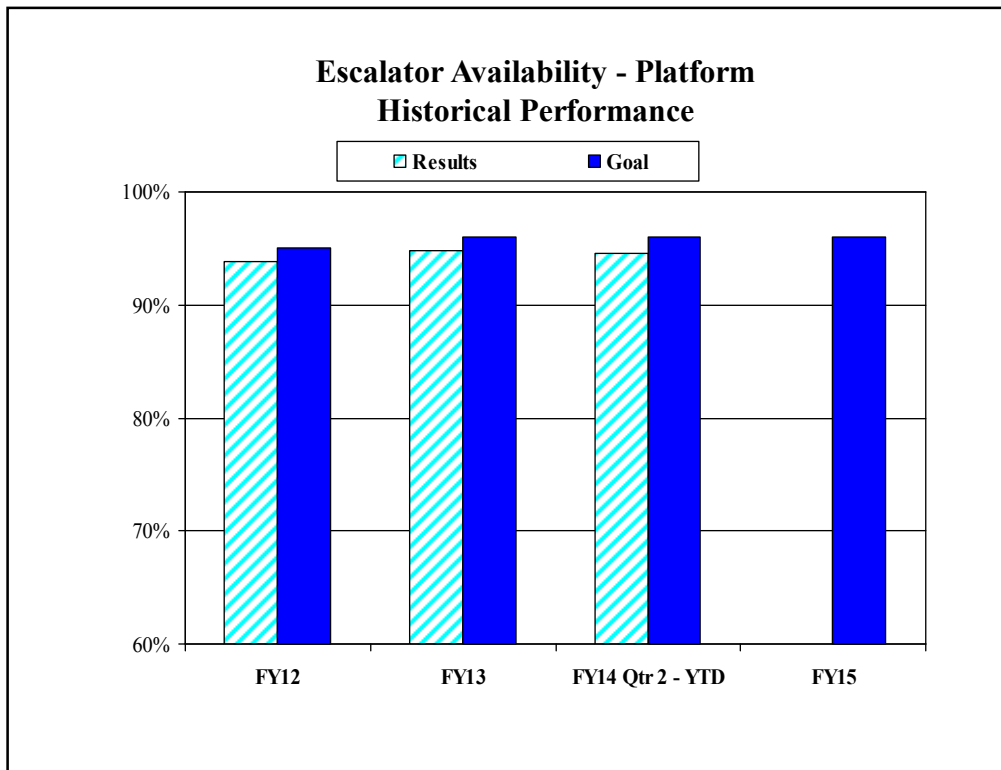
Car Equipment Availability at 0400 Hours Historical Performance

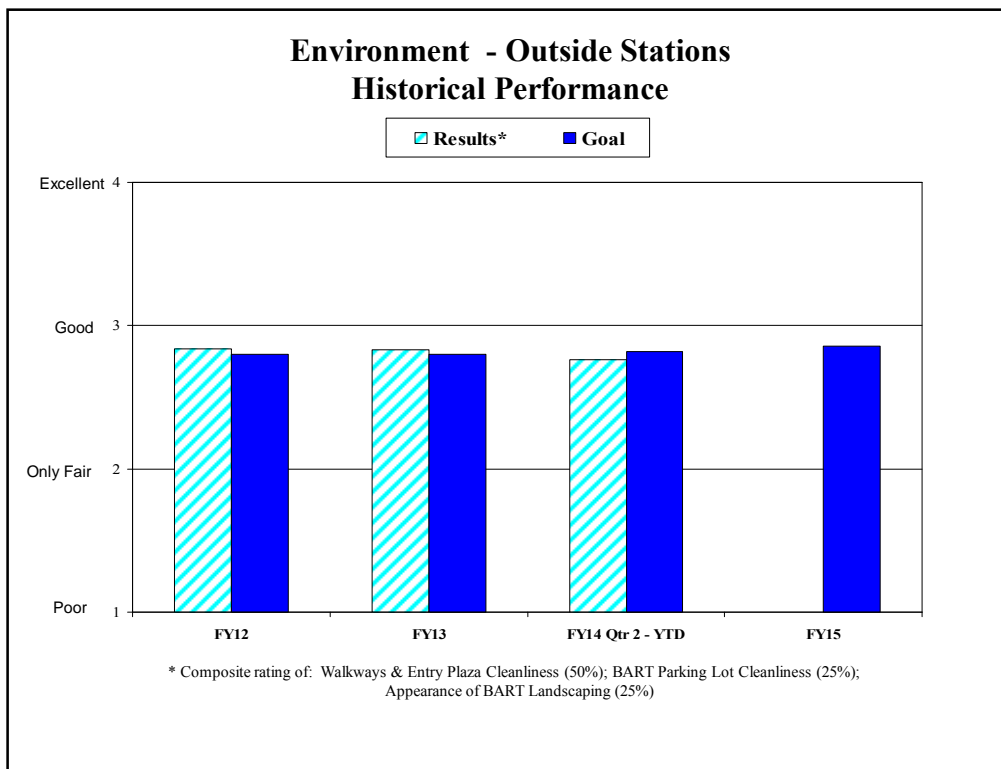
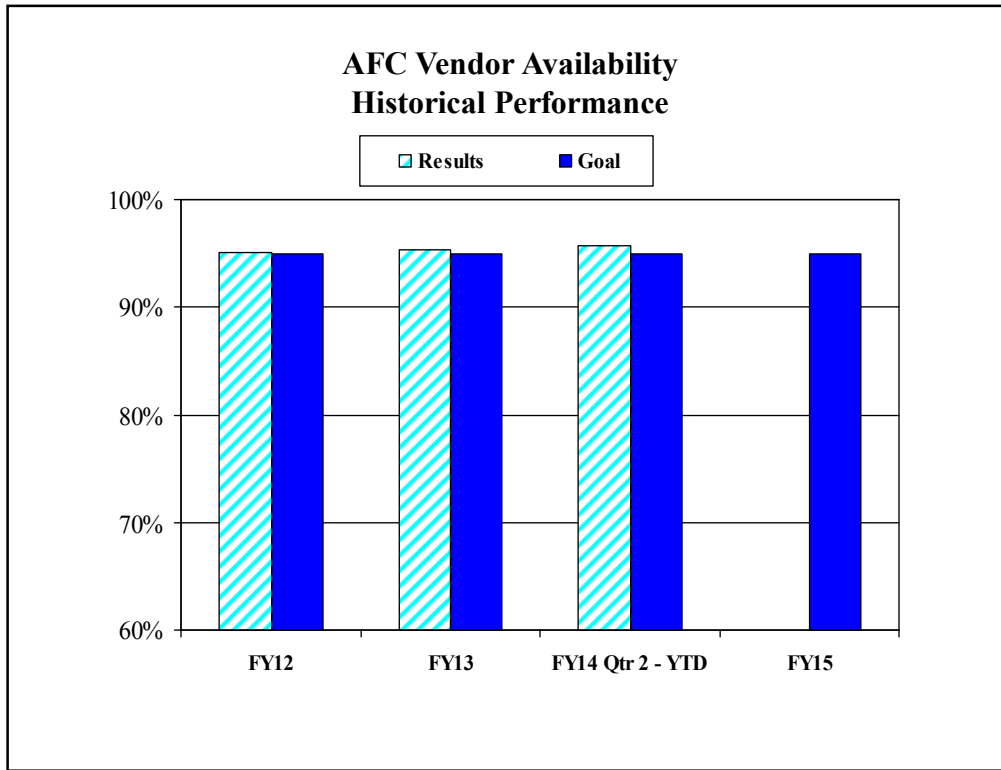


