



**Fiscal Year  
2014  
RESOURCE  
MANUAL**

**MARCH 29, 2013**

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**Fiscal Year  
2014  
PRELIMINARY  
BUDGET  
MEMO**

**MARCH 29, 2013**

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

**TO:** Board of Directors

**DATE:** March 29, 2013

**FROM:** General Manager

**RE:** Fiscal Year 2014 Preliminary Budget

After persevering through the most severe economic downturn in our history, the San Francisco Bay Area Rapid Transit District (BART) is carrying more riders than ever while maintaining 95% passenger on-time performance. This trend in ridership growth is expected to continue. For Fiscal Year 2014 (FY14), we are projecting that we will carry an average of 404,000 weekday riders, which is 10% higher than two years ago. At the same time BART is experiencing unprecedented usage, the District faces both near- and long-term challenges that are just as daunting as those met during the economic recession. Good progress has been made in addressing these challenges, and we must work to build on those successes.

As BART enters its fifth decade in service, we have vital system reinvestment needs that are significantly underfunded. In addition to these rehabilitation needs, we must meet the demands of BART's increasing ridership and system capacity limitations. We must carefully choose investments to address both the surging ridership and its impact on system capacity while looking ahead to ensure critical infrastructure rehabilitation projects advance so that Bay Area residents now and in the future will continue to benefit from a safe, efficient, and reliable BART system that protects and enhances the Bay Area's quality of life.

To achieve these goals, we have built the FY14 Preliminary Budget around concepts and themes that we have discussed with the Board of Directors throughout the past year. These can be grouped into three areas: Infrastructure, Stations, and Sustainability.

- **Infrastructure.** Reinvestment is a core budget priority. The District has made important strides over the past year, including renewing the inflation-based fare increase program to fund our three highest priority discrete capital programs: new rail vehicles, our next generation train control system, and the Hayward Maintenance Complex. Additionally, BART continues to fund critical State of Good Repair (SGR) needs from operating revenues to augment dedicated capital sources. The FY14 budget contains recommendations to fund key areas from operating sources, including a \$46 million allocation for the new rail cars.
- **Stations.** Great opportunities are present for BART stations to enhance the communities in which they are located, serve as catalysts for transit-oriented development, and act as multimodal "gateways" to an interconnected regional transportation system. The FY14 budget supports a District-wide effort to enhance the role of stations by working cooperatively with local jurisdictions and communities to create vibrant, sustainable, and livable environments around and in our stations, where people want to go for purposes besides commuting. In addition, new revenue generated from the recently Board-approved modifications to BART's paid parking programs will be directed solely towards improvements in station access, station rehabilitation, and station modernization.

- **Sustainability.** BART's commitment to sustainability must be part of all our activities and functions. The concept of sustainability applies not only to how BART activities impact the environment, but to our organizational practices and management as well. BART needs to address the long term, and take the steps now to ensure that our projects, programs and policy decisions result in a financially sustainable organization that provides quality passenger rail service to the Bay Area. Resource management, building techniques, and business operations are examples of areas that can benefit from applying sustainability principles. For FY14, we are recommending that the District invest in initiatives that support our focus on sustainability at BART, including developing specific policies and standards for the District's Environmental Management System and investing in the implementation of Total Quality Management (TQM) principles across the agency, which will help achieve long-term sustainable success through continuous process improvement.

The attached document describes the FY14 Preliminary Budget, including the data and assumptions used to develop it, as well as budget initiatives for the upcoming fiscal year supporting the three areas described above as well as several priority focus areas, such as addressing results from the 2012 Customer Satisfaction Survey and implementing BART's Asset Management Plan.

BART service is dependent on both day-to-day operations and the necessary capital infrastructure to operate. The District is taking a more comprehensive look at its financial health through blending the operating and capital budgets to ensure that BART has the necessary resources to sustain its high level of operations and fund its capital priority programs. This blending allows for a proactive forward-looking assessment of near and long-term funding needs. To this end, managing our financial resources will be a challenge over the next few years as the priority capital programs move forward.

In closing, I believe the recommendations in the FY14 Preliminary Budget balance vital investments in BART's aging infrastructure with investments in areas that will yield nearer-term improvements noticeable to our current riders. The FY14 budget also places greater emphasis on examining our existing practices and processes to make them more efficient, effective, and sustainable. Lastly, we are proposing funding to support efforts for BART to be a better "neighbor" and interact more effectively with the cities and communities we serve. I look forward to receiving your feedback as we finalize next year's budget.



Grace Crunican

cc: Board Appointed Officers  
Deputy General Manager  
Executive Staff

# 1. Overview

As BART enters its fifth decade of service, vital system reinvestment needs remain significantly underfunded, while ridership continues to grow and tests system capacity. Staff is prioritizing investments to address both ridership growth and system capacity while looking ahead to ensure critical infrastructure projects are implemented. BART also contributes to the Bay Area's economic recovery by not only efficiently transporting people throughout the region but also by investing in vital infrastructure. The continuation of the Earthquake Safety Program will ensure the viability of the system in the event of a major seismic occurrence. The Oakland Airport Connector, Warm Springs and Silicon Valley/Berryessa Extensions, and the eBART Rail Project will create critical linkages to the Oakland International Airport, southern Alameda County, Santa Clara County and eastern Contra Costa County, respectively.

The FY14 Preliminary Budget reflects concepts and themes that support system reinvestment and capacity issues. The concepts and themes of the FY14 Preliminary Budget can be grouped into three areas: Infrastructure, Stations, and Sustainability.

## **Infrastructure**

The District took several critical steps towards reinvesting in its system infrastructure over the past year. One of the most important projects for BART is replacing the rail car fleet, and a significant milestone was achieved with the award of the \$1.4 billion rail car replacement contract in May 2012. The 410 car order with Bombardier Transportation will be the first phase of the purchase of up to 1,000 cars. In partnership with the Metropolitan Transportation Commission (MTC), the District is working diligently to secure the funding necessary to purchase the balance of new cars that will replace the nation's oldest rail car fleet and provide the additional cars necessary for rolling stock capacity for existing and future ridership.

In February 2013, the Board of Directors took another important step when it extended the productivity-adjusted inflation-based fare increase program that calls for fare increases in 2014, 2016, 2018, and 2020. The Board directed that the additional fare revenue generated by the fare increases be dedicated to capital projects, specifically to three priority programs: the new rail cars, the Hayward Maintenance Complex, and the replacement of the District's automated train control system. These three programs are inextricably linked and are essential to meeting key safety, reliability, capacity, and sustainability goals of the District. A modern, expanded fleet is necessary to meet current and future capacity demands while maintaining passenger comfort and service reliability. The Hayward Maintenance Complex is necessary to provide maximum car availability to maintain and store the expanded fleet. An improved train control system is needed to improve headways and put an expanded fleet in service both safely and reliably.

The first fare increase, scheduled to take effect January 1, 2014, is anticipated to generate approximately \$7.5 million (M) in FY14 to be dedicated directly to these priority capital programs. The incremental revenue generated by these small regular fare increases is projected to grow to over \$70M annually by the eighth year of the program.

BART has embarked on a critical effort to determine the District's State of Good Repair (SGR) priorities. Staff is systematically assessing the condition of the District's physical assets and is developing an Asset Management Strategy. Initial studies indicate that over the next ten years

there are approximately \$6 billion of critical system asset replacement or rehabilitation needs, many of which must be addressed or service reliability and quality are at risk. As reported in BART's biennial Customer Satisfaction Surveys, passengers consistently rate service reliability and on-time performance as the most important service attributes, so it will be critical for the District to reinvest in its aging core system assets to maintain the high quality of service passengers value and have come to expect. In FY14, the District is poised to fund the second phase of the Asset Management initiative, which will provide asset management plans in support of federal Moving Ahead for Progress in the 21st Century (MAP-21) requirements and will move BART towards a fully integrated asset management system.

### **Stations**

As the California Senate Bill (SB) 375-guided *Plan Bay Area* moves towards adoption and implementation, there will be an increased focus on BART stations as gateways to the region. To strengthen its focus on stations, BART has reorganized several key departments. The District Architect, Real Estate and Property Development, and Planning functions will be combined with the former Transit System Development group to create the Office of Planning and Development. Integration of these key departments will better position BART to coordinate capacity and rehabilitation needs, partner with communities on land use issues, advance placemaking and sustainability, improve public safety through crime prevention and environmental design, and to implement station development. While many of the Stations components will not require direct resources from the FY14 budget, the reorganized Office of Planning and Development will focus on a District-wide effort to create vibrant, sustainable, and livable environments in and around stations, where people want to go for purposes besides commuting.

- **Transit-Oriented Development (TOD).** Land use plans are being prepared in partnership with the lead local jurisdictions at several stations: Millbrae, Concord, North Concord, Coliseum/Oakland Airport, 19<sup>th</sup> Street/Oakland, Lake Merritt, West Oakland, Fremont, Powell Street, and the future Warm Springs. In concert with selected development teams, BART is implementing development projects at the MacArthur, Walnut Creek, Richmond, South Hayward, Pleasant Hill/Contra Costa Centre, San Leandro and West Dublin/Pleasanton Stations; conducting negotiations with selected developers for projects at Millbrae, Coliseum and Glen Park Stations; and conducting a review of its real estate holdings to maximize future opportunities.
- **Implementation.** State Proposition 1B funds will be used to re-energize the Station Modernization Program with a focus on renovating station facilities to improve the customer environment and ensure BART remains safe and reliable. This effort will have several dimensions, including a series of "early win" investments to improve the customer experience in the near term.
- **Station Master Plans.** Station Master Plans have been initiated to enhance the customer environment, improve station retail and development opportunities, and coordinate BART's capacity and rehabilitation needs. Key stations are Powell Street, Coliseum/Oakland Airport and 19<sup>th</sup> Street/Oakland.
- **Placemaking.** Staff continues to advance design and implementation of urban design and placemaking projects to break down barriers between the BART fare gates and surrounding communities. Smaller scale placemaking projects are being advanced for the 24<sup>th</sup> Street Mission plaza, Balboa Park, Glen Park, Downtown Berkeley, and 19<sup>th</sup> Street/Oakland.



- **Station “Folders.”** Staff is developing a more robust system for cataloging and integrating identified station needs and prioritizing investments.
- **Station Access/Last Mile.** Staff is developing a comprehensive list of station access investments to ensure the District is in a position to improve connectivity and facilitate multi-modal access to the station when funding is identified. These investments will abide by the Board’s policy direction to improve station access while reducing the access mode share of single occupancy vehicles through sustainable access modes.

The FY14 budget proposes additional staff resources to bolster station cleaning and maintenance efforts to improve station appearance as well as additional resources to improve bicycle access and storage, and wayfinding signage in support of the results of the Customer Satisfaction Survey.

### **Sustainability**

The term “sustainability” can be applied to many topics and has a different meaning depending on the issue and the perspective from which it is viewed. At BART, the commitment to sustainability includes activities and functions required to ensure that resources and assets meet the needs of the present ridership while taking into account that those same assets must be preserved to serve riders on the next day and in the coming years; the projects the District builds are constructed with materials that are used are functional and will not do harm to the natural environment; building techniques that are efficient and reduce long-term energy usage and environmental impacts. The concept of sustainability also is transferable to District business operations. As successfully demonstrated with the Rolling Stock and Shops Department’s Strategic Maintenance Program (SMP), BART must scrutinize and audit existing business processes and procedures, and identify more efficient ways to provide the same or better “product” by rethinking traditional practices.

The FY14 budget includes recommendations to support sustainability at BART. The Office of Planning and Development will focus on developing specific policies and standards for the District’s Environmental Management System (EMS). Also proposed is the establishment of a position in the Office of Administration and Budget that concentrates on Total Quality Management (TQM). TQM is a management approach to achieve long-term sustainable success through continuous process improvement. The EMS and TQM have been designated as priority focus areas in FY14.

### **Priority Focus Areas**

Related to the broader concepts and themes of Infrastructure, Stations, and Sustainability, there are a number of priority focus areas where BART will direct existing resources or new funding to make improvements in FY14. These areas are described below:

#### **2012 Customer Satisfaction Survey Results**

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

Results from the 2012 survey were generally positive. Overall satisfaction and perceptions of value for the money improved over the last survey. In particular, customers’ perceptions of on-time

performance, a key driver of customer satisfaction, and noise levels on trains showed improvement. However, ratings of station cleanliness declined, so this attribute was identified as a “target issue” that is important to customers but rated relatively low. The FY14 budget commits resources to improving the appearance and cleanliness of stations. Specific activities include heavy-duty cleaning, painting, removal of obsolete equipment, hiring of additional system service workers, and developing a new outreach and assistance program to improve the station environment.

### **Asset Management Program Implementation**

Federal MAP-21 legislation requires that federal funding eligibility for transit agencies depends on demonstrating compliance with its provisions. MAP-21 establishes a new grant program to maintain public transportation systems in a state of good repair. All Federal Transit Administration (FTA) grantees and their sub-recipients are required to develop transit asset management plans. These plans must include, at a minimum, capital asset inventories, condition assessments, and investment prioritization. Each designated recipient of FTA formula funding will be required to report on the condition of its system, any change in condition since the last report, targets set under FTA-defined performance measures, and progress towards meeting those targets. The provisions are largely a direct result of concerns over the enormous maintenance backlog across the nation and its implications on SGR. MAP-21 further requires the condition assessment of the District’s assets leads to a prioritized, risk-based and time-phased capital reinvestment program that produces improvements in the performance of the District’s service delivery and SGR.

BART is developing and implementing a comprehensive Asset Management Program that reflects considerations of each asset’s life cycle. Results of the successful prototype of the Asset Management Program in FY13 are now defining the implementation program for FY14 that will lead to more accurate quantifications of the condition of District assets, potential risks for not improving asset condition, and needed reinvestment levels to meet BART’s performance criteria. The FY14 efforts will embed asset management processes within all levels of the organization as part of common business practices.

### **Noise Abatement**

Starting in 1973 with the installation of low sound walls on aerial structures, BART has actively worked to mitigate and reduce rail noise. Since then, BART has implemented a variety of solutions to reduce train noise for riders and neighboring communities. BART’s multifaceted noise reduction activities that will continue into FY14 include:

- **Optimizing Wheel/Rail Interaction.** Optimizing the interaction between wheel and rail makes them last longer and reduces rail noise. A study is currently underway to recommend steps to achieve optimization and then to implement new rail profiles.
- **Improving Rail Grinding Productivity.** BART has created a database to keep track of rail grinding and, together with proper staffing of rail grinder crews, a 13% improvement in productivity has been realized, resulting in fewer rail-related noise complaints.
- **Controlling Rail Surface Roughness.** The primary cause of wheel/rail noise is rail surface roughness, also known as corrugation, and BART staff is working to control the growth of corrugated segments by installing rail dampers and ensuring proper lubrication of the rail flanges.
- **Systemwide Sound Mapping.** BART now performs systemwide sound mapping by using equipment housed in the last car of in-service trains, which is a cost-effective method for

identifying sections of rough rail that need rail-grinding work. The process has no impact on operations and the entire system can be mapped in two eight-hour shifts, instead of the two weeks required under the prior, labor-intensive method.

The District's Noise Committee established by the General Manager is considering a number of additional activities. These potential activities include lessening the noise impact for patrons waiting on platforms at certain stations in freeway medians or underground by, for example, applying acoustic materials to walls and ceilings or providing "noise refuge" enclosures for patrons. Initiatives developed may be implemented depending on available funding.

### **Total Quality Management (TQM)**

As mentioned above and discussed in the Initiatives section at the end of this document, a new position focusing on District-wide TQM is proposed for FY14. In a TQM effort, all members of an organization participate in improving processes, products, and services. Staff applied TQM principles in the Rolling Stock & Shops Department's SMP with great success, and the improved processes have allowed BART to maintain car availability and reliability, even as the fleet ages and vehicle availability demands increase because of surging ridership. BART's current daily fleet availability is 86% -- one of the highest in the nation. TQM principles can be applied across all functions at the District.

### **Code of Conduct**

The District is crafting the following codes of conduct to further codify and strengthen existing codes and rules in regards to the transparency and accountability required of a top-tier public service agency:

- Employee Code of Conduct;
- Contractor Code of Conduct;
- Customer Code of Conduct; and
- Board of Directors' Code of Conduct.

Each code is designed to provide clarity for the District's mission and values while providing specific guidelines, expectations, and best practices for accountable and ethical decision-making. Codifying requirements and expectations for conduct will outline a clear protocol for ethical, transparent, and accountable conduct by BART staff, contractors, customers, and Directors. Most importantly, documenting the codes of conduct will establish a public-facing metric for organizational conduct and expectation of public service, which when met will enhance public trust and confidence in BART.

The BART Employee Code of Conduct will codify BART's response to the public expectation that all BART staff maintain the highest standard of ethical conduct. As public servants, BART staff is required to be impartial regarding political and personal agendas, and exhibit the highest standards of personal integrity and honesty in all public activities. The Employee Code of Conduct will document specific and general ethical and accountability expectations of all BART staff.

The Contractor Code of Conduct will protect the integrity of the procurement process by providing a statement of pertinent regulations and obligations governing the conduct of prospective contractors responding to Request for Proposals and Qualifications (RFPs and RFQs), and other bids; and of selected contractors entering into agreements with BART. Such codified

protocol will allow contractors to compete for bids fairly and subsequently perform their work in an ethical manner unhindered by political or other pressures.

The Customer Code of Conduct establishes regulations for both BART customers and BART staff to help ensure all customers maintain their right to use BART without impediment by other customers or BART staff behaving not in accordance with the code of conduct.

The Board of Directors' Code of Conduct will outline the requirements of the elected leaders of BART and list certain restricted and prohibited Board member activity. This code will codify the expectation of ethical behavior and decision-making commensurate with the esteem, status, and trust vested in the Board members as elected public officials tasked with operating a critical public service.

### **Environmental Management System**

The Environmental Management System (EMS) is a part of District's broader Sustainability Policy and initiatives. The new Office of Planning & Development (P&D) provides an opportunity to better integrate the District's sustainability practices and maintain BART's role as an industry leader. The District Architect will work closely with Planning, and other departments to develop and implement sustainability initiatives. Under the leadership of the District Architect, FY14 sustainability initiatives will include the following:

- Incorporating the American Public Transportation Association's (APTA) sustainability standards and guidelines into planning, design and constructing of BART stations and facilities;
- Working with FTA to develop climate change adaptation strategies for BART and rail transit;
- Working with the Federal Highway Administration (FHWA) and regional transportation agencies to study climate change adaptation for the Bay Area transportation network;
- Working with APTA to advance its Sustainability Commitment program and report BART's progress as a founding signatory of the program; and
- Advancing transit and sustainability interests in state and federal cap-and-trade revenue discussions.

An important aspect of the District-wide sustainability program is implementation of the EMS. Initiated as a pilot program at the Richmond Yard, EMS principles will be applied in FY14 at BART's Oakland Shops. A training program will be developed and EMS will be introduced to other departments, including Procurement and P&D's Construction Management Group, to make immediate impacts in advancing the District's environmental performance.

The P&D reorganization and the hiring of the Environmental Engineer/Sustainability Officer will allow BART to more fully develop and implement its vision for sustainability, including the EMS program.

## 2. Income Statement – Preliminary

(\$millions)	FY13	FY14	Change	
	Adopted	Preliminary	\$	%
<b>SOURCES</b>				
Passenger Revenue	\$ 380.2	\$ 415.9	\$ 35.7	9%
Parking Revenue	15.6	19.8	4.2	27%
Other Operating Revenue	19.3	19.5	0.2	1%
<b>OPERATING REVENUE TOTAL</b>	<b>415.1</b>	<b>455.2</b>	<b>40.1</b>	<b>10%</b>
Sales Tax	204.2	215.7	11.5	6%
Property Tax	30.3	30.9	0.6	2%
State Transit Assistance	17.3	18.8	1.5	8%
Other Assistance/Allocations	5.1	2.7	(2.4)	-48%
<b>TAX &amp; FINANCIAL ASSISTANCE TOTAL</b>	<b>257.0</b>	<b>268.1</b>	<b>11.1</b>	<b>4%</b>
<b>OPERATING SOURCES, subtotal</b>	<b>672.1</b>	<b>723.3</b>	<b>51.2</b>	<b>8%</b>
5307 Funds (Rail Car Fund Swap from MTC)	-	72.0	72.0	
<b>OPERATING SOURCES TOTAL</b>	<b>672.1</b>	<b>795.3</b>	<b>123.2</b>	<b>18%</b>
<b>CAPITAL SOURCES TOTAL <sup>1</sup></b>	<b>869.2</b>	<b>824.9</b>	<b>(44.3)</b>	<b>-5%</b>
<b>TOTAL OPERATING AND CAPITAL SOURCES</b>	<b>1,541.3</b>	<b>1,620.2</b>	<b>78.9</b>	<b>5%</b>
<b>USES</b>				
Net Labor & Benefits	381.2	400.6	19.4	5%
OPEB Unfunded Liability	0.9	1.4	0.5	61%
Purchased Transportation	16.0	16.5	0.4	3%
Traction & Station Power	38.1	41.7	3.6	9%
Other Non-Labor	96.5	107.7	11.2	12%
<b>OPERATING EXPENSES TOTAL</b>	<b>532.7</b>	<b>567.8</b>	<b>35.2</b>	<b>7%</b>
Extraordinary Expense-Rail Car Fund Swap to MTC Reserve	-	72.0	72.0	
Debt Service	57.1	53.1	(4.0)	-7%
MTC Loan Repayment	8.4	5.2	(3.2)	-39%
Allocation to WSX Project	3.2	7.2	3.9	121%
Other Allocations	2.1	5.1	3.0	144%
Capital Rehabilitation Allocations	23.9	32.8	8.9	37%
Allocation - SGR Rail Cars	45.6	46.0	0.4	1%
Allocation - Priority Capital Programs	-	7.5	7.5	
<b>ALLOCATIONS TOTAL</b>	<b>140.3</b>	<b>156.8</b>	<b>16.6</b>	<b>12%</b>
<b>OPERATING USES TOTAL</b>	<b>672.9</b>	<b>796.7</b>	<b>123.7</b>	<b>18%</b>
System Renovation	265.5	224.5	(41.0)	-15%
Safety & Security	22.4	25.0	2.6	12%
Earthquake Safety	154.1	110.0	(44.1)	-29%
Service & Capacity Enhancement	26.6	26.0	(0.6)	-2%
System Expansion	395.7	434.0	38.3	10%
Reimbursable	5.0	5.4	0.4	7%
<b>CAPITAL USES TOTAL</b>	<b>869.2</b>	<b>824.9</b>	<b>(44.3)</b>	<b>-5%</b>
<b>TOTAL OPERATING AND CAPITAL USES</b>	<b>1,542.2</b>	<b>1,621.6</b>	<b>79.4</b>	<b>5%</b>
OPEB Unfunded Liability	(0.9)	(1.4)	(0.5)	n/a
<b>NET RESULT, subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
Unfunded Annual Capital Need <sup>2</sup>	(600.0)	(600.0)	-	0%
<b>FINAL NET RESULT</b>	<b>\$ (600.0)</b>	<b>\$ (600.0)</b>	<b>\$ -</b>	<b>0%</b>
Operating Ratio	77.9%	80.2%	2.2%	2.9%
Farebox Recovery Ratio	71.4%	73.2%	1.9%	2.6%
Average Weekday Trips	376,475	403,680	27,205	7.2%
Rail Cost/Passenger Mile (TSP Performance Measure)	32.9¢	32.4¢	(0.5¢)	-1.6%

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

2. Based on initial studies that show \$6B in total need over next 10 years

### **3. FY14 Preliminary Budget**

This section describes each of the line items in the Fiscal Year 2014 (FY14) Preliminary Budget Income Statement. For the first time in the District's history, operating and capital sources and uses are shown together in one Income Statement in order to present a more accurate picture of BART's financial situation. This Income Statement section is followed by a summary of proposed initiatives for FY14.

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**

#### **Operating Revenue**

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.

Based upon trends to date, ridership is projected to average 390,000 weekday trips in FY13, a 6.4% increase over FY12. BART's all-time ridership record was set on October 31, 2012, when nearly 570,000 riders took BART on a single day. In FY14, weekday trips are budgeted at 403,700, nearly 70,000 trips higher than just four years ago, when in FY10 weekday ridership averaged 335,000. The growing ridership shows the important role BART plays in connecting the Bay Area and facilitating the economic recovery. Total annual trips in FY14 are projected to reach 121.8M, 4.1M higher than estimates for FY13.

In February 2013, the BART Board renewed the District's productivity-adjusted inflation-based fare increase program for an additional eight years. The prior eight-year program, which generated \$290M, has been critical to stabilizing BART's financial foundation while maintaining ridership growth. The incremental core system revenue raised from the fare increases in 2014, 2016, 2018, and 2020, projected at \$325M over the eight years, will go into a dedicated account that will be used solely to contribute funding to SGR reinvestments. Net fare revenue for FY14 is projected at \$415.0M, including \$7.5M of core system revenue for the one-half year of the 5.2% increase to be implemented on January 1, 2014. The remaining \$1.0M of fare increase revenue is generated by the SFO Extension stations. Per the terms of the 2007 agreements governing BART service into San Mateo County, net fare revenue generated by the five BART stations in the county must be used first to cover the extension operating expense and second, to complete the commitment to the Warm Springs Reserve Account.

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

In addition, BART raises revenue from daily and permit parking fees charged at most of BART's 33 stations with parking facilities. Along with the recent renewal of the inflation-based fare increase

program, the Board also approved modifications to its paid parking programs by implementing a demand-based approach to parking fees. The daily parking fees will now be reevaluated 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. Additional revenue raised from this initiative is dedicated solely for investments in station access, station rehabilitation, and station modernization. The FY14 budget of \$19.8M includes \$4.0M of new parking revenue from the parking fee modification program.

BART also generates operating revenue from non-passenger sources. The two largest sources are telecommunications and advertising, budgeted at \$8.3M and \$6.6M, respectively, in FY14. Smaller revenue sources include fines and forfeitures, building and ground leases, concessions, and other miscellaneous revenues.

### **Tax and Financial Assistance**

A dedicated 75% share of a one-half cent sales tax levied in the three BART counties (San Francisco, Alameda and Contra Costa) is BART's second largest source of revenue after passenger fares. The remaining 25% is split equally between AC Transit and the San Francisco Municipal Transportation Agency. Based upon three quarters of actual results in FY13, sales tax is projected at \$207M in FY13, and FY14 is projected to grow 4% to \$216M.

Property tax revenue for operating purposes is generated by a permanent, dedicated assessment in the three BART counties. FY13 is expected to remain on budget at \$30.3M, and FY14 is expected to grow 2.0% to \$30.9M.

State Transit Assistance (STA) is based upon revenue generated by actual receipts from the sales tax on diesel fuel. In FY14, BART's share is estimated at \$27.4M, of which \$5.2M will be directed by the MTC to feeder bus operators providing service to BART stations. An additional \$3.6M will be directed to AC Transit, pending the outcome of discussions between AC Transit and BART regarding feeder service.

Other Assistance/Allocations include the Millbrae Use, Operations, and Maintenance Agreement (\$0.8M paid by Caltrain), funds from Alameda County Measure B and Contra Costa County Measure J sales tax measures, and a \$50,000 allocation from BART's Access Fund for access improvements at BART stations. In addition, the FY13 budget included \$2.7M in Strategic Maintenance Program (SMP) funds which will not continue into FY14.

### **5307 Funds (Rail Car Fund Swap from MTC)**

Federal Section 5307 Urbanized Area Formula Grant funds are allocated to BART by the MTC for preventive maintenance work. Section 5307 funds cannot be used to purchase rail cars. Through an agreement with MTC, BART returns its share of Section 5307 funds in exchange for an equivalent amount 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 \$72M budgeted for FY14, a total of \$213M has been directed to the MTC reserve account.

## **Capital Sources**

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 by design a capital project cannot be included in the annual budget unless the cash or underlying commitment is in place.

The main source of funding for the District’s capital rehabilitation needs continues to be Federal formula and transit rehabilitation funds that are projected at approximately \$200M for FY14. These funds are prioritized and distributed through MTC, usually through multi-year programming commitments. Federal funds provide the support for the regional commitment to BART’s rail car replacement program (see *5307 Funds* above) and a portion of BART’s ongoing 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 \$90M for FY14. The vast majority of BART’s local capital funding is derived from County transportation sales tax authorities and has historically funded system expansion and enhancement. It is projected at \$135M in FY14.

Other projected sources of funds include \$10M of bridge toll revenues to assist in meeting grant match requirements and funding specific projects; \$130M in external funds provided for contract extension work; approximately \$94M in BART operating allocations; and approximately \$110M 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 \$532.7M in FY13 to \$567.8M in FY14, a total of \$35.2M or 7%. The FY14 budget will provide for 573 cars and 66 total trains in-service each weekday.

### **Labor: Wages and Benefits (\$402M)**

Labor and benefit expenses are projected to total \$402M in FY14, a 5% increase over the FY13 Adopted Budget. Major drivers for the increase in labor costs are as follows:

- 1% wage increase pursuant to terms of previously negotiated labor agreements;
- increases in benefit costs of approximately \$12M; and
- \$6.1M in proposed labor related budget initiatives supporting funding of 43.9 operating positions, including converting funding for 2.4 positions from capital to operating.



In addition to the 43.9 positions proposed to be added in the budget initiatives, seven operating positions were added during FY13 and were built in to the FY14 Budget, at a cost of approximately \$1.0M. These included two positions in Human Resources, three in Planning and Development, one in Government & Community Relations and one in Finance.

### **PERS Pension (\$59.3M)**

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

- Safety Plan for sworn police officers; and
- Miscellaneous Plan 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. The PEPRA changes primarily affect Safety and Miscellaneous employees who (a) begin employment 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 for both Safety and Miscellaneous Plans, (b) being required to pay a portion of the contributions, and (c) having final compensation based on a 3-year average with a cap of approximately \$136,440 (adjusted annually based on inflation).

Non-PEPRA and PEPRA employer and employee contribution rates are determined by PERS. Prior to January 1, 2013, the District paid "employer" and "employee" contributions for all employees. Based on the new legislation and as of January 1, 2013, the District can no longer fund the PEPRA employee contribution for 'new' employees unless the employee's position operates in accordance with an existing collective bargaining agreement. Once the existing collective bargaining agreement expires, the new contribution requirement will be applied. All of BART's existing collective bargaining agreements will expire at the end of FY13 (June 30, 2013). Therefore, the forecasted FY14 budget is based on all applicable PEPRA changes.

For FY14, the forecasted PERS pension expense is estimated to be \$59.3M, a \$1.5M or 3% increase compared to \$57.8M in FY13. For both the non-PEPRA and PEPRA employees, the Safety Plan employer rate will increase from 41.57% to 42.89%, and the Miscellaneous Plan employer rate will increase from 11.74% to 12.27%. Non-PEPRA employee rates are fixed and will remain at 9% for the Safety Plan and 7% for the Miscellaneous Plan. The District will continue to fund the employee portion for all Non-PEPRA employees. The PEPRA employee rate is 12% for the Safety Plan and 6.25% for the Miscellaneous Plan. Per the legislation, the District will not pay the employee portion for PEPRA employees until the expiration of the current collective bargaining agreements. The primary reason the PERS pension cost is increasing is that the size of the District's share of the unfunded pension liability is increasing. This increase is partially offset by shifting employee contribution costs for PEPRA employees from the District to the employees.

Beginning in FY14, PERS will decrease its projected investment return assumption from 7.75% to 7.50%. The increases in the unfunded liability reflected above include the decrease in projected investment returns along with other changes in the assumed annual rate of return. To reduce the impact of increasing pension costs associated with the investment assumption adjustment, PERS will increase the rates over a two-year period by phasing in 50% of the change in FY14 and completing the change in FY15. Until PERS finalizes the FY15 rates, the total actual cost increase

for the FY15 PERS pension cannot be certain. The PERS Board is also currently considering other major assumption changes that are likely to significantly increase future pension costs for the District.

#### **Other Pension Benefits (\$10.4M)**

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 \$6.3M in FY14. An additional 1.627% contribution was scheduled to return to various bargaining units at different points over the past four years, but was suspended as part of the last labor contracts. The benefit resumes in FY14 for all employees (other than sworn police) at an estimated cost of \$4.1M.

#### **Active Employee Medical Insurance (\$56.2M)**

In FY14, the District cost of medical insurance plans for active employees is projected to be \$56.2M, an increase \$5.3M or 10.5% over FY13. On January 1, 2014, employee contributions will be subject to the scheduled 3% annual increase, which will result in an increased monthly contribution from \$92.24 to \$95.01. The rates of increase for the five active employee medical insurance plans between calendar year 2012 and calendar year 2013 range from 4.5% to 16.2%.

In Calendar Year (CY) 2014, the actuarial projection includes a 6.5% increase in premiums over CY13. The average rate of change for active employee medical insurance plans over the past five years is approximately 7.6%. The actuarial projection of rate changes for the next five years ranges between 4.0% and 6.0%.

Despite FY10's District-wide cap on individual-level HMO premium contributions, cumulative premium costs are projected to escalate by approximately 10.6% in FY14. The net composite premium cost in FY14 for the District is approximately \$1,378 per month per employee. Employee contributions of \$3.6M in FY14 offset approximately 6% of the total District-funded premium costs.

#### **PERS Retiree Medical Insurance (\$30.0M)**

The rate used to calculate the FY14 Preliminary Budget is taken from the Keenan & Associates' actuarial report dated March 14, 2013. The FY14 District cost is projected to be 10.9% of projected payroll base. The District cost is the Annual Required Contribution (ARC) to BART's long-term retiree medical liability. The District will fund the full trust contribution in FY14, after "ramping up" to the full ARC from FY08 - FY13. The annual required contribution is paid for both capital and operating positions and has been calculated at \$30.0M, which is 10.9% of the wage base. 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.

Costs have increased significantly over the past eleven years due to the increase in the number of retirees from 802 in FY03 to 1,797 in FY13, along with escalating premium costs. Of the current population of active participants, 1,533 employees are currently eligible for post-retirement benefits. FY14 projected retiree counts and associated costs will increase based on prior year trends. Although the number of BART retirees has increased from 802 in FY03 to 1,797 in FY13, the District's Annual Required Contribution as a percent of the average wage base has decreased.

### **Workers' Compensation (\$12.4M)**

The workers' compensation actuarial forecast received in May 2012 projected an increase in outstanding past liabilities as well as an increase in projected claims in FY13. The forecast recognized the continuing trend in increasing (a) frequency and (b) cost of claims with substantial fiscal impact. In accordance with the recommendation from the actuarial forecast, the FY13 budgeted annual funding for workers' compensation claims was increased from \$8.8M in FY12 to \$12.1M, and the claim reserve account was also supplemented by \$9M at FY12 year-end.

The FY14 Preliminary Budget estimate of \$12.4M includes an increase of \$0.3M, assuming the continuing trend of rising medical costs. Upon receipt of the March 2013 actuarial study, the District will further evaluate anticipated need in FY14. Depending on the results of the report, FY14 funding may require a supplemental appropriation, similar to that required in the FY13 budget. It is also possible that the reserve will need to be increased at FY13 year-end.

The District recognizes these substantial increases in workers' compensation costs require an equally substantial effort to control and reduce costs going forward. In FY13, the District allocated \$1M to fund initiatives intended to mitigate such increases. In FY13, 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; and medical case management of all Workers' Compensation intake, and medical follow-up on all complex cases.

### **Purchased Transportation (\$16.5M)**

BART's cost of purchasing transportation is projected to be \$16.5M in FY14, an increase of \$0.4M, or 3%, over the adopted FY13 budget.

