

# **BART POLICY FRAMEWORK FOR SYSTEM EXPANSION**

## ***Goals***

- Enhance regional mobility, especially access to jobs.
- Generate new ridership on a cost-effective basis.
- Demonstrate a commitment to transit-supportive growth and development.
- Enhance multi-modal access to the BART system.
- Develop projects in partnership with communities that will be served.
- Implement and operate technology-appropriate service.
- Assure that all projects address the needs of the District's residents.

**adopted 12/2/99**

# BART POLICY FRAMEWORK FOR SYSTEM EXPANSION

## *Strategies*

- **Partnership**

Seek partnerships with other transit agencies, local communities and private entities to plan and implement service expansion.

- **Transit Service Options**

Explore new BART and other transit service options (i.e., commuter rail, light rail, quality bus) where appropriate and possibly as interim service.

- **Criteria for Project Advancement**

For all new expansion projects (new extensions, new in-fill stations) develop criteria that will assure that projects are:

- Cost effective, i.e., minimize the need for operation subsidies
- Integrated with other services and facilities in an intermodal regional network
- Maximize ridership by supporting smart, efficient and desirable growth patterns
- Can be accommodated without adversely affecting existing system capacity, quality and financial health.
- Have adequate bus, bicycle, and pedestrian feeder service.

# **BART POLICY FRAMEWORK FOR ACCESS MANAGEMENT AND IMPROVEMENT**

## *Goals*

- Enhance customer satisfaction.
- Increase ridership by enhancing access to the BART system.
- Create access programs in partnership with communities.
- Manage access programs and parking assets in an efficient, productive, environmentally sensitive and equitable manner.

**adopted 5/25/00**

# BART POLICY FRAMEWORK FOR ACCESS MANAGEMENT AND IMPROVEMENT

## *Strategies*

- **Access Goals**  
Set 5- and 10-year access goals in the context of an overall program to expand the capacity of the core BART system during the next decade.
- **Community Partnerships**  
Seek partnerships with other transit agencies, local communities and private entities to plan and implement access programs.
- **System-Wide Parking Management**  
Update parking management strategies. Offer riders new parking choices pursuant to their willingness to pay.
- **Access Improvements**  
Undertake access improvements at existing stations. Improvements would fulfill strategic objectives such as intermodal access and transit-oriented development, and meet BART standards such as ADA compliance, maintainability and system consistency. Parking and other modes of access could be increased or reduced to achieve higher ridership in the context of overall station area development and access planning.
- **New Programs**  
Develop new access programs to address system changes related to the SFO extension.
- **Resources**  
Seek grants, rely on BART resources, pursue public/private partnerships and consider parking charges and fees for services to help offset costs of new services, programs and improvements in a cost effective manner.

# **BART POLICY FRAMEWORK FOR WELFARE TO WORK TO CAREER**

## *Goals*

- Create programs in partnership with others to effectively serve welfare to work clients.
- Enhance mobility for welfare to work clients, especially access to childcare, training and jobs.
- Strive to be an employer that provides opportunities to welfare to work clients.

**adopted 7/27/00**

# BART POLICY FRAMEWORK FOR WELFARE TO WORK TO CAREER

## *Strategies*

- **Partnerships**  
Seek partnerships with social service agencies, employers, transit providers and MTC to plan and implement programs and improvements that will be of particular benefit to welfare to work clients.
- **Access**  
Undertake access improvements consistent with the Board-approved Access Management and Improvement Policy Framework, focusing on improvements that will be of particular benefit to welfare to work clients.
- **Transit-Oriented Development**  
Promote transit-oriented development (TOD) at and within walking distance of BART stations. TODs incorporating a variety of land uses such as childcare, housing, neighborhood-serving retail, services, educational/training opportunities and jobs can help simplify trip making for welfare to work clients.
- **Employment**  
Define programs to offer opportunities to welfare to work individuals for hiring and training at BART. Programs may be carried out internally or externally to BART.