Elevator Availability - Stations Historical Performance

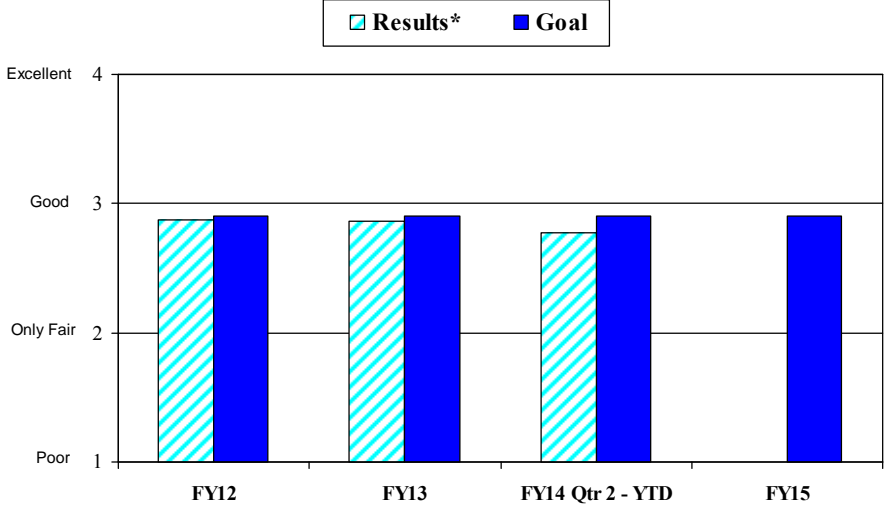






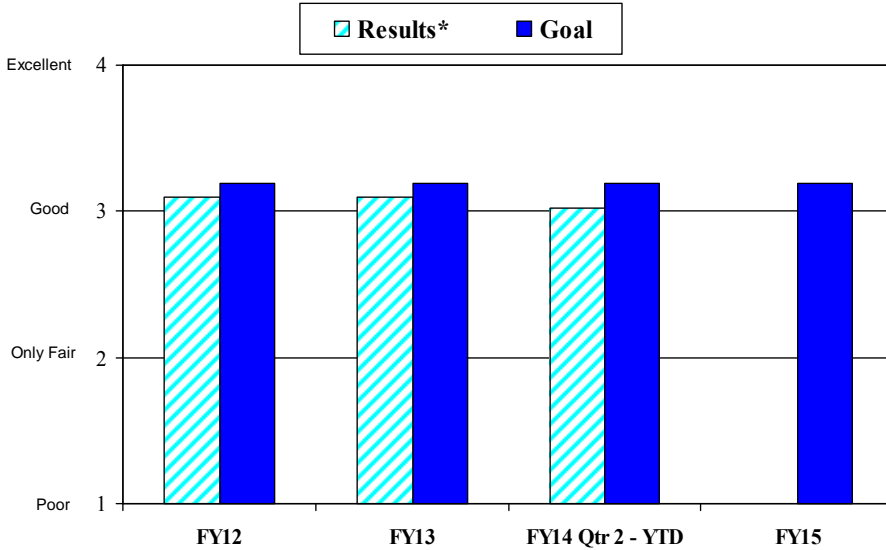