### **Paratransit (\$13.5M)**

Paratransit expenses are estimated to be \$13.5M in FY14, an increase of \$0.4M, or 3%, over the adopted FY13 budget. The estimated increase is due to:

- Execution of a new East Bay Consortium Paratransit service provider contract including broker services; and
- Forecasted increases in ridership due to an aging population and the concomitant decrease of Federal and state social services which previously supplied ADA Paratransit services for the aging.

### **Muni Purchased Transportation (\$2.8M)**

In previous years, the Muni Purchased Transportation (Feeder) payment was linked to the annual rate of change in sales tax collected by BART. BART and the SFMTA have developed a new formula which, pending agreement approval, will link the annual payment to the rate of change in riders transferring between the two transit systems. A payment schedule has been drafted based on the new method and is retroactive back to FY11. For FY14, the estimated payment is \$2.8M, a 2% increase over the adopted FY13 budget.

### **AirBART Shuttle Service (\$0.2M)**

BART and the Port of Oakland continue to jointly operate bus service between the BART Coliseum Station and the Oakland International Airport. BART and the Airport equally share all costs of

operating AirBART. In FY14, BART's share of AirBART costs is projected to be \$0.2M, which is the same as in FY13.

### **Traction & Station Power (\$41.7M)**

The cost of funding BART's electrical traction and station power need is projected to be \$41.7M in FY14, an increase of \$3.6M or 9% over the adopted FY13 budget. Of the projected power need, approximately \$26.6M, or 64%, will be expended on purchased power and the remaining \$15.1M, or 36%, will be expended on transmission, distribution, and other expenses.

BART estimates purchasing \$26.6M of traction and station power in FY14, as follows:

- Approximately \$22.8M 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). The District's forward power purchase agreements extend through FY17, providing BART with long-term price certainty for the majority of the District's power needs;
- An estimated \$1.9M of power will be bought from the NCPA Lodi Energy Center (LEC);
- Approximately \$0.7M worth of the annual power need will be from a new BART-owned and NCPA-operated solar farm in Gridley, CA; and
- Roughly \$1.2M of the power need will be supplied by a combination of day-ahead market purchases, Federal power contracts, and an agreement with the San Francisco International Airport, on-site PV, and supplemental power.

Additionally, \$15.1M of BART's power expenses are associated with power acquisition and distribution:

- \$11.4M paid to PG&E for transmission and distribution;
- \$2.5M for the new AB32 Global Warming Solutions Act cap-and-trade carbon allowance program; and
- \$1.2M to be expended on a combination of NCPA member expenses and regulatory pass-through costs.

### **Other Non-Labor (\$107.7M)**

Major Other Non-Labor account groups are described below:

- Material Usage includes (a) 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 (b) 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 and elevator pit cleaning;
- Insurance pays for premiums and self-insured losses for public liability, damage to BART property and risk-related services ; <sup>1</sup>
- Building Space Rental funds administrative building leases and other lease expenses;

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

- 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.

Other Non-Labor for FY14 is \$11.2M higher than the FY13 Adopted Budget. The increase in Other Non-Labor is primarily due to:

- \$6.3M for FY14 proposed budget initiatives;
- \$3.1M in increases in contractual obligations such as building rent, which includes \$3M in funding for the Police Department's administrative offices to move to the Lakeside building in closer proximity to other District staff;
- Increases in Clipper fees of \$0.7M; and
- A 1.5% escalation applied to departmental base non-labor accounts for an increase in the amount of approximately \$1M.

### **Debt Service and Allocations (\$156.8M)**

BART issues bonds, backed by the District's dedicated sales tax revenues, to fund capital costs for system improvement and renovation. The FY14 debt service budget of \$53.1M includes the refinancing of previous bond issues in 2012 and new Oakland Airport Connector (OAC) debt issuance. This amount is \$3.0M less than FY13 because of savings due to the refunding, and because no principal will be owed on the OAC bonds in FY14.

In FY14, BART will make the final \$5.2M payment on the \$60M loan from MTC for the SFO Extension.

Strong ridership growth and additional fare revenue from the January 2014 fare increase are anticipated to generate a net positive result of \$7.2M from operations of the SFO Extension. Based upon higher ridership trends, \$5.0M is projected for FY13. These funds will be allocated to the Warm Springs 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 to offset an equal amount booked as Other Revenue or Financial Assistance for the Pleasant Hill/Contra Costa Centre, and West Dublin/Pleasanton stations, a \$1.5M adjustment for the Lakeside Lease, and a \$3M one-time allocation in FY14 for terminating the 2002 Qualified Technical Equipment lease.

Capital Rehabilitation Allocations include a baseline allocation for capital investment to serve as local match for federal grants or to fund ongoing capital projects for which grants are not typically available. The baseline allocation for FY14 is \$21.3M. Additional capital rehabilitation allocations include \$7.0M for the second year of multi-year rehabilitation programs to replace rail car seats and floors, and C-1 car propulsion and heating/air conditioning units. A proposed allocation of \$4.5M is also included as part of the FY14 proposed budget initiatives, to replace obsolete and inefficient T12 fluorescent lighting in District tunnels and facilities, including the Transbay Tube. This proposal is described further in the budget initiatives section and brings the total allocations in the category to \$32.8M.

**Allocation to State of Good Repair and Capacity Enhancement** consists of three high-priority programs: Rail Car Replacement Program, Train Control System Modernization, and Hayward Maintenance Complex. 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 - SGR Rail Cars** consists of BART's \$298M operating commitment to Phase I (410 cars) of the Rail Car Replacement Program. The proposed budgeted allocation for FY14 is \$46M. Combined with FY13 and prior payments, BART's remaining commitment is \$184M.
- **Allocation - Priority Capital Programs.** The incremental fare revenue from the January 1, 2014 fare increase will be directly allocated to a fund for the three Priority Capital Programs. In addition to the Rail Car Replacement Program, the other top two programs are the Train Control System Modernization and the Hayward Maintenance Complex. In FY14, the six months of the fare increase is projected to generate \$7.5M for this allocation.

### Capital Uses

It is important to note that the development of the annual capital budget historically follows the development of the operating budget by several months. This has given capital project managers the time to develop project budgets closer to the beginning of the coming fiscal year with the most recent information available.

The focus of capital expenditures will continue to be system renovation and system expansion, which together comprised over 55% of the FY13 capital budget. In the area of system renovation, staff anticipates continued significant expenditures in the rail vehicle replacement program although FY14 projected expenses of \$58M will be smaller than the \$101M projected for FY13. Due to recent and expected allocations of State Proposition 1B bond funding, staff also expects an increase in expenditures in BART's Stations program of approximately \$50M. Other renovation-related budget components in the areas of general mainline, traction power, and controls and communications are expected to remain relatively flat at approximately \$170M due to the predictable (but insufficient) stream of Federal funding received through the regional Transit Capital Priorities process.

System expansion will continue to see large expenditures in FY14, with major projects at or just off peak construction activity. The Warm Springs Extension will see its peak year of activity in FY14 and forecasts expenditures of \$180M, a 10% increase in expenditures from the current year. The eBART Rail Project projects a modest increase in expenditures attributable to commencement of vehicle procurement and continued construction activity. The Earthquake Safety Program and the Oakland Airport Connector, both of which saw peak expenditures in FY13, anticipate expenditures in FY14 of approximately \$110M (-5%) and \$54M (-65%), respectively, as these projects wind down. FY14 will also be a year of accelerated activity surrounding the Hayward Maintenance Complex, with an estimated expenditure of \$115M.

Other elements of the capital budget are expected to remain at or near expenditure levels of last year, including Safety and Security, 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 FY14 budget development progresses.

## 6. Initiatives

The following proposed initiatives are ongoing operating expenses and additional Full Time Equivalent (FTE) employees, except where noted.

### Tunnel and Facility T12 Lighting Conversion

\$4.5M, CAPITAL

T12 fluorescent lighting is very inefficient in terms of energy use. While all station passenger areas have been converted to T8 fluorescent fixtures, non-passenger areas, most BART facilities, and all subways and tunnels except the SFO line are equipped with T12 lamps. The back areas of 40 stations, 140 facilities and approximately 70 miles of tunnels, including the Transbay Tube, require replacement fixtures. Department of Energy rules for T12 lighting have made the purchase of ballasts and bulbs difficult and expensive. The ballasts and most T12 bulbs are no longer manufactured and will not be available when the current inventory is depleted. BART will need to convert this lighting to a more efficient technology. The two most viable options are to utilize LED technology or T8 fluorescents. The LED fixture cost is about twice as much as the T8 lights but will only use 1/3 the energy and last 4 times as long. The LED poses some risk in that standard bulb and fixture designs have not emerged and replacement bulbs can sometimes be an issue. Further economic and technical analysis will be needed to identify the best option. The three-year project is estimated to cost \$10.5 to \$12M depending on the option selected. This proposal would fund approximately the first year's increment. The project will significantly improve lighting in the tunnels for both worker and customer safety and will result in considerable energy savings.

### Stations Initiatives

\$3.1M, 15.0 FTE

The 2012 BART Customer Satisfaction Survey revealed a two-point gain in customer satisfaction from 82% to 84%. Unfortunately, this was tempered by a decline of 2.6% for station cleanliness and 4.1% for elevator cleanliness. BART considers station cleanliness and customer environment to be critical components of its overall success, so in an effort to address this concern, a three-pronged approach is planned for FY14 and beyond, as described below.

- "Entrances." The first investment creates a "special projects crew" of three workers whose primary task will be to improve station entrances. These entrances are the path of travel for thousands of riders every day and this cleaning approach should enhance the customer experience tremendously. This crew will focus their efforts at high ridership, downtown stations in San Francisco, Oakland and Berkeley with an emphasis on cleaning and polishing glass, metal work, walls and stairs.
- "Brightening." The second investment supports programs to brighten and spruce up stations through painting, repair, remodeling, and cleaning.
- "Station Refresh." The third element makes small scale station facilities investments to improve the customer environment and ensure that BART is safe, convenient, friendly and reliable. The intent is to improve patron circulation, provide appropriate and immediate information to customers, enhance station capacity, and begin to create more comfortable public spaces. This effort features a series of low-cost, high-payoff investments to enhance the customer experience right away:
  - Replace station platform seating with more efficient and useable benches
  - Remove unused platform and concourse equipment and obstacles
  - Update wayfinding and regional transit signs and patron information
  - Upgrade or remove of unused concrete planters
  - Application of aesthetic paint treatments

- Replace station architectural features

#### Attendance Management Program

\$1.0M, 2.0 FTE

The District's business requires a high level of predictability in employee attendance. Absences are expensive, especially when replacement resources are needed. Initial work on this project began in FY12, and considerable progress has been made since that time, particularly in the development and refinement of a software tool to support reporting and analysis of availability issues. The current shape of the project has been determined by an Attendance Management Task Force which includes key managers in Operations, Human Resources, Safety, Insurance, Operating Budgets and Information Systems. Working together, this group has created a long-term vision of availability initiatives and a very specific plan of action for the near term. The plans feature accident prevention, which is critical to bringing Workers' Compensation costs under control; medical involvement in expediting the Workers' Compensation process and in facilitating return to work; and improved procedural compliance. This project was supported by a one-time investment of \$1M out of FY12 year end funds. The FY14 budget proposes a similar amount to continue this important work.

#### Transbay Tube Cathodic Protection

\$0.9M, 0.4 FTE

The steel shell of the Transbay Tube is protected from corrosion by an active cathodic protection system of 30 anodes spaced evenly along its entire length. These anodes and associated attachment cables are susceptible to damage at any time from overhead marine traffic, which can decrease the protection afforded by the system if not promptly addressed. This request for ongoing annual funding would insure a speedier discovery and repair cycle for the cathodic protection system through the utilization of an on-call service contract to provide as-needed repairs.

#### Website Content Management System (CMS) Replacement

\$0.7M, one-time

The BART website was built eight years ago using a Content Management System (CMS) called Adobe Publish. This system uses an Internet-based subscription service from Adobe that enables the publishing, editing, and maintenance of every page on the BART site. The CMS is currently used by more than 30 content editors throughout the District to keep website pages up-to-date including the District Secretary's Office, Capital Projects, Office of Civil Rights, Procurement, and Communications. On December 1, 2013, Adobe will no longer support its Adobe Publish subscription service. When that happens, content editors will no longer be able to update their web pages, publish news, post Board agendas and minutes, etc. To meet current content management requirements, including Brown Act legal notice requirements, and position the site for increasing content demands including more editors and expanded website information, a new CMS for [bart.gov](http://bart.gov) is required. All text, images and files must be migrated into the new system and personnel will need to receive training on how to use the new CMS platform. All website applications (e.g. QuickPlanner, real time web services) must also be integrated into the new CMS. It will be a wholesale rebuild of the website's 'back end' -- the systems that keep the website serving up-to-date pages.

#### Planning & Development Reorganization & Station Planning Group

\$0.5M, 2.5 FTE

To better position the District for new initiatives related to TOD, System Capacity, System Renewal, Customer Environment, and to strengthen its overall focus on stations, the District has reorganized several key departments. The District Architect, Real Estate and Property Development, and Planning functions will be combined with the former Transit System Development (TSD) group to create the Office of Planning and Development. Until now, the



former TSD was primarily funded through the capital budget. In order to reinvigorate and sustain the stations effort, it is important that the District commit operating budget funds on an annual basis to ensure adequate executive-level leadership to guide the restructured enterprise. The BART stations are an integral part of the operating envelope of the District.

#### Bicycle Storage

\$0.5M, one-time

This request is to fund a variety of bicycle storage-related activities, including operation of an attended Bike Station at 19<sup>th</sup> Street/Oakland for 120 bikes, full architectural and engineering design for three new Bike Stations at Concord (90 bikes), West Oakland (156 bikes), and 24<sup>th</sup> Street (75 bikes); 72 shared-use electronic bike lockers at five stations, Colma (8), Lake Merritt (26), Millbrae (16), Pittsburg/Bay Point (16) and South San Francisco (8); and approximately 220 bike racks in paid areas or concourse level at: Balboa, Concord, Glen Park, Lake Merritt, Lafayette, MacArthur, Montgomery, North Concord, Pittsburg/Bay Point, Union City and West Dublin. A portion of the funding will be used for maintenance and operation of facilities t added over the last year including electronic lockers now at 28 stations and new Bike Stations at Civic Center and MacArthur being added in FY14. The requested funding augments grant and other funds that have provided for a robust and expanding bike storage program throughout the system.

#### Vendor Portal – Public Access of Procurement Documents

\$0.5M, one-time

The Vendor Portal Website will enable the Procurement and Contracts Division to follow consistent, controlled and automated processes for: Invitation to Bid, Request for Proposal, Contract Management & Administration, Vendor Registration, Internal Tracking, and Assignment of Workflow. The creation of a website dedicated to this task will address the requirement of the Business Advisory Committee (BAC) to provide a centralized portal for BART's vendor community. It will also provide the capability to download RFPs and related documents for potential and registered vendors/bidders. The Vendor Portal website will provide much needed automation for the current manual process of sending Vendor IFB (Invitation for Bid), RFQ/RFP, Notification, Bidding Event and registering potential vendors as bidders. The Office of the Chief Information Officer (CIO) is requesting funding for the development of a Vendor Portal to meet the demands of the business community. This includes funding for consulting and professional services. The CIO will need three consultants for ten months to assist on this project.

#### BART Availability and Utilization Study

\$0.5M, one-time

U.S. Department of Transportation recipients are required to demonstrate evidence of discrimination or its effects in order to establish contract specific, race-conscious DBE goals. The last Availability and Utilization Study (Study) findings were approved by the Board of Directors in April 2009 and supported the re-establishment of race-conscious DBE goals in construction contracts. To ensure that the District's DBE program is implemented in a manner consistent with Federal requirements, it is necessary to collect additional information and conduct an update to the Study to determine if discrimination or its effects continue to persist within the BART market area. The Study will also provide information on small business availability within the BART market area in support of the District's Small Business Programs. Additionally, the Study will provide information to update availability percentages used in the Non-Discrimination in Subcontracting Program. The Office of Civil Rights is requesting \$0.5M for FY14 and FY15 to conduct an update of the Study.

#### Station Profile Study

\$0.5M, one-time

The BART Marketing and Research Department will update the Station Profile Study in FY14. This

is a systemwide survey of the customer market and provides detailed insights into the demographics and station access characteristics of BART riders, and would update the most recent 2008 Station Profile Study. The new FTA Title VI circular requires ongoing and detailed customer surveys to assess transit ridership demographics trends. BART has experienced many significant changes since the 2008 study, with more changes on the horizon. Key dynamics include: establishing a current baseline before the opening of new extensions, the 2012 opening of West Dublin/Pleasanton Station, ridership changes between FY08 and FY14, expansion of market-based paid parking programs, and fare increases. The study will achieve the following objectives:

- Provide current demographic and station access data to inform trend analyses of Title VI, ridership, TOD, and station access strategies and investments.
- Lead to improved customer satisfaction by better understanding customers' needs and preferences.
- Inform land use planning and development to improve ridership and enhance quality of life.

#### Asset Management

\$0.5M, 3.0 FTE

Funds will be directed to further develop and implement BART's Enterprise Asset Management (EAM) program. The funds will be used to implement policy and processes related to the EAM and to support the asset management systems that drive Asset Management Plans required by FTA under MAP-21. Funds in FY14 will be used to implement technology improvements such as software from earthmine, ArcGIS, TERM-Lite, and NAMSPPlus.USA to compressively identify, map and manage BART's 40,000 assets. Staffing proposed for FY14 for this District-wide effort includes a Project Manager, Sr. Maintenance Engineer data analysis specialist, and a Risk Analyst/Manager. Additional staff are planned to be added over the next two fiscal years. Support staff, consisting primarily of Industrial and/or Maintenance Engineering personnel, will be necessary to provide maintenance staff with the resources to fully develop the Asset Management Plans.

#### Transient Population Management Initiative

\$0.4M, 2.0 FTE

The transient population loitering around stations, and frequently riding the trains, is presenting a sizable quality of life issue for both customers and employees. Many of these individuals outwardly exhibit mental health and other behavioral problems creating the perception that the BART system is unsafe. It is common to see some of these individuals sleeping inside the stations and trains as well as engaging in more serious criminal activities. In response to this ever growing problem, BART Police Department (BPD) has deployed the services of a Crisis Intervention Team (CIT) Outreach Coordinator on a contract, part-time basis (the CIT Coordinator is also a Noble Report recommendation). This coordinator is responsible for the delivery of a standardized CIT training curriculum to BPD staff and is also the BPD representative to mental health and law enforcement communities. Over this last year, the Transportation Department has also been involved in a comprehensive approach to managing the transient population problems by developing strategies and partnerships in the communities we serve to prevent BART stations and trains from becoming the shelters of last resort. This initiative by Transportation has also leveraged and integrated the objectives of the BPD CIT Coordinator. The CIT will consist of one BPD employee and one Senior Operations Supervisor.

#### Cyber Security

\$0.4M, 2.0 FTE

The Office of the Chief Information Officer (CIO) is dedicated to maintaining the cyber security of BART. A new, highly technical team will build a comprehensive cyber security plan, establish clear command and control for all cyber security incidents, and enable more trusted transactions over

BART's network. The primary focus will be to institute and maintain the District's Unified Cyber Security (UCS) plan covering end-point security, identity management, intrusion detection/prevention, data loss prevention, email/web, network and mobile security. These highly technical positions will work to defend against cyber-attacks perpetrated by groups that seek to disrupt and defame District websites and critical services. These positions will also work closely with federal law enforcement agencies to establish cyber security policies and procedures for BART's many technological projects.

#### Finance – General Accounting Staff

\$0.3M, 2.0 FTE

Two Accounting Supervisor positions are proposed to be added to the Finance Department. These will provide a number of benefits, including creating path for upward mobility for accountants in the lower classifications. Direct benefits of the positions include serving as a backup to accounting managers allowing more efficient work flow, as the current understaffing provides no backfill, reducing overtime in Payroll, and helping ensure that monthly closings will occur on time.

#### Regional Anti-Terrorism Law Enforcement System (RAILS)

\$0.3M, 2.0 FTE

The Regional Anti-Terrorism Integrated Law Enforcement System (RAILS) is a state-of-the-art commercial police dispatch and event tracking system that will integrate BART's Enterprise Geographic Information System (EGIS) using a wide variety of sensors, alarms, and video surveillance equipment. The RAILS system is designed to provide real-time situational awareness to BART Police (BPD) dispatchers and officers by displaying intrusion detection sensors, CCTV cameras, and 9-1-1 caller locations using an integrated digital map of District properties and surrounding communities. The system will also provide BPD with computer-aided dispatch, records management, and mobile data systems. The FY14 budget proposes two new FTEs for \$0.3M to support this system.

#### Budget and Financial Analysis

\$0.3M, 2.0 FTE

During recent budgetary cutbacks, staffing levels in critical administrative support areas were reduced in order to maintain service and operations. One of those critical areas that experienced reductions in headcount was the budget and financial analysis department. The implementation of the District's enterprise project management budget module, continued integration of the operating and capital budgets, board-initiated fare policy analysis and associated Title VI requirements, incorporation of infrastructure asset management information into the District's financial models, and an overall desire to increase the quality of financial analysis of the District's projects and programs necessitates the addition of two financial analyst positions. In the upcoming years, as the call on the District's financial resources becomes more apparent, especially with regard to infrastructure rehabilitation, increased financial controls and analysis will become even more critical to ensure the District's scarce fiscal resources are allocated to the most important priorities.

#### Inventory - Storekeepers

\$0.3M, 3.0 FTE

The new Storekeeper personnel will be utilized in several ways. M&E and RS&S have increased their project activity and created a constant and increased workload at the new Whipple warehouse to support it. The facility now requires personnel staffing on a full time basis. The quantity of high dollar inventory (Cables, Elevator/Escalator, and Vehicle Interior Mod materials) has increased and is now stored indoors as a safeguard against theft in the current economic environment. Truck runs from the main Hayward Stores location to all RS&S Secondary Shops have also increased to support the accelerated pace of the revenue vehicle fleet modifications to

floors, seats, interior modifications and HVAC upgrades, etc. In addition, the additional staffing will allow the Daly City storeroom to be staffed on the graveyard shift.

Embarcadero Station Macramé Rope Sculpture - Decommission \$0.3M, one-time  
The macramé rope sculpture was created in 1976 under a Professional Services Agreement, using station construction funding. Over the years the newspapers and media have published stories both negative and positive about the piece and its presence in the station and its condition. Attempts to clean the piece have occurred over the years. The last two cleaning attempts were in 1993 (\$15,000) and in 2000 (\$50,000-\$60,000). The most recent cleaning was conducted by a professional art restorer who cleaned the piece *in situ* with stiff brushes and vacuum cleaners. This method followed a written recommendation of a textile conservator from the deYoung Museum who had valued the piece. The piece was substantially dirty again within four to six months of the cleaning. From the 2000 report by The Fine Arts Museums of San Francisco, deYoung Textile Conservation Laboratory; "Option 1. - Removal from exhibition. The first recommendation is that the sculpture be taken off exhibition and removed from this wholly unsuitable location. The level of airborne soiling, the draft, and the lack of protective barrier make this one of the worst locations imaginable for a work of art made from textile fibers." In October 2008 BART Legal provided an analysis of the rights and obligations of the District as well as options for going forward with recommendations on how to proceed if the BART Board wished to remove the sculpture. It found that that the District does have the legal right to remove the piece provided certain steps are taken. The proposed funding will allow the District to decommission the sculpture in accordance with analysis provided by BART Legal.

Clipper Support Staff \$0.2M, 1.0 FTE  
The Clipper regional fare payment system has been operational on the BART system for several years. At this time, the region, led by MTC and supported by transit operators, is commencing an effort to evaluate alternatives and develop an implementation program for the next generation of Clipper. This joint strategizing effort requires dedicated staff resources to participate and represent the interests of BART. To date, there have been no dedicated operating labor allocations made in the District in support of the Clipper program. The request for one position to support Clipper will provide staff dedicated to short-term and long-term Clipper program needs and objectives, lead day-to-day Clipper issues, and will ensure BART's involvement in the development of the Clipper system in the future.

Telecommunications \$0.2M, 1.0 FTE  
The specialized legal work in this subject area has historically been provided by outside counsel, as the office lacked this expertise. The legal department will use this position to bring this work in house, saving the expense and reliance on, outside counsel for this specialized subject.

Total Quality Management \$0.2M, 1.0 FTE  
The concept of Total Quality Management is to continuously analyze products and processes and improve organizational efficiency by eliminating wasteful practices. The concept has been successfully applied in the Rolling Stocks and Shops Department, where the SMP has resulted in improved car reliability and availability. The Maintenance and Engineering Department is also initiating an SMP to examine ways to more effectively carry out its responsibilities. As proven with the SMP, an organization is most successful when it incorporates the knowledge and experience of its workers to improve work processes. The proposed initiative will include staff assigned specifically to begin the preliminary steps of implementing TQM in other parts of the organization,

including an initial assessment of current conditions in specific focus areas, assessing readiness to implement change, and working with executive management to design transition management structures. Top executive management support is a prerequisite for this effort to be successful and initial efforts necessary to secure management and employee commitment to TQM principles is critical before utilization of outside consultants.

#### Parking Enforcement

\$0.2M, 2.0 FTE

As the number of stations that charges for daily parking fees expands and the responsibilities of the Community Service Officers (CSOs) grow, there is a need for additional CSOs. These two CSOs would be on special assignment, dedicated solely to parking enforcement. These positions will check the validity of permits, monitor reserved parking and carpool programs, and help ensure that the parking rules are being followed, as well as adding a police presence in parking facilities. Aside from these functions, additional revenue will also be generated because of these positions, both through increased citation revenue and increased daily parking fee payments (since monitoring will increase).

#### Website Staffing

\$0.2M, 1.0 FTE

The BART website is the key communications platform for the District, reaching 19 million visitors annually. With only 1.5 current FTE allocated to the maintenance and development of bart.gov, the site is grossly understaffed. Agencies like WMATA and LA Metro dedicate at least 5 FTE to their websites. In FY14 the Office of the Chief Information Officer (CIO) will take over and shore up bart.gov transferring 1.0 FTE from External Affairs and combining it with an additional 1.0 FTE provided internally by the Office of the CIO. The Office of the CIO will use these internal resources to create a web team consisting of a single supervisor and a single dedicated web developer. However, this will still not be enough. In order to effectively manage bart.gov an additional 1.0 FTE will be required in FY14. This additional 1.0 FTE will provide additional Content Management System (CMS) support, a critical component of maintaining bart.gov.

#### Maintain Wayfinding/Signage

\$0.2M

BART's "Wayfinding for All" incorporated universal design concepts resulting in a user-friendly station; provided consistent experience a system-wide; provided context sensitive and regional perspective. "Wayfinding for All" will be implemented at every BART station and station area over the life of the initiative. Key Elements of "Wayfinding for All" include station entrance identification pylon, overhead signs, wall mounted signs, street & pedestrian signs and real-time train arrival displays. Elements of this initiative will be constructed in FY14 at Concord, Daly City, El Cerrito Plaza, Walnut Creek, North Concord/Martinez, Lafayette, Orinda, and Pittsburg/Bay Point stations. The \$150,000 per year will allow BART to update guidelines and standards, work with municipalities to include BART wayfinding as part of the city/regional wayfinding transportation network. In addition the funding will allow BART to maintain and update signs, respond to changes at stations and BART operations, as well as to coordinate with law enforcement and other transit operators within our station areas.

#### Training – Rolling Stock & Shops

\$0.1M, 1.0 FTE

Rolling Stock & Shops has nine Employee Development Specialists (EDS) to provide training. Several years ago, this group was centralized and reorganized in an effort to make training more efficient and effective. Recently, a rapid increase in retirements of skilled workers and the hiring of replacement employees has resulted in a growing need for training. And, this trend is expected to continue. The nine current EDS's are challenged to keep pace with the burden of new-hire training,

regulatory requirements, and turnover of specialized positions in the Hayward Shop. The additional position will augment our ability to provide for intermediate and advanced skill training, new content development, and targeted vehicle system training needed to sustain car availability and reliability.

Training – Information Technology

\$0.1M

In order to support the District’s ongoing enterprise applications, the Office of the Chief Information Officer (CIO) will require cyclical training in line with related product releases and service patches. This training will ensure that the Office of the CIO maintains the necessary knowledge and skills required to support the District. The highly advanced training courses required to maintain the District’s infrastructure are not cheap; many run \$5,000-\$7,000 per student per course and are required on a cyclical basis. The Office of the CIO is requesting funding for training & employee development to ensure business continuity and growth. There is a continuous need to gain technical knowledge and skills to adequately support the increasing demands of the District. This training will support: the Network, PeopleSoft, Maximo, Oracle Business Intelligence Enterprise Edition (OBIEE) and the Enterprise Geographic Information System (EGIS). Maintaining the necessary tools to support these systems is crucial to the business requirements of the District.

Website Maintenance and Development

\$0.1M

The modern, enterprise-level Content Management System (CMS) to be deployed in FY14 will require an additional level of programming support for the BART.gov source code. These consulting services will develop a new website technical support structure with ongoing documentation and backup personnel. In addition, these services will help to facilitate the transfer from the existing CMS, set to expire in December 2013 to the next generation CMS to be deployed in FY14. These services will provide critical content and application continuity during the CMS change-over.

Rider Response to Peak Fares Study

\$0.1M, one-time

This analysis will feature a small scale test to assess the BART rider response to a peak fare surcharge at the Embarcadero and Montgomery BART stations. This demand management approach complements BART’s existing supply-side investments to expand capacity to manage expected growth in BART ridership over the next several decades, critical since funding for capacity improvements is limited. This analysis would be conducted jointly by the Office of Administration & Budgets and the Office of Planning & Development, and would identify how riders would respond to various surcharges (elasticity) and analyze Title VI implications.

System Safety – Safety Specialist

\$0.1M, 1.0 FTE

A new Safety Specialist significantly enhances Safety's capabilities in the implementation of various safety programs leading to a stronger Safety Culture. It also optimizes the value-added potential of the Safety staff. The new resource allows Safety staff to increase the scope of proactively investigating claims and incident reports in the field as soon as possible, and spending time at various work locations at different times and shifts with BART work crews in order to make observations, perform compliance checks, and provide guidance/advice as needed.

**FY14 Proposed Initiatives - OPERATING  
Staff Recommendations - Funding included in the Preliminary Budget**

Title	Description	Pos.	Labor	Non Labor	Total
Station Initiatives	Add labor and non-labor funds to improve station and elevator cleanliness, which includes cleaning stations with a focus on entrances; painting, upgrading and repairing stations; and making improvements to small-scale station facilities.	15.0	\$ 1,645,618	\$ 1,414,956	\$ 3,060,574
Attendance Management Program	Continue the efforts of the attendance management program.	2.0	332,823	667,177	1,000,000
Transbay Tube Cathodic Protection	Protection for the Trans Bay Tube against corrosion.	0.4	65,710	866,250	931,960
Website Content Management System (CMS) Replacement	Replace CMS because the current Adobe Publish CMS will no longer be supported as of 12/01/13. Current CMS is used by 30+ internal BART content editors to maintain their data on BART's website. One-time funding.	-	-	720,000	720,000
Planning & Development Reorganization & Station Planning Group	Support new initiatives related to Transit Oriented Development (TOD), System Capacity, System Renewal, Customer Environment and strengthens BART's overall focus on stations.	2.5	526,784	-	526,784
Bicycle Storage	Operate an attended bike station; conduct architectural and engineering designs of new bike stations, lockers and racks; and maintain and operate existing bike facilities. One-time funding.	-	-	504,000	504,000
Vendor Portals-Public Access of Procurement Documents	Create a vendor portal website to automate the RFP process for bidders and allow the general public to view active procurement. The Procurement department will be able to follow consistent, controlled and automated procurement processes. One-time funding.	-	-	500,000	500,000
BART Availability and Utilization study	Conduct an MBE, WBE and small businesses study to ensure the District's DBE program is implemented in a manner consistent with federal requirements. One-time funding.	-	-	500,000	500,000
Station Profile Study	Conduct a systemwide survey of the customer market, which will provide detailed insights into the demographics and station access characteristics of BART riders. One-time funding.	-	-	500,000	500,000
Asset Management	Implement Enterprise Asset Management (EAM) plans. This initiative funds the implementation of policy and processes related to the EAM.	3.0	479,645	15,000	494,645

**FY14 Proposed Initiatives - OPERATING (cont.)**

Title	Description	Pos.	Labor	Non Labor	Total
Transient Population Management Initiative	With combined efforts from the Transportation and Police Departments, create a team that will work on a comprehensive approach to managing the growing transient population problem in stations and trains.	2.0	\$ 331,327	\$ 68,673	\$ 400,000
Cyber Security	Create a new, highly technical team that will build a comprehensive cyber security plan, establish clear command and control for all cyber security incidents, prevent and thwart cyber incidents and enable more trusted transactions over BART's networks.	2.0	353,359	-	353,359
Finance - General Accounting Staff	Add two Accounting Supervisors to serve as a backup to the accounting managers, review and approve of various AP tasks, ensure year end monthly closings, and improve AP process for payment of vendors.	2.0	317,838	-	317,838
Regional Anti-Terrorism Law Enforcement System (RAILS)	Add efforts to support RAILS, a commercial police dispatch and event tracking system that will integrate BART's Enterprise Geographic Information System (EGIS).	2.0	317,772	-	317,772
Budget & Financial Analysis	Add a Senior Financial Analyst and Principal Financial Analyst to support the District efforts in budget and financial analysis.	2.0	299,235	-	299,235
Inventory - Storekeepers	Provide logistics support in the new Whipple warehouse and evening staff support on graveyard shift at Daly City.	3.0	277,035	-	277,035
Embarcadero Station Macramé Rope - Decommission	Decommission of the sculpture in Embarcadero Station in accordance with analysis of rights and obligations of the District. One-time funding.	-	-	250,000	250,000
Clipper Support Staff	Support for the Clipper regional fare program.	1.0	225,543	-	225,543
Telecommunications	Add a new attorney. The District currently outsources the work on wifi, communications and fiber optics. Funding a new attorney allows the District to bring this work in-house.	1.0	188,367	-	188,367
Total Quality Management (TQM)	Expand TQM concept District-wide.	1.0	180,526	-	180,526
Parking Enforcement	Add support for the parking enforcement programs.	2.0	166,745	-	166,745
Website Staffing	Add a Web Developer to respond to internal demands beyond maintenance of current systems.	1.0	158,917	-	158,917
Maintain Wayfinding/Signage	Incorporate "Wayfinding for All" concept at every BART station.	-	-	150,000	150,000



<b>FY14 Proposed Initiatives - OPERATING (cont.)</b>					
<b>Title</b>	<b>Description</b>	<b>Pos.</b>	<b>Labor</b>	<b>Non Labor</b>	<b>Total</b>
Training - Rolling Stock & Shops	Add an Employee Development Specialist for training, which will allows RS&S to conduct intermediate and advance skill training, new content development and targeted vehicle system training that is needed to sustain car availability and reliability.	1.0	\$ 146,139	\$ -	\$ 146,139
Training - Information Technology	Add training funds for ongoing enterprise application training on the Network, PeopleSoft, Maximo, OBIEE, and EGIS.	-	-	120,600	120,600
Website Maintenance and Development	Contract consulting services to provide an additional level of programming support for the BART.gov source code by developing and supporting a new website technical support structure for the new Content Management System (CMS).	-	-	120,500	120,500
Rider Response to Peak Fares Study	Conduct a small scale test to assess the BART rider response to a peak fare surcharge at Embarcadero and Montgomery Stations. One-time funding.	-	-	120,000	120,000
System Safety - Safety Specialist	Add a Safety Specialist to significantly enhance System Safety's capabilities in the implementation of various safety programs leading to a stronger safety culture.	1.0	108,123	-	108,123
<b>Operating Initiatives Total</b>		<b>43.9</b>	<b>\$ 6,121,506</b>	<b>\$ 6,517,156</b>	<b>\$ 12,638,662</b>

<b>FY14 Proposed Initiatives - CAPITAL</b>		
<b>Staff Recommendations - Funding included in the Preliminary Budget</b>		
<b>Title</b>	<b>Description</b>	<b>Total</b>
Tunnel and Facility T12 Lighting Conversion	As part of a three-year project, convert inefficient T12 fluorescent light fixtures with new efficient T8 light fixtures in non-passenger areas, BART facilities, and all subways and tunnels.	\$ 4,533,116
<b>Capital Initiative Total</b>		<b>\$ 4,533,116</b>

## 7. FY14 Budget Board Review Schedule

(Staff presentation unless otherwise noted\*)

<b>Board Meeting Date</b>	<b>Title</b>
03/14/13	FY14 Financial Priorities
04/11/13	FY14 Preliminary Budget Overview Action: Consider motion to set date for public hearing on FY14 Preliminary Budget
05/09/13	FY14 Preliminary Budget Sources, Uses and Service Plan
05/23/13	Public Hearing on FY14 Annual Budget Action: Consider resolution to adopt annual Proposition 4 Limit
06/13/13	Action: Consider resolution to adopt the FY14 Annual Budget *

# ORGANIZATION CHART DEFINITIONS

## **OPERATING POSITION**

Positions to be funded through operating resources in the FY14 Preliminary Budget.