# **BART POLICY FRAMEWORK FOR STATION AREA PLANNING**

## *Goals*

- Foster compact, transit-oriented and transit-serving mixed-use development of BART properties, maximizing transit ridership and balancing development goals with community desires.
- Promote transit ridership and enhance quality of life by encouraging and supporting transit-oriented development within walking distance of BART Stations and along transit corridors that serve BART Stations.
- Advance transit-supportive land use policies at local, regional, state and federal levels

**adopted 5/10/01**

# BART POLICY FRAMEWORK FOR STATION AREA PLANNING

## *Strategies*

- **Comprehensive Planning**  
In concert with local communities and planning partners, coordinate comprehensive planning for all BART station areas.
- **Outreach, Education and Technical Assistance**  
Create a public information, education and technical assistance program to promote transit-oriented development at and around transit stations.
- **Partnerships and Coalitions**  
Participate in partnerships and coalitions at the local, regional, state and federal levels to plan for and implement transit oriented development within BART station areas.
- **Implementation**  
Provide assistance in community planning and design (e.g., charrettes or other processes wherein planners and developers maximize community involvement to achieve desirable and livable additions to communities around BART station areas), formulation of real estate development strategy, and the removal of barriers to station area development.
- **Advocacy**  
Promote leadership and advocate for transit-supportive land use policies and financial investments in the Bay Area at local, regional, state and federal levels of government.



# BART POLICY FRAMEWORK FOR FINANCIAL STABILITY

The San Francisco Bay Area Rapid Transit District has an important responsibility to its riders and the citizens of the Bay Area to wisely manage the District's finances in both the short and long term. In times of economic change and uncertainty, it is especially important for the District to make sure its ability to deliver service rests on a strong and stable financial foundation. To this end, the following are the District's financial stability goals and strategies for achieving those goals.

## *Goals*

- A. Maintain an operating and capital financial base that is sufficient to deliver safe, quality service efficiently and cost-effectively to meet the level of demand.
- B. Continuously improve productivity.
- C. Preserve and maximize BART's fare revenue base, through a predictable pattern of adjustments, while retaining ridership.
- D. Provide a fare and fee structure that is tied to the cost of providing service, optimizes use of the BART system, and provides BART customers with convenience, ease of use, and a good value for the money.
- E. Establish and maintain prudent reserves sufficient to ensure that the District can adjust to economic downturns.
- F. Maintain the highest possible credit rating and reputation for prudent financial management.

adopted 3/21/03

# BART POLICY FRAMEWORK FOR FINANCIAL STABILITY

## *Strategies*

### **Operating Expenses**

- a) Adjust operating expenses as needed to reflect changes in service demand, technology, and productivity.
- b) Endeavor to keep growth in rail operating expenses (as measured by a rolling average of growth in rail operating cost per passenger mile) at or below the rate of inflation by:
  - Implementing technology and productivity advancements designed to reduce or avoid increasing operational costs.
  - Exploring greater efficiency, effectiveness, and increased ridership.
  - Working to increase and optimize ridership on the BART system through partnerships that foster transit oriented development and improve access to the BART system.
- c) Regularly review productivity improvement programs and results as part of the annual budget process.

### **Capital Investment**

- a) Pursue grant funding for BART capital projects pursuant to priorities as addressed in the Capital Improvement Program.
- b) Adopt an annual budget that includes an allocation to capital programs adequate to meet annual baseline reinvestment needs for programs which are essential to ensure system performance but not likely to receive grant funds. Such funding should also be available for local match to grants and for unforeseen needs and emergencies.
- c) Use debt financing prudently to leverage local, regional, state, and federal funding for major cyclical capital investments such as transit vehicle, escalator and elevator, fare collection equipment, and train control renovation and replacement.