Environment - Inside Stations Historical Performance

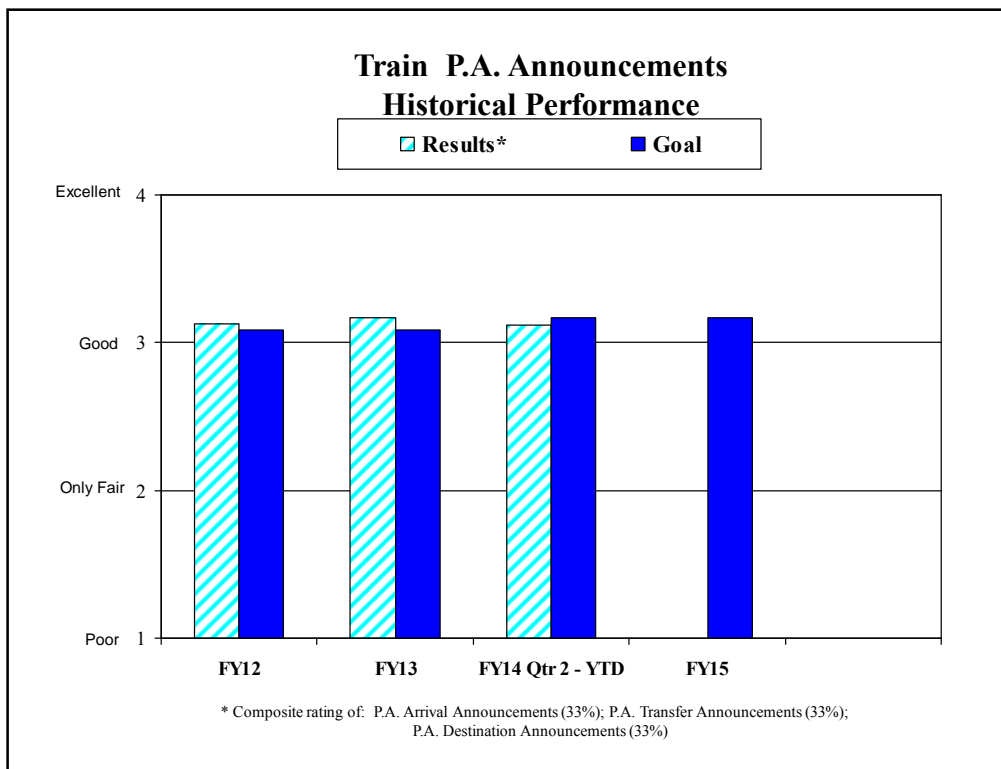
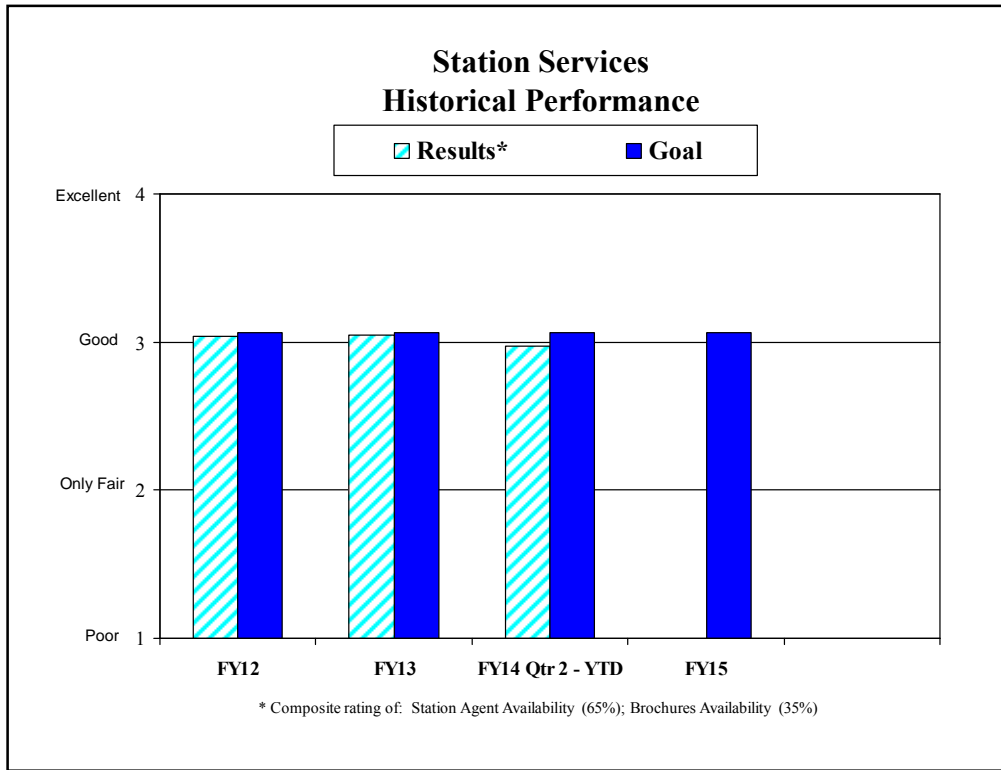