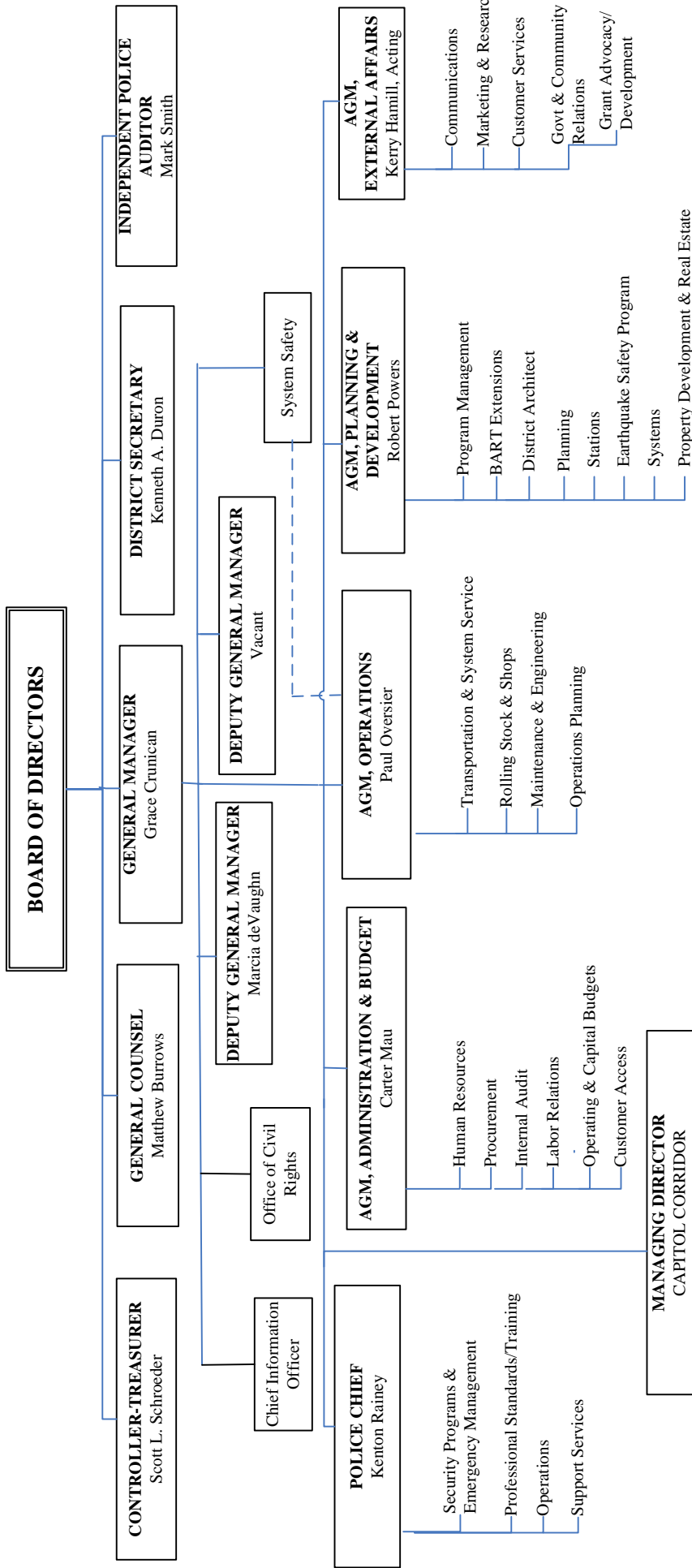
## **CAPITAL PROJECT SPECIFIC POSITION (PS CAP)**

Positions to be funded by specific Capital projects in the FY14 Preliminary Budget.

## **REIMBURSABLE POSITION**

Positions to be funded by someone other than BART in the FY14 Preliminary Budget e.g., MUNI Maintenance, Capitol Corridor.

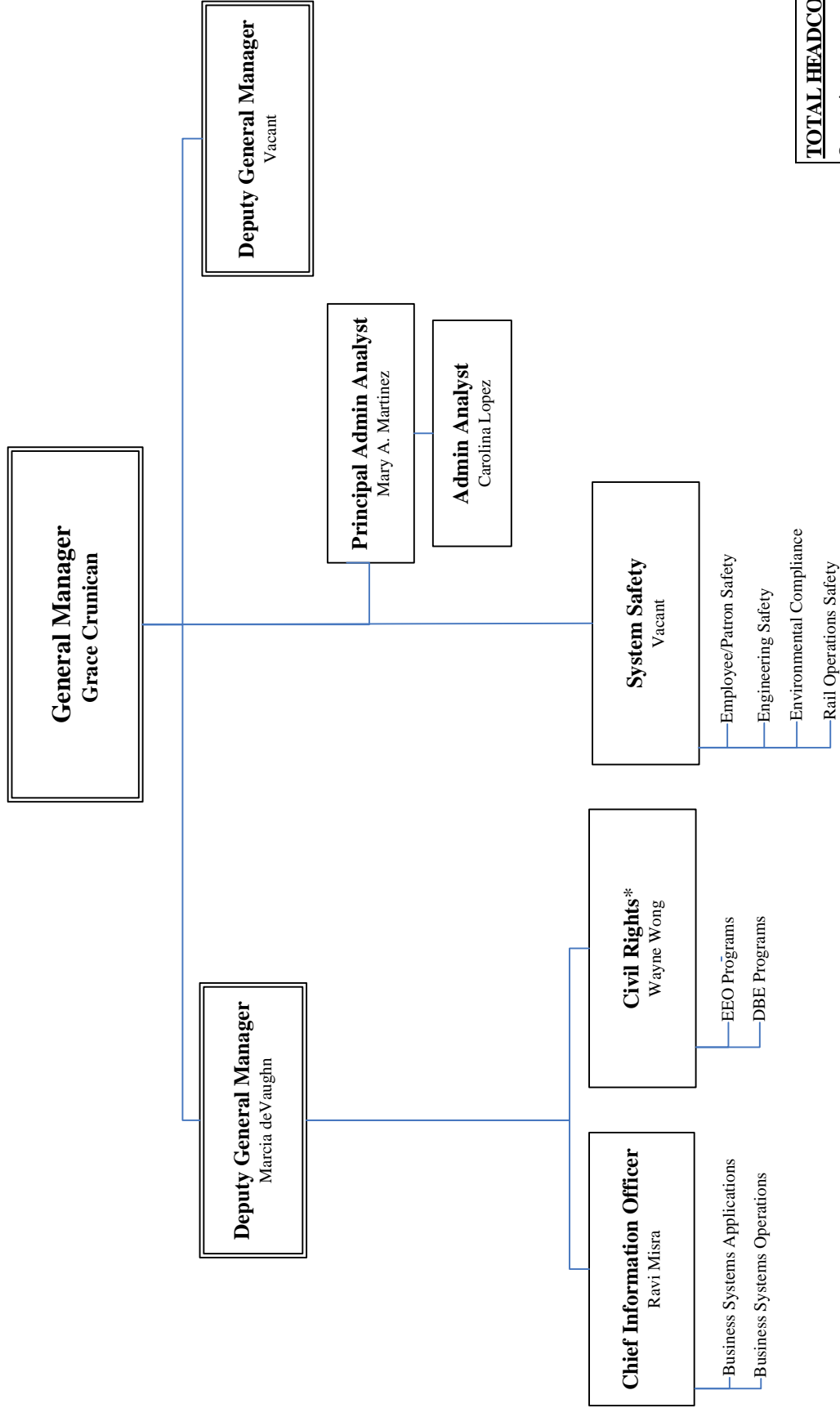
**SAN FRANCISCO BAY AREA RAPID TRANSIT**  
**FY14 Preliminary Budget**  
**ORGANIZATION CHART**



<u>Total Headcount</u>		
Operating	2,983.4	Net
Capital	(48.0)	2,935.4
Reimb.	48.0	442.4
Staff	37.0	37.0
	3,414.8	3,414.8

# GENERAL MANAGER OFFICE - 01

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	87.3
Capital	9.8
REI	-
<b>Staff</b>	<b>97.0</b>

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

## FY14 Goals & Objectives - General Manager

### II. BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives
1. Identify in Accountability Agreement high-priority projects and programs and develop specific implementation action items.	1. a. Implement "action items" laid out in FY13-14 General Manager Accountability Agreement. 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 expansion, system renovation and regional transportation leadership as guided by the Strategic Plan.	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.
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.
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 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 FY14 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 to elected officials, community leaders/groups 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

# SYSTEM SAFETY DEPARTMENT - 1303

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	12.0
Capital	3.0
REI	-
<b>Staff</b>	<b>15.0</b>

## FY14 Goals & Objectives - System Safety Department

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
1 Implement the FTA and CPUC Safety Regulations as they relate to Rail Operations	<b>1 a</b> 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
	<b>b</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
	<b>c</b> Conduct Internal Safety Audits and facilitate Security Audits. Submit an annual report to the CPUC by February 15, 2013.	Perform audits as required	All audits performed and annual report submitted on time	Perform audits as required	Perform audits as required
	<b>d</b> 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
	<b>e</b> 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%
	<b>f</b> 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 EP. Conducted required FD and regional drills and training activities.	Review EP, Facilitate training, Conduct FD Drills as requested	Support Emergency Manager in achieving these objectives
	<b>g</b> Attend the Fire Liaison Committee meeting quarterly, and resolve fire department issues.	Attend quarterly	Attended all meetings	Attend quarterly	Attend quarterly



## FY14 Goals & Objectives - System Safety Department

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 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 and revised	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 actions facilitated	Review, investigate and facilitate corrective action as required	Review, investigate and facilitate corrective action as required

## FY14 Goals & Objectives - System Safety Department

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
	<b>c</b> 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
	<b>d</b> 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
	<b>e</b> 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
	<b>f</b> 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
	<b>4 a</b> 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>b</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
<b>4</b> Implement Environmental Compliance Regulations	<b>c</b> 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

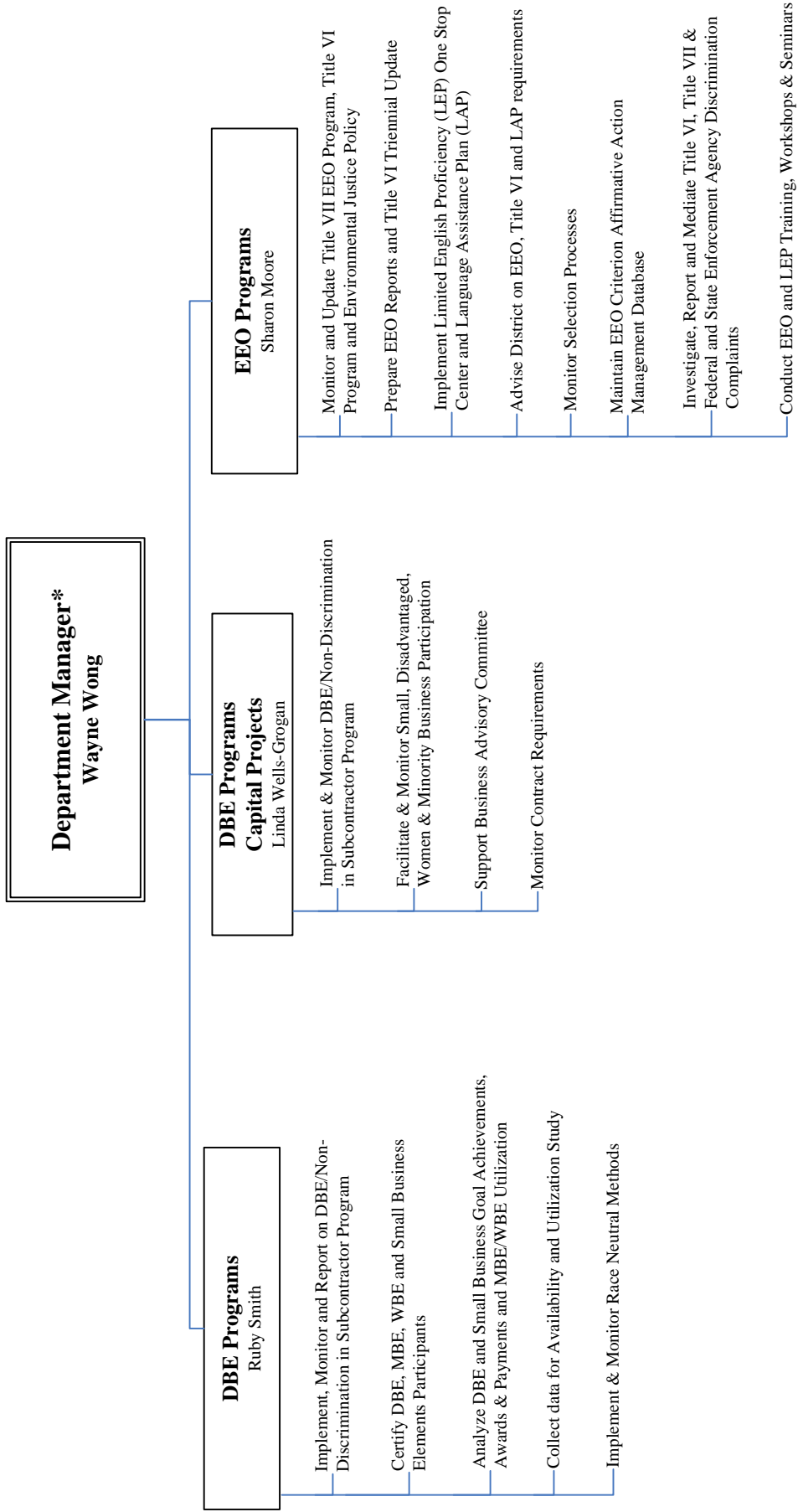
## FY14 Goals & Objectives - System Safety Department

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
	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

# CIVIL RIGHTS DEPARTMENT - 1304

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	14.8
Capital	5.3
REI	-
<b>Staff</b>	<b>20.0</b>

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

## FY14 Goals & Objectives - Civil Rights Department

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
1 Enhance organizational performance through monitoring and administering of EEO Program.	1 a Provide EEO-related reports as required to state and federal agencies as necessary.	As required	Met	As required	As required
	b Provide EEO related reports to Executives and Managers.	Annual	Met	Annual	Annual
	c Monitor and update Affirmative Action Management System database.	30 days	Met	30 days	30 days
2 Monitor and facilitate DBE/MBE/WBE participation in overall District contract activity.	2 a Ensure that the FTA goal and the FHWA goal are met through race conscious and race neutral methods for contracts over \$50K.	21%/19% of total DBE goal	Met	21%/19 of total DBE goal	TBD
	b Monitor all DOT assisted contracts over \$50K for DBE participation and document all monitoring activities.	100%	25%	100%	100%
	c Sponsor/co-sponsor DBE M/WBE outreach events and Matchmaking for individual contracts.	10	15	10	10
	d Process DBE certifications and re-certifications within 90 business days of receipt of complete application. Conduct site visits on all new firms and any certification application older than 10 years.	120 days	90days	120 days	120 days
	e Review DBE participation within 10 business days after receipt of bid information.	10 days	Met	10 days	10 days%
	f Develop and submit FHWA and FTA triennial DBE goal report. Prepare quantitative and qualitative analysis if the District fails to meet either portion of the annual goal in any fiscal year. Submit corrective action plan to correct the shortfall.	Triennial/ Annual	N/A	Triennial/ Annual	Triennial/ Annual
	g Complete and submit Uniform Report of DBE Awards or Commitments.	Semi-annual	Met	Semi-annual	Semi-annual
	h Develop mechanisms for a centralized contract payment data collection for Availability and Utilization study.	June 30, 2012	N/A	n/a	
	i Review all non-federally funded contracts for achievement of availability percentages (23/12 for construction, 16/20 for P&E and 10/12 for procurement) or Non-discrimination documentation.	100%	100%	100%	100%
	j Monitor non-federally funded contracts for compliance with Non-discrimination Program.	100%	10%	100%	100%

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
	<b>k</b> Complete contract M/WBE availability analysis with 10 business days after receipt of contract information.	10 days	10 days	10 days	10 days
	<b>l</b> Support the activities of the District's Business Advisory Committee and report to the Board on a semi-annual basis.	Monthly/Semi-annual	Monthly/Semi-Annual	Monthly/Semi-annual	Monthly/Semi-annual
<b>3</b> Provide District employees with EEO training.	<b>3 a</b> Provide introductory training on diversity, discrimination and EEO/AA at New Hire Orientation.	100%	Met	100%	100%
	<b>b</b> Provide in-depth EEO/AA and Title VII training to all newly appointed foreworkers, supervisors and managers.	100%	Met	100%	100%
	<b>c</b> Ensure that AB1825 bi-annual sexual harassment training requirements are met.	100%	Met	100%	100%
	<b>d</b> Schedule EEO/AA training sessions for BART employees through the University of BART.	4 sessions	Met	4 sessions	4 sessions
<b>4</b> Report, counsel and investigate discrimination complaints.	<b>4 a</b> Respond to external complaints within the designated time frame.	Within time required	Met	Within time required	Within time required
	<b>b</b> Complete investigations within 90 business days.	90 days	Met	90 days	90 days
<b>5</b> Review District's employment process as outlined in the EOP.	<b>5 a</b> Review recruitment plan and selection process for each job category posting.	100%	Met	100%	100%
	<b>b</b> Collect and analyze employment data to identify problem areas, goal setting and timetables and develop programs to achieve goals.	100%	Met	100%	100%
	<b>c</b> Assist in implementing and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where further action is needed.	100%	Met	100%	100%
	<b>d</b> Conduct reviews of Districtwide employment decisions to identify and remove barriers to achieving specific goals and objectives.	Annually	Met	Annually	Annually
<b>6</b> Title VI Program Compliance.	<b>6 a</b> Provide oversight authority to ensure that Title VI requirements are met.	As required	Met	As required	As required
	<b>b</b> Identify, disseminate and provide specific requirement to departments responsible for implementing Title VI.	As required	Met	As required	As required
	<b>c</b> Investigate Title VI complaints.	90 days	Met	90 days	90 days
	<b>d</b> Record Title VI investigations and complaints.	Annually	Met	Annually	Annually

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures				
		FY12 Actual	FY13 Obj	FY14 Obj		
	<b>e</b> Review Title VI Policy and complaint procedures for adequacy.	Met	Annually	Annually	Annually	
	<b>f</b> Complete the Limited English Proficiency Plan.	n/a	n/a	n/a	n/a	
	<b>g</b> Implement LEP Plan and conduct an evaluation of the Plan every 3 years to gauge its effectiveness and determine if updates to the Plan are needed.	Met	Annually	Annually	Annually	
	<b>h</b> Measure frequency of LEP contacts from the following sources: LEP Language Specific Counter, Language Line Services, translation service usage and BART website page views.	Met	Quarterly	Quarterly	Quarterly	
	<b>i</b> Assess on an annual basis which BART documents meet the definition of "vital documents"; inventory BART "vital documents" and determine if written translation or oral interpretation is necessary. New "vital documents" will be translated and obsolete documents will be removed from circulation.	Met	Annually	Annually	Annually	
	<b>j</b> Provide LEP training to appropriate District staff.	Met	Recertification	As required	As required	
	<b>k</b> Provide Title VI procedures and forms in multiple languages.	Met	As required	As required	As required	
	<b>l</b> Prepare Triennial Title VI Plan Update.	Met	Nov 30, 2011	As required	As required	
	<b>m</b> Notify beneficiaries of their rights as required by Title VI.	Met	As required	As required	As required	
	<b>n</b> Collaborate with Government and Community Relations on the effectiveness and inclusiveness of the District's Inclusive Public Participation Plan.	Met	Annually	Annually	Annually	
	<b>o</b> Monitor the level and quality of transit service provided to pre-dominantly minority and low-income areas versus non-minority every three years.	Met	Nov 30, 2011 Submitted 'Dec 31, 2011	n/a	1-Dec-13	
	<b>7</b> Monitor EEO/AA and Labor Compliance.	<b>a</b> Monitor and audit District contracting activities over \$50K for labor compliance.	75%	75%	75%	75%
		<b>b</b> Monitor contractors with 50 or more employees for EEO/AA compliance.	75%	75%	75%	75%
	<b>8</b> Collaborate with HR to improve the District's responsiveness to issues involving accommodation of employees with disabilities.	<b>a</b> Provide input in developing systematic process for evaluating requests for accommodation within HR guidelines.	Met	100%	100%	100%

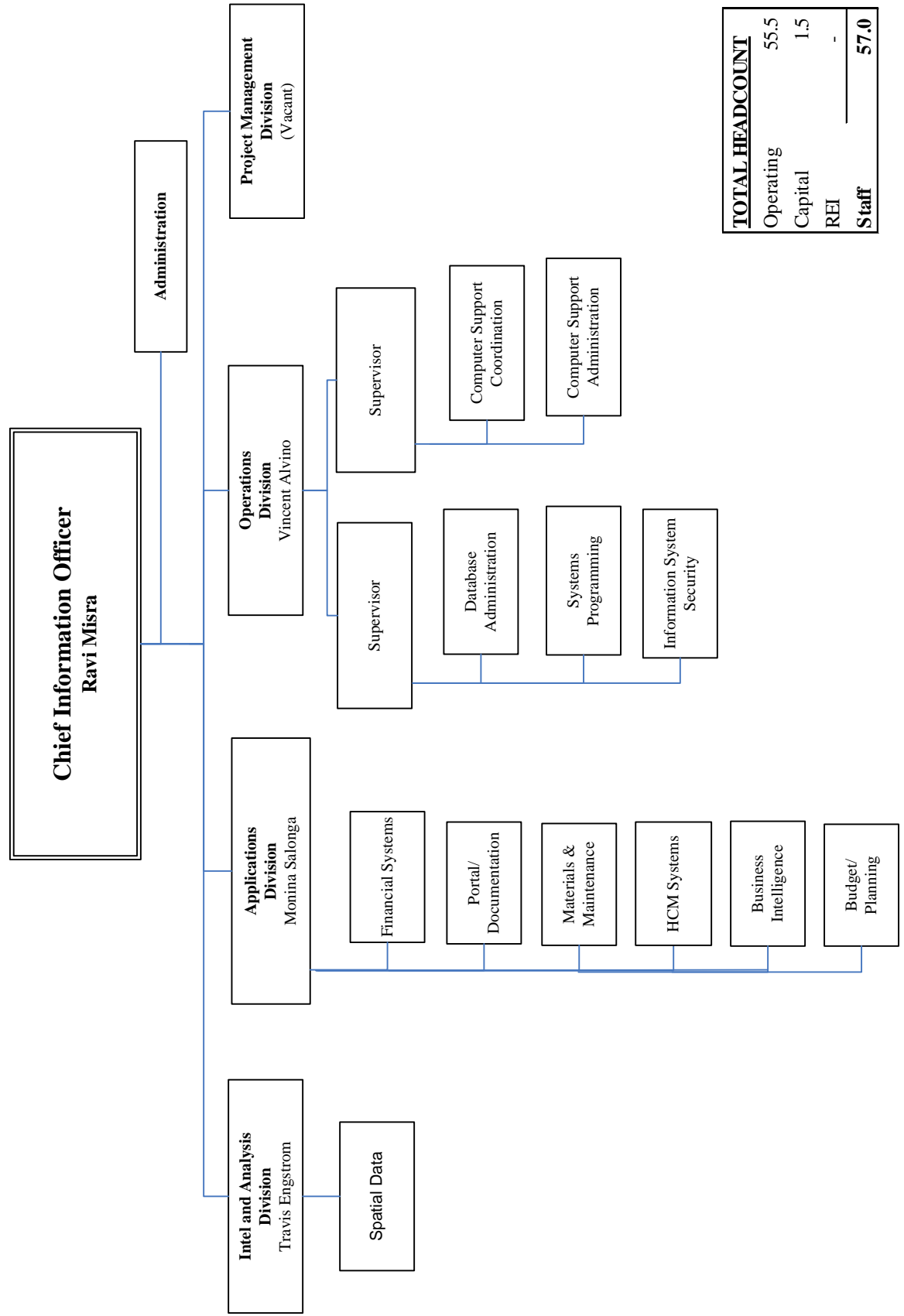
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
9 Collaborate with HR to develop and implement recruitment and selection strategies to realize diversity (women and minorities) in selections.	9 a Assure that all recruitments are conducted and documented in accordance with a job-related selection plan.	100%	Met	100%	100%
	9 b Provide continued training and support for managers in the hiring and selection process.	100%	Met	100%	100%
	9 c Create reports and analyze outcomes of selection processes, and modify as needed to facilitate effective selections.	100%	Met	100%	100%
	9 d Develop and implement recruitment strategies appropriate to EOP goals and objectives with HR.	100%	Met	100%	100%
	9 e Collaborate with HR to develop and implement recruitment strategies that encourage the employment of people with disabilities.	100%	Met	100%	100%
	9 f Participate in HR sponsored employment outreach events.	50%	Met	50%	50%
10 Provide support for program managers in optimizing allocation of budgeted labor resources throughout each fiscal year, and in projecting labor needs for future years.	10 a Review and analyze HR's monthly report of available vacancies to determine future opportunities for placement of women and minorities.	100%	Met	100%	100%
	10 b Review and analyze quarterly District Labor report for any possible EEO/AA concerns.	100%	Met	100%	100%
	10 c Participate in quarterly joint Operating Budgets/Human Resources/OCR labor status meetings with departments to review developments since budget was promulgated; current status of vacancies; and to modify and plan accordingly.	Quarterly	Met	Quarterly	Quarterly
11 Availability and Utilization Study	11 a Prepare scope of work and RFP for Availability and Utilization Study. Advertise RFP in FY13 4Q and complete study in FY15.	n/a	Advertise FY13	Advertise FY13	
	12 Environmental Justice Policy and Metrics	12 a Provide oversight authority to ensure that Environmental Justice Policy and staff Metrics are met.	Met	As required	As required
	12 b Ensure compliance with Circular 4703.1 per adoption.	As required	Met	As required	As required
	12 c Support the activities of the District's Citizen's Advisory Committee.	Quarterly	Met	Quarterly	As required
	12 d Collaborate with sponsoring departments in conducting public participation outreach efforts as required by the Environmental Justice Policy.	As required	Met	As required	As required
	12 e Monitor compliance with Environmental Justice Policy and Metrics.	Quarterly	Met	Quarterly	As required



Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
13 Monitor and facilitate Small Business (SB) participation in overall District contract activity	13 a Process SB Elements certifications and annual updates within 120 business days of receipt of complete application. Conduct site visits on all new firms and any certification application older than 10 years.	n/a	Met	120 days	120 days
	13 b Sponsor/co-sponsor SB outreach events and matchmaking for individual contracts.	n/a	Met	10	
14 Advisory Committee facilitation	14 a Maintain list of non-elected advisory committee including racial breakdown of membership and description of efforts to encourage minority	Annually	Met	Annually	Annually
	14 b Support the activities of District's LEP Advisory	Quarterly	Met	Quarterly	Quarterly
15 Monitor District subrecipients for Title VI compliance	15 a Monitor subrecipients to ensure compliance with Circular 4702.1B including requiring subrecipients to provide Title VI programs.	Annually	Met	Annually	Annually
16 Develop Title VI Equity Analysis	16 a Cooperate with sponsoring departments and the Office of the General Counsel in the development, review and drafting of Service and Fare Equity Analysis and submit analysis for Board approval.	As required	Met	As required	As required
17 Engage in District Title VI and Environmental Justice public participation efforts	17 a Collaborate with Government and Community Relations and other departments in conducting public participation outreach efforts.	As required	Met	As required.	As required

# INFORMATION TECHNOLOGY DEPARTMENT - 0504

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	55.5
Capital	1.5
REI	-
<b>Staff</b>	<b>57.0</b>



# 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 (C1F) - Business Advancement Plan Phase II	Goal/Desired Outcome (C1F1-Board)		FY - 2012		FY - 2013		FY - 2014	
		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 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.	Complete implementation of BAP Phase II.	Met						
		(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.	95%	Met	95%				
		(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.	95%	Met	95%				

## FY14 Goals & Objectives - Information Technology Department

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures				
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj	
<b>1</b> Manage a central Data Center to provide 24 hours a day/7 days a week access for all computing needs.	<b>a</b> Maintain at least 98% BAP and other computer systems availability.	98%	98%	98%	N/A	
	<b>b</b> Complete the enhancements and programming within agreed upon schedule at least 95% of the time.	95%	95%	95%	95%	
	<b>c</b> After Go-Live, maintain at least 98% UNIX computer system availability.	98%	98%	98%	N/A	
	<b>d</b> Decommission Mainframe--NEW for FY13.	N/A	N/A	100%	N/A	
	<b>e</b> Maintain at least 98%, Peoplesoft, Maximo and other Mission Critical Business Systems Availability.	N/A	N/A	N/A	95%	
	<b>f</b> Implement virtualization for improved scalability and management of system availability and performance.	N/A	N/A	N/A	95%	
	<b>g</b> Implement proactive systems monitoring and reporting tools for system performance and availability.	N/A	N/A	N/A	95%	
	<b>2</b> 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.	<b>a</b> 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>b</b> Following Systems Engineering standards, applicants can access eRecruit via bart.gov and employees can reach ESS via their personal internet connections with 98% BART system availability.	98%	98%	99%	98%
<b>c</b> 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%	90%	

## FY14 Goals & Objectives - Information Technology Department

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
<b>3</b> Conduct on-going software maintenance and troubleshooting of existing distributed computing infrastructure and supported business applications.	<b>3 a</b> 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.	92%	92%	95%	95%
	<b>b</b> Service Management (ITSM) for improved proactive monitoring, reporting and configuration management.	N/A	N/A	N/A	95%
<b>4</b> Support the District's PeopleSoft and Maximo implementation.	<b>4 a</b> Develop, test, and implement software enhancements based on agreed upon schedules 95% of the time.	95%	95%	95%	95%
	<b>b</b> Maintain application support by keeping installed business software and tools in vendor compliance.	100%	100%	100%	100%
	<b>c</b> Strengthen IT Department capacity with the necessary skills and capabilities, thereby enabling effective post production support to District-wide users. Fill the knowledge gap through effective training and knowledge transfer.	N/A	N/A	100%	100%
	<b>d</b> 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.	N/A	N/A	98%	98%
	<b>e</b> Expand the roll-out of OBIEE (Oracle Business Intelligence Enterprise Edition) key performance indicators functionality to District users. Roll out delivered capabilities in FY12.	N/A	N/A	95%	95%

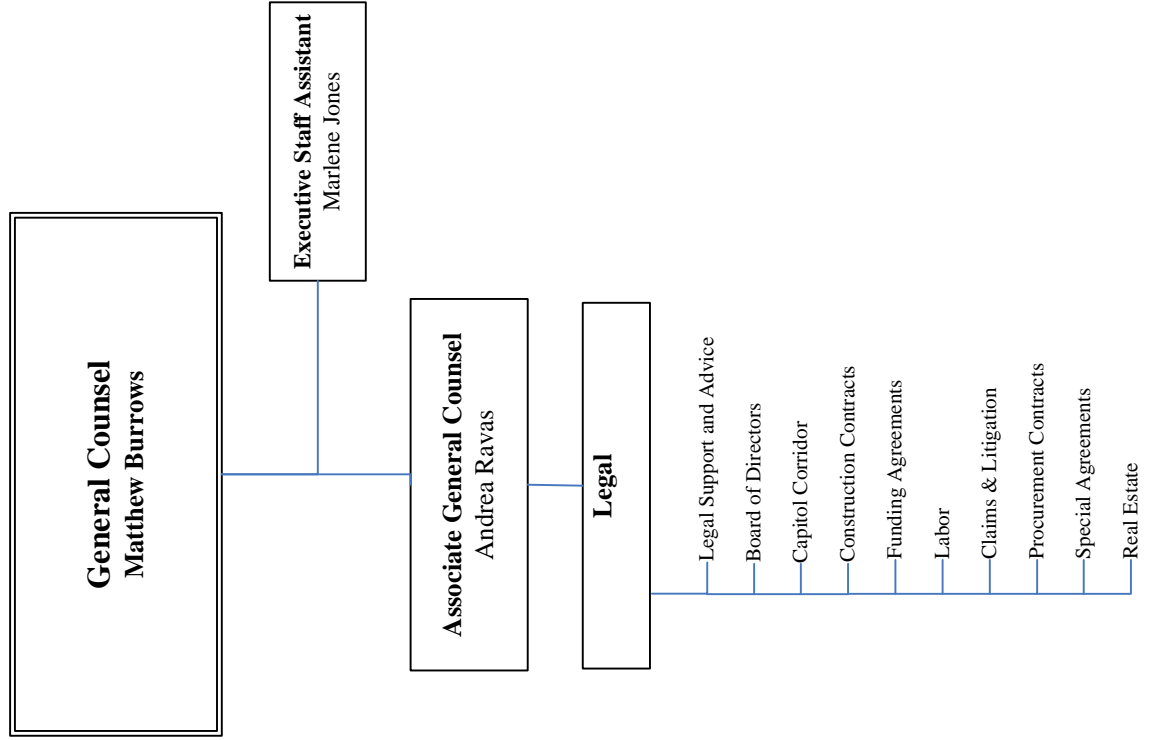
## FY14 Goals & Objectives - Information Technology Department

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 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	N/A	95%
	5 b Maintain at least 98% system availability in kiosks and desktops.	N/A	N/A	N/A	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	N/A	95%
	6 b Strengthen internal data sharing opportunities by deploying a multi-editor, Oracle based, geospatial data warehouse.	N/A	N/A	N/A	90%
	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	N/A	90%
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	N/A	90%
	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	N/A	90%
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	N/A	90%

# OFFICE OF THE GENERAL COUNSEL - 02

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	17.0
Capital	4.0
REI	-
<b>Staff</b>	<b>21.0</b>