# BART POLICY FRAMEWORK FOR FINANCIAL STABILITY

## *Strategies (cont.)*

### **Fares and Other Revenues**

- a) To the extent revenue increases are needed as one part of a program to preserve BART's revenue base and financial stability, tie passenger revenue increases to service costs and system need with particular consideration to:
  - Aligning fares with CPI-based cost growth.
  - Small regular fare increases tied to CPI-based cost increases or other major cost factors and to factors such as significant change in other revenues and productivity.
  - Small surcharges tied to capital needs such as rehabilitation or seismic retrofit.
  - A peak premium, at some point in the future when ridership is growing, tied to the need to optimize off-peak system use and to fund core system capacity improvements.
- b) Increase customer satisfaction, when economically and technologically feasible, by giving consideration to:
  - Increasing discounts for high-value tickets to mitigate the impact of fare increases on regular BART riders.
  - Developing new interoperator and interagency partnerships to increase transit access.
  - Developing innovative partnership programs with major employers, educational institutions, and other rider generators.
  - Using time-limited passes to market BART for special events, weekends, and families, evaluating the impact on ridership of each pass program.
- c) Increase revenue from other sources such as parking, advertising, concessions, and joint development while meeting customer needs and providing safe, reliable service.

### **Reserve for Economic Uncertainty**

- a) Maintain a prudent reserve to be used in times of significant revenue decline to preserve the District's ongoing ability to deliver safe and reliable service to the customer and to reinvest in capital.
- b) Adopt a Short Range Transit Plan that builds the reserve to at least 5% of total annual operating expenses by funding regular contributions to the reserve.



## SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT FARE POLICY

### November 2005

The purpose of BART's Fare Policy is to serve as a framework for decision-making that reflects the interconnected areas that fares can influence: customer satisfaction, ridership growth, financial health, seamless interagency travel, and optimal system usage. The Fare Policy is to be integrated with the District's Strategic Plan and complement the District's Financial Stability Policy. When making fare-related decisions, the Fare Policy goals should be considered as a whole, as they work together, with no one goal taking precedence to the exclusion of another.

#### **Goal A. Ensure and enhance customer satisfaction.**

Strategies:

- a. Provide BART customers with the safe, on-time, frequent, clean and reliable service they value and that is supported by setting fares to reflect the cost of providing such service, including an allocation to capital programs.
- b. Offer fare instrument options that are convenient and reward frequent usage.
- c. Provide a fare structure that customers find easy to understand so they can choose the option that best meets their needs.
- d. Consider the value to the customer of preserving fare structure continuity so that fare structure changes do not increase some customers' fares while decreasing the fares of other customers, creating clear winners and losers.

#### **Goal B. Increase ridership while meeting the goals of the District's Financial Stability Policy.**

Strategies:

- a. Attract new riders through innovative pilot programs.
- b. Encourage existing riders to take more trips by offering programs that reward frequent usage.

#### **Goal C. Maintain and improve the District's financial health, in accordance with BART's Strategic Plan and Financial Stability Policy.**

Strategies:

- a. Achieve an operating ratio (total operating revenue/total operating expense) of at least 62%.
- b. Consider ways to increase contributions from the components of total operating revenue in order to provide more options for fares while maintaining or increasing total operating revenue.
- c. Test fare structure changes on a small scale where possible, measuring customer response and revenue impact, to minimize risk to the District's financial health.

#### **Goal D. Promote seamless interagency travel.**

Strategies:

- a. Work with other agencies to provide fare instruments and pricing that encourage linked trips.

#### **Goal E. Optimize system usage and asset management.**

Strategies:

- a. Consider limited-duration promotional discounts to encourage off-peak and reverse commute ridership to fill excess capacity.
- b. Consider limited-duration promotional discounts to shift riders from a heavily used station to a nearby station that has greater available capacity.



# BART POLICY FRAMEWORK FOR SUSTAINABILITY

## *Vision*

Reinforce BART's essential role in regional sustainability by:

- Improving mobility for Bay Area families and businesses via public transit;
- Increasing public safety and comfort while decreasing air pollution and road congestion;
- Encouraging the region's smart growth via efficient multi-modal transportation networking;
- Preserving the natural beauty and character of the region.

Promote the Bay Area's social and environmental quality of life by:

- Increasing the quality, value, and accessibility of BART's service to the riding public of all sectors of the Bay Area communities;
- Providing reliable and comfortable transit options and livable transit corridors to increase the development of affordable housing, and cultural and business facilities.

Maintain the Bay Area's long-term economic prosperity and entrepreneurial spirit by:

- Enhancing the life-cycle value of BART's physical infrastructure and operations for conserving natural resources and protecting public investment;
- Creating more business opportunities for all Bay Area entrepreneurs.