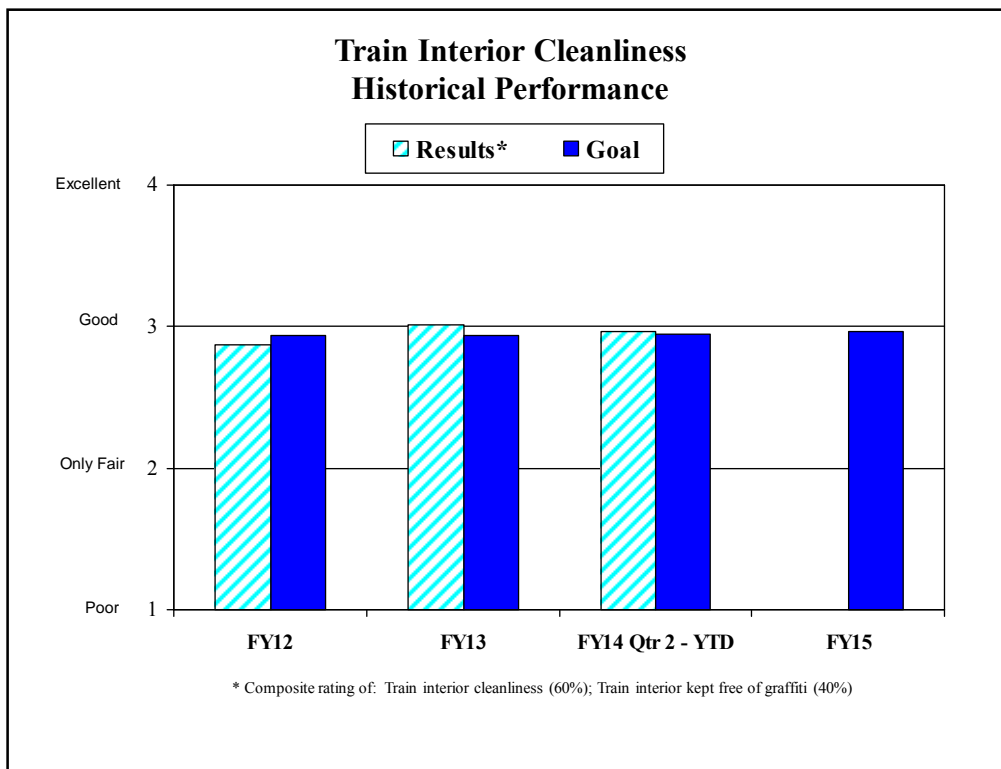
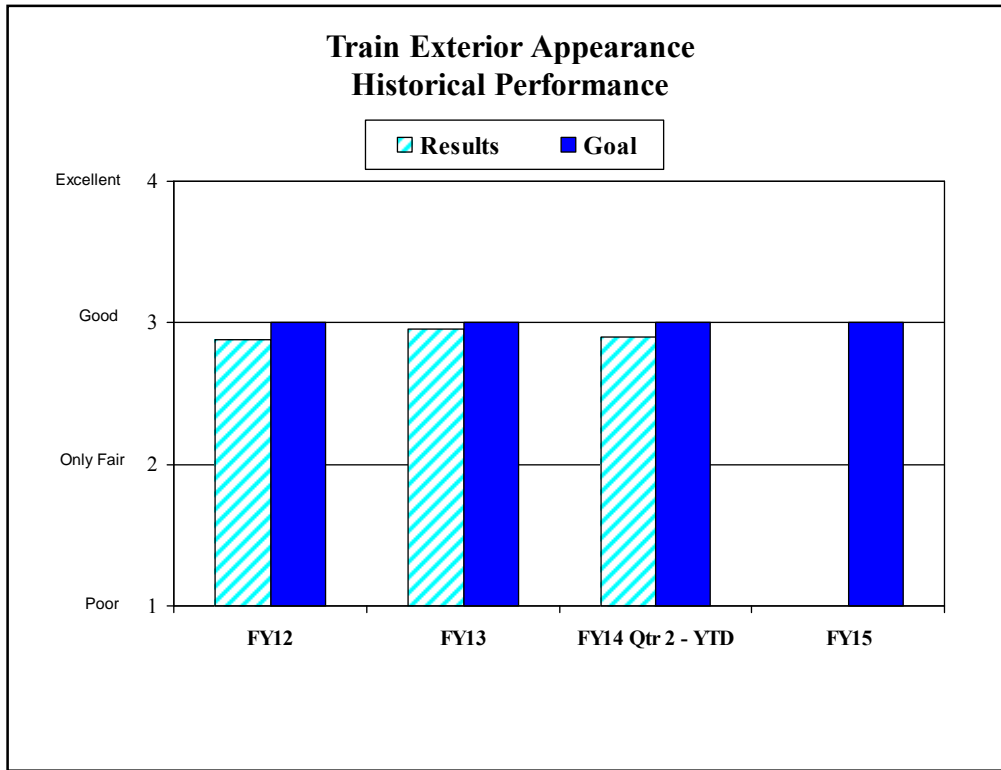
* Composite rating for Cleanliness of: Station Platforms (60%); Other Station Areas (20%); Restrooms (10%); Elevators (10%)