# FY14 Goals & Objectives - Legal Office

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
<b>1 Board of Directors</b> Review all matters submitted to the Board and respond to all questions referred to the Office of the General Counsel.	<b>1 a</b> General Counsel or Associate General Counsel attend all Board and Committee Meetings.	100%	100%	100%	100%
	<b>1 b</b> Legal representation at all Board agenda review committees and all General Manager signing meetings.	100%	100%	100%	100%
<b>2 Litigation</b> Vigorously defend the interests of the District in matters handled in-house and provide clear direction and control of litigation referred.	<b>2 a</b> Meet all court imposed deadlines.	100%	100%	100%	100%
<b>3 Human Resources</b> 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.	<b>3 a</b> Respond to 75% of requests for legal review of Human Resources matters on average within 21 days of receipt of assignment by the reviewing attorney.	21 Days	Met	21 Days	21 Days
<b>4 Labor Relations</b> Provide accurate and timely legal advice on labor matters including contract negotiations, arbitrations, terminations, discipline, and BAP implementation.	<b>4 a</b> Provide an attorney for all arbitrations at which opposition is represented by counsel and at all other arbitrations as requested.	100%	100%	100%	100%
	<b>4 b</b> Provide review of and advice for proposed discipline within 5 working days.	5 Days	Met	5 Days	5 Days
	<b>4 c</b> Respond to 75% of legal questions pertaining to BAP implementation within 10 working days; the remaining 25% within 10 more days.	10 Days	Met	10 Days	10 Days



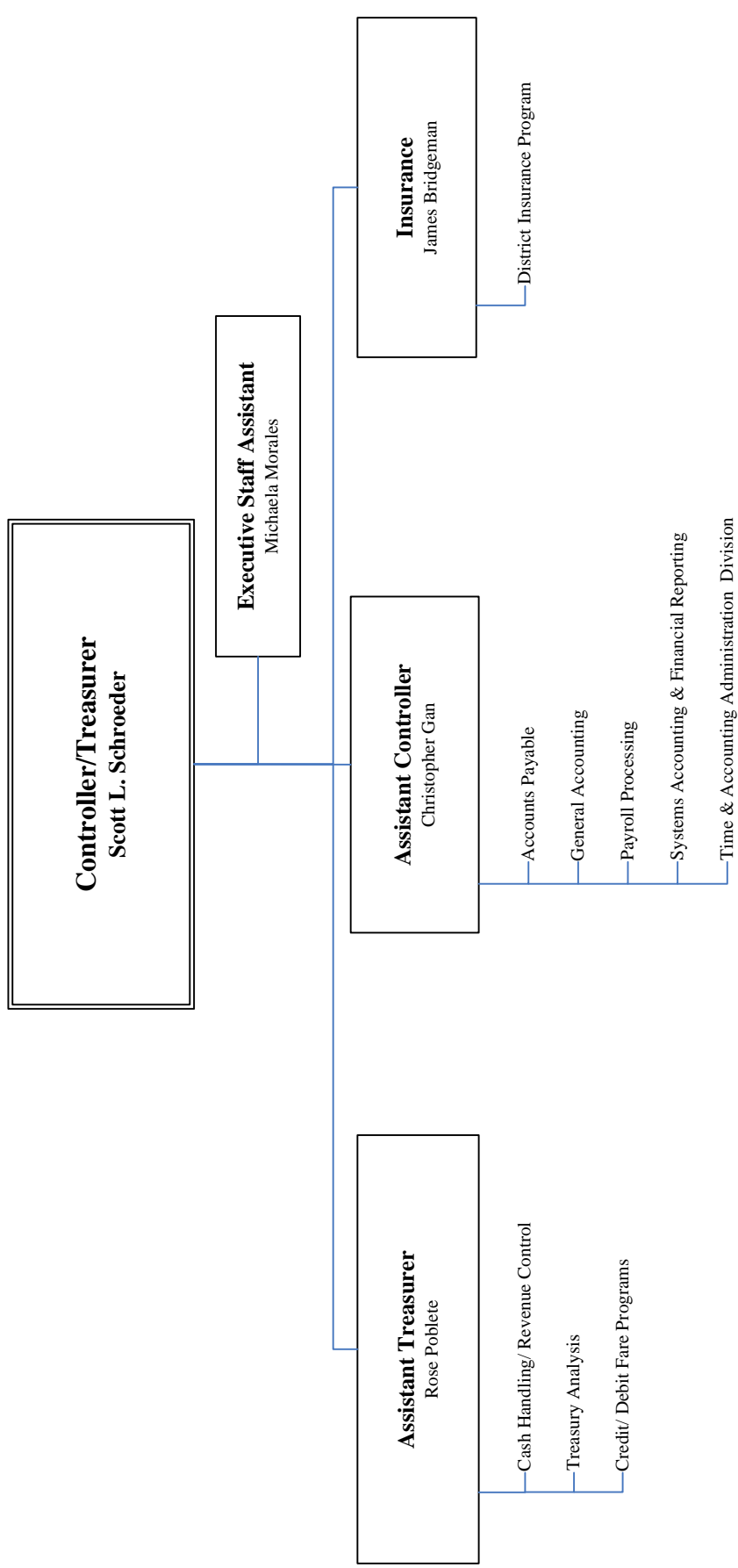
# FY14 Goals & Objectives - Legal Office

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
<b>5 CONTRACTS &amp; AGREEMENTS</b> 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.	<b>5 a</b> Respond to 90% of requests for review of IFB award documents on average within 5 working days of receipt of reviewing attorney.	5 Days	Met	5 Days	5 Days
	<b>b</b> On average within 10 working days of receipt of assignment by reviewing attorney, provide written comment on:				
	<b>1</b> 75% of construction contracts and change orders; remaining 25% within 10 more days.	10 Days	Met	10 Days	10 Days
	<b>2</b> 75% of procurement contracts and change orders; remaining 25% within 10 more days.	10 Days	Met	10 Days	10 Days
	<b>3</b> 75% of professional services agreements (at any stage of review); remaining 25% within 10 more days.	10 Days	Met	10 Days	10 Days
	<b>4</b> 100% of stop notices and stop notice releases.	10 Days	Met	10 Days	10 Days
<b>6 GENERAL MANAGER &amp; DEPARTMENTAL LEGAL ADVICE</b> 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.	<b>6 a</b> Complete review (approve/disapprove) on 90% of final Executive Decision Documents (EDDs) on average within 2 working days of receipt.	2 Days	Met	2 Days	2 Days

# FINANCE – 03

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	103.0
Capital	2.0
REI	-
<b>Staff</b>	<b>105.0</b>



# 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 - 2012		FY - 2013		FY - 2014	
		Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual
Maintain and improve the stability of BART's financial base.	Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves.	5%	Met	5%		5%			
		Will set measure at Board direction.		Deferred		Objective requirement deferred by the Board of Directors.			

# FY14 Goals & Objectives - Finance Office

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
1	Invest District funds and monitor bond issues.	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.	1 work day	2 work days	2 work day	2 work days
		2 work days	3 work days	3 work days	3 work days
		As needed	As needed	As needed	As needed
3	Service AFC equipment to maintain in-service condition and control cash.	As needed	As needed	As needed	As needed
		As needed	As needed	As needed	As needed
4	Administer Debit/Credit Card Ticket Program.	12 calendar days	12 calendar days	12 calendar days	12 calendar days
		7 work days	7 work days	7 work days	7 work days
5	Administer Customer Refund Claims.	5 work days	7 work days	7 work days	7 work days
		10 work days	10 work days	10 work days	10 work days
6	Administer off-site ticket sales.	100,000 parking validation per month	200,000 parking validation per month	150,000 parking validation per month	175,000 parking validation per month
		Meet payroll deadlines	Met	Meet payroll deadlines	Meet payroll deadlines
7	Administer the Group Sales Program.	Process all group sales orders within 10 working days.	Process all group sales orders within 10 working days.	Process all group sales orders within 10 working days.	Process all group sales orders within 10 working days.
		Process patron refund claims within 7 days of receipt to maximize customer convenience.	Process patron refund claims within 7 days of receipt to maximize customer convenience.	Process patron refund claims within 5 days of receipt to maximize customer convenience.	Process patron refund claims within 5 days of receipt to maximize customer convenience.
8	EZ Rider Parking Programs.	100,000 parking validation per month	200,000 parking validation per month	150,000 parking validation per month	175,000 parking validation per month
		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.	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.	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.	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.
9	Prepare and distribute payroll.	Prepare and distribute biweekly payroll in accordance with contractual agreements and pre-established time schedules.	Prepare and distribute biweekly payroll in accordance with contractual agreements and pre-established time schedules.	Prepare and distribute biweekly payroll in accordance with contractual agreements and pre-established time schedules.	Prepare and distribute biweekly payroll in accordance with contractual agreements and pre-established time schedules.
		Process and distribute vacation, sick leave and holiday buy back checks based on established schedules.	Process and distribute vacation, sick leave and holiday buy back checks based on established schedules.	Process and distribute vacation, sick leave and holiday buy back checks based on established schedules.	Process and distribute vacation, sick leave and holiday buy back checks based on established schedules.
		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.	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.	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.	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.
		Prepare the Quarterly Returns and submit to the IRS and EDD required files and/or reports within filing deadline.	Prepare the Quarterly Returns and submit to the IRS and EDD required files and/or reports within filing deadline.	Prepare the Quarterly Returns and submit to the IRS and EDD required files and/or reports within filing deadline.	Prepare the Quarterly Returns and submit to the IRS and EDD required files and/or reports within filing deadline.

## FY14 Goals & Objectives - Finance Office

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
	<b>e</b> 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
	<b>f</b> Work with other departments to implement and integrate BAP into the District's Legacy Systems and participate in continued testing to enhance functionality.	As Needed	Met	As Needed	As Needed
	<b>g</b> 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
<b>10</b> Administer General Ledger closing.	<b>a</b> Monthly closing of the general ledger within 10 working days after the end of the accounting month.	Within 10 work days	Under legacy system (GEAC), gen ledger closed monthly on time, but not since new system (PS) impl'd 3/11. The monthly closing for Jul 2011-Feb 2012 were completed late due to the late closing of FY11. FY11 was closed in Nov 2011. Closing for Mar 2012-May 2012 were completed within 2-3 weeks. FY12 closed on Nov 8, 2012 and only through a laborious and time consuming workaroud on the new PS system.	Within 10 work days	Within 10 work days
	<b>b</b> Year-end closing of the general ledger within 5 weeks after the end of the fiscal year.	Within 5 wks after fiscal year end	For FY12, under the new PS system, the District's books for the year-end closed on 11/8/12, 3 mos. later than in GEAC.	Within 5 wks after fiscal year end	Within 5 wks after fiscal year end
	<b>c</b> Initiate and coordinate with cost centers the annual physical inventory of fixed assets.	As scheduled	Met	As scheduled	As scheduled
	<b>11 a</b> 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

## FY14 Goals & Objectives - Finance Office

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
	<p><b>b</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 &amp; the Board Expenses Compliance Report.</p>	Meet deadlines as required	Measure B and TDA/STA Compliance Reports were completed/submitted to granting agencies on time. Annual Audits of the Basic Financial Statements of BART and Board Expenses compliance were completed on time. The audit report for RHBT is almost complete. The annual audit for CCJPA will be completed in Feb 2012 and the Single Audit report will be completed by Mar 31, 2013. As with last year, some of the reports more than others, were prepared through painstaking analysis/workaround as the new PS system did not produce credible data/required reports.	Meet deadlines as required	Meet deadlines as required
	<p><b>c</b> Complete and submit the e file of the Annual State Controller's Report for BART and CCJPA within State's filing deadline.</p>	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
	<p><b>d</b> Complete and submit the National Transit Database Report within filing deadline.</p>	Within 120 days after FY close	Met after requesting for a 30-day extension	Within 120 days after FY close	Within 120 days after FY close
	<p><b>e</b> Ensure data used in preparing the District's financial statements are in conformity with Generally Accepted Accounting Principles &amp; GASB Pronouncements.</p>	On-going	Met	On-going	On-going
	<p><b>f</b> Provide assistance to auditors to facilitate the audit of the District's financial reporting requirements.</p>	As needed	Met	As needed	As needed
	<p><b>g</b> Complete audit within the scheduled deadlines.</p>	As scheduled	See comment 11.b.	As scheduled	As scheduled

## FY14 Goals & Objectives - Finance Office

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
12 Administer Federal, State and Local Grants.	12 a Prepare and submit requests for reimbursements to the funding agencies monthly or quarterly after the month end close of the General Ledger and record transactions in the General Ledger.	For Federal Grants within 1 month after G/L close For State and Local Grants within 3 months after close of G/L	Under the GEAC system, requests for reimbursements were submitted regularly on a monthly or quarterly basis as recommended by the funding agencies.  Months after PS system was implemented, requests for reimbursements were prepared and submitted very late to the point of almost drying up the District's cash reserve. Starting with the 2nd half of FY for projects that have been reconciled frequency of billings have improved. In some cases however, requests for reimbursements are still submitted months late as lengthy manual review is needed to verify the PS created billings and to fix necessary adjustments in the PS system before the invoice could be finalized.  Expenses charged to projects that have not been reconciled still could not be billed.	For Federal Grants within 1 month after G/L close For State and Local Grants within 1 month or quarterly as required.	For Federal Grants within 1 month after G/L close For State and Local Grants within 1 month or quarterly as required.

## FY14 Goals & Objectives - Finance Office

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
	<p><b>b</b> Prepare the Qtrly Financial Status Reports required by the Federal Transit Administration for active grants within 30 days after quarter end date, except for the year-end which is 60 days.</p>	<p>Within 30 (60 for year-end) days after Qtr end date</p>	<p>Under the GEAC system, the qtrly Financial Status Reports (FSR) were submitted to FTA on time. With new PS, the FSRs could not be submitted on time due to the absence of a reliable project costing report.</p>	<p>Within 30 (60 for year-end) days after Qtr end date</p>	<p>Within 30 (60 for year-end) days after Qtr end date</p>
			<p>The FSRs for the first three quarters of FY12 were submitted by grant on a staggered basis, and were fully completed about 30 days late. Hardcopies (since electronically submission had expired) of the FSR for the quarter ended June 30, 2012 were submitted in early Oct 2012 to FTA. PS cannot produce data needed to prepare report on time, and when it did, data were not credible and required arduous manual review/validation.</p>		
	<p><b>c</b> Ensure timely collection of outstanding grant receivables.</p>	<p>On-going</p>	<p>Staff regularly follows up receivable collection but constantly increasing documentation requirements, including from Project staff, by local funding agencies prevent timely collection of some receivables.</p>	<p>On-going</p>	<p>On-going</p>
	<p><b>d</b> Review process monthly to ensure that costs do not exceed the limits stipulated in the grant.</p>	<p>Monthly</p>	<p>Met in GEAC. In PS, no reliable reports yet available for staff to review.</p>	<p>Monthly</p>	<p>Monthly</p>



## FY14 Goals & Objectives - Finance Office

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
	<p><b>e</b> Grant Close-out: Ensure that project expenditures had been fully funded and any reimbursable expenses billed and collected.</p> <p><b>f</b> Grant Close-out: For Federal Grants, ensure that close out letter is prepared and sent out within 30 days after grant closeout.</p>	<p>Within 30 days after notice of completion is received</p> <p>Within 30 days after grant closeout</p>	<p>Met</p> <p>No grant close out in FY12</p>	<p>Within 30 days after notice of completion is received</p> <p>Within 30 days after grant closeout</p>	<p>Within 30 days after notice of completion is received</p> <p>Within 30 days after grant closeout</p>
<b>13</b> Administer Commercial Revenue accounts receivable.	<p><b>a</b> 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.</p>	<p>10 days advance of license or 15 days after services performed</p>	<p>Met</p>	<p>10 days advance of license or 15 days after services performed</p>	<p>10 days advance of license or 15 days after services performed</p>
<b>14</b> Administer Accounts Payable.	<p><b>a</b> 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.</p>	<p>Within 30 days of receipt</p>	<p>Under GEAC, with very few exceptions, invoices paid w/in 30 days after receipt of invoices. Some noticeable improvement towards the end of the fiscal Under PS, many invoices paid beyond the 30 day period because of several reasons like inconsistent or incorrect Purchase Orders, no receipts, no budgets, erroneous account codes, inoperative or incorrectly set up workflows and unfamiliarity and lack of training by everyone with new system.</p>	<p>Within 30 days of receipt</p>	<p>Within 30 days of receipt</p>
	<p><b>b</b> Prepare and distribute 1099's to vendors and contractors on or before January 31. Submit to the IRS and the State the required 1099 files and reports on or before February 28 (paper) or March 31 (e-file).</p>	<p>Meet IRS &amp; State deadlines</p>	<p>Met</p>	<p>Meet IRS &amp; State deadlines</p>	<p>Meet IRS &amp; State deadlines</p>
<b>15</b> Manage Time Accounting and Administration.	<p><b>a</b> 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.</p> <p><b>b</b> 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.</p>	<p>As required</p> <p>As required</p>	<p>Met</p> <p>Met</p>	<p>As required</p> <p>As required</p>	<p>As required</p> <p>As required</p>

## FY14 Goals & Objectives - Finance Office

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
	<b>c</b> 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	As required	As required
	<b>d</b> 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
	<b>e</b> Validate and Process vacation, sick leave and holiday buy back election data based on established schedules.	As scheduled	Met	As scheduled	As scheduled
	<b>f</b> 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
	<b>g</b> Create more queries and reports for a faster and accurate tracking and auditing of employee time.	Within reasonable time upon request	Met	Within reasonable time upon request	Within reasonable time upon request
<b>16 a</b> BAP II Implementation in FY 2011	Continuing coordination and cooperation with consultants and other BART departments for a smooth and successful implementation of the new PeopleSoft system.	As required	ongoing	As required	As required

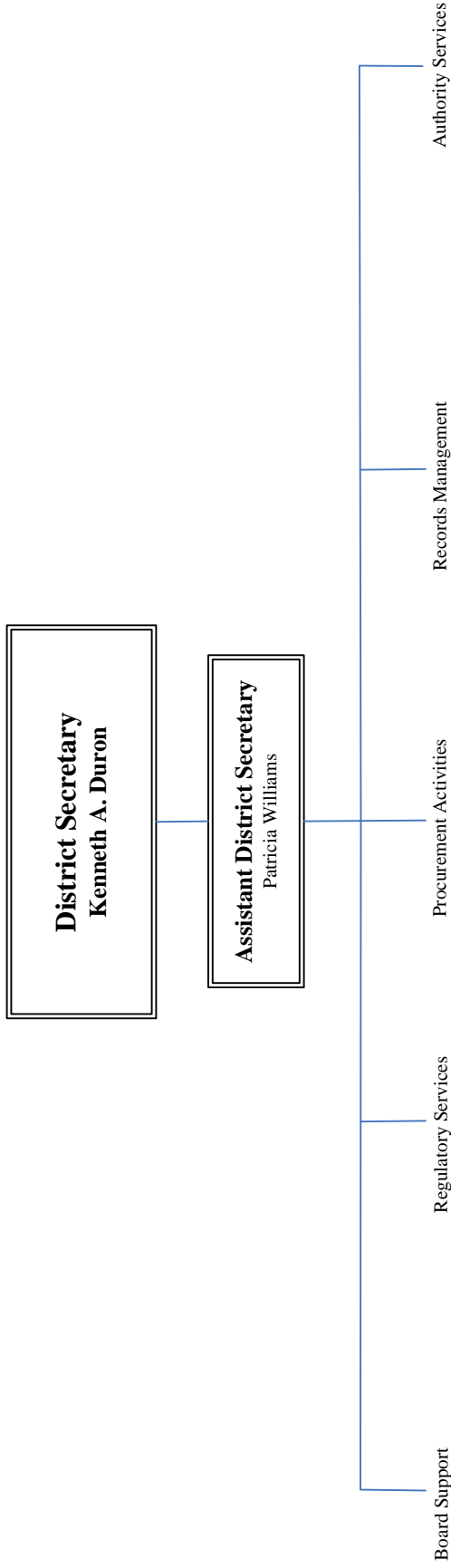
## FY14 Goals & Objectives - Finance Office

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
17 Administer the District's Insurance Program.	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	ongoing	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	The reorganization of the Department is still in progress waiting for Human Resources to complete their desk assessments.	As needed and as funding availability permits and with C-T's and EM's approval	As needed and as funding availability permits and with C-T's and EM's approval
	17 a Review and renew policies 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).	As required \$18.15 per \$1,000 fare revenue	As required \$15.15 per \$1,000 fare revenue	As required \$17.61 per \$1,000 fare revenue	As required \$17.08 per \$1,000 fare revenue
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
	b Reduce District's Claim Cost by 3% annually (Claim cost = (claim payments + claim reserve changes)/\$1,000 fare revenue.	\$4.11 per \$1,000 fare revenue	\$5.04 per \$1,000 fare revenue	\$3.99 per \$1,000 fare revenue	\$3.87 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
	b Maximize indemnification and insurance provided by 3rd Parties.	80 Contracts 100 Permits	81 Contracts 100 Permits	82 Contracts 100 Permits	83 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

## FY14 Preliminary Budget



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

# FY14 Goals & Objectives - District Secretary Office

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
<b>1</b> 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.	<b>1 a</b> Accurately prepare and post legally required notices and information.	Meet deadlines 100%	Deadlines Met 100%	Meet deadlines 100%	Meet deadlines 100%
	<b>b</b> Accurately prepare & distribute meeting minutes prior to next Board meeting.	100%	100%	100%	100%
	<b>c</b> Finalize resolutions in advance of next Board meeting.	100%	100%	100%	100%
	<b>d</b> Record & maintain official records of activities of the Board of Directors.	100%	100%	100%	100%
<b>2</b> Provide and enhance effective and responsive communications on behalf of the Board of Directors with customers, constituents, officials, agencies, staff, etc.	<b>2 a</b> Acknowledge all communication (voice, mail, electronic, and fax) and prepare responses to constituent/customer requests within 10 business days.	100%/75%	100%/69%	100%/75%	100%/75%
	<b>b</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%
	<b>c</b> Facilitate communication between Directors and District staff.	Complete as required	Completed	Complete as required	Complete as required
<b>3</b> Effectively support the Board of Directors.	<b>3 a</b> Administer and coordinate District elections with applicable counties and state agencies.	100%	100%	100%	100%
	<b>b</b> Accurately manage acquisition, maintenance, and records for District issued equipment for ensuring adherence to applicable controls and audit requirements.	100%	100%	100%	100%
	<b>c</b> Manage BART Board Room facilities, systems, equipment, materials and supplies.	Meet requirements	Requirements Met	Meet requirement	Meet requirement
	<b>d</b> Coordinate and/or perform special assignments required by the Board of Directors.	Complete as required	Completed	Complete as required	Complete as required

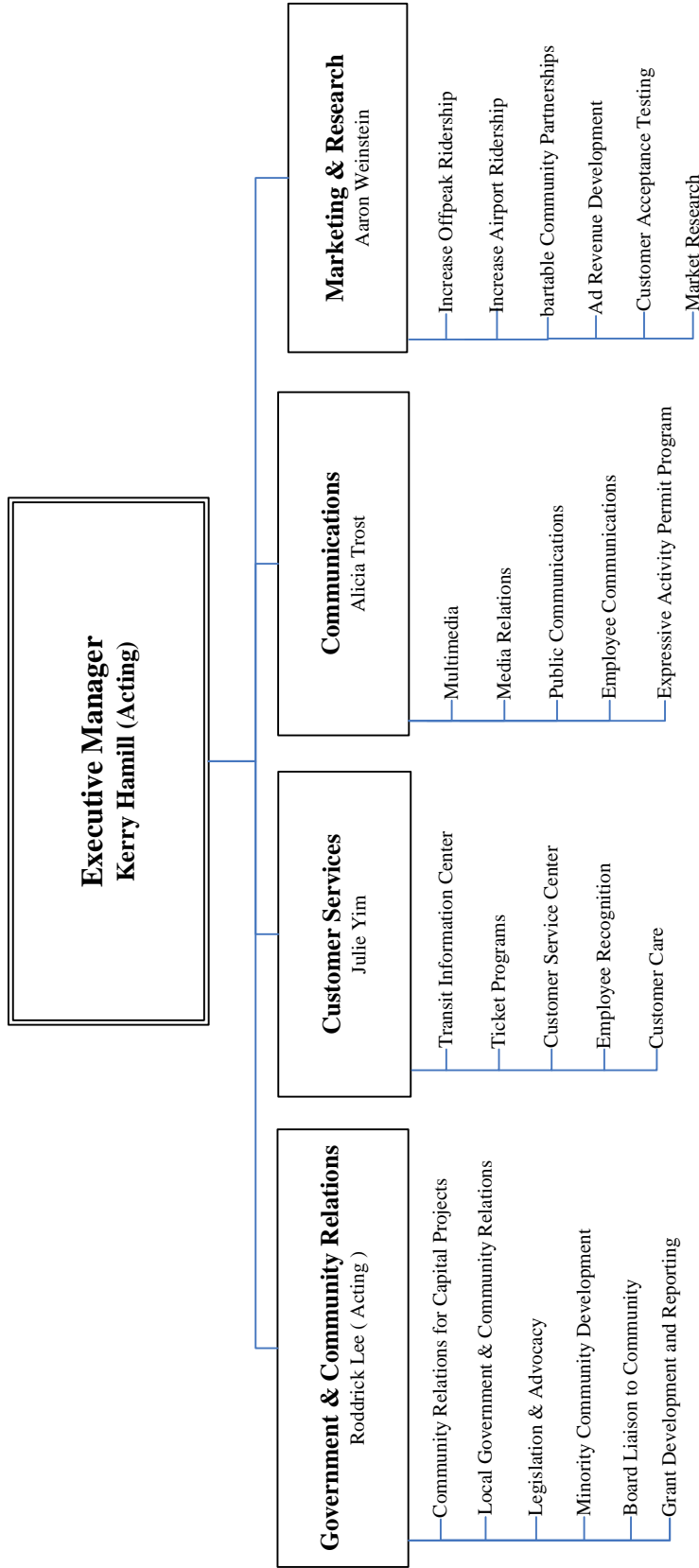
## FY14 Goals & Objectives - District Secretary Office

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
4 Effectively provide compliant services to the public and regulatory agencies required by statute, regulations, and rules.	4 a Process, record, and file for the District, Capitol Corridor Joint Powers Authority (CCJPA) State of California Fair Political Practices Commission (FPPC) Statements of Economic Interest, meeting imposed deadlines.	Meet deadlines	Deadlines Met	Meet deadlines	Meet deadlines
	5 Perform prescribed contract administration supporting District procurement and construction activities and initiatives.	100%	100%	100%	100%
	5 a Accurately advertise contracts, public notices and public hearings.	100%	100%	100%	100%
	5 b Sell bid documents and Standard Specifications.	100%	100%	100%	100%
	5 c Receive and publicly open Bids for Contracts and Invitations for Bids; receive Requests for Proposals.	100%	100%	100%	100%
	5 d Issue addenda, execute contracts, prepare and issue Notices of Award, Notices to Proceed, and Notices of Completion and execute and record Notice of Acceptance.	100%	98%	100%	100%
	5 e Maintain construction contract files, plan holders' lists and bid results.	100%	100%	100%	100%
	5 f Administer, secure, and return bidder bonds.				
6 Efficiently perform as the authorized agent for legal service, request for records, and Custodian of Records.	6 a Facilitate public and court directed requests for documents and records under the California Public Records Act and as Custodian of Records, ensuring compliance with applicable statutory provisions.	100%	100%	100%	100%
	6 b Receive and process legal service on the District.	100%	100%	100%	100%
7 Effectively manage District Secretary's Office.	7 a Manage Office in accordance with District policies, procedures, and budgets.	100% adherence	100%	100% adherence	100% adherence
	7 b Provide support and training to develop staff skills and flexibility.	Implement plan	Suspended	NA	NA

# EXTERNAL AFFAIRS OFFICE - 06

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	51.3
Capital	4.5
REI	-
<b>Staff</b>	<b>55.8</b>

# MARKETING & RESEARCH - 0602

## FY14 Preliminary Budget

**Department Manager**  
 Aaron Weinstein



<b>TOTAL HEADCOUNT</b>	
Operating	12.8
Capital	1.0
REI	-
<b>Staff</b>	<b>13.8</b>





# 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	Goal/Desired Outcome (C1B1-Other)	FY - 2012 Objective	FY - 2013 Objective	FY - 2014 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.	<b>(C1B) - Rail Vehicle Replacement Plan</b> 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.	Refine designs by June 2012 in response to customer feedback. Also, complete technical assessment of illuminated route color as a possible design feature for the front of the train.	Update stakeholders, finalize passenger information plan, and prepare for prototype and mockup public outreach by June 2013	Prototype seats and mock-up outreach by June, 2014.
(C3) - Service Enhancements	Project and/or Program	Goal/Desired Outcome (C3A1-Other)	FY - 2012 Objective	FY - 2013 Objective	FY - 2014 Objective
Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	<b>(C3A) - BART Core Service</b> Provide service levels that meet the needs of the customers while maintaining optimum system reliability.	Conduct bi-annual customer satisfaction survey in the Fall of even-numbered years.		Fall 2012	
(C5) - Customer Environment	Project and/or Program	Goal/Desired Outcome (C5H1-Other)	FY - 2012 Objective	FY - 2013 Objective	FY - 2014 Objective
Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	<b>(C5H) - Train Interior Upgrade</b> Replace vehicle carpets with composite flooring designed for easier cleaning and maintenance.	Conduct quarterly Passenger Environment Surveys to track Operational and Police presence metrics for Board Quarterly Performance Reports.		Report results within 10 business days of the end of each quarter	Report results within 10 business days of the end of each quarter.
(C5) - Customer Environment	Project and/or Program	Goal/Desired Outcome (C5H1-Other)	FY - 2012 Objective	FY - 2013 Objective	FY - 2014 Objective
Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	<b>(C5H) - Train Interior Upgrade</b> Replace vehicle carpets with composite flooring designed for easier cleaning and maintenance.	Continue to gather customer feedback on train interior upgrades	Survey customer acceptance of new vinyl seats	Met	



# BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures			
(C6) - Customer Information	Project and/or Program	Goal/Desired Outcome			
Provide our customers with state of the art wayfinding and customer information.	<b>(C6A) - Branding Initiative</b> A package of changes to BART communications, initiatives and services to position BART as "a better day for you and the environment."	<b>(C6A1-Other)</b> 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.		<b>FY - 2012</b>	<b>FY - 2014</b>
		<b>Objective</b>	<b>Actual</b>	<b>Objective</b>	<b>Objective</b>
			1		
		<b>(C6A2-Other)</b> Launch new web-based program to promote BART Table community attractions		<b>FY - 2012</b>	<b>FY - 2014</b>
		<b>Objective</b>	<b>Actual</b>	<b>Objective</b>	<b>Objective</b>
				Launch by Dec 2012	
		<b>(C6B) - Real Time Information Program</b> Expand real time BART train and bus arrival and emergency information to aid customers.		<b>FY - 2012</b>	<b>FY - 2014</b>
		<b>Objective</b>	<b>Actual</b>	<b>Objective</b>	<b>Objective</b>
		11	Met	11	11

## Strategic Plan - F The Future of BART Department - 0602358 Marketing & Research Admin

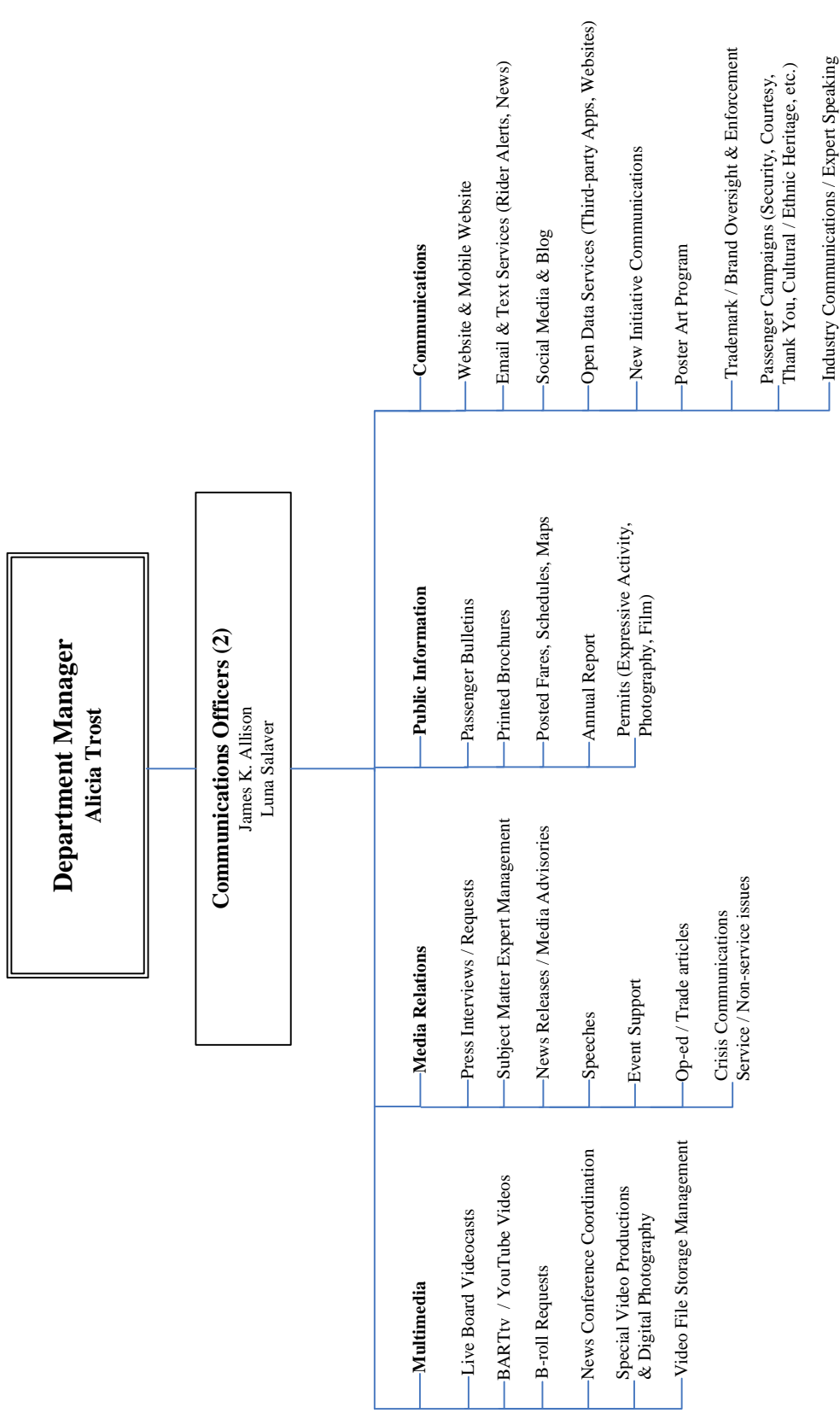
Implementing Strategies		Performance Measures			
(F3) - Financial Stability	Project and/or Program	Goal/Desired Outcome			
Maintain and improve the stability of BART's financial base.	<b>(F3C) - Revenue Generation</b> Implement a variety of programs to increase non-farebox revenues, including advertising, transit-oriented development and concessions.	<b>(F3C2-Board)</b> Quadruple advertising revenue within 10 years.		<b>FY - 2012</b>	<b>FY - 2014</b>
		<b>Objective</b>	<b>Actual</b>	<b>Objective</b>	<b>Objective</b>
		Achieve ad revenue target by 2018	In Progress	Achieve ad revenue target by 2018	Achieve ad revenue target by 2018.
			Currently 3.5X 2002 level.		Implement digital ad demo.
	<b>(F3D) - Strategic Energy Plan</b> Procure low-cost, clean and reliable electricity for the BART system and continuously reduce the District's use of electricity.	<b>(F3D1-Other)</b> Maintain fact sheet that documents District environmental practices.		<b>FY - 2012</b>	<b>FY - 2014</b>
		<b>Objective</b>	<b>Actual</b>	<b>Objective</b>	<b>Objective</b>

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome (F3D2-Other)	FY - 2012	FY - 2013	FY - 2014	
		Objective	Actual	Objective	Objective
	Execute Blue Sky campaign and community festival in conjunction with Earth Day		Implement by April 2013	Implement by April 2014	
Project and/or Program		Performance Measures			
(F7A) - Ridership Development Plan	(F7A1-Other)	FY - 2012	FY - 2013	FY - 2014	
		Objective	Actual	Objective	Objective
Develop and execute a Ridership Development Plan to build commute, off-peak and reverse ridership.	Execute at least the specified number of marketing tactics to acquire new commuters through direct marketing or other tactics.	Dump the Pump, June 2012.	Met	1	0
	(F7A2-Other)				
	Execute at least the specified number of co-marketing programs to build leisure ridership to sporting arenas, shopping, entertainment, and other venues.	25	Met	25	25
(F7A3-Other)	(F7A3-Other)	FY - 2012	FY - 2013	FY - 2014	
		Objective	Actual	Objective	Objective
Execute at least the specified number of marketing tactics to build ridership to SFO and OAK through tour operator and convention planner outreach, travel industry partnerships, or other targeted outreach.		2	Met	2	2
					Develop OAC marketing plan.
(F7A4-Other)	(F7A4-Other)	FY - 2012	FY - 2013	FY - 2014	
		Objective	Actual	Objective	Objective
Execute at least the specified number of tactics to market BART and/or conduct Title VI outreach to ethnic comm. through targeted advertising, participation in parades, celebration of ethnic heritage, and promotion of events accessible by BART.		2	Met	2	2

Implementing Strategies		Performance Measures				
Project and/or Program		Goal/Desired Outcome				
		<b>Goal/Desired Outcome (F7A5-Other)</b> Explore technological options to continue and expand promotional ticket programs to build offpeak ridership to community attractions	<b>FY - 2012 Objective</b>	<b>Actual</b>	<b>FY - 2013 Objective</b>	<b>FY - 2014 Objective</b>
					Complete white paper by Dec 2012	Implement program pending tech solution.
	<b>(F7B) - Legislative and Community Outreach Program</b> Develop and implement a federal, state and local legislative and community outreach program to increase funding and community support for key BART initiatives.	<b>Goal/Desired Outcome (F7B1-Other)</b> Initiate public opinion tracking survey to gauge support for BART improvements. Partner department - Government & Community Relations Dept. is lead.	<b>FY - 2012 Objective</b>	<b>Actual</b>	<b>FY - 2013 Objective</b>	<b>FY - 2014 Objective</b>
			Support Government and Community Relations Dept effort	Met		Award contract for additional polling.