Become a model for other transit agencies in optimizing resource efficiency, environmental preservation, transit service quality, and cost effectiveness

# **BART POLICY FRAMEWORK FOR SUSTAINABILITY**

## *Goals*

1. Promote sustainable, transit-oriented development in the communities BART serves to maximize the use of BART as the primary mode of transportation.
2. Enhance the use of resource-efficient and environmentally-friendly access modes (e.g., bikes, walking, etc.), and other sustainable features at BART's new and existing stations.
3. Integrate sustainability principles and practices including multi-modal access into the planning, design, and construction of new BART stations and related facilities.
4. Effectively incorporate proven sustainable materials, methods, and technologies into BART's Facilities Standard to increase life-cycle value including reduction of energy and resource use, and to enhance the health and comfort of BART employees and customers.
5. Apply sustainable techniques and procedures into BART's maintenance projects and operations in a cost-effective manner.
6. Develop procurement strategies that incorporate sustainability criteria compatible with federal and state non-discrimination requirements.



# BART POLICY FRAMEWORK FOR SUSTAINABILITY

## *Strategy*

*Partnerships.* Partner with Federal agencies and other organizations to formulate and maintain BART's sustainability practice standards and measurements.

*Industry Standards.* Strategically adopt applicable provisions of industry standards and technical manuals of sustainable practices, such as applying the Leadership in Energy and Environmental Design Guidelines for creating healthier work places for employees, by providing a better indoor environment.

*Local Requirements.* Incorporate local sustainability requirements based on appropriateness.

*Leadership Program.* Identify, execute, and monitor leadership projects and facilities for BART's sustainable programs.

*Sustainability Practice Standards.* Develop, maintain, and implement BART's sustainability standards.

*Benchmarks.* Establish benchmarks to measure the progress and performance of BART's sustainability practice.





## Transit-Oriented Development Policy

### Vision

The San Francisco Bay Area Rapid Transit District (BART) is the steward of a large-scale public investment, which includes important real property assets essential to BART's operation. These assets also contribute to the ongoing financial viability of the transit system. Recent system extensions and federal, state and regional policy direction to concentrate growth around transit further enhances the value of these assets. By promoting high quality, more intensive development on and near BART-owned properties, the District can increase ridership, support long-term system capacity and generate new revenues for transit. Also, such development creates attractive investment opportunities for the private sector and facilitates local economic development goals.

### Goals

- A. Increase transit ridership and enhance quality of life at and around BART stations by encouraging and supporting high quality transit-oriented development within walking distance of BART stations.
- B. Increase transit-oriented development projects on and off BART property through creative planning and development partnerships with local communities.
- C. Enhance the stability of BART's financial base through the value capture strategies of transit-oriented development.
- D. Reduce the access mode share of the automobile by enhancing multi-modal access to and from BART stations in partnership with communities and access providers.

### Land Use Strategies

1. Proactively develop and promote station area plans and land use policies that: a) encourage intensive, high quality development oriented towards transit on and around station properties, b) enhance the value of BART land, and c) enhance the performance of the BART system as a whole.
2. Develop performance-based station access strategies on a corridor or line segment basis rather than on a station basis. Adjust the 1:1 replacement parking objective in development projects by employing the refined access methodology that examines transit access within the context of both development around transit and access strategies on a corridor or line segment basis. Encourage direct connections to stations from surrounding development in order to promote pedestrian and non-motorized access.
3. Evaluate access facilities (including commuter and development parking) as a commodity and locate them according to best planning, design and real estate practices. This may shift transit-related facilities off BART property.

4. Ensure that transit-oriented development opportunities are explicitly accounted for in acquisition of new properties, location of new station sites and design and construction of station facilities.

## **Process Strategies**

1. Form sustainable partnerships with local jurisdictions, other transit and regional agencies, and the private sector to implement development plans on and off District property.
2. As early in the development process as feasible, use a variety of mechanisms, including joint powers authorities, assessment districts, and improvement districts, to achieve coordinated development of station area properties.
3. In concert with local jurisdictions, employ community involvement techniques that reflect where communities are in the planning and development continuum.
4. Solicit proposals for transit-oriented development of District-owned property through a competitive selection process, except in cases where sole source negotiations would result in more favorable conditions for the District. Where appropriate, employ requests for qualifications rather than proposals.