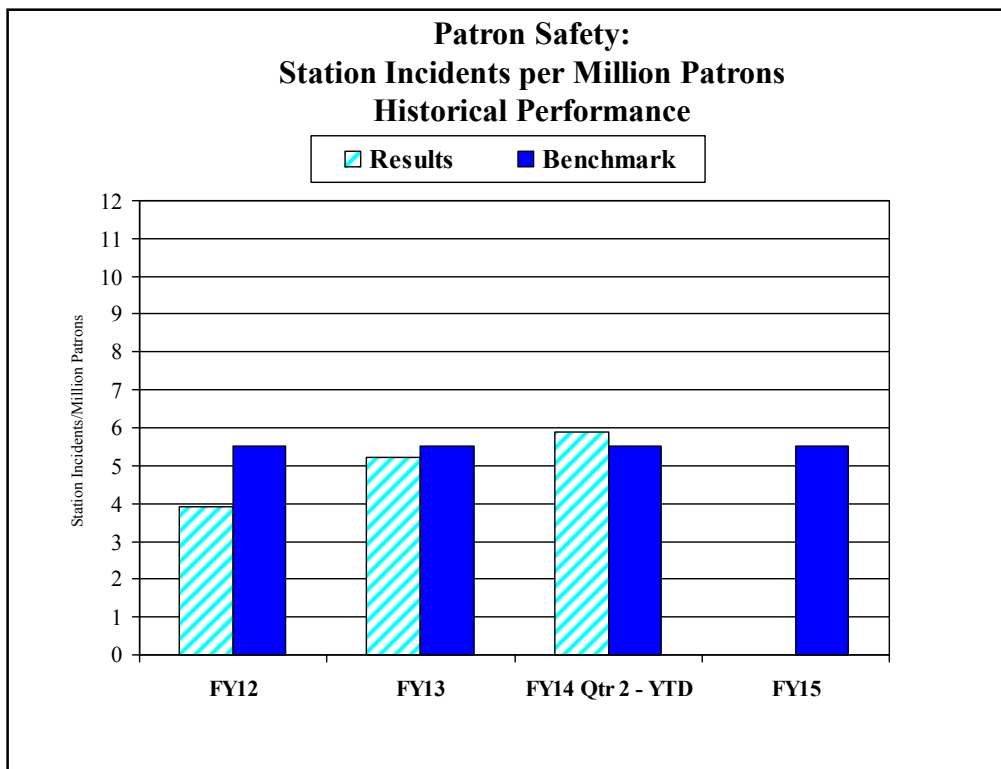
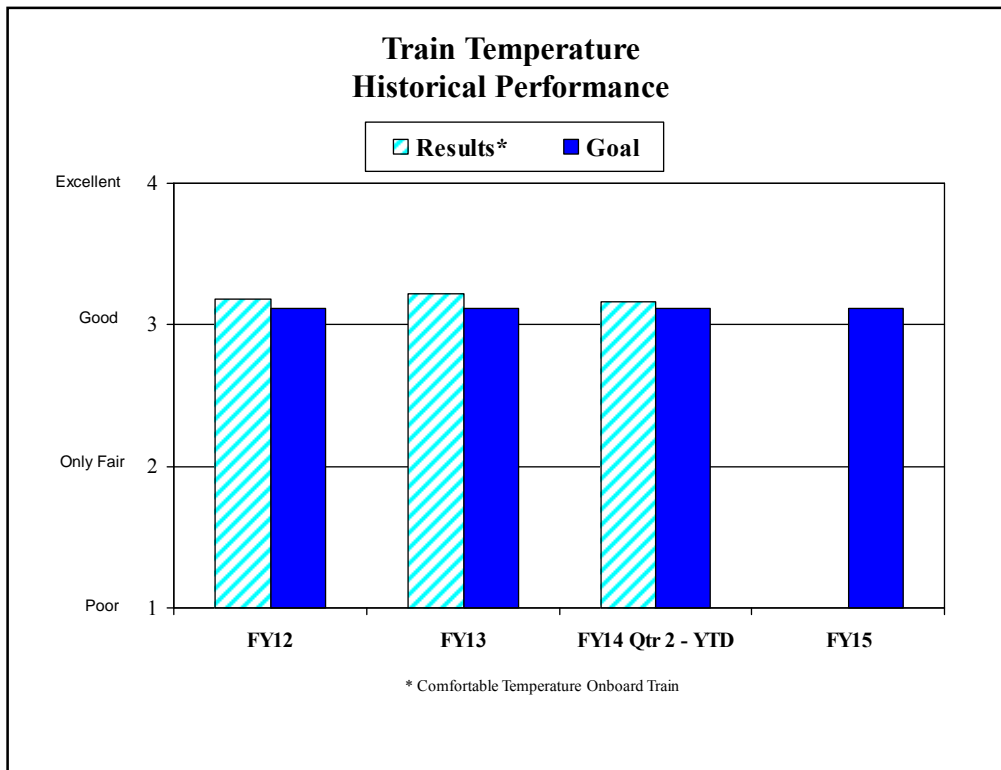
Station Vandalism Historical Performance