# COMMUNICATIONS DEPARTMENT - 0603

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	7.5
Capital	0.5
REI	-
<b>Staff</b>	<b>8.0</b>



# 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			
Provide our customers with state of the art wayfinding and customer information.	<b>(C6A) - Branding Initiative</b> A package of changes to BART communications, initiatives and services to position BART as "a better day for you and the environment."	<b>(C6A1-Board)</b> 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.	<b>FY - 2012</b> <b>Objective</b> Survey .gov users to determine how they use/what they want and redesign site	<b>FY - 2013</b> <b>Objective</b> Incorporate survey results in redesign of website	<b>FY - 2014</b> <b>Objective</b> Incorporate recommendations from 2013 Brand Review
			<b>FY - 2012</b> <b>Actual</b> Met	<b>FY - 2013</b> <b>Objective</b> One Art Poster Campaign	<b>FY - 2014</b> <b>Objective</b> One Art Poster Campaign
			<b>FY - 2012</b> <b>Objective</b> One Art on BART Campaign	<b>FY - 2013</b> <b>Objective</b> One Art Poster Campaign	<b>FY - 2014</b> <b>Objective</b> One Art Poster Campaign
			<b>FY - 2012</b> <b>Actual</b> Met	<b>FY - 2013</b> <b>Objective</b> One Art Poster Campaign	<b>FY - 2014</b> <b>Objective</b> One Art Poster Campaign
<b>(C6B) - Real Time Information Program</b> Expand real time BART train and bus arrival and emergency information to aid customers.	<b>(C6B1-Other)</b> Maintain real time info feed for bart.gov, TIC, 511, and other media.	<b>(C6B2-Other)</b> Maintain at least 90% customer ratings for BART brochures and the website relative to other service attributes.	<b>FY - 2012</b> <b>Objective</b> 98% uptime rate	<b>FY - 2013</b> <b>Objective</b> Maintain info feed for website, TIC and 511.org	<b>FY - 2014</b> <b>Objective</b> Maintain info feed for website, TIC and 511.org
			<b>FY - 2012</b> <b>Actual</b> Met	<b>FY - 2013</b> <b>Objective</b> Meet 90% or better customer ratings for brochure and website relative to other service attributes	<b>FY - 2014</b> <b>Objective</b> Meet 90% or better customer ratings for brochure, website relative to other service attributes
			<b>FY - 2012</b> <b>Objective</b> Meet at least 90%	<b>FY - 2013</b> <b>Objective</b> Meet 90% or better customer ratings for brochure and website relative to other service attributes	<b>FY - 2014</b> <b>Objective</b> Meet 90% or better customer ratings for brochure, website relative to other service attributes
			<b>FY - 2012</b> <b>Actual</b> Met	<b>FY - 2013</b> <b>Objective</b> Publish at least 12 news articles on bart.gov	<b>FY - 2014</b> <b>Objective</b> Publish at least 12 news articles on bart.gov
<b>(C6B3-Other)</b> Publish 11 general news stories to the web.	<b>(C6B4-Other)</b> Update brochures, posted schedules, maps, website, and other customer information to reflect service and fare changes.	<b>(C6B4-Other)</b> Update brochures, posted schedules, maps, website, and other customer information to reflect service and fare changes.	<b>FY - 2012</b> <b>Objective</b> Publish at least 12 news articles on bart.gov	<b>FY - 2013</b> <b>Objective</b> Publish at least 12 news articles on bart.gov	<b>FY - 2014</b> <b>Objective</b> Publish at least 12 news articles on bart.gov
			<b>FY - 2012</b> <b>Actual</b> Met	<b>FY - 2013</b> <b>Objective</b> Update brochures and other customer info as needed	<b>FY - 2014</b> <b>Objective</b> Update brochures and other customer info as needed
			<b>FY - 2012</b> <b>Objective</b> As needed	<b>FY - 2013</b> <b>Objective</b> Update brochures and other customer info as needed	<b>FY - 2014</b> <b>Objective</b> Update brochures and other customer info as needed
			<b>FY - 2012</b> <b>Actual</b> Met	<b>FY - 2013</b> <b>Objective</b> Update brochures and other customer info as needed	<b>FY - 2014</b> <b>Objective</b> Update brochures and other customer info as needed

Implementing Strategies		Performance Measures					
Project and/or Program	Goal/Desired Outcome (C6B5-Other)	FY - 2012		FY - 2013		FY - 2014	
		Objective	Actual	Objective	Actual	Objective	Actual
	Deploy New System Maps Systemwide.	As needed	Met	Deploy new system maps only if needed		Deploy new system maps only if needed	
	(C6B6-Other) Conduct at least the specified number of customer communication campaigns related to courtesy, safety, security, renovation, ridership or Clipper tips.	3 campaigns	Met	3 campaigns		3 campaigns	

## Strategic Plan - F The Future of BART

Department - 0603361 Communications

Implementing Strategies		Performance Measures					
Project and/or Program	Goal/Desired Outcome (F7C10-Other)	FY - 2012		FY - 2013		FY - 2014	
		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.	(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.	Expand program, train employees	Met	Develop social media policy, train employees		Continue via relevant channels	
	(F7C11-Other) Diversify the voice of BART; identify a list of internal subject matter experts; develop protocols for speaking to the media and provide training.	Develop protocols and train experts	Met	Train subject matter experts in each Exec Office		Continue to identify and train Subject Matter Experts	
	(F7C1-Board) Visit each major Bay Area newsroom once per year.	Develop digital database and written "smart book" with contact info for newsrooms, news managers, reporters.	Met	Update digital database and written smartbook on, at minimum, a quarterly basis.		Update digital database and written smartbook on, at minimum, a quarterly basis.	

Implementing Strategies		Performance Measures					
Project and/or Program		Goal/Desired Outcome					
		<b>(F7C1-Other)</b> 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).	<b>FY - 2012</b> <b>Objective</b> Publish these documents on website	<b>FY - 2013</b> <b>Objective</b> Publish new releases on website	<b>FY - 2014</b> <b>Objective</b> Publish new releases on website		
			Met				
		<b>(F7C2-Board)</b> Add two new media contacts each month.	<b>FY - 2012</b> <b>Objective</b>	<b>FY - 2013</b> <b>Objective</b>	<b>FY - 2014</b> <b>Objective</b>		
			Actual	Actual	Actual		
		<b>(F7C3-Board)</b> Meet with editorial boards and submit six op-ed pieces for publication.	<b>FY - 2012</b> <b>Objective</b> As needed	<b>FY - 2013</b> <b>Objective</b> Schedule editorial board mtgs and submit op eds as needed	<b>FY - 2014</b> <b>Objective</b> Schedule editorial board mtgs and submit op eds as needed		
			Met				
		<b>(F7C3-Other)</b> Keep BART customers informed of progress, activities, events and issues of importance by issuing passenger bulletins on an "as needed" basis.	<b>FY - 2012</b> <b>Objective</b> As needed	<b>FY - 2013</b> <b>Objective</b> As needed	<b>FY - 2014</b> <b>Objective</b> As needed		
			Met				
		<b>(F7C4-Board)</b> Identify new media for communicating with customers and public.	<b>FY - 2012</b> <b>Objective</b> Align social media and You Tube use with integrated communications plan	<b>FY - 2013</b> <b>Objective</b> Use blog, Twitter, and You Tube to communicate to customers	<b>FY - 2014</b> <b>Objective</b> Use blog, Twitter, and You Tube to communicate to customers		
			Met				
<b>(F7C5-Other)</b> 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.	<b>FY - 2012</b> <b>Objective</b> Production in up to 5 LEP plan languages	<b>FY - 2013</b> <b>Objective</b> Production in up to 5 LEP plan languages	<b>FY - 2014</b> <b>Objective</b> Production in up to 5 LEP plan languages				
	Met						





# BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome (F7C6-Other)	FY - 2012	FY - 2013	FY - 2014	
		Objective	Objective	Objective	
	Keep customers up-to-date on changes to Clipper or other major changes to service.	As needed	Issue news releases, website articles, YouTube videos to update customers to Clipper changes	Communicate as needed as product evolves	
		Met			
		Actual			
	(F7C7-Other) Maintain Media Center in order to use the latest technology to communicate with passengers, taxpayers and elected officials via video and/or audio media on website.	FY - 2012	FY - 2013	FY - 2014	
		Objective	Objective	Objective	
		As needed	Ensure that media center is well maintained and operational	Ensure media center is well maintained and operational	
	(F7C8-Other) Maintain a steady flow of information on policy developments at BART by posting all Board Meetings on BART website.	FY - 2012	FY - 2013	FY - 2014	
		Objective	Objective	Objective	
		As detailed in Desired Outcome	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	
	(F7C9-Other) Update BART history facts and figures piece for BART employees, local state and federal offices, and members of public upon request.	FY - 2012	FY - 2013	FY - 2014	
		Objective	Objective	Objective	
		June 2012	Update online chronology before July 2014	Continue to update	
		Met			
		Actual			

## Strategic Plan - P The People of BART

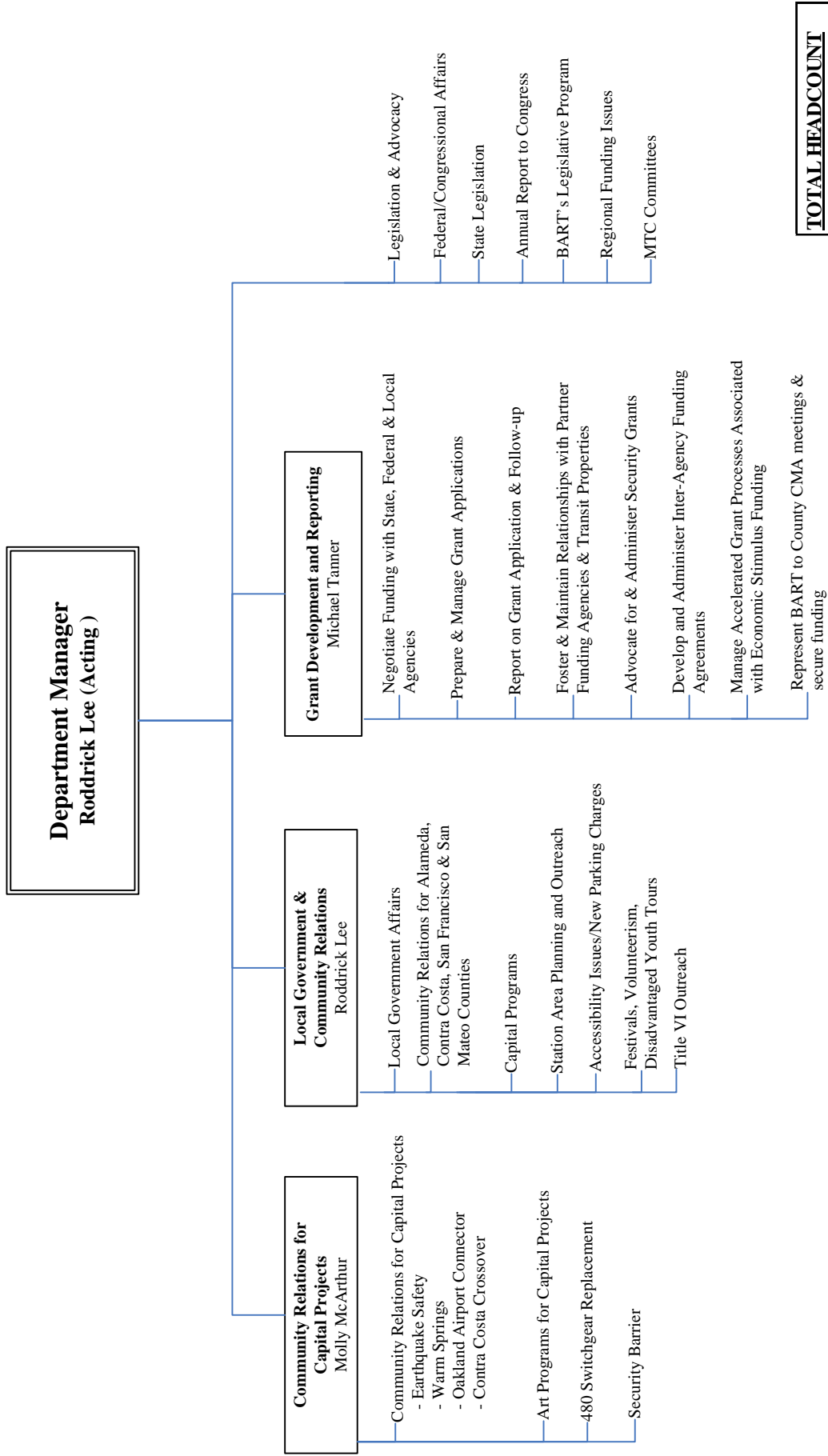
### Department - 0603361 Communications

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome (P1B1-Other)	FY - 2012	FY - 2013	FY - 2014	
		Objective	Objective	Objective	
(P1) - BART Culture Help employees meet high personal and team expectations and become engaged in BART's mission.	(P1B) - Communications Program BART will ensure input from stakeholders in development and training for initiatives involving BART employees generally, and	Monthly, and as needed	Stream Board mtgs live, assist Executive Offices in internal communication	Stream Board mtgs live, assist Executive Offices in internal communication	
		Met			
		Actual			

Implementing Strategies		Performance Measures					
Project and/or Program in specific areas of BART or life in the BART workplace.	Goal/Desired Outcome live; and posting news releases, bulletins and other announcements online.	FY - 2012		FY - 2013		FY - 2014	
		Objective	Actual	Objective	Actual	Objective	Actual
	<b>(P1B2-Other)</b> Use internal subject matter experts to respond to media questions that cover aspects of their responsibilities.	FY - 2012 Objective		FY - 2013 Objective		FY - 2014 Objective	
		FY - 2012 Objective	As needed	FY - 2013 Objective	As needed	FY - 2014 Objective	As needed

# GOVERNMENT & COMMUNITY RELATIONS - 0604

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	10.0
Capital	3.0
REI	-
<b>Staff</b>	<b>13.0</b>



# BART Strategic Plan Fiscal Year Goals & Objectives

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	Goal/Desired Outcome (F2A1-Other)		FY - 2012		FY - 2013		FY - 2014			
		Objective	Actual	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.	Facilitate regular outreach with Caltrans and other partner agencies in the project to keep updated as to schedule potential obstacles.		Met	5					6	
		Strategize with BART Capital and Planning staff on informational outreach to the community.		Met	12					12	
		Meet monthly with community, business and civic organizations to update as to progress and answer questions.		Met	12					12	
		Create opportunities for Board of Directors to interface with policy makers, constituents, and community leaders.		Met	12					12	
		Set up quarterly meetings with Board members and local elected officials to present updates.		Met	4					4	
		<b>Goal/Desired Outcome (F2B1-Other)</b>									
		Strategize with BART Capital Grants and Planning staff.		Met	12					12	
		<b>(F2B2-Other)</b>									
		Meet monthly with local civic and community groups to build support for the		Met	10					12	12
		<b>(F2B) - Warm Springs Project</b>									
Extend BART service over five miles in Fremont.											

Implementing Strategies		Performance Measures			
Project and/or Program		Goal/Desired Outcome			
	<b>(F2B3-Other)</b> Look for opportunities for Board members to make presentations about the project to community groups, neighborhood and business associations.	FY - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective
		3	Met	8	9
		<b>(F2B4-Other)</b> Meet with local elected officials to update them about progress and benefits from the project.			
		FY - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective
	4	Met	4	4	
	<b>(F2C) - Silicon Valley Rapid Transit (SVRT) Project</b> Extend BART service over 16 miles into Santa Clara County.	<b>Goal/Desired Outcome (F2C1-Other)</b> Organize strategy meetings with SJVTA to discuss progress on project and common funding goals & priorities between the two agencies.			
		FY - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective
				3	4
		<b>(F2C2-Other)</b> 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 - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective
				10	12
	<b>(F2D) - Livermore project</b> Extend BART service to Livermore.	<b>Goal/Desired Outcome (F2D1-Other)</b> Educate the community, local elected officials and local transportation leaders about BART's planning			
FY - 2012 Objective		Actual	FY - 2013 Objective	FY - 2014 Objective	
			12	12	
<b>(F2C3-Other)</b> Give updates on progress with rail cars and Warm Spring project construction to the SJ VTA.					
	FY - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective	
			2	2	

Implementing Strategies		Project and/or Program	Performance Measures							
<b>(F6) - Sustainability</b> 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.	<b>(F6A) - Transit Sustainability Guidelines</b> Build consensus among transit operators for reducing greenhouse gas emission, and utilizing sustainability techniques.	<b>Goal/Desired Outcome</b> efforts related to the project.	<b>Performance Measures</b>							
			<b>(F6A1-Other)</b>	<b>FY - 2012 Objective</b>	<b>Actual</b>	<b>FY - 2013 Objective</b>	<b>FY - 2014 Objective</b>			
			Secure federal, state and local funding for capital and operating programs.	12	Met	12	12			
			<b>(F6A2-Other)</b>	<b>FY - 2012 Objective</b>	<b>Actual</b>	<b>FY - 2013 Objective</b>	<b>FY - 2014 Objective</b>			
			Schedule monthly meetings with legislators and staff.	24	Met	24	24			
			<b>(F6A3-Other)</b>	<b>FY - 2012 Objective</b>	<b>Actual</b>	<b>FY - 2013 Objective</b>	<b>FY - 2014 Objective</b>			
			Quarterly advocacy meetings with Washington DC policymakers in DC.	6	Met	6	6			
			<b>(F6A4-Other)</b>	<b>FY - 2012 Objective</b>	<b>Actual</b>	<b>FY - 2013 Objective</b>	<b>FY - 2014 Objective</b>			
			Meet monthly with local, civic and community groups to build support for BART initiatives.	24	Met	24	24			
			<b>(F6A5-Other)</b>	<b>FY - 2012 Objective</b>	<b>Actual</b>	<b>FY - 2013 Objective</b>	<b>FY - 2014 Objective</b>			
			Create opportunities for Board Directors to interface with policymakers and other constituents.	12	Met	12	12			
			<b>(F6B) - Greenhouse gas emissions targets</b>	<b>Goal/Desired Outcome</b>	<b>Performance Measures</b>					
			Reduce GHG emissions per BART vehicle mile.	<b>(F6B1-Other)</b>	<b>FY - 2012 Objective</b>	<b>Actual</b>	<b>FY - 2013 Objective</b>	<b>FY - 2014 Objective</b>		
				Schedule monthly meetings with legislators and staff.	24	Met	24	24		
				<b>(F6B2-Other)</b>	<b>FY - 2012 Objective</b>	<b>Actual</b>	<b>FY - 2013 Objective</b>	<b>FY - 2014 Objective</b>		
Quarterly advocacy meetings with Washington DC policymakers in DC.	6	Met		8	8					

Implementing Strategies		Performance Measures			
Project and/or Program		Goal/Desired Outcome			
		<b>(F6B3-Other)</b>	<b>FY - 2012</b>	<b>FY - 2013</b>	<b>FY - 2014</b>
		Monthly written and verbal communications with stakeholder groups.	Objective	Objective	Objective
			20	24	24
			Met		
		<b>(F6B4-Other)</b>	<b>FY - 2012</b>	<b>FY - 2013</b>	<b>FY - 2014</b>
		Monthly strategy meetings with federal, state, local BART lobbyists.	Objective	Objective	Objective
			16	12	12
			Met		
		<b>(F6B5-Other)</b>	<b>FY - 2012</b>	<b>FY - 2013</b>	<b>FY - 2014</b>
		Strategize with BART Capital Grants and Planning staff weekly.	Objective	Objective	Objective
			10	10	26
			Met		
<b>(F6B6-Other)</b>	<b>FY - 2012</b>	<b>FY - 2013</b>	<b>FY - 2014</b>		
Meet monthly with local, civic and community groups to build support for BART initiatives.	Objective	Objective	Objective		
	12	12	12		
	Met				
<b>(F6B7-Other)</b>	<b>FY - 2012</b>	<b>FY - 2013</b>	<b>FY - 2014</b>		
Attend monthly Metropolitan Transportation Commission (MTC), legislative meetings to coordinate the District's legislative goals regarding OAC.	Objective	Objective	Objective		
	12	12	12		
	Met				
<b>(F6B8-Other)</b>	<b>FY - 2012</b>	<b>FY - 2013</b>	<b>FY - 2014</b>		
Create opportunities for Board Directors to interface with policymakers at the state, federal and local level and other constituents.	Objective	Objective	Objective		
	12	10	12		
	Met				
<b>(F6C) - Bay Area VMT reduction target</b>	<b>Goal/Desired Outcome</b>	<b>FY - 2012</b>	<b>FY - 2013</b>	<b>FY - 2014</b>	
Contribute to Bay Area reduction in VMT.	<b>(F6C1-Other)</b>	Objective	Objective	Objective	
	Continue to advocate for programs that benefit transit riders such as The Federal Commuter Benefit Program.	Actual	Write website postings as required		
<b>(F6C2-Other)</b>	<b>FY - 2012</b>	<b>FY - 2013</b>	<b>FY - 2014</b>		
Organize coalition in support of transit access and bike and pedestrian	Objective	Objective	Objective		
	Actual	E-communicate with our vast network of			

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome	FY - 2012	FY - 2013	FY - 2014	
		Objective	Actual	Objective	
<b>(F7) - Partnerships for Fin. Health</b> 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.	<b>(F7B) - Legislative and Community Outreach Program</b> Develop and implement a federal, state and local legislative and community outreach program to increase funding and community support for key BART initiatives.	4	Met	4	thousands of transit supporters; constantly expand our network of non profit and transit supporters.
		4		4	
		20		20	
		20		20	
	<b>(F7B11-Other)</b> 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.	4	Met	4	
		4		4	
		4		4	
		4		4	
	<b>(F7B12-Other)</b> Set up quarterly meetings with Board Members to do outreach in minority communities within the District.	4	Met	4	
		4		4	
		4		4	
		4		4	
<b>(F7B13-Other)</b> Demonstrate BART's cultural sensitivity by supporting/attending comm. events, fairs, festivals, celebrations, and mixers that promote diversity. Explore new/different ways for BART to underline its commitment to youth development and the	36	Met	36		
	36		36		
	36		36		
	36		36		



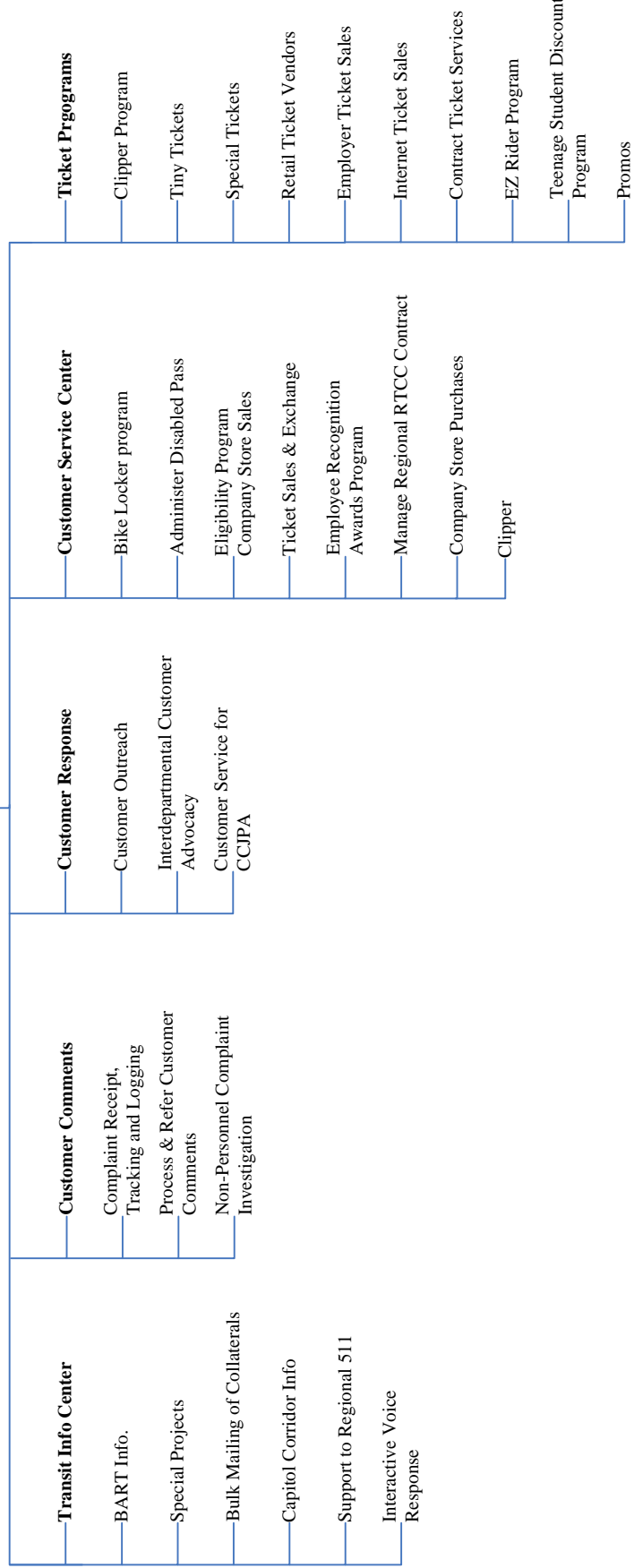
Implementing Strategies		Performance Measures			
Project and/or Program		Goal/Desired Outcome			
		<p>community.</p> <p><b>(F7B14-Other)</b>  Expand/cultivate network of BART constituents who receive information/updates/act as comm. advocates for BART programs/projects. Maintain effective communication infrastructure with comm. leaders about a variety of BART projects/programs/issues.</p> <p><b>(F7B1-Other)</b>  Advocate and build support and relationships for BART and its programs at the local, regional, state and federal levels.  Schedule monthly meetings with legislators and staff.</p> <p><b>(F7B2-Other)</b>  Quarterly advocacy meetings with Washington DC policymakers in DC.</p> <p><b>(F7B3-Other)</b>  Monthly written and verbal communications with stakeholder groups.</p> <p><b>(F7B4-Other)</b>  Monthly strategy meetings with federal, state, local BART lobbyists.</p> <p><b>(F7B5-Other)</b>  Strategize with BART Capital Grants and Planning staff weekly.</p>	FY - 2012 Objective	FY - 2013 Objective	FY - 2014 Objective
			Monthly	Monthly	Monthly
			Met		
			24	24	
			4	6	8
			36	36	36
			16	16	16
			36	36	36
			Met	Met	Met
			36	36	36

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2012		FY - 2013		FY - 2014	
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> <p><b>(F7B7-Other)</b></p> <p>Attend monthly Metropolitan Transportation Commission (MTC), San Francisco Transit Authority (SFTA), Alameda County Congestion Management Agency (ACCMA) and legislative meetings to coordinate the District's legislative goals regarding OAC.</p>		40	Met	40		40	
		12	Met	12		12	
<p><b>(F7B8-Other)</b></p> <p>Set-up quarterly meetings with Board Members and community/business/civic groups to advance BART policy agenda.</p>		8	Met	12		12	
<p><b>(F7B9-Other)</b></p> <p>Set-up quarterly meetings with Board Members and Congress/staff in DC to advance BART policy agenda.</p>		4	Met	12		12	

# CUSTOMER SERVICES DEPARTMENT - 0605

## FY14 Preliminary Budget

**Department Manager**  
**Julie Yim**



<b>TOTAL HEADCOUNT</b>	
Operating	18.0
Capital	-
REI	-
<b>Staff</b>	<b>18.0</b>



# BART Strategic Plan Fiscal Year Goals & Objectives

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 - 2012		FY - 2013		FY - 2014	
		Objective	Actual	Objective	Objective	Objective	Objective		
Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	Provide service levels that meet the needs of the customers while maintaining optimum system reliability.	BART and CCJPA response to 90% of customers within 10 days of comment.	Met	90% within 10 days	90% within 10 days	90% within 10 days	90% within 10 days	90% within 10 days	90% within 10 days
		(C3A3-Other)	Support Clipper transition from magstripe tickets.	As scheduled	Met	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	Goal/Desired Outcome (C5C1-Other)		FY - 2012		FY - 2013		FY - 2014	
		Objective	Actual	Objective	Objective	Objective	Objective		
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.	Three day turn around to customer request for: a) sale of all BART "Tickets by Mail" b) bike locker rentals c) enter RTC applications into system for transmission.	Met	3 days	3 days	3 days	3 days	3 days	3 days
		(C5C2-Other)	Maintain minimal ticket outlets for sale of Green & Red tickets. Phase out HVD tickets to Clipper.	Close out network in accordance and collaboration with MTC	Met	- MTC required network closure. Completed take down by Dec 31, 2011.	Assess and re-establish minimal red and green network in accordance with Title VI requirements	Assess and re-establish minimal red outlets for green & red ticket sales and eventually phase out HVD.	
		Goal/Desired Outcome (C5C4-Other)		FY - 2012		FY - 2013		FY - 2014	
		Objective	Actual	Objective	Objective	Objective	Objective		
		Maintain number of students & schools who sign up for the Student Discount Program.	Met	Increase by 20%	Met	increase by 5%	increase by 5%	increase by 5%	increase by 5%
			Increased by 4%						

Implementing Strategies		Performance Measures			
Project and/or Program		Performance Measures			
Goal/Desired Outcome (C5C6-Other)		FY - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective
Develop social media pilot program to increase accessibility by our customers to BART administration in regards to non-emergency communications.		Establish Pilot Program by April, 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.	In Progress		Evaluate effectiveness of the program and make recommendation to continue program or not.
(C5C7-Other)		FY - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective
Evaluate current Department practices and performance in regards to service level and responsiveness to customers		Document current Customer Services process and service response and to research Best Practices in other like transit systems around the country.	In Progress	Implement improvements to processes as found in Best Practices findings.	Implement improvements to processes as found in Best Practices findings
(C5C8-Other)		FY - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective
Manage Regional Transit Discount Card Prog: 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		Issue cards within 10 days	Met	Facilitate smooth transition to new manager of RTCC Program. Make program revisions to be more compatible with Clipper Program	
			Average card processing time 10 days		
(C5C9-Other)		FY - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective
Complete transition of lead agency responsibilities to AC Transit including Medical Verifier contract, card distribution by Clipper and database improvement project.					
					Facilitate smooth transition of the RTCC Program



# BART Strategic Plan Fiscal Year Goals & Objectives

## Strategic Plan - F The Future of BART

Department - 0605376 Cust Service Administration

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 - 2012		FY - 2013		FY - 2014		
		Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual	
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.	Maintain active participation of charitable agencies in the Tiny Ticket Program.	25 agencies	Met	As magnetic ticket sales decrease, monitor donations and shrink program accordingly.	65 agencies	As magnetic ticket sales decrease, monitor donations and shrink program accordingly.	As magnetic ticket sales decrease, monitor donations and shrink program accordingly.		
			(F7B2-Other)							
			Generate Tiny Tickets through contributions.	33,000 tickets	Met	22,000 tickets	11,000 tickets			
	(F7D) - Employer Transit Forum	Recognize and cultivate a closer relationship with the employers we serve.	Goal/Desired Outcome (F7D1-Other)		FY - 2012		FY - 2013		FY - 2014	
			Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual
			Develop and continue programs to keep customers informed about District issues/related activities; support District Goals by responding to and interacting with customers; coordinate w/Communications to deliver consistent messages.	20 stations	Met	20 events- Station or Employer sites	29 stations	20 events- Station or Employer sites	20 events - Station or Employer sites	Company Store
	(F7D2-Other)	Market BART Logo items to enhance the Districts visibility and promote a positive image.	Goal/Desired Outcome (F7D2-Other)		FY - 2012		FY - 2013		FY - 2014	
			Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual
			Sell \$16,000 in Company Store Merchandise	Met	Sell \$16,000 in Company Store Merchandise	\$31,180	Sell \$16,000 in Company Store Merchandise	Sell \$16,000 in Company Store Merchandise	Sell \$16,000 in Company Store Merchandise	

## Strategic Plan - P The People of BART

Department - 0605376 Cust Service Administration



# BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures							
(P1) - BART Culture	Project and/or Program	Goal/Desired Outcome		FY - 2012		FY - 2013		FY - 2014	
		(P1D1-Other)	Actual	Objective	Objective	Objective	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.	Met	Weekly and quarterly reports	Weekly and quarterly reports	Weekly report and quarterly input for AGM, OPS QPR presentation			
		(P1D2-Other) 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	Met	100% quarterly and within 5 days	100% quarterly and within 5 days	100% quarterly and within 5 days			
		(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	Met 95% answered	Maintain service standard of 93% of calls served	Maintain service standard of 93% of calls served	Maintain service standard of 93% of calls served			
		Achieve service standard of 20 seconds average wait time	Met 15 second avg wait time	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	Met passed to Office of Civil Rights in FY2012	Annually maintain updated roster of multilingual staff to better serve LEP Customers	Annually maintain updated roster of multilingual staff to better serve LEP Customers				
									passed to Office of Civil Rights in FY2012