## **Financial Strategies**

1. Evaluate the financial performance of proposed projects based on sound financial parameters and the ability to generate transit ridership, fare revenue, lease payments, parking revenues, grant resources, other financial participation, and/or cost savings. Consider the opportunity cost to the District of delaying development opportunities.
2. When appropriate, use transit-oriented development revenues to foster additional transit-oriented development projects on BART property in particular and to assist in financing TOD in general.
- 3 (a) Generally favor long-term ground leases, rather than the sale of property, as the standard disposition strategy for joint development projects, except in cases where alternative approaches are required to achieve specific development objectives or where other strategies would generate greater financial returns to the District.
- 3 (b) Where land sales are pursued as part of a development project, ensure fulfillment of BART development objectives from the project as a whole, including generating revenue over the long-term, continuing control of land for TOD purposes, leveraging BART's land as an equity investment, and protecting the District's long-term ridership goals.

March 13, 2014

## Asset Management Policy

The San Francisco Bay Area Rapid Transit District has an important responsibility to its riders and the citizens of the San Francisco Bay Area to maintain the District's approximately \$21 billion of assets in a State of Good Repair, as defined by the Federal Transit Administration (FTA) and as required by Federal legislation, Moving Ahead for Progress in the 21<sup>st</sup> Century Act (MAP-21), 49 USC, Section 5326. Continued system vitality requires careful financial stewardship and consistent reinvestment to responsibly replenish system assets. In addition, federal legislation mandates Asset Management as a means to reach a State of Good Repair and requires agencies to use this approach in order to be eligible for Federal funding. In order to ensure that BART is positioned to achieve and maintain a State of Good Repair necessary to provide the safe, reliable, on-time service our customers expect, the following policy goals and objectives are adopted:

### Goals:

- A. Ensure that BART's services are provided and infrastructure maintained in a sustainable manner.
  - Consider the risks and consequences of action, and inaction, when prioritizing asset replacement or repair, and when identifying and allocating funding sources.
  - Incorporate complete asset lifecycle costs into long-term financial planning to achieve cost-effective asset management planning.
  - Inform decision making by planning for, reporting, and considering future lifecycle costs of new services and assets (i.e., extensions, infill stations, garages) as well as when considering upgrades and expansion of the existing physical infrastructure.
- B. Safeguard BART assets, including employees and physical assets, by implementing asset management strategies and directing appropriate resources to these strategies.
  - Develop employee capability, capacity and competency in asset management practices; and promote employee and Board member stewardship and governance of asset management strategies.
  - Collaboratively identify and consistently apply criteria to prioritize funding of asset management projects throughout BART.
  - Annually allocate appropriate financial and operational resources to implement asset management strategies and devote resources to prioritized projects.
- C. Demonstrate transparent and responsible asset management processes that align with accepted best practices and federal standards.
  - Achieve and sustain a target level of asset management maturity across the BART organization.
  - Review and update all asset management plans on an annual basis to ensure assets are managed, valued and depreciated in accordance with Generally Accepted Accounting Principles (GAAP) and federal standards.
  - Ensure alignment and integration among BART's Asset Management Strategy, annual operating and capital budgets, Strategic Plan, and Short Range Transit Plan/Capital

Improvement Program in order to accurately assess the District's overall financial health and inform decision makers.

D. Meet federal legislative requirements for asset management.

- Develop Asset Management Plans that include, at a minimum:
  - Capital asset inventories and condition assessments
  - Risk-based decision-making and a decision support tool
  - Investment prioritization consistent with the System Safety Program Plan provisions.
- Establish performance targets in relation to State of Good Repair measures, as required by the FTA.