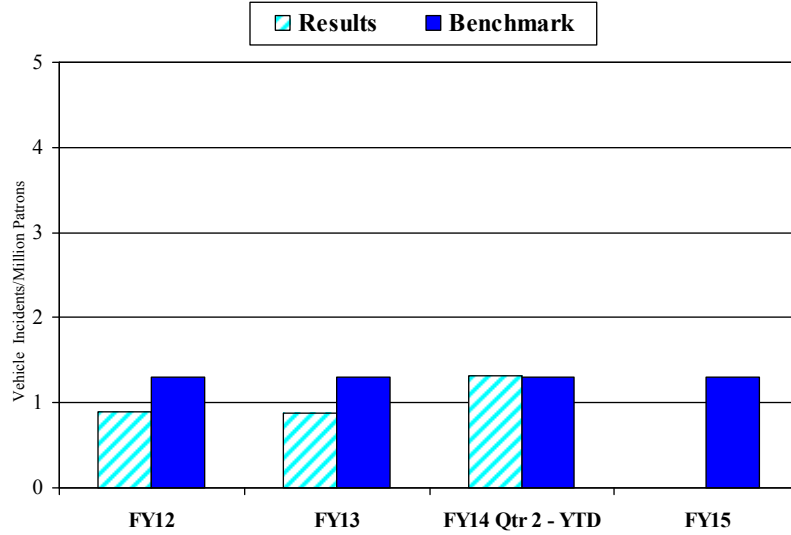
* Station Kept Free of Graffiti



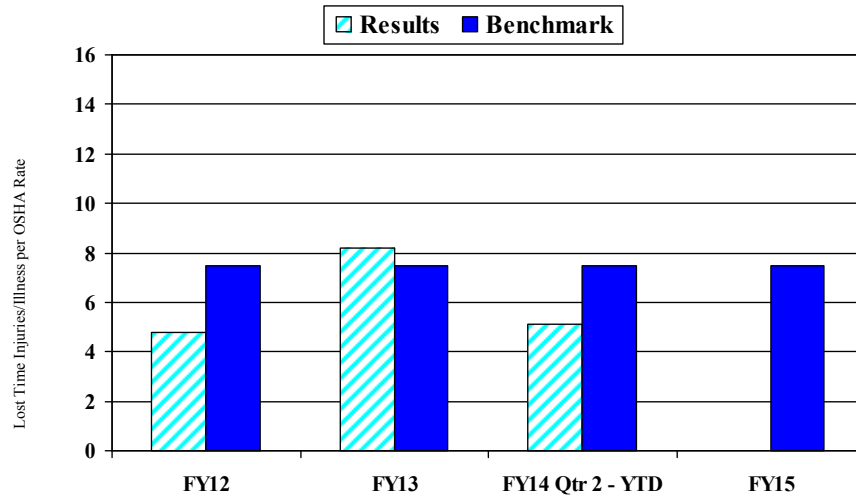




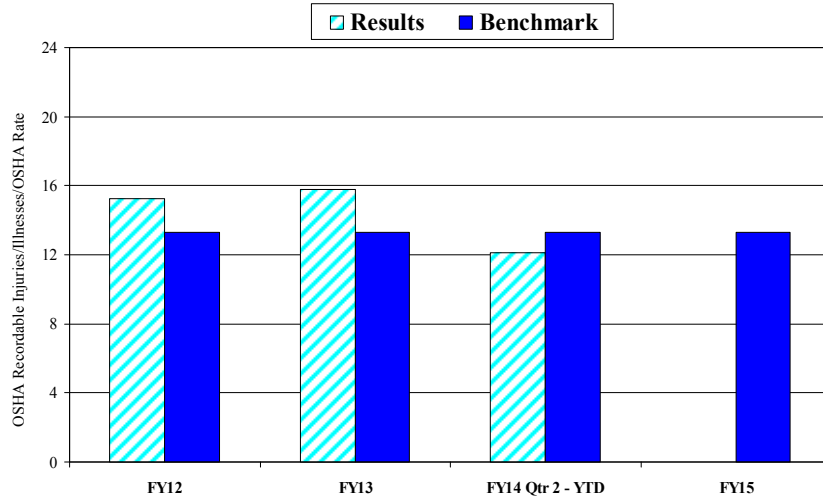
**Patron Safety:
Vehicle Incidents per Million Patrons
Historical Performance**



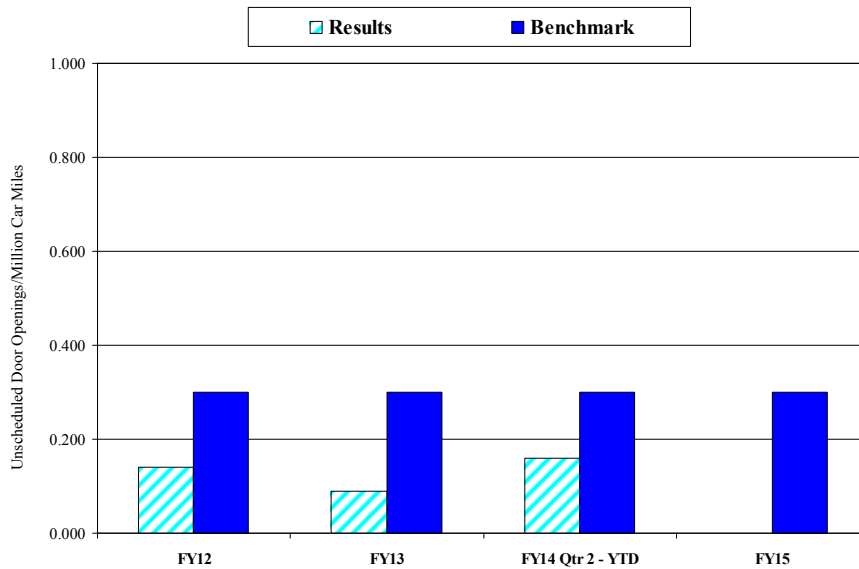
**Employee Safety:
Lost Time Injuries/Illnesses
per OSHA Incidence Rate
Historical Performance**