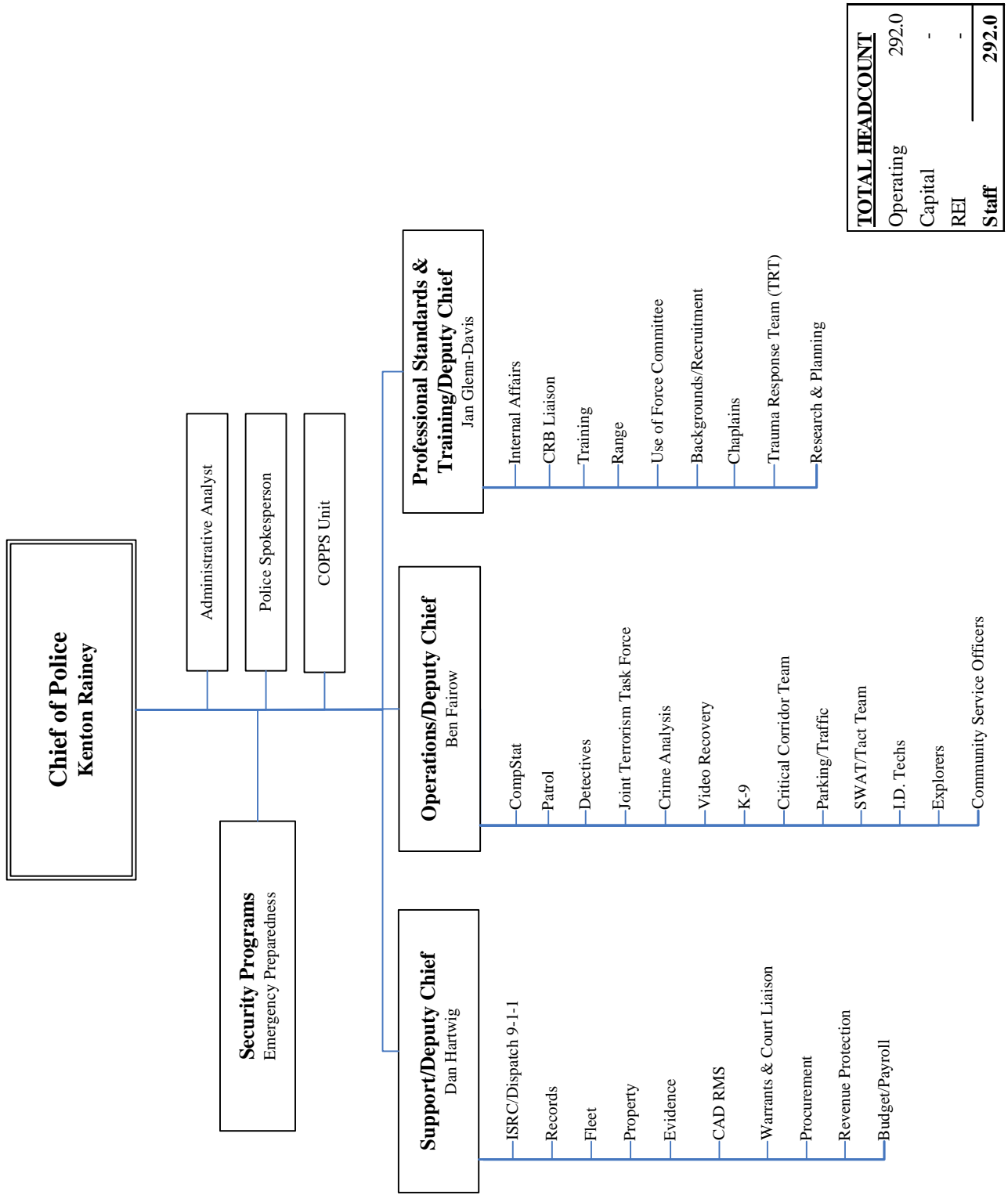
# BART Strategic Plan Fiscal Year Goals & Objectives

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 - 2014	
		FY - 2012 Objective	Actual	FY - 2013 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
			Pistahan, Bone marrow donor program, Chinese New Year		
(P4) - Labor/Management Relations	Develop and maintain strong, positive labor/management relations.	Goal/Desired Outcome (P2B2-Other)		FY - 2014	
		FY - 2012 Objective	Actual	FY - 2013 Objective	Objective
		One per month	Met	One per month	One per month
Project and/or Program		Performance Measures			
(P4) - 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.	Goal/Desired Outcome (P4A1-Other)		FY - 2014	
		FY - 2012 Objective	Actual	FY - 2013 Objective	Objective
			In Progress		



# POLICE DEPARTMENT - 07

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	292.0
Capital	-
REI	-
<b>Staff</b>	<b>292.0</b>



# BART Strategic Plan Fiscal Year Goals & Objectives

Strategic Plan - C Customer of BART

Department - 0701282 Office of the Chief

Implementing Strategies		Performance Measures								
(C5) - Customer Environment	Project and/or Program (C5D) - BART Police Program	Goal/Desired Outcome (C5D1-Board)		FY - 2012		FY - 2013		FY - 2014		
		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					
			2.02							
		(C5D2-Board)	Maintain average emergency response time at 4 minutes or less.	5	Eliminated					
		(C5D2-Other)	Maintain average emergency response time at 5 minutes or less.			5				
		(C5D3-Board)	Maintain an overall police presence of at least 2.5 based on Passenger Environment Survey (PES) statistics.	2.5	Not Met	2.5				
		(C5D4-Board)	Identify and procure available local, state and federal grants to complete security projects.		2.41					
		(C5E) - BART Security Programs	Focus on infrastructure protection and training front-line employees.							
		(C5E2-Other)	Update BART Facility Standards (BFS) to meet required security levels.	As required	Met	As required				

Implementing Strategies		Performance Measures			
Project and/or Program		Performance Measures			
	<b>Goal/Desired Outcome (C5E3-Other)</b> Seek Dept of Homeland Security (DHS) and Fed Stimulus funds to support various identified security projects. <b>(C5E4-Other)</b> Develop and mobilize Critical Asset Corridor Patrol Team. <b>(C5E5-Other)</b> Continue hardening of BART critical infrastructure. <b>(C5E6-Other)</b> Coordinate security efforts through District's Executive Security Committee.	<b>FY - 2012 Objective</b> Continue to seek funding opportunities	<b>Actual</b> In Progress Continuing to seek funding.	<b>FY - 2013 Objective</b> Continue to seek funding opportunities	<b>FY - 2014 Objective</b> Continue to seek funding opportunities
		<b>FY - 2012 Objective</b> By year end	<b>Actual</b> Met	<b>FY - 2013 Objective</b>	<b>FY - 2014 Objective</b> Renew grant funding
		<b>FY - 2012 Objective</b>	<b>Actual</b>	<b>FY - 2013 Objective</b> As required	<b>FY - 2014 Objective</b> As required
		<b>FY - 2012 Objective</b>	<b>Actual</b>	<b>FY - 2013 Objective</b> As required	<b>FY - 2014 Objective</b> Meet monthly

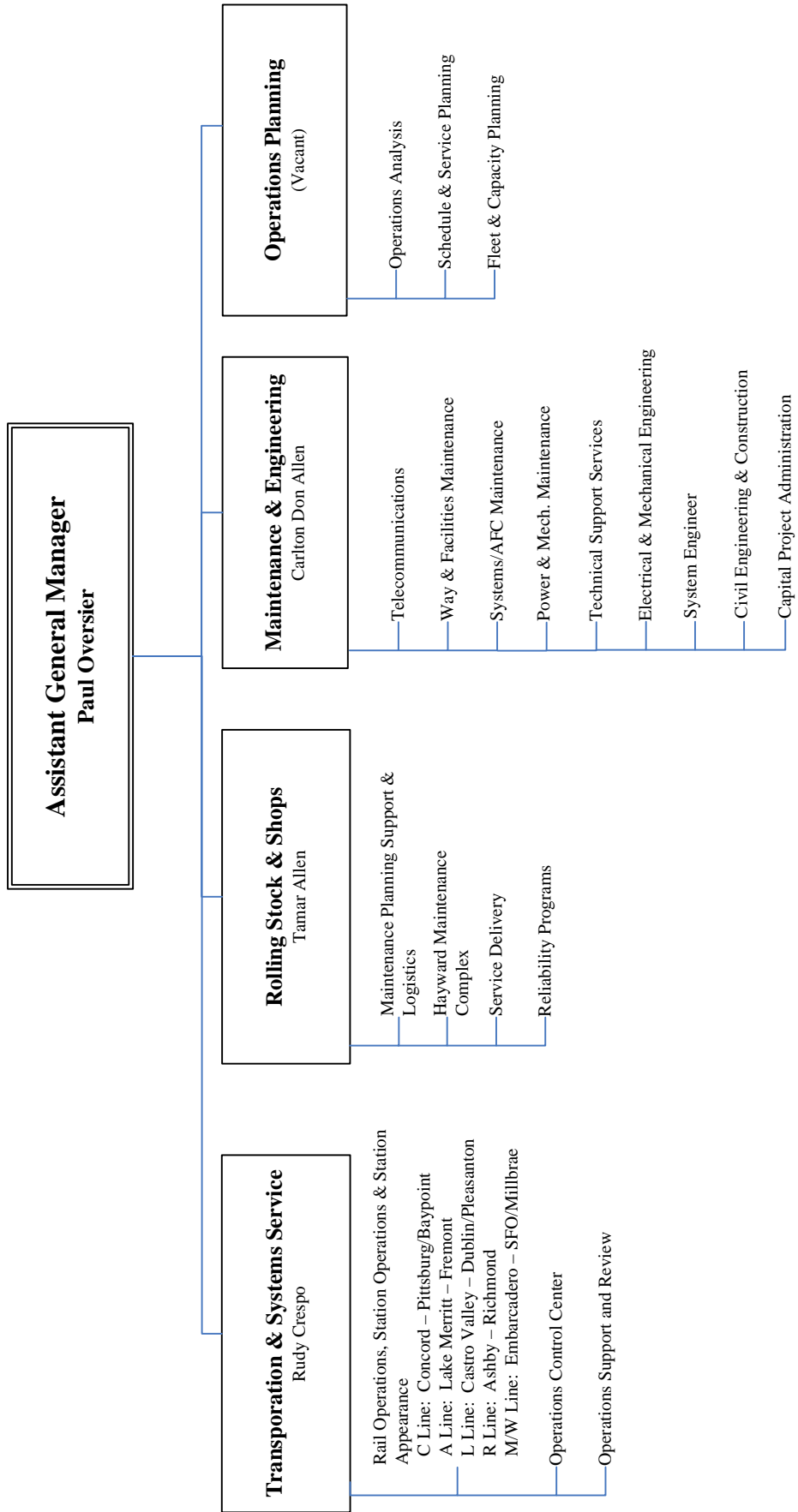
# FY14 Goals & Objectives - Police Department

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives
<p><b>1</b> Strengthen Police Service to our customers and employees through more effective and efficient high visibility patrols</p>	<p><b>a</b> 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, by Q4 FY14.</p> <p><b>b</b> Ensure that all Supervisors and Field Training Officers receive Fair and Impartial Police Training.</p> <p><b>c</b> Provide a minimum of four (4) random train sweep inspections per patrol officer per shift during revenue hours.</p>
<p><b>2</b> Strengthen management oversight and accountability to the department and maintain a high level of professionalism which exemplifies a highly ethical department.</p>	<p><b>a</b> Maintain a high standard of conduct by investigating all allegations of misconduct involving Police personnel by completing all investigations within six (6) months of receipt of the complaint, and taking corrective action when appropriate.</p>
<p><b>3</b> Strengthen Services to the communities that BART serves.</p>	<p><b>a</b> Provide Cultural Competency Training to all sworn personnel.</p> <p><b>b</b> Expand the COP (Community Policing) Team to one (1) Community Service Officer per Zone, by Q1 FY14.</p>
<p><b>4</b> Provide support and resources to our personnel to increase morale.</p>	<p><b>a</b> Work with Real Estate to identify a new headquarters facility for the police department.</p>
<p><b>5</b> Maintain a high level of readiness to deal with major critical incidents.</p>	<p><b>a</b> Ensure that all supervisors and managers are trained and in compliance with ICS 100/200 and NIMS 300/400, by Q2 FY14.</p> <p><b>b</b> Conduct semi-annual table top exercises involving major incidents response and manning the EOC.</p> <p><b>c</b> Evaluate whether the SWAT and Tactical Response Team can and should be combined into one team.</p> <p><b>d</b> Work with the FBI to strengthen our response to suspicious package calls for service.</p> <p><b>e</b> 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><b>f</b> Maintain eight (8) explosive detection canines.</p>

# OPERATIONS OFFICE - 08

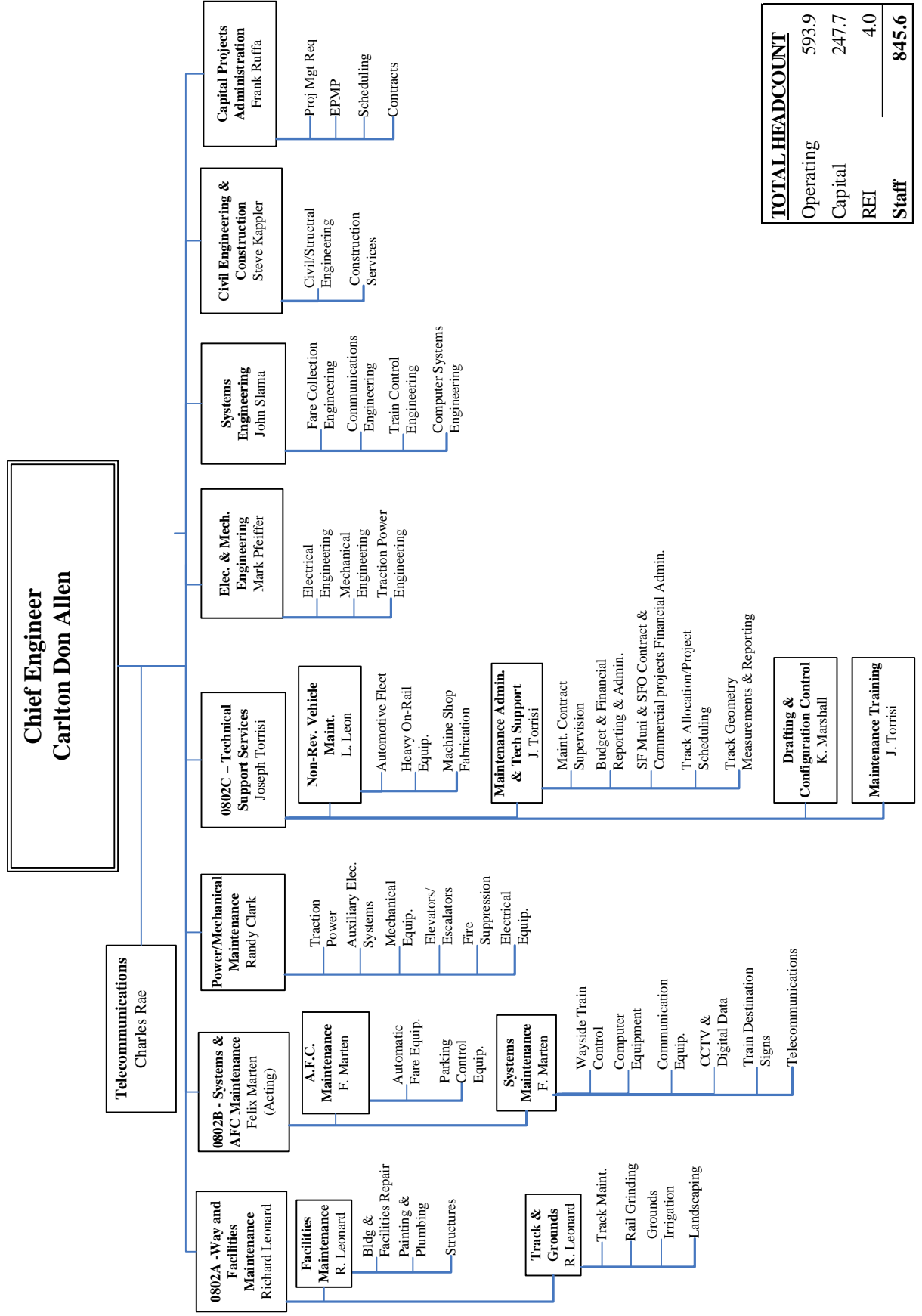
## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	2,237.7
Capital	284.7
REI	11.0
<b>Staff</b>	<b>2,533.4</b>

# MAINTENANCE & ENGINEERING - 0802

## FY14 Preliminary Budget



TOTAL HEADCOUNT	
Operating	593.9
Capital	247.7
REI	4.0
<b>Staff</b>	<b>845.6</b>



# BART Strategic Plan Fiscal Year Goals & Objectives

## Strategic Plan - C Customer of BART

Department - 0802843 Maint & Engineering Admin.

Implementing Strategies		Performance Measures							
(C1) - System Renewal	Project and/or Program <b>(C1A) - System Renovation Plan</b>	Goal/Desired Outcome <b>(C1A1-Board)</b>		FY - 2012		FY - 2013		FY - 2014	
		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.		Complete Traction Power Plan.	Met	Complete Capital Needs Inventory List.			
		<b>(C1A2-Board)</b> Develop a phasing plan.		<b>FY - 2012</b> Objective Participate as required.	<b>Actual</b> Met	<b>FY - 2013</b> Objective Develop 5-Yr Strategic Plan.	<b>Actual</b> Met	<b>FY - 2014</b> Objective Develop 5 -Yr Strategic Plan	<b>Actual</b> Met
		<b>Goal/Desired Outcome (C1B1-Other)</b> Working with Vehicle Group on issues relating to infrastructure load bearing capacity for new vehicles.		<b>FY - 2012</b> Objective Continue support as required.	<b>Actual</b> In Progress	<b>FY - 2013</b> Objective Continue support as required.	<b>Actual</b> In Progress	<b>FY - 2014</b> Objective Transfer to P+D	<b>Actual</b> In Progress
Utilize best-practices maintenance management principles Districtwide to improve system reliability, extend equipment service life, and gain maintenance cost and schedule efficiencies.	<b>(C1C) - Strategic Maintenance Plan (SMP)</b> Develop schedule and strategy by June 2009 to extend SMP to Maintenance and Engineering.	<b>Goal/Desired Outcome (C1C5-Board)</b> Develop schedule and strategy by June 2009 to extend SMP to Maintenance and Engineering.		<b>FY - 2012</b> Objective Implement planning and scheduling, Non-revenue vehicle 5S, and develop two Maintenance Engineering positions.	<b>Actual</b> In Progress	<b>FY - 2013</b> Objective 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.	<b>Actual</b> In Progress	<b>FY - 2014</b> Objective Build Asset data base for Track, Structures, Building, complete data scrub, implement data transfer to Maximo	<b>Actual</b> In Progress
		<b>Goal/Desired Outcome (C1D1-Board)</b> Complete study by 2011; identify funding for additional phases.		<b>FY - 2012</b> Objective Seek funding.	<b>Actual</b> In Progress	<b>FY - 2013</b> Objective Begin Scope.	<b>Actual</b> In Progress	<b>FY - 2014</b> Objective Begin Scope	<b>Actual</b> In Progress
		<b>(C1D) - Infrastructure Evaluation Study</b> Undertake a comprehensive evaluation of District infrastructure.		<b>FY - 2012</b> Objective Seek funding.	<b>Actual</b> In Progress	<b>FY - 2013</b> Objective Begin Scope.	<b>Actual</b> In Progress	<b>FY - 2014</b> Objective Begin Scope	<b>Actual</b> In Progress

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome (C1E1-Board)	FY - 2012	FY - 2013	FY - 2014	
		Objective	Actual	Objective	
<b>(C1E) - District Operations Support Facilities Study</b> Perform a comprehensive analysis of facility requirements to support current and future operations.	Complete study by 2010, if funding becomes available.	Objective	Actual	Objective	
<b>(C3) - Service Enhancements</b> Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	<b>(C3C) - Smart Card Program</b> Implement an all smart card fare system to make it easier for customers to purchase, store and use fares.	FY - 2012	FY - 2013	FY - 2014	
		Objective	Actual	Objective	
<b>(C4) - Station Access</b> Develop alliances with our transit partners and the community to maximize connectivity and to facilitate multi-modal access including transit, bicycling and walking.	<b>(C4A) - Station Access Program</b> Develop a package of programs and projects to improve access to our stations by modes other than single occupant vehicles.	FY - 2012	FY - 2013	FY - 2014	
		Objective	Actual	Objective	
<b>(C4B) - Station Wayfinding Program</b> 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.	<b>(C4B1-Board)</b> Incorporate station signage improvements into Station Modernization Program.  <b>(C4B1-Other)</b> Support TSD in incorporating station signage improvements into Station Modernization Program.	FY - 2012	FY - 2013	FY - 2014	
		Objective	Actual	Objective	
<b>(C4B2-Other)</b> Work with MTC and other agencies to develop and implement wayfinding.	<b>(C4B3-Board)</b> In collaboration with cities, develop and implement wayfinding signage directing customers to local BART stations, as funding	FY - 2012	FY - 2013	FY - 2014	
		Objective	Actual	Objective	
<b>(C4A1-Other)</b> Support Planning and Access for their proposals for funding.	<b>(C4A1-Other)</b> Support Planning and Access for their proposals for funding.	FY - 2012	FY - 2013	FY - 2014	
		Objective	Actual	Objective	
<b>(C4B1-Other)</b> Support TSD in incorporating station signage improvements into Station Modernization Program.	<b>(C4B1-Other)</b> Support TSD in incorporating station signage improvements into Station Modernization Program.	FY - 2012	FY - 2013	FY - 2014	
		Objective	Actual	Objective	
<b>(C4B2-Other)</b> Work with MTC and other agencies to develop and implement wayfinding.	<b>(C4B2-Other)</b> Work with MTC and other agencies to develop and implement wayfinding.	FY - 2012	FY - 2013	FY - 2014	
		Objective	Actual	Objective	
<b>(C4B3-Board)</b> In collaboration with cities, develop and implement wayfinding signage directing customers to local BART stations, as funding	<b>(C4B3-Board)</b> In collaboration with cities, develop and implement wayfinding signage directing customers to local BART stations, as funding	FY - 2012	FY - 2013	FY - 2014	
		Objective	Actual	Objective	





# BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Project and/or Program		Performance Measures			
			<b>Goal/Desired Outcome</b> becomes available.				
<b>(C5) - Customer Environment</b> Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	<b>Project and/or Program</b> <b>(C5A) - Station Modernization Program</b> Upgrade BART stations to improve lighting, pathways, and signage systems.	<b>Goal/Desired Outcome (C5A1-Other)</b> Support TSD.	90% Met	<b>FY - 2012 Objective</b>	<b>FY - 2013 Objective</b>	<b>FY - 2014 Objective</b>	Transfer to P+D
				Ongoing.	Ongoing.		
<b>(C6) - Customer Information</b> Provide our customers with state of the art wayfinding and customer information.	<b>Project and/or Program</b> <b>(C5B) - Universal Design</b> Incorporate universal design principals into planning for BART renovation, expansion and improvement.	<b>Goal/Desired Outcome (C5B1-Other)</b> Implementation opportunity.	Ongoing.	<b>FY - 2012 Objective</b>	<b>FY - 2013 Objective</b>	<b>FY - 2014 Objective</b>	Transfer to P+D
				Ongoing.	Work with APTA to develop design standard to incorporate Title VI Requirement; Work with OCR to develop signs.		
<b>(C6) - Customer Information</b> Provide our customers with state of the art wayfinding and customer information.	<b>Project and/or Program</b> <b>(C6B) - Real Time Information Program</b> Expand real time BART train and bus arrival and emergency information to aid customers.	<b>Goal/Desired Outcome (C6B1-Other)</b> Develop BART Real Time design and placement guidelines. <b>(C6B3-Board)</b> Expand program to 10 additional stations by 2013, as funding permits.	100% Met	<b>FY - 2012 Objective</b>	<b>FY - 2013 Objective</b>	<b>FY - 2014 Objective</b>	Transfer to P+D
				100% complete.	Expand Real Time improvement to 10 More Stations.		

**Strategic Plan - F The Future of BART**  
**Department - 0802843 Maint & Engineering Admin.**

Implementing Strategies		Performance Measures			
(F6) - Sustainability	Project and/or Program	Goal/Desired Outcome		Performance Measures	
		(F6A1-Board)	(F6A2-Board)	FY - 2012	FY - 2013
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.	<b>(F6A) - Transit Sustainability Guidelines</b> Build consensus among transit operators for reducing greenhouse gas emission, and utilizing sustainability techniques.	Develop Transit Sustainability Guidelines by 2009.	Implement guidelines through pilot projects such as Station Modernization Program, and New Car Procurement specifications by 2010.	Objective Met 100% Guidelines have to be Adopted by BFS	Objective Transfer to P+D
				Objective 100%	Objective Apply Guidelines to New Extension Project and New Car Procurement. Transfer to P+D
<b>(F6B) - Greenhouse gas emissions targets</b> Reduce GHG emissions per BART vehicle mile.	Advance climate action planning in support of GHG reduction targets.	<b>(F6B1-Other)</b>		Objective As required, through June 2012.	Objective Start FTA funded pilot project for climate change adaptation.
				Objective Met	
<b>(F6D) - BART water consumption target</b> Reduce District water consumption.	Sustainability Committee to establish target in 2009/10.	<b>(F6D1-Board)</b>		Objective Seek funding.	Objective Work with Municipal Water District to develop Water Consumption Plan. Transfer to P+D
				Objective In Progress	

# FY14 Goals & Objectives - Maintenance and Engineering Department

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives
1 Contribute to High On-Time Performance	<p>1 a Respond immediately (within 1 hour of notification) to all critical Power &amp; Mechanical systems Trouble Tickets impacting Revenue Service. (Power &amp; Mechanical Maintenance 0802800)</p> <p>b Meet Wayside Train Control Goal of no more than 1.2 false occupancy and routing incidents/100 trains. (Systems Maintenance 0802860 - QPR)</p> <p>c Meet Central Operations computer and SORS computer goal of no more than 0.10 incidents/100 trains. (Systems Maintenance 0802860 - QPR)</p> <p>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)</p> <p>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)</p> <p>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)</p> <p>g Progress Project 20LN - Train Control Rehabilitation: Work projected to be 80% complete by 6/30/13, Remainder Complete in FY14 (Systems Engineering-Train Control 0802820)</p> <p>h Progress Project 20LT - Station MUX Rehab: Complete installations at 7 locations. (Systems Engineering-Train Control 0802820)</p> <p>i Complete coverboard enhancement project along R-Line by end of FY 14. (Electrical &amp; Mechanical Engineering 0802881)</p> <p>j Support the development of a request for proposal for a new train control system by 12/31/12 and participate in the District's Train Control Vision Team. (Systems Engineering-Train Control 0802820)</p> <p>k Progress Project 20CE - Train Control Switch Replacement: Receive, install, and commission 12 next generation switch machines on mainline location. (Systems Engineering-Train Control 0802820)</p> <p>l 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)</p> <p>m Conduct weekly track allocation meetings, prepare, distribute and post required reports. (Technical Support Services 0802876)</p>
2 Contribute to Maximum Support Equipment Availability	<p>2 a Complete 97% of Publication BECO's to Complete or Pending status by scheduled due date (Documentation 0802811)</p> <p>b Distribute District monthly Performance Charts before 15th of each month. (Documentation 0802811)</p> <p>c Complete 97% of Drafting BECO's to Complete or Pending status by scheduled due date. (Documentation 0802811)</p> <p>d Complete 100% of all Public Records Act requests to the District Secretary's Office by the scheduled due date. (Documentation 0802811)</p> <p>e Complete 97% of technical reproduction service requests by scheduled due date. (Documentation 0802811)</p> <p>f Complete 95% of Print Shop service requests by scheduled due date. (Documentation 0802811)</p> <p>g Provide weekly updates to Vehicle Maintenance Engineering of Active, New, Pending and Completed Drafting and Technical Publications BECO's. (Documentation 0802811)</p> <p>h Conduct 4 Station Maintenance Inspections each month. (Facilities Maintenance 0802836)</p> <p>i Assist Transportation Dept. to achieve an annual average goal of at least 2.73 for Walkways &amp; Entry Plaza and 3.1 for Parking Lot Cleanliness in the Passenger Environment Survey. (Transportation Dept. &amp; Technical Support Services 0802876 - QPR)</p>

# FY14 Goals & Objectives - Maintenance and Engineering Department

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives
j	Achieve an annual average goal of at least 2.65 for Landscape Appearance in the Passenger Environment Survey. (Facilities Maintenance 0802836 - QPR)
k	Respond to customers' AFC complaints within 72 hours of notification. (AFC Maintenance 0802851)
l	Maintain AFC Incident Rate of no more than .30 incidents per 1000 patrons. (AFC Maintenance 0802851)
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)
n	Maintain availability of Ticket Gates a minimum of 98% as reported thru the DAS system at 8:00 am and noon daily. (AFC Maintenance 0802851 - QPR)
o	Maintain a minimum of 98% Station Elevator availability & 98% for Parking Garage Elevators. (Power & Mechanical Maintenance 0802800 - QPR)
p	Maintain a minimum of 96% platform escalator availability and 95% for street escalator availability. (Power & Mechanical Maintenance 0802800 - QPR)
q	Keep Under Traction Power Goal of 0.25 per 100 train runs. (Power & Mechanical Maintenance 0802800 - QPR)
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)
s	Continue Rail Renewal replacing 6 miles of rail by 12/30/13 to maintain and meet District Safety Standards, providing reliable service and maximum ride quality for patrons. (Track & Grounds Maintenance 0802831)
t	Grind rail at various locations for a total of 700 pass miles. (Track & Grounds Maintenance 0802831)
u	Improve Ride Quality of District tracks by surfacing 10 Track Miles and 20 Turnouts. (Track & Grounds Maintenance 0802831)
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)
w	Perform preventative maintenance procedures to include 100% completion for safety sensitive equipment and 95% completion for non-safety sensitive equipment. (Systems Maintenance 0802860)
x	Ensure that all operating construction and maintenance contracts are submitted to Contract Management within 6 months of funding. (Civil Engineering 0802845 and Electrical & Mechanical Engineering 0802881)
y	Ensure that the District meets 100% 2010 ADAAG and CBC for ADA requirements and provide engineering and construction oversight of those efforts. (District Architect 0802812)
z	Consolidate remaining funds from previous FYs of the Station and Facilities Renovation Program into less projects, and initiate design of future renovation contracts using these funds as required. (District Architect 0802812)
aa	Function as Resident Engineer to ensure District Mission-critical Projects are completed within Budget and Schedule as required. (Civil Engineering & Construction 0802845)
ab	Prepare, develop and review public works contracts to ensure BFS compliance by process RFV timely in accordance with District's policies. Provide timely updates to support BFS revisions. (District Architect 0802812)
ac	Provide ongoing design, implementation and test of DAS and central processing systems as required. (Systems Engineering-Fare Collection 0802820)
ad	Warm Springs Extension: Provide technical support by reviewing submittals within 30 days. (Electrical & Mechanical Engineering 0802881)
ae	Complete design package for the second traction power substation installation contract by end of FY14. (Electrical & Mechanical Engineering 0802881)

## FY14 Goals & Objectives - Maintenance and Engineering Department

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives
af	Complete installation of fiber optic cabling to 13 traction power facilities by end of FY14. (Electrical & Mechanical Engineering 0802881)
ag	Complete 20 more replacements of the 1000v DC Circuit Breaker Load Measuring Devices by end of FY14. (Electrical & Mechanical Engineering 0802881)
ah	Ensure ESP construction projects are well coordinated with BART maintenance and operating activities by conducting monthly coordination meetings. (Civil Engineering & Construction 0802845)
ai	Complete Contract award for 1500 kW emergency generator by the end of FY14. (Electrical & Mechanical Engineering 0802881)
aj	Complete implementation of controller and power saver in 3-O&K escalators by end of FY14. (Electrical & Mechanical Engineering 0802881)
ak	Complete 34.5KV AC Cable replacement design documents between MTF and MTW and replace 50% of one cable between MBP and MTF. (Electrical & Mechanical Engineering 0802881)
al	Provide engineering on-time design support and field inspection for construction activities for ongoing capital projects as required. (Civil Engineering & Construction 0802845)
am	SVBX: Provide technical support and document review on timely basis. (Electrical & Mechanical Engineering 0802881)
an	Complete grill replacement installations by end of FY14. (Electrical & Mechanical Engineering 0802881)
ao	Complete power supply batteries replacements at 18 train control rooms by end of FY14. (Electrical & Mechanical Engineering 0802881)
ap	Complete fire alarm systems replacement at 6 M-Line stations by end of FY14. (Electrical & Mechanical Engineering 0802881)
aq	Add electrical as-built drawing sets for 20 facilities to BoSAME 400. (Electrical & Mechanical Engineering 0802881)
ar	Complete upgrade to the emergency lighting in 2 stations by end of FY14. (Electrical & Mechanical Engineering 0802881)
as	Update and maintain District Traction Power Electrification Plans as required. (Electrical & Mechanical Engineering 0802881)
at	Award on-call contract for unplanned repair of the TBT Cathodic Protection by 2nd Qtr of FY14. (Electrical & Mechanical Engineering 0802881)
au	Provide monthly updates to Maintenance and Engineering of Pending and Completed Drafting and Technical Publications BECO's (Documentation 0802811)
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)
b	Engineering Project Management Guide available for use by 3/31/2014 coupled with familiarization sessions (Capital Proj Admin 0802847)
c	Project timeline developed and available for use by 12/31/2013 (Capital Proj Admin 0802847)
d	Contract package preparation training sessions on specific topics/processes throughout 2013 (Capital Proj Admin 0802847)
4 a	Respond within 48 hours for all building trouble calls impacting patrons. (Facilities Maintenance 0802836)
b	Provide timely review of real estate permit applications to achieve 90% within 30 days. (Civil Engineering & Construction 0802845 and Electrical & Mechanical Engineering 0802881)

## FY14 Goals & Objectives - Maintenance and Engineering Department

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives
	<p>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 &amp; Mechanical Engineering 0802881)</p> <p>d Annually update designated staff as emergency contacts for responding and handling infrastructure and operational emergencies as required. (Civil Engineering &amp; Construction 0802845)</p> <p>e Improve security for the District networks including all dial-up and wireless capabilities within budgetary constraints as required. (Systems Engineering-Communications 0802820)</p> <p>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 6/30/14. (Systems Engineering-Communications 0802820)</p> <p>g Lead and coordinate Earthquake Safety Program (ESP) at all phases conducting monthly coordination meetings. (Civil Engineering &amp; Construction 0802845)</p> <p>h Complete design for phase II of cathodic protection remote monitoring by end of FY14. (Electrical &amp; Mechanical Engineering 0802881)</p> <p>i Reduce lost time industrial accidents by 10 % (Way &amp; Facilities Maintenance 0802831 &amp; 0802836).</p> <p>j IIPP program compliance. Status report of compliance, identification of training resources, and implementation plan. (AFC and Systems Maintenance 0802851 &amp; 0802860)</p> <p>k Safety Compliance Audits completed. Monthly report of audit completion, suggestions for additional audits or improvements submitted. (AFC and Systems Maintenance 0802851 &amp; 0802860)</p>
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)
6 Install systemwide WiFi Network	6 a Install systemwide WiFi network. (Telecommunications 0802842)
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)
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)
9 Improve the capabilities of the system	9 a Resume the District's Environmental Management System by 12/30/13. (District Architect 0802812)
10 Support new vehicle procurement	10 a Review/provide input to the technical specification, including Vehicle ATC and next generation train control systems as needed. (Systems Engineering 0802820)
11 Earthquake Early Warning system – provide telemetry sump pump status and related water levels in the Transbay Tube	11 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)