**Legislation:** 49 U.S.C. Section 5326 / MAP-21 Section 20019

**Related Documents:** Asset Management Strategy and associated Asset Management Plans.

**Responsibility:**

The BART Board is responsible for adopting the Asset Management Policy, allocating resources, and providing high level oversight of the delivery of BART's asset management strategy to ensure that resources are appropriately used to address BART's plans and priorities. BART's General Manager has overall responsibility for developing an asset management strategy, plans and procedures, and reporting to the Board on the status and effectiveness of asset management within BART.

**Review Date:** This policy shall be in effect for five years. It will be reviewed and re-approved by the BART Board before March 13, 2019.

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## SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT ART IN TRANSIT POLICY

### ***VISION:***

The San Francisco Bay Area Rapid Transit District (BART) seeks to implement an arts program that will enrich rider experience, strengthen station identity, connect to communities, and support a distinctive sense of place at stations and beyond. BART's art program will build on best practices, lead the field in community participation strategies, engage with arts and cultural organizations and artists, and make riding BART more delightful, vibrant, and welcoming.

### ***GOALS:***

- A. **Cohesion.** Create a cohesive and consistent art program.
- B. **Opportunity.** Proactively seek opportunities to implement art across the District, and leverage general capital investments by incorporating art and design elements into public-facing infrastructure.
- C. **Partnerships.** Maximize art in the system by leveraging BART's investments through partnerships with other organizations and agencies, and through grant writing and fundraising.
- D. **Make Transit Work.** Use arts programming to further BART's functional goals and enhance public perception of BART as a transit system that works well for its riders.
- E. **Showcase Art.** Maintain and make BART's art collection accessible through effective asset management and interpretive strategies.
- F. **Integrated Design.** Utilize art to elevate the design of stations and affirm the distinct identity of the surrounding community.
- G. **Transparency.** Establish a transparent and effective process for developing and implementing collaborative projects and programming.
- H. **Engagement.** Engage with communities throughout the BART system to enhance customer relations, support BART's positive impact in communities and create visible expressions of the unique characteristics of neighborhoods around stations and along tracks.

### ***STRATEGIES:***

#### ***Program Elements:***

- 1. **Master Plan.** Create a 15-year systemwide arts master plan, focusing on the art vision for stations and the system as a whole, including the identification and prioritization of arts opportunities. The plan will serve as a valuable tool to guide the allocation of resources as they are available.
- 2. **Implementation Plan.** Create a five-year art program work plan to identify short-term project workload, establish fundraising goals, and create a phasing and implementation plan for building up the program.
- 3. **Permanent Works.** Continue to add permanent works to the BART system, including station art works in the stations as well as murals on BART infrastructure visible in public areas, to add visual appeal and abate graffiti.
- 4. **Integrated Art.** Maximize visual impact of arts funds by identifying opportunities to integrate art and artistic elements into the design of capital improvements.
- 5. **Temporary Art.** Offer temporary art programming opportunities that appropriately activate public spaces and engage BART riders. This may include visual arts, rotating displays, performance, media, music, literature

and poetry, and should provide opportunities for a diverse range of artists.

6. **Interpretation, Conservation.** Develop lively and effective interpretive strategies, including onsite signage, web-based resources and other guides to art throughout the system. This will increase art accessibility to BART riders and reinforce the connection between art and BART's functional priorities.

***Process Guidelines and Procedures:***

1. **Acquisition.** Establish guidelines to ensure that artworks are acquired and maintained in accordance with recognized standards and best practices in the field of public art.
2. **Engagement.** Design effective programs of ongoing engagement for the arts community and the community at large.
3. **Internal Protocols.** Establish an internal protocol to support BART staff in integrating art opportunities early in capital project development, and create tools to educate staff about the appropriate treatment of artworks in BART facilities.
4. **Internal Review.** Establish an internal BART review process to ensure that all works of art are compliant with BART policies, maintenance, safety and operational needs.
5. **Community Generated Projects.** Establish guidelines for the submittal and review of community-generated projects.
6. **Partnerships.** Establish an ongoing plan for cultivating collaborative partnerships with other public agencies, non-profit groups, and private organizations.
7. **Committee.** Establish an external committee to engage the community, support the development of Program Elements, the work plan and art budget, and review the success of the Art Program.