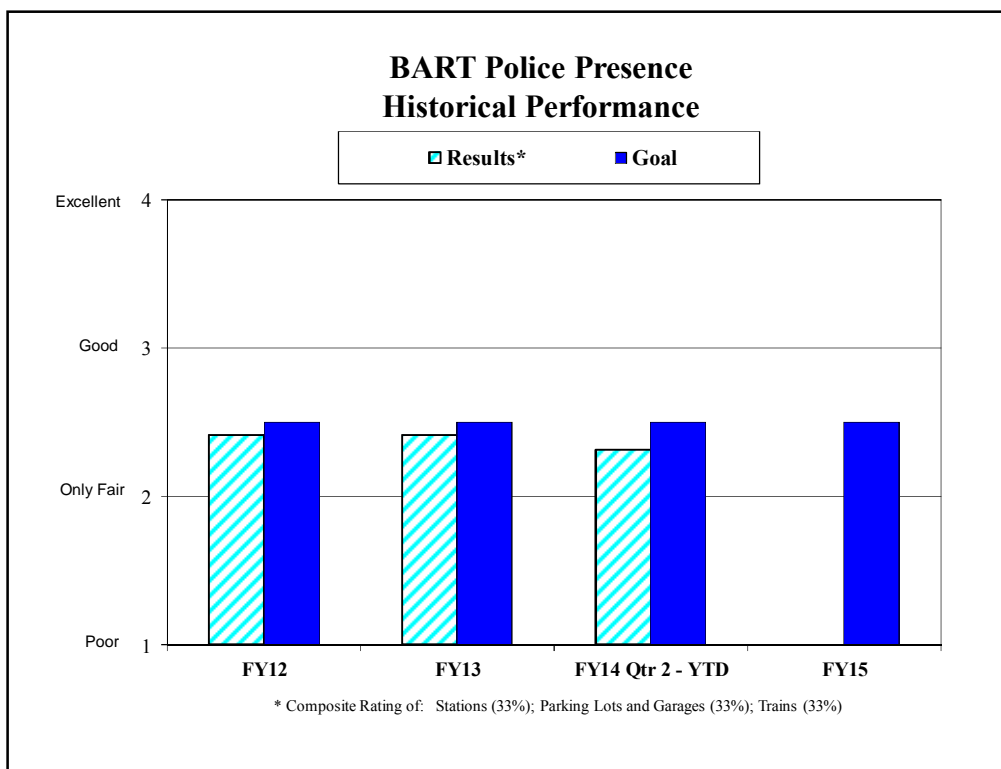
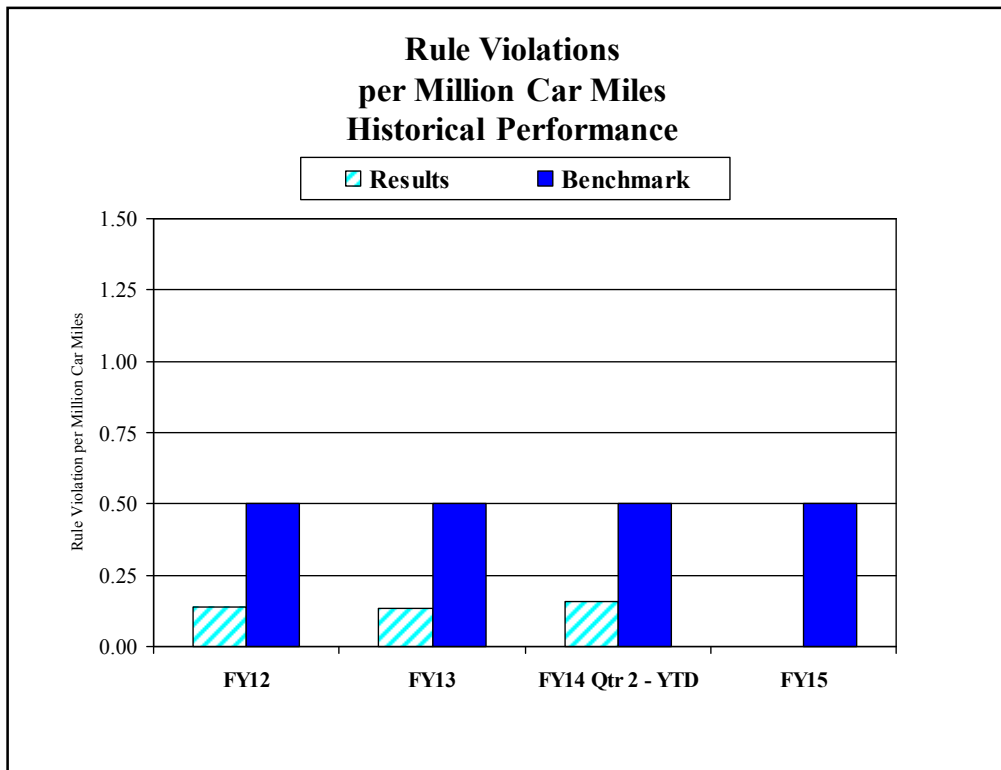


**Employee Safety:
OSHA-Recordable Illnesses / Injuries
per OSHA Incidence Rate
Historical Performance**

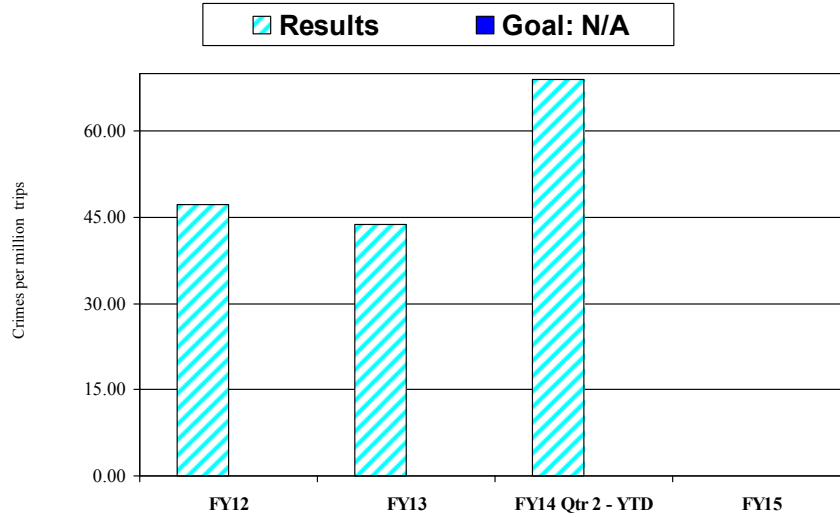


**Operating Safety:
Unscheduled Door Openings per Million Car Miles
Historical Performance**



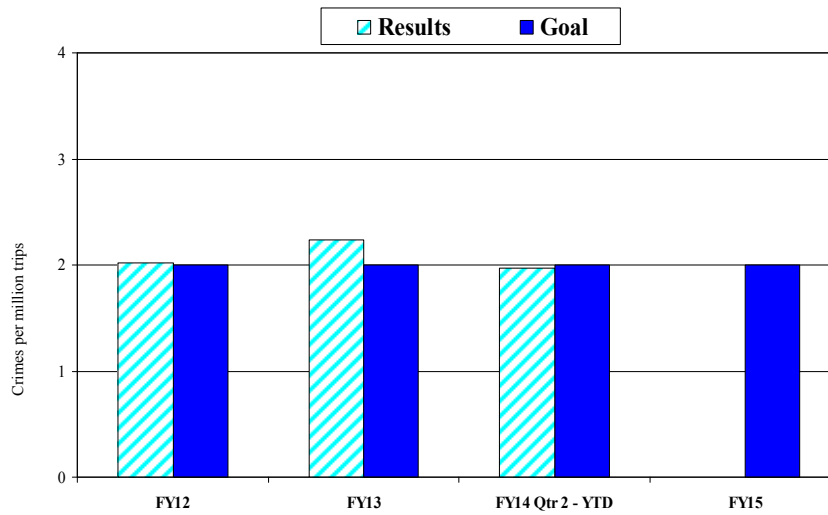


Quality of Life* Historical Performance



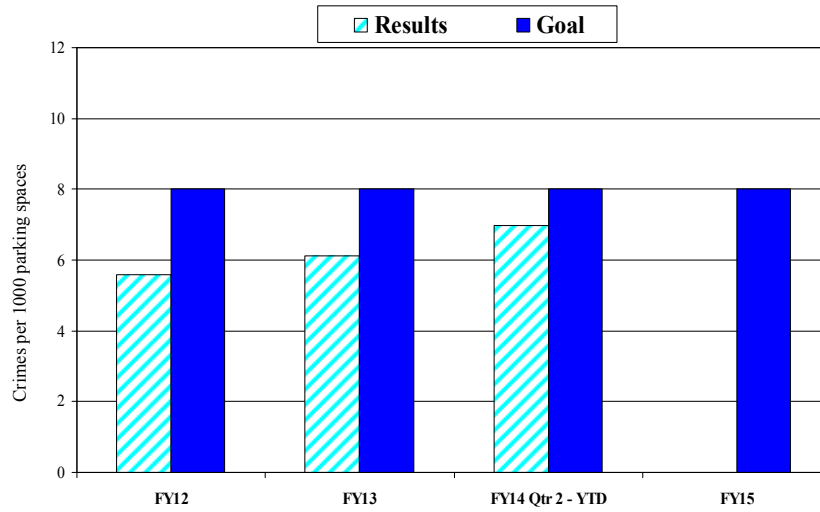
*Quality of Life Violations include: Disturbing the Peace, Vagrancy, Public Urination, Fare Evasion, Loud Music/Radios, Smoking, Eating/Drinking and Expectoration.
Information retrieved from Computer Aided Dispatch/Records Management System (CAD/RMS).

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



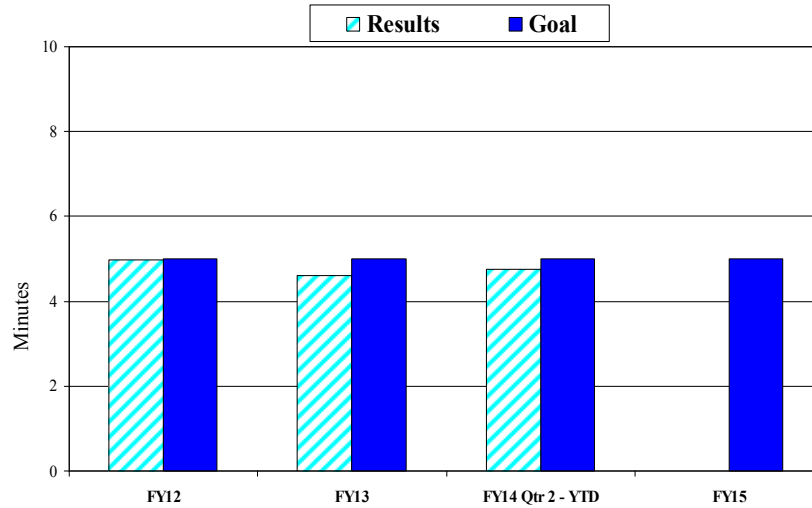
Information retrieved from Computer Aided Dispatch/Records Management System (CAD/RMS).

Auto Theft and Burglary Historical Performance



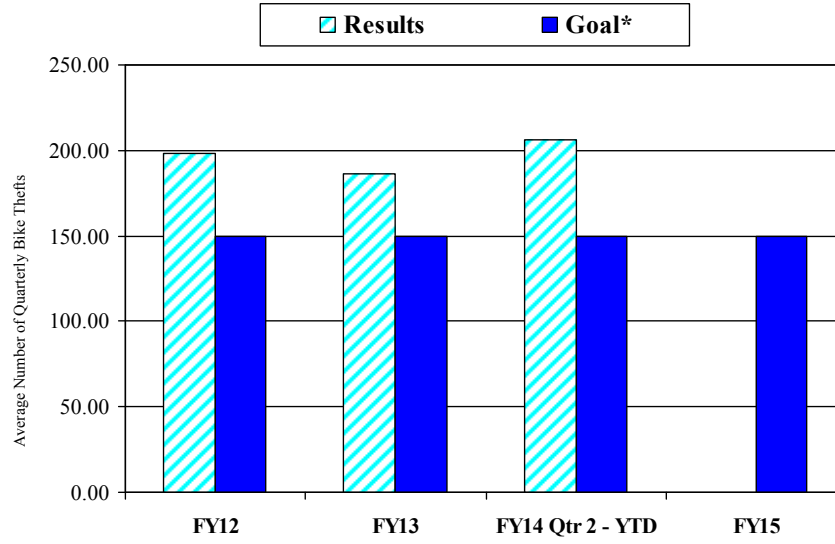
Information retrieved from Computer Aided Dispatch/Records Management System (CAD/RMS).

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