## FY14 Goals & Objectives - Maintenance and Engineering Department

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	
12 Support Extension Projects for Santa Clara Rapid Transit (SVRT), Oakland Airport Connector and e-BART with District performance standards	12 a As necessary, partner with the other District Departments to support extension projects. (Civil Engineering & Construction 0802845)	
	b As requested, represent the interests and requirements of the Transportation, Maintenance, RS&S, and Operations Planning Departments. (Civil Engineering & Construction 0802845)	
	c As requested, review preferred alignments. (Civil Engineering & Construction 0802845)	
	d Work with the BART Planning department on design station layouts, as requested. (Civil Engineering & Construction 0802845)	
	e As requested, review and approve documents, submittals and requests for variance. (Civil Engineering & Construction 0802845)	
	f As scheduled, participate in dispute resolution meetings. (Civil Engineering & Construction 0802845)	
	g Attend community outreach meetings, as required. (Civil Engineering & Construction 0802845)	
	h Determine car fleet and maintenance facilities, as necessary. (Civil Engineering & Construction 0802845)	
	13 Support Renovation Programs for the Earthquake Safety, Tunnel Advertising, and Concord Train Wash Replacement Projects	13 a Attend weekly meeting and partnering. (Civil Engineering & Construction 0802845)
		b Minimize delays to contractor, as required. (Civil Engineering & Construction 0802845)
c Prevent contractor from impacting system operations and shop and yard productivity as required. (Civil Engineering & Construction 0802845)		
d As requested, provide operational support and Track Allocation. (Civil Engineering & Construction 0802845)		
e Coordinate with BART Police on security issues, as scheduled. (Civil Engineering & Construction 0802845)		
f Assist drafting and approving SSWPs affecting the BART system, as requested. (Civil Engineering & Construction 0802845)		
14 Support Facilities Expansion Programs for West Dublin Station, In Tunnel / In Station Video Advertisement, and AFC Projects	14 a As needed, partner with the other District Departments to support expansion projects. (Civil Engineering & Construction 0802845)	
	b Represent the interests and requirements of the Transportation, Maintenance, RS&S, and Operations Planning Departments, as necessary. (Civil Engineering & Construction 0802845)	
	c Review and approve documents, submittals and requests for variance, as requested. (Civil Engineering & Construction 0802845)	
	d Participate in dispute resolution meetings, as scheduled. (Civil Engineering & Construction 0802845)	
	e Prevent contractor from impacting system operations and shop productivity, as required. (Civil Engineering & Construction 0802845)	
	f Provide operational support and Track Allocation, as requested. (Civil Engineering & Construction 0802845)	
	g As required, coordinate with BART Police on security issues. (Civil Engineering & Construction 0802845)	
15 Provide Safety Monitor and Operations Project Support	15 a Provide track allocation coordination, as requested, for activities requiring safety monitor support. (Civil Engineering & Construction 0802845)	
	b As requested, provide safety monitor support for all renovation and expansion facilities projects. (Civil Engineering & Construction 0802845)	
	c Zero tolerance of disruption of service or train delays potentially resulting from contractor delays. (Civil Engineering & Construction 0802845)	
	d Recruit and certify new safety monitors to provide an adequate pool to support expanding Operations Projects as needed. (Civil Engineering & Construction 0802845)	

## FY14 Goals & Objectives - Maintenance and Engineering Department

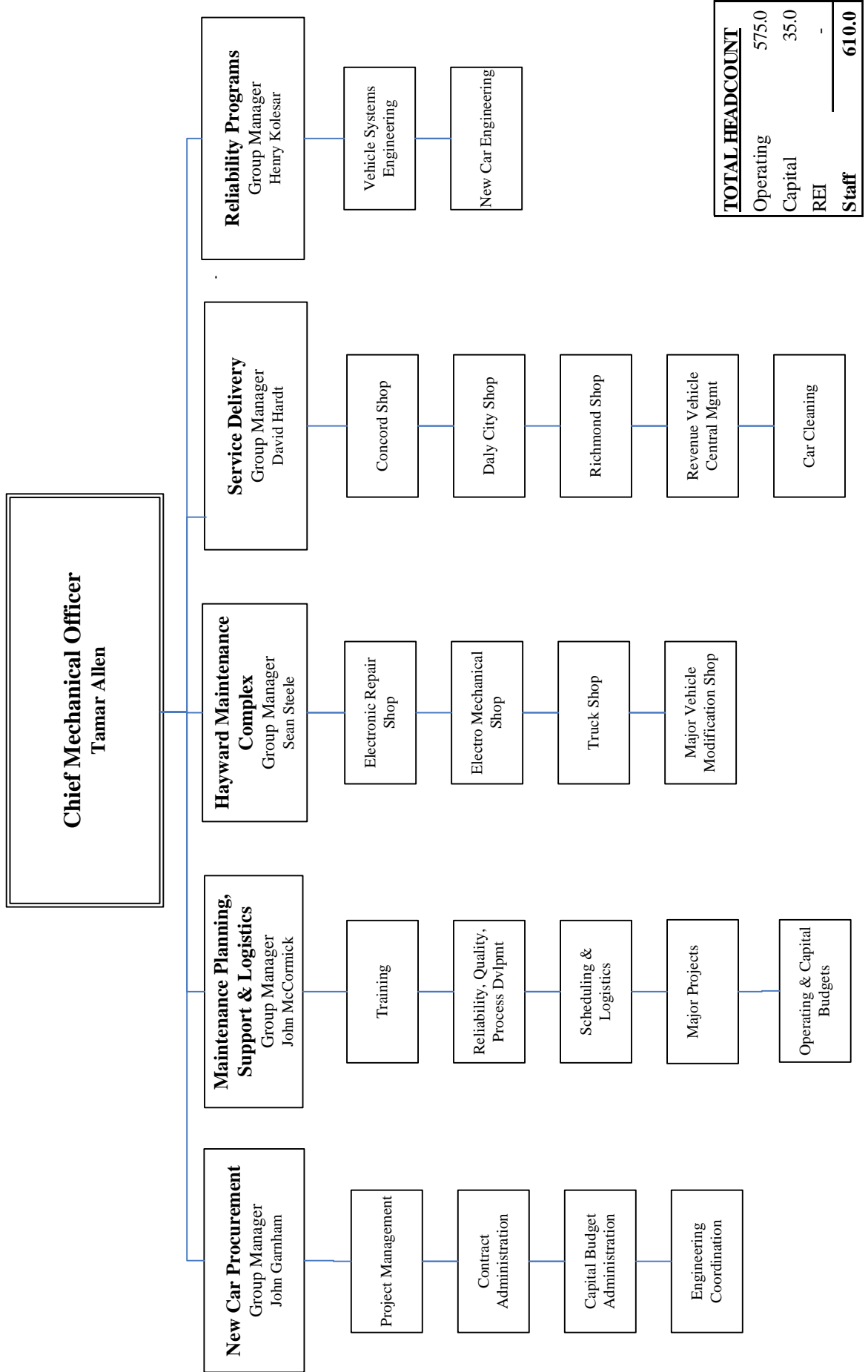
### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives
	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)
16 Provide Maintenance Training for Certification and Recertification to meet CPUC requirements for Train Control, Safety, Electricians, Track, Structures, Computer and Communication Technicians	<p>16 a Track defined CPUC certifications in learning management system and provide monthly certification reports to department managers on defined CPUC certifications. (Technical Training 0802844)</p> <p>b Conduct monthly meetings with department managers. (Technical Training 0802844)</p> <p>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)</p> <p>d 15 On-Rail Maintenance Vehicle Operation Classes. (Technical Training 0802844)</p> <p>e Injury Illness Prevention Program (IIPP). Track and manage by Pathlore (LMS) for District compliance. (Technical Training 0802844)</p> <p>f Scheduler/Conduct 120 Track and Structures related classes and develop 15 Training Modules. Schedule/Conduct 110 Power &amp; Mechanical related classes and develop 15 Training Modules. (Technical Training 0802844)</p> <p>g Provide 100% recertification testing sessions for technicians prior to certification expiration. (Technical Training 0802844)</p> <p>h Schedule recertification classes for technicians failing certification test within six months of failure. (Technical Training 0802844)</p> <p>i Schedule all certification classes for New Hire Train Control and Communications Technicians within two years of hire. (Technical Training 0802844)</p> <p>j Deliver all certification classes to new Computer Technicians within one year of hire. (Technical Training 0802844)</p>
17 Maintain learning management system integrity	17 a Provide monthly audit reports to all administrators and instructors with open data entry items. (Technical Training 0802844)
18 Provide financial and administration reporting for Operations and Maintenance & Engineering	<p>18 a Prepare monthly Operations Budget Performance Overview by Department within one week of closing. (Technical Support Services 0802876)</p> <p>b Prepare budgets for SF MUNI and SFIA by 1/30/13. (Technical Support Services 0802876)</p> <p>c Prepare 100% of all monthly billings reimbursements within three weeks of monthly closing. (Technical Support Services 0802876)</p> <p>d Provide department overtime usage report within two weeks of monthly closing. (Technical Support Services 0802876)</p>
19 Support development of a comprehensive asset management	<p>19 a Submit Asset Management grant application to FTA by 9/30/2013 (Capital Proj Admin 0802847)</p> <p>b Hire Asset Management lead by 12/2013. (Capital Proj Admin 0802847)</p> <p>c Resume SCRB meetings by 9/30/2013. (Capital Proj Admin 0802847)</p> <p>d Plan migration of CNI to a more efficient and manageable tool by 12/31/2013 (Capital Proj Admin 0802847)</p> <p>e Develop an internal Risk management process and governance by 12/2013 (Capital Proj Admin 0802847)</p> <p>f Define the internal Asset management program goals and objectives by 9/30/2013 (Capital Proj Admin 0802847)</p> <p>g Develop high-level Asset management guidance for M&amp;E staff development of Asset Management Plans by 9/30/2013 (Capital Proj Admin 0802847)</p>



# ROLLING STOCK & SHOPS DEPARTMENT - 0803

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	575.0
Capital	35.0
REI	-
<b>Staff</b>	<b>610.0</b>



# BART Strategic Plan Fiscal Year Goals & Objectives

## 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-Other)		FY - 2012	FY - 2013	FY - 2014
		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.	Make initial award recommendation to Board of Directors	Complete by April 30, 2012	Issue NTP and approve/complete Carbuilder Plan and New Car Conceptual Design review	Complete by Dec 31, 2012	
		Contract award	Complete by May 31, 2012			
		Take leadership role in developing funding sources for options	June 2012			
(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 (C1C1-Board)		FY - 2012	FY - 2013	FY - 2014
		Objective	Actual	Objective	Objective	Objective
		Implement a schedule-driven maintenance program designed to optimize component and system life to avoid end-of-life failures.		Information transparency: All maintenance information (manuals, mods, etc.)		
				Direct contact for RFEA (Requests for Engineering Assistance)		
				Communicate Performance Measures and Key Performance Indicators to all employees		
				Scope the Procurement/Maintena		



# BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome	FY - 2012		FY - 2013	
		Objective	Actual	Objective	Actual
<b>(C3) - Service Enhancements</b> Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	<b>(C3A) - BART Core Service</b> Provide service levels that meet the needs of the customers while maintaining optimum system reliability.	<b>(C3A3-Board)</b> Maintain 95% on-time performance.	Actual	<b>(C3A3-Board)</b> Objective	<b>(C3A3-Board)</b> Objective
		<b>(C3A4-Board)</b> Increase Mean Time Between Incidents.	Actual	<b>(C3A4-Board)</b> Objective	<b>(C3A4-Board)</b> Objective
<b>(C5) - Customer Environment</b> Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	<b>(C5G) - Train Cleanliness Program</b> Adequately staff program to ensure interior and exterior train cleanliness that meets the standards of BART passengers.	<b>(C5G1-Board)</b> Increase the rating of "train cleanliness" by BART customers.	Actual	<b>(C5G1-Board)</b> Objective	<b>(C5G1-Board)</b> Objective
		<b>(C5H) - Train Interior Upgrade</b> Replace vehicle carpets with composite flooring designed for easier cleaning and maintenance.	Actual	<b>(C5H-Board)</b> Objective	<b>(C5H-Board)</b> Objective

## Strategic Plan - F The Future of BART

Department - 0803631 Rolling Stock & Shops Admin

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome	FY - 2012		FY - 2013	
		Objective	Actual	Objective	Actual
<b>(F1) - Capacity</b> Optimize the BART system to meet projected ridership increases.	<b>(F1B) - Car modifications</b> Increase train car capacity	<b>(F1B1-Board)</b> Implement train car modification as a near-term strategy for enhancing capacity by 2011 if funded.	Actual	<b>(F1B1-Board)</b> Objective	<b>(F1B1-Board)</b> Objective

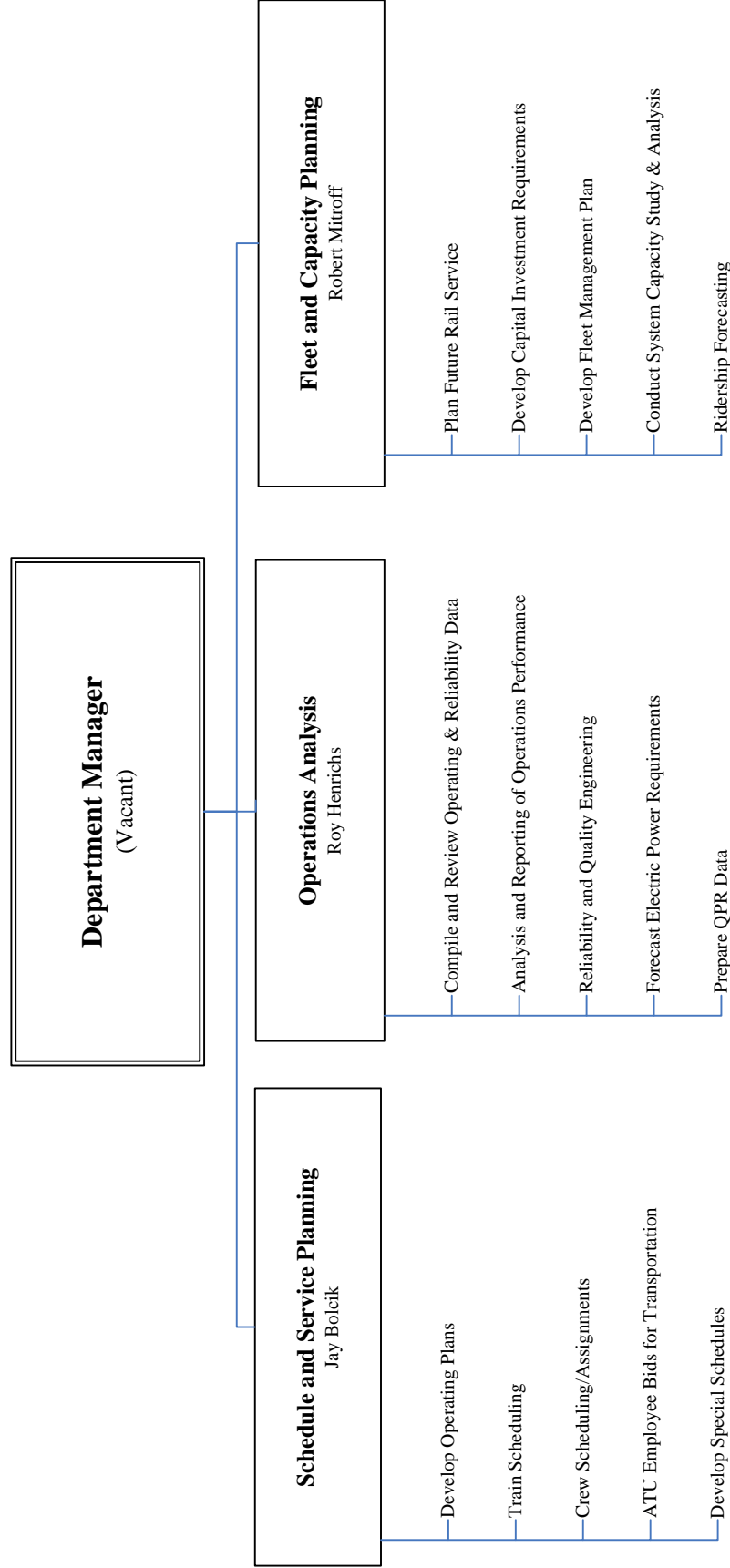
# FY 14 Goals & Objectives - Rolling Stock and Shops Department

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY 12 Actual	FY13 Obj	FY14 Obj
<b>1 Revenue Vehicles</b>	<b>1 a</b> Provide proper complement of revenue vehicles to meet service requirement daily	573 (100%)	585	573 at 0400 and 1400 hrs - 85%	573 at 0400 and 1400 hrs - 85%
<b>2 Preventive Maintenance</b>	<b>2 a</b> Complete all Preventive Maintenance on schedule	100%	100%	100%	100%
<b>3 Car Reliability</b>	<b>3 a</b> Maintain MTBSD	2900	3216	3150	3300
	<b>3 b</b> Maintain MTBI	210	169	recalibrate +2%	160
	<b>3 c</b> Repeater cars (average per week)	≤ 7	12.6	recalibrate +2%	7
	<b>3 d</b> Work Quality Audit	2/wk/shop	1/wk	2/wk/shop	discont
	<b>3 e</b> Compliance with min/max ( <b>New FY14</b> )	NA	NA	NA	90%
<b>4 Train Interior Appearance</b>	<b>4 a</b> PES Score	2.94	2.87	2.95	2.95
	<b>4 b</b> Train Interior Cleanliness (60%) - PES	2.7	2.56	2.7	2.7
	<b>4 c</b> Train Interior Graffiti (40%) - PES	3.3	3.34	3.3	3.3
	<b>4 d</b> Install new seating	223 cars	100	223 cars	discont
	<b>4 e</b> Install Hard Surface Flooring	100 cars	70	100 cars	100 cars
	<b>4 f</b> Install new carpets	n/a	n/a	20 cars	discont
	<b>4 g</b> Interior reconfiguration mod	200 cars	150 cars	100 cars	discont
<b>5 Safety</b>	<b>5 a</b> Reduce vehicle caused unscheduled door openings	n/a	4	3	3
	<b>5 b</b> Complete Safety Compliance Checks	75%	75%	100%	100%
	<b>5 c</b> Hold Safety Crew Meetings: 1/shop/week - Primary Shops	100%	100%	100%	100%
	<b>5 d</b> Hold Safety Crew Meetings: 1/shop/week - Hayward Shops	90%	90%	100%	100%
	<b>5 e</b> Hold Shop Labor/ Mgmt Safety Meetings: 1/shop/month	100%	100%	100%	100%
	<b>5 f</b> Develop & implement industrial injury investigation program with HR	n/a	NA	Complete by 12-31-2012	discont
<b>6 Attendance Management</b>	<b>6 a</b> Develop & Post Attendance KPI by shift or workgroup	n/a	n/a	Complete by 12-31-2012	discont
	<b>7 New Car</b>	<b>7 a</b> Finalize Project Budget	n/a	Complete by 12-31-2012	discont
	<b>7 b</b> Complete Conceptual Design	n/a	n/a	Complete by 12-31-2012	discont
	<b>7 c</b> Complete Preliminary Design	none	none	none	Dec-13
	<b>7 d</b> Complete Final Design	none	none	none	Jun-13

# OPERATIONS PLANNING DEPARTMENT - 0804

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	12.0
Capital	2.0
REI	-
<b>Staff</b>	<b>14.0</b>

## FY14 Goals & Objectives - Operations Planning Department

### II. BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives
1. Engage with Transportation to improve the efficiency of Train Operator, Station Agent and Foreworker Scheduling.	<ul style="list-style-type: none"> <li>1. a. Identify, analyze and recommend actions to minimize overtime costs quarterly.</li> <li>b. Identify, analyze and recommend actions to reduce unnecessary paid breaks and lunches quarterly.</li> <li>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.</li> </ul>
2. Partner with Transportation and Operations Training and Support to maintain appropriate staffing levels, particularly those that have arbitration settlement headcount requirements.	<ul style="list-style-type: none"> <li>2. a. Within 60 days of adoption of service level changes, identify staffing needs.</li> <li>b. Monitor staffing levels and support the hiring process as necessary to maintain levels monitored by the Arbitrator.</li> </ul>
3. Partner with Transportation to improve efficiency of current rail operations, particularly on holidays.	<ul style="list-style-type: none"> <li>3. a. Monitor ridership and revise rail operating plans to ensure efficient, high quality customer service, as required by ridership changes.</li> <li>b. Recommend service adjustments to fit projected ridership on holidays.</li> <li>c. Analyze factors impacting on time performance and recommend actions to improve it.</li> </ul>
4. Support District and Operations through data analysis and publishing system performance and equipment reliability reports.	<ul style="list-style-type: none"> <li>4. a. Publish the following items:               <ul style="list-style-type: none"> <li>a-1. Daily Executive Summaries.</li> <li>a-2. Vehicle Reliability Reports by the 10th of month.</li> <li>a-3. Operations Performance Reports by 15th of month.</li> <li>a-4. Monthly Key System Performance Stats by 15th of month.</li> <li>a-5. Weekly summary system performance reports by Tuesdays.</li> <li>a-6. Weekly equipment performance and availability reports.</li> <li>a-7. Weekly elevator/escalator availability charts.</li> </ul> </li> </ul>
5. Partner with other District Departments to manage revenue vehicle fleet.	<ul style="list-style-type: none"> <li>5. a. Project future car procurement needs within 30 days of request using multiple assumptions, constraints and patronage ranges.</li> <li>b. Participate in cross-functional teams as needed for:               <ul style="list-style-type: none"> <li>b-1. Vehicle maintenance planning.</li> <li>b-2. Vehicle interior modification.</li> <li>b-3. Vehicle shop planning.</li> <li>b-4. New vehicle design and delivery.</li> </ul> </li> <li>c. Revise Fleet Management Plan (FMP) as necessary.</li> </ul>
6. Provide long term planning for improved Operations performance.	<ul style="list-style-type: none"> <li>6. a. Develop long term operating plans as needed for the FMP, SRTP and BART Metro.</li> <li>b. Actively support the planning and capital funding needs of BART Metro Phase I and II.</li> </ul>

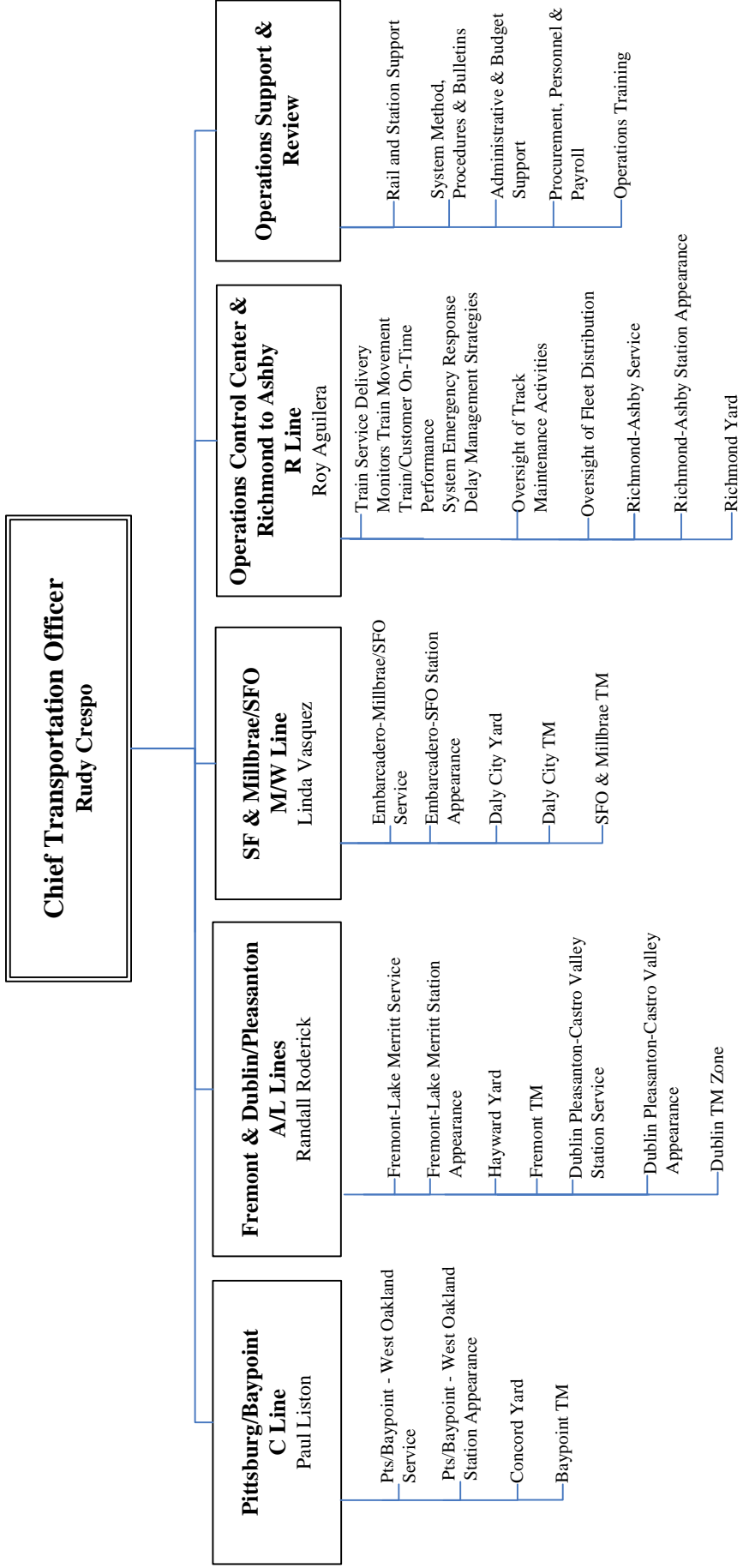
## FY14 Goals & Objectives - Operations Planning Department

### II. BART Operational Effectiveness: FY 2014 Goals & Objectives

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

# TRANSPORTATION & SYSTEM SERVICE DEPARTMENT - 0805

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	1,054.8
Capital	-
REI	7.0
<b>Staff</b>	<b>1,061.8</b>





# 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 - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective
		95%	Not Met	95%	95%
		Actual = 94.8% Overall On-Time Performance			
(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	
Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.		FY - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective
		2.90	Not Met	2.90	2.90
		Actual = 2.87			

# FY14 Goals & Objectives - Transportation and System Service Department

## II. BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
<p>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.</p>	1. a. Achieve Customer On-Time performance of <b>96%</b>	96%	96%	96%	96%
	b. Achieve Train On-Time performance of <b>94%</b>	94%	94%	94%	94%
	c. Manage train delays attributable to late dispatches, controller-train operator-tower procedures and other operations delay to <b>.50 per 100 train runs or less.</b>	0.50	0.43	0.50	0.50
	d. Continue to 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	Goal Met	48 debriefings/year	48 debriefings/year
	e. Complete scheduled make-breaks <b>85%</b> of the time.	85%	84%	85%	85%
	f. On-time delivery of PM cars to the shops (Joint Car Availability Goal with Rolling Stock & Shops).	90%	Goal Met	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 Train Operator per year, and train new supervisors on how to conduct ride checks.	100%	100%	100%	100%

# FY14 Goals & Objectives - Transportation and System Service Department

## II. BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
3. Maintain Customer Amenities by performing daily scheduled cleaning and inspection activities at all stations as well as heavy station cleaning on the prescribed cycles.	3. a. Achieve an average Passenger Environment Survey (PES) rating for "Station Cleanliness" of <b>2.90</b> .	2.90	2.87	2.90	2.90
	b. Maintain an average PES rating for "Station Platform cleanliness" of <b>3.07</b> .	3.07	3.03	3.07	3.07
	c. Maintain an average PES rating for "Other Station Areas" of <b>2.85</b> .	2.85	2.85	2.85	2.85
	d. Maintain an average PES rating for "Restroom Cleanliness" of <b>2.15</b> .	2.15	2.24	2.15	2.15
	e. Achieve an average PES rating for "Elevator Cleanliness" of <b>2.71</b> .	2.71	2.61	2.71	2.71
4. Improve Customer Amenities by maintaining an aggressive graffiti removal program.	4. a. Achieve an average PES rating for "Station Graffiti" of <b>3.19</b> .	3.19	3.10	3.19	3.19
	b. Maintain an average PES rating for "Walkways & Entry Plaza Cleanliness" of <b>2.73</b> .	2.73	2.77	2.73	2.73
	c. Ensure a graffiti removal contract is in place at all times.	Contract in place	Goal met	Contract in place	Contract in place
5. Maintain Customer Amenities by meeting car washing standard as per the Revenue Vehicle Cleaning Program (Joint Goal with RS&S).	5. Wash <b>75%</b> of available fleet at least once per week.	75%	72%	75%	75%
	6. Maximize Customer Service by maintaining Station Agent staffing at the budgeted levels to ensure that customers have available easily identifiable personnel to respond to provide customer assistance.	6. a. Maintain an average PES rating for "Agent Available or Sign in Place" of <b>3.00</b> .	3.00	3.01	3.00
	b. Ensure a uniform contract is in place at all times.	Contract in place	Goal Met	Contract in place	Contract in place
	c. Compared to previous fiscal year, reduce the number of Rude Agent complaints by <b>5%</b> .	Reduce by 5%	Reduced by 10.5%	Reduce by 5%	Reduce by 5%

## FY14 Goals & Objectives - Transportation and System Service Department

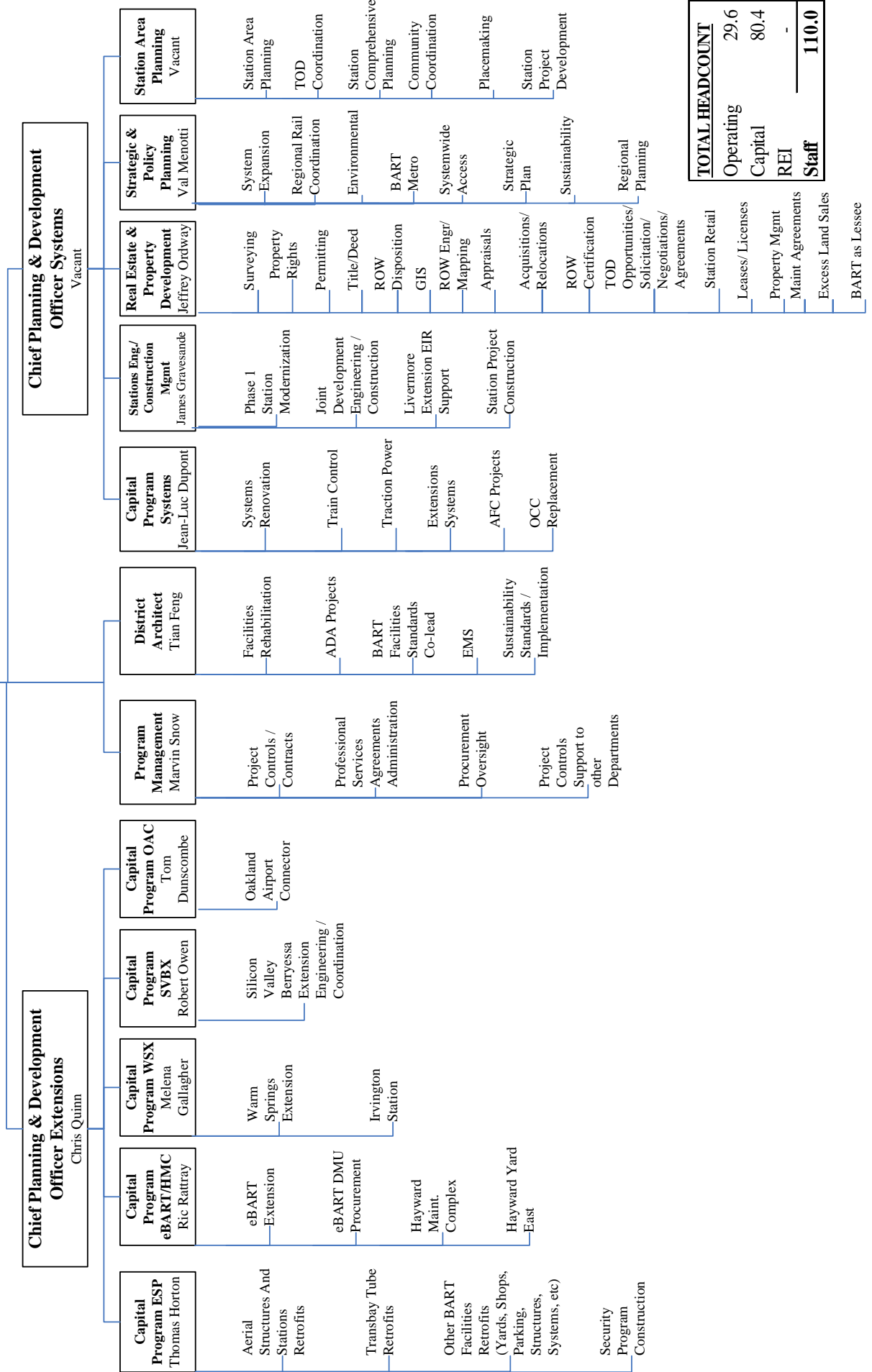
### II. BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 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 <b>3.03</b> .	3.03	3.10	3.03	3.14
	7. b. Maintain an average PES rating for Train Operators making "Train Destination Announcements" of <b>3.20</b> .	3.20	3.23	3.20	3.26
	7. c. Maintain an average PES rating for Train Operators making "Transfer Announcements" of <b>3.03</b> .	3.03	3.07	3.03	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 <b>3.17</b> .	3.17	3.11	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

## FY14 Preliminary Budget

**Assistant General Manager**  
Robert Powers





# BART Strategic Plan Fiscal Year Goals & Objectives

## Strategic Plan - C Customer of BART

### Department - 1001215 Planning And Development

Implementing Strategies		Performance Measures			
(C1) - System Renewal	Project and/or Program	Goal/Desired Outcome (C1A1-Other)	FY - 2012 Objective	FY - 2013 Objective	FY - 2014 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.	<b>(C1A) - System Renovation Plan</b> 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.	Actual	Objective	Objective As-needed
<b>(C2) - Earthquake Safety</b> Bring the original system up to current seismic safety standards ensuring core system operability shortly after an earthquake.	<b>(C2A) - BART's Earthquake Safety Program</b> Retrofit core system to meet operability standards and retrofit remainder of system to meet Life Safety standards."	<b>Goal/Desired Outcome (C2A1-Board)</b> Complete Earthquake Safety Program by January 2014.	FY - 2012 Objective	FY - 2013 Objective	FY - 2014 Objective As a result of scope changes, completion - 2018
<b>(C3) - Service Enhancements</b> Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	<b>(C3B) - Demand Management</b> Optimize BART system to serve at peak hour weekday riders.	<b>(C2A1-Other)</b> Secure and certify all real property rights in support of Program.	FY - 2012 Objective	FY - 2013 Objective	FY - 2014 Objective As-needed
<b>(C4) - Station Access</b> Develop alliances with our transit partners and the community to maximize connectivity and to facilitate multi-modal access including transit, bicycling and walking.	<b>(C3B) - Demand Management</b> Optimize BART system to serve at peak hour weekday riders.	<b>Goal/Desired Outcome (C3B1-Other)</b> Based on March 2013 Board direction, update peak fare pricing study to better manage demand at Embarcadero and Montgomery Stations.	FY - 2012 Objective	FY - 2013 Objective	FY - 2014 Objective Identify next steps, and advance if funded.
<b>(C4) - Station Access</b> Develop alliances with our transit partners and the community to maximize connectivity and to facilitate multi-modal access including transit, bicycling and walking.	<b>(C4A) - Station Access Program</b> Develop a package of programs and projects to improve access to our stations by modes other than single occupant vehicles.	<b>Goal/Desired Outcome (C4A1-Board)</b> Depending on results of Station Profile Survey, develop plan by 2010 to meet or exceed systemwide access guidelines	FY - 2012 Objective	FY - 2013 Objective	FY - 2014 Objective Prepare plan by June 2014.

Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2012		FY - 2013		FY - 2014	
Goal/Desired Outcome		Objective	Actual	Objective	Actual	Objective	Actual
		<b>(C4A1-Other)</b> If funding available, initiate update of 2008 BART Station Profile Study to assess customer station access and demographic trends.					As required, through June 2014.
		<b>(C4A2-Board)</b> Establish station specific access targets by 2010.					Complete station specific access targets by June 2014.
		<b>(C4A2-Other)</b> Coordinate with Oakland and Emeryville to advance last mile connectivity studies and activities.					Support studies.
		<b>(C4B) - Station Wayfinding Program</b> 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.					Advance to construction.
		<b>(C4B1-Other)</b> As funding permits, expand Wayfinding Improvements up to 10 more stations.					
		<b>Goal/Desired Outcome</b>					
		<b>(C5) - Customer Environment</b> Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.					
		<b>(C5A) - Station Modernization Program</b> Upgrade BART stations to improve lighting, pathways, and signage systems.					Complete
		<b>(C5B) - Universal Design</b> Incorporate universal design principals into planning for BART renovation, expansion and improvement.					Seek budget to develop design for station improvement projects.



# BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures				
	<b>Project and/or Program</b> <b>(C5E) - BART Security Programs</b> Focus on infrastructure protection and training front-line employees.	<b>Goal/Desired Outcome</b> <b>(C5E1-Other)</b> Address all unauthorized encroachments within 90 days.		<b>FY - 2012</b> <b>Objective</b>	<b>FY - 2013</b> <b>Objective</b>	<b>FY - 2014</b> <b>Objective</b> Address all unauthorized encroachments within 90 days.
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	
<b>(C6) - Customer Information</b> Provide our customers with state of the art wayfinding and customer information.	<b>Project and/or Program</b> <b>(C6B) - Real Time Information Program</b> Expand real time BART train and bus arrival and emergency information to aid customers.	<b>Goal/Desired Outcome</b> <b>(C6B1-Other)</b> Expand Real Time Information Program to 10 additional stations, as funding permits.		<b>FY - 2012</b> <b>Objective</b>	<b>FY - 2013</b> <b>Objective</b>	<b>FY - 2014</b> <b>Objective</b> Work with M&E to ensure Real Time performs correctly. Expand Real Time improvements to more stations.
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	

## Strategic Plan - F The Future of BART

### Department - 1001215 Planning And Development

Implementing Strategies		Performance Measures				
<b>(F1) - Capacity</b> Optimize the BART system to meet projected ridership increases.	<b>Project and/or Program</b> <b>(F1A) - SVRT Core Modification Study</b> Complete comprehensive analysis of system and station capacity needs required to accommodate the Silicon Valley Rapid Transit (SVRT) project by 2009.	<b>Goal/Desired Outcome</b> <b>(F1A1-Board)</b> Complete station capacity plans for 9 stations by 2009.		<b>FY - 2012</b> <b>Objective</b>	<b>FY - 2013</b> <b>Objective</b>	<b>FY - 2014</b> <b>Objective</b> Complete
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	
<b>(F2) - System Expansion</b> 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.	<b>Project and/or Program</b> <b>(F2A) - eBART project</b> Expand BART rail service to eastern Contra Costa County.	<b>Goal/Desired Outcome</b> <b>(F2A1-Board)</b> Begin eBART revenue service by 2015.		<b>FY - 2012</b> <b>Objective</b>	<b>FY - 2013</b> <b>Objective</b>	<b>FY - 2014</b> <b>Objective</b> Continue construction. Revenue service 2018.
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	
	<b>Project and/or Program</b> <b>(F2A1-Other)</b> Secure and certify all real property rights in support of project.	<b>Goal/Desired Outcome</b> <b>(F2A1-Other)</b> Secure and certify all real property rights in support of project.		<b>FY - 2012</b> <b>Objective</b>	<b>FY - 2013</b> <b>Objective</b>	<b>FY - 2014</b> <b>Objective</b> As-needed.
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	



Implementing Strategies		Performance Measures							
Project and/or Program		Goal/Desired Outcome		FY - 2012		FY - 2013		FY - 2014	
		Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual
<b>(F2B) - Warm Springs Project</b> Extend BART service over five miles in Fremont.	<b>Goal/Desired Outcome (F2B1-Board)</b> Complete Warm Springs by 2014.	<b>Objective</b>		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>	
		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>	Continue construction. Complete 2015.
	<b>(F2B1-Other)</b> Secure and certify all real property rights in support of project.	<b>Objective</b>		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>	
		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>	As-needed.
<b>(F2C) - Silicon Valley Rapid Transit (SVRT) Project</b> Extend BART service over 16 miles into Santa Clara County.	<b>Goal/Desired Outcome (F2C1-Board)</b> In partnership with the Santa Clara Valley Transportation Authority, assist in the implementation and completion of the Silicon Valley extension by 2018.	<b>Objective</b>		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>	
		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>	Support Core System Modification Access implementation, as required.
	<b>(F2C1-Other)</b> Complete facilities and systems design oversight.	<b>Objective</b>		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>	
		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>	Complete facilities and systems design oversight.
<b>(F2D) - Livermore project</b> Extend BART service to Livermore.	<b>Goal/Desired Outcome (F2D1-Board)</b> Implement Construction Management Oversight team for commencement of major alignment construction.	<b>Objective</b>		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>	
		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>	Implement Construction Management Oversight team for commencement of major alignment construction.
	<b>(F2D1-Other)</b> Advance Project-Level EIR.	<b>Objective</b>		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>	
		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>	Advance environmental process.
<b>(F2F) - Oakland Airport project</b> Connect the Oakland Airport to the BART system.	<b>Goal/Desired Outcome (F2F1-Board)</b> TBD	<b>Objective</b>		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>	
		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>		<b>Objective</b>	Continue construction. Complete 2014.



# BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Project and/or Program	Performance Measures			
<b>(F3) - Financial Stability</b> Maintain and improve the stability of BART's financial base.	<b>(F3B) - Planning for a Fiscally Sound Future</b> Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves.	<b>Goal/Desired Outcome (F2F1-Other)</b> Secure and certify all real property rights in support of project.	FY - 2012	FY - 2013	FY - 2014	
			Objective	Objective	Objective	Objective
						As-needed.
<b>(F3C) - Revenue Generation</b> Implement a variety of programs to increase non-farebox revenues, including advertising, transit-oriented development and concessions.	<b>Goal/Desired Outcome (F3B1-Other)</b> Under the direction of the General Manager, initiate update of the BART Strategic Plan.	FY - 2012	FY - 2013	FY - 2014		
		Objective	Objective	Objective	Objective	
					Identify process for updating Strategic Plan, as required.	
<b>(F4) - Metro Service</b> Develop the BART Metro service concept to better serve concentrations of riders in the urban core.	<b>(F3C1-Other)</b> Develop station area value capture strategies and protocol for purposes of addressing funding shortfalls. <b>(F3C2-Other)</b> Generate revenue through third party uses of BART stations, corridors, and excess lands.	FY - 2012	FY - 2013	FY - 2014		
		Objective	Objective	Objective	Objective	
					Complete CEQA Thresholds study.  As required, through June 2014.	
<b>(F4) - Metro Service</b> Develop the BART Metro service concept to better serve concentrations of riders in the urban core.	<b>(F4A) - Core System Service</b> Provide more frequent service in the urban core ("show up and go") to meet the travels demands of the market. <b>(F4B) - Expansion of Rail Through Linkages</b> Serve suburban and exurban markets by strategic linking to other systems.	<b>Goal/Desired Outcome (F4A1-Other)</b> Advance Sustainable Communities Operational Analysis (SCOA) recommendations. <b>Goal/Desired Outcome (F4B1-Other)</b> Participate with California High Speed Rail Authority, and Caltrain, as Altamont and Peninsula projects are advanced.	FY - 2012	FY - 2013	FY - 2014	
			Objective	Objective	Objective	Objective
						Advance elements, as funding becomes available.  As required, through June 2014.

Implementing Strategies		Performance Measures					
(F5) - Transit-Oriented Development	Project and/or Program (F5A) - Station Planning Program	Goal/Desired Outcome (F5A1-Other)		FY - 2012	FY - 2013	FY - 2014	
		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.	Following lead of local jurisdictions, advance station area plans: North Concord/Martinez, Concord, Fremont, Lake Merritt, Coliseum, 19th Street, West Oakland, Powell, and Embarcadero.				As required, through June 2014.	
		(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.				Initiate plans for Powell, 19th Street and Coliseum Stations.	
	(F5B) - TOD Station Development Program Working with cities and local communities, BART will implement approved development projects.	(F5B1-Other) Obtain development approvals from local land use jurisdictions.				Coliseum, Glen Park.	
		(F5B2-Other) Support construction of transit-oriented developments at approved BART stations.				Pleasant Hill, Richmond, Fruitvale, Walnut Creek, West Dublin/Pleasanton, MacArthur, San Leandro, South Hayward.	
	(F5B3-Other) Conduct negotiations with selected developers and secure Board approval of transactions.					Coliseum, Glen Park, Millbrae, El Cerrito Plaza, West Oakland.	
		(F5B4-Other) Based on results of Portfolio Review, determine future strategy to maximize impact of TOD program.				As required, through June 2014.	

Implementing Strategies		Performance Measures			
(F6) - Sustainability	Project and/or Program (F6A) - Transit Sustainability Guidelines	Goal/Desired Outcome (F6A1-Other)			
		FY - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective
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.	Build consensus among transit operators for reducing greenhouse gas emission, and utilizing sustainability techniques.	FY - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective
		Complete pilot projects.			
		Initiate FTA funded pilot project for climate change adaptation of BART facilities.			
	Implement guidelines through pilot projects such as Planning & Development capital projects.	FY - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective
		Incorporate in design process, and construction documents.			
		Initiate EMS program at Oakland Shop, and targeted training to Procurement and the Office of Planning & Development.			
(F6B) - Greenhouse gas emissions targets	Reduce GHG emissions per BART vehicle mile.	FY - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective
		Sustainability Committee to establish targets in 2009/10.			
		As required, through June 2014.			
(F6C) - Bay Area VMT reduction target	Contribute to Bay Area reduction in VMT.	FY - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective
		Support regional agencies development of SB375-guided Regional Transportation Plan (RTP) / Sustainable Communities Strategy to achieve state GHG emissions reduction targets.			
		As required, through June 2014.			
	Support regional, state and federal-level GHG efforts as they related to transportation policy, funding and/or environmental regulation.	FY - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective
		As required, through June 2014.			
		As required, through June 2014.			

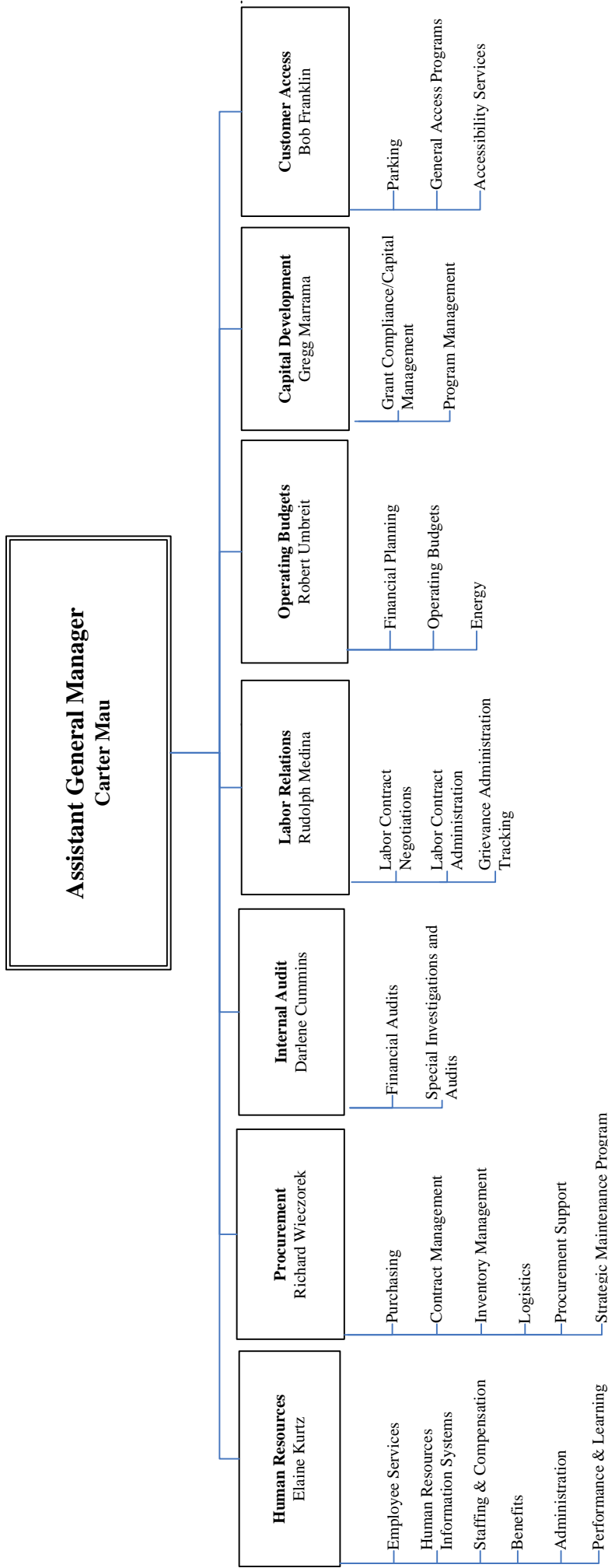


# BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures			
(F7) - Partnerships for Fin. Health	Project and/or Program	Goal/Desired Outcome (F7B1-Other)	FY - 2012 Objective	FY - 2013 Objective	FY - 2014 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.	<b>(F7B) - Legislative and Community Outreach Program</b> Develop and implement a federal, state and local legislative and community outreach program to increase funding and community support for key BART initiatives.	Continue to promote implementation of TOD at national and state levels through involvement in Rail-Volution and the Urban Land Institute's TOD Council.			As required, through June 2014.

# ADMINISTRATION AND BUDGET OFFICE - 11

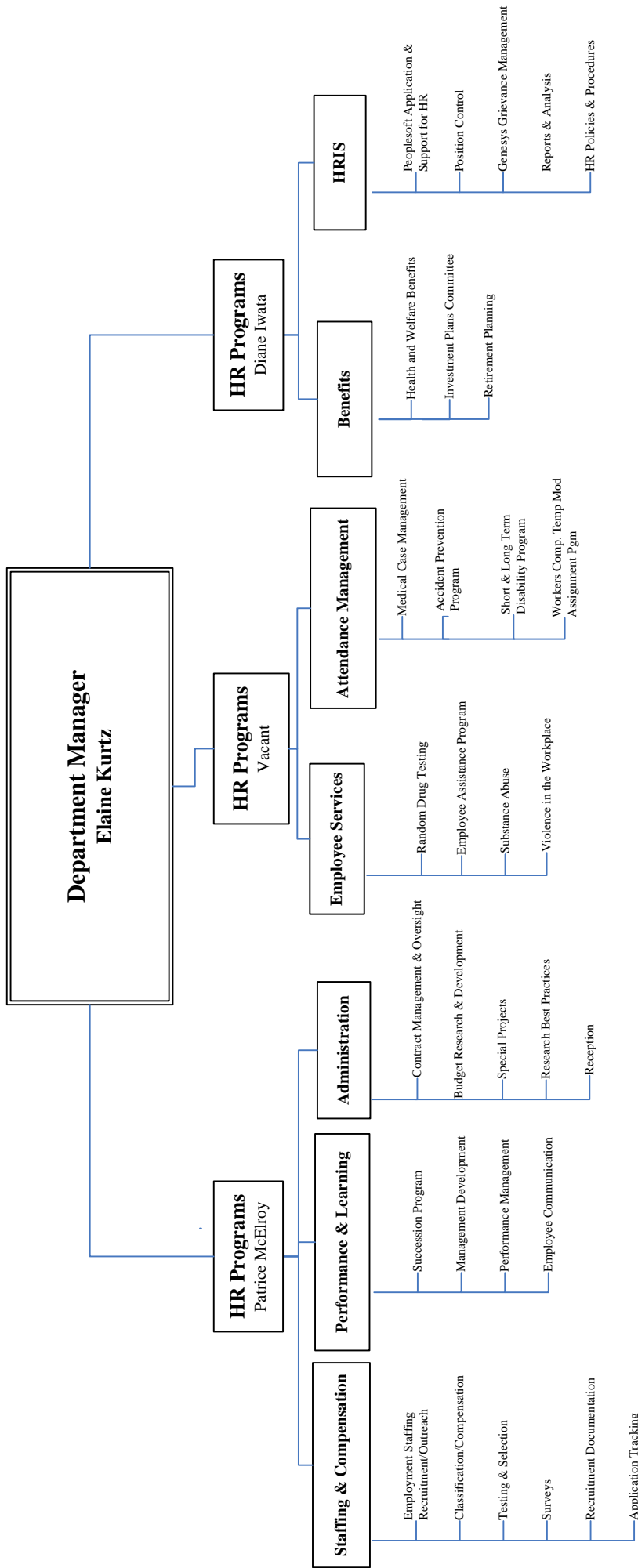
## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	156.6
Capital	9.0
REI	3.0
<b>Staff</b>	<b>168.6</b>

# HUMAN RESOURCES DEPARTMENT - 0502

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	30.6
Capital	-
REI	1.0
<b>Staff</b>	<b>31.6</b>



# BART Strategic Plan Fiscal Year Goals & Objectives

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

Implementing Strategies		Performance Measures							
(P1) - BART Culture	Project and/or Program	Goal/Desired Outcome		FY - 2012		FY - 2013		FY - 2014	
		(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.	Complete training.	Deferred Department working on other key initiatives	Design and partially complete training by Q4	Design and partially complete training by Q4	Design and partially complete training by Q4	Design and partially complete training by Q4
		(P1B1-Board)	(P1B1-Other)	(P1B1-Board)	(P1B1-Other)	(P1B1-Board)	(P1B1-Other)	(P1B1-Board)	(P1B1-Other)
	(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.	Include involvement of stakeholders in development of internal customer service tools.	Q1 and as needed	Met	Establish committees including training and employee communications by Q1	Establish and implement employee engagement survey and follow up, as well as other employee input tools Q1 - Q4	Monitor programs and revise as appropriate	Monitor programs and revise as appropriate
		(P1C1-Board)	(P1C1-Other)	(P1C1-Board)	(P1C1-Other)	(P1C1-Board)	(P1C1-Other)	(P1C1-Board)	(P1C1-Other)
	(P1C) - Applicant Assistance and Feedback Program Assistance to applicants for employment is readily available and internal applicants not selected in a hiring process can request and receive feedback to	Provide feedback and advice to 100% of internal applicants who request it by 2011.	Provide feedback and advice to 100% of internal applicants who request it by 2011.	Resume exploring internal customer service issues	In Progress	Develop tools in accordance with priorities established in FY12	Develop tools in accordance with priorities established in FY12	Monitor and expand on tools in accordance with prior priorities established	Monitor and expand on tools in accordance with prior priorities established
		(P1C1-Board)	(P1C1-Other)	(P1C1-Board)	(P1C1-Other)	(P1C1-Board)	(P1C1-Other)	(P1C1-Board)	(P1C1-Other)



Project and/or Program		Performance Measures			
assist in future preparations.					
<b>(P1D) - Customer Service Program</b> Institute a comprehensive program to promote customer-friendly service from all staff.	<b>Goal/Desired Outcome (P1D1-Board)</b> Encourage the extension of customer service as a priority for "back office" BART functions; modify procedures and provide training as appropriate.	<b>FY - 2012 Objective</b> Develop detailed work plan incl. training, procedures, accountability tools, etc.	<b>FY - 2013 Objective</b> Develop proposals for Executive consideration and prioritization Q1	<b>FY - 2014 Objective</b> Continue to review and develop work plans for training procedures and accountability tools, etc.	
		<b>Actual</b> Deferred This initiative has been moved to FY13			
<b>(P1E) - Internal Customer Service Program</b> Develop and implement measures of service satisfaction among internal stakeholders at BART.	<b>Goal/Desired Outcome (P1E1-Board)</b> 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.	<b>FY - 2012 Objective</b> Q3 - Employee input on issues and strategies	<b>FY - 2013 Objective</b> Frame discussion regarding priority of the issues Q1	<b>FY - 2014 Objective</b> Frame discussion regarding priority of the issues	
		<b>Actual</b> Deferred This initiative has been moved to FY13			
<b>(P1F) - Emerging Workforce Program</b> Ensure that BART is prepared for and can effectively utilize all sectors of a changing workforce.	<b>Goal/Desired Outcome (P1F1-Board)</b> 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.	<b>FY - 2012 Objective</b> Enter implementation of strategies	<b>FY - 2013 Objective</b> Continue education, at least one conference and or similar Q3	<b>FY - 2014 Objective</b> Develop two new staffing strategies	
		<b>Actual</b> In Progress			
	<b>(P1F1-Other)</b> On the basis of FY09 research, develop recommendations for	<b>FY - 2012 Objective</b> Implement and modify	<b>FY - 2013 Objective</b> Develop two new or changed approaches Q3	<b>FY - 2014 Objective</b> Develop two new or changed approaches	
		<b>Actual</b> In Progress			

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome	FY - 2012		FY - 2013	
		Objective	Actual	Objective	Objective
<b>(P2) - Diversity</b> Ensure that BART's workforce is fully reflective of the diversity of the Bay Area and that the District values its diversity.	<b>Project and/or Program</b> <b>(P2A) - Employment Outreach Program</b> Ensure that all recruiting is defined through utilization statistics, and that there is outreach to all communities in the BART district.	<b>Objective</b>		<b>Objective</b>	<b>FY - 2014 Objective</b>
		<b>Objective</b>	100%	<b>Objective</b>	<b>FY - 2014 Objective</b>
		<b>Objective</b>	Met	<b>Objective</b>	100%
	<b>Project and/or Program</b> <b>(P2A2-Board)</b> Expand and maintain scope of recruiting to include varied communities by 2010.	<b>Objective</b>		<b>Objective</b>	<b>FY - 2014 Objective</b>
		<b>Objective</b>	Continue expansion	<b>Objective</b>	Continue expansion
		<b>Objective</b>	Met	<b>Objective</b>	Continue expansion
	<b>Project and/or Program</b> <b>(P2A3-Board)</b> Achieve annual improvement in statistics on utilization in all major EEO classifications in areas where BART is currently underrepresented by 2010.	<b>Objective</b>		<b>Objective</b>	<b>FY - 2014 Objective</b>
		<b>Objective</b>	Improve some classifications	<b>Objective</b>	Improve some classifications
		<b>Objective</b>	In Progress	<b>Objective</b>	Improve some classifications
<b>(P3) - Workforce Development</b> Ensure that all employees have the tools, mentoring and opportunities that encourage and support excellence and professional development.	<b>Project and/or Program</b> <b>(P3A) - Leadership Development Program</b> Provide management development opportunities through rotational work assignments. Continue and refine the Leadership Symposium Program including addition of academic framework.	<b>Objective</b>		<b>Objective</b>	<b>FY - 2014 Objective</b>
		<b>Objective</b>	Refine program as opportunities are identified	<b>Objective</b>	Further refine training program and succession plan Q2
		<b>Objective</b>	Met	<b>Objective</b>	Further refine training program and succession
<b>(P3B) - Informational Training Programs</b> Provide a variety of short courses for managers on issues that are secondary aspects of their jobs.	<b>Project and/or Program</b> <b>(P3B1-Board)</b> Provide a regular curriculum of at least ten half-day courses by FY2011.	<b>Objective</b>		<b>Objective</b>	<b>FY - 2014 Objective</b>
		<b>Objective</b>	Maintain regular rotation of short courses	<b>Objective</b>	Deliver courses in accordance with training needs design Q1
		<b>Objective</b>	Met	<b>Objective</b>	Deliver courses in accordance with training needs

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome (P3C1-Board)	FY - 2012		FY - 2013	
		Objective	Actual	Objective	Objective
<p><b>(P3C) - Career Mobility Program</b></p> <p>Establish guidelines for flexibility in filling positions internally to include lower initial knowledge/experience requirements coupled with specific development plans.</p>	<p>Ensure that at least 10 mobility options are created and utilized by managers by FY 2010. Increase internal promotions by 5% by FY 2011.</p>	10 options exercised and 2% increase in internal promotions	Met	5 options exercised and 2% increase in internal promotions for non-entry level work Q4	5 options exercised and 2% increase in internal promotions for non-entry level work
		<p><b>(P5) - Accountability</b></p> <p>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.</p>	<p><b>(P5A1-Board)</b></p> <p>Initiate steps by 2010 to support a process whereby ratings for individuals are correlated with the overall performance of the work group of which they are a part.</p>	<p><b>FY - 2012</b></p> <p>Objective: Initiate steps</p> <p>Actual: Deferred</p> <p>This program was moved to Q1 of FY13</p>	<p><b>FY - 2013</b></p> <p>Objective: Initiate program Q2</p>
<p><b>(P5A) - Performance Planning and Evaluation Program</b></p> <p>Measure performance against the mission and values of the District through annual performance evaluations.</p>	<p><b>(P5A2-Board)</b></p> <p>Establish baseline data of performance quality measures during 2010.</p>	<p><b>FY - 2012</b></p> <p>Objective: Establish baseline data</p> <p>Actual: Deferred</p> <p>This initiative was moved to FY13</p>	<p><b>FY - 2013</b></p> <p>Objective: Develop preliminary approach Q3</p>	<p><b>FY - 2014</b></p> <p>Objective: Continue to address the approach</p>	
		<p><b>(P5A3-Board)</b></p> <p>Initiate performance-based compensation on a limited or trial basis, to include a team component, in 2011.</p>	<p><b>FY - 2012</b></p> <p>Objective: Initiate trial program</p> <p>Actual: Deferred</p>	<p><b>FY - 2013</b></p> <p>Objective: develop options for performance pay in context of 2013 discussions Q2</p>	<p><b>FY - 2014</b></p> <p>Objective: develop options for performance pay in context of 2013 discussions Q2</p>

## FY14 Goals & Objectives - Human Resources Department

### II. BART Operational Effectiveness: FY2014 Goals & Objectives

Projects/Programs/Goals	Performance Measures				
	FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj	
<b>1</b> 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 and continue	Refine report based upon user needs and distribute quarterly	Provide to managers as requested
	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 and continue	Refine Departmental vacancy report and status update initiated in FY12	Meet with designated operations managers quarterly to address issues
<b>2</b> 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.	As needed	See Goal 7, Training & Dvt Initiative	
	b	Enhance academic element of Univ of BART programs.	As needed	See Goal 7, Training & Dvt Initiative	
	c	Offer four additional short courses.	4 courses	See Goal 7, Training & Dvt Initiative	
<b>3</b> 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
<b>4</b> Improve the District's responsiveness to issues involving accommodation of employees with disabilities. (Joint goal with OCR).	a	Based on on-site work by professional consultants, complete development of comprehensive statements of physical demands for essential duties of major BART occupations.	As needed	Completed	
	b	Develop systematic process for evaluating requests for accommodation within these guidelines, including qualified assessment of modifications in methods for performing duties and timely responses.	As needed	Completed	

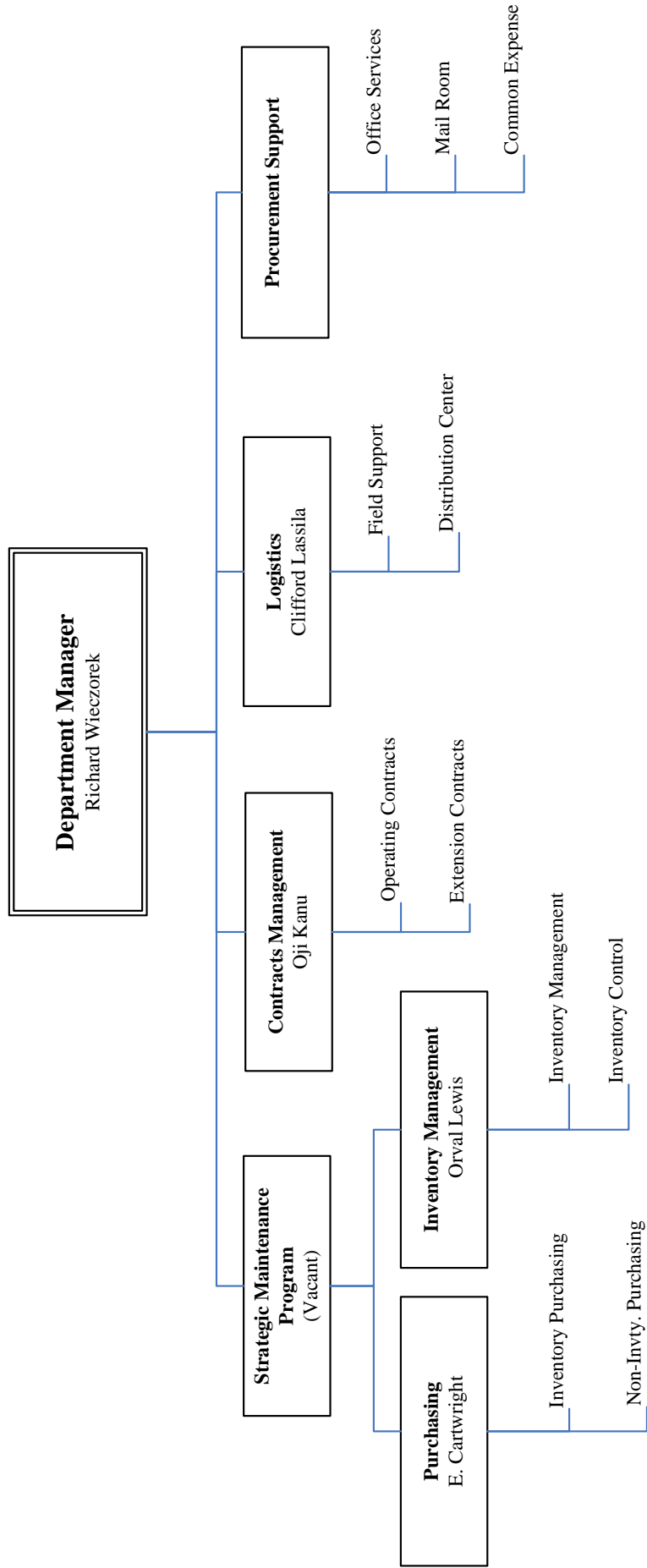
Projects/Programs/Goals	Performance Measures			
	FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
5 Succession Support.	Administer companion modules	Combined with new training initiative (see goal #7)	See training and development initiative below	
6 Attendance Management/Return-to-Work	a	Develop companion modules on managerial skills for new managers and supervisors for delivery in conjunction with "Nuts and Bolts" supervisor training.	Measure progress against baseline %	Achieve % improvement established in FY13
	b	Develop and refine standard attendance recording and reporting vehicle, including components of interest and concern to all major constituents.	Implement OBIEE attendance mg/return to work tool	Monitor and refine and institutionalize tool developed in FY13
	c	Develop and implement standard attendance review and coordination criteria and protocols to assure early attention to developing issues.	Follow action plans in 100% Pilot Cases.	Expand program beyond pilots
	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.	Institute and monitor results.	Refine and implement Call-in tool developed in FY12
	e	Systematically review documentation and assure other criteria that support absence status are confirmed in each case.	Operate/evaluate at least 2 large-scale pilots.	Develop routine follow-up procedures and responses where documentation is missing
	f	Develop ergonomic analysis of key positions, and establish work modifications, including assistive devices accordingly.	Analyze 4 occupations/issues of concern; develop/implement modification plans	Complete implementation of adjustments established in FY12 and continue further developments

Projects/Programs/Goals	Performance Measures						
	FY12 Actual	FY12 Obj	FY13 Obj	FY14 Obj			
g	Establish case management program for complex cases, coordinating support and medical intervention.	Develop criteria and pilot for at least 20 cases	Completed	Expand and modify based on FY12 experience	Monitor, expand and modify based on FY12 experience		
	h	Optimize application of contractual provisions to assure compliance and accountability with respect to existing absence and return to work language.	Labor Relations involved in 100% of significant attendance and return to work issues	Completed	Expand early interventions	Expand early interventions	
	i	Train managers on attendance issues including: permissible/appropriate questions; protected absences; contract procedures, etc.	Design and deliver pilot training	In progress	Modify and expand pilot training	Modify and expand pilot training	
	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.	Complete initial analysis for use in FY13 budget process	Completed	Continue and refine coordination with Operating Budgets on budgetary impacts of absence and improved attendance	Continue and refine coordination with Operating Budgets on budgetary impacts of absence and improved attendance	
7 Training and Professional Development	a.	Develop employee advancement training programs			Present findings & recommendations from work performed in FY12 to GM/EMM; develop additional resources, and prepare implementation schedule for approval	Continue to identify and implement training programs focused on employee advancement	
		b	Begin to develop BART succession planning needs		Complete draft succession planning steps by end of Q2	Continue to address succession planning issues	
		c	Develop training for BART Citizen Boards and Communication Committee				Develop and administer training by Q2
		d	Engage Executive and Senior Level Managers in a facilitated discussion on institutional values as a foundation for leadership and succession training				Initiate and start discussions by Q2
		e	Develop and publish a training schedule				Publish training schedule by Q2
		f	Complete evaluation of customer service training				Complete evaluation by Q1
		g	Develop and implement customer training based on evaluation of needs				Complete evaluation by Q3

Projects/Programs/Goals	Performance Measures			
	FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
8 Internal BART Communications			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	
9 Performance Management	a		Establish administrative support as well as skills development for performance management program elements; implement accordingly	Continue to develop performance management technology solutions for performance management as appropriate
	b			Manage full implementation of performance management program
10 Employee Recognition	a		Initiate employee appreciation program	Refine and continue GM site visits and service award delivery
	b			Develop and implement other recognition and appreciation programs as indicated on the basis of FY12 work

# PROCUREMENT DEPARTMENT - 0503

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	81.0
Capital	5.0
REI	-
<b>Staff</b>	<b>86.0</b>





# BART Strategic Plan Fiscal Year Goals & Objectives

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

Implementing Strategies		Project and/or Program		Performance Measures				
(C1) - System Renewal		(C1C) - Strategic Maintenance Plan (SMP)		FY - 2012		FY - 2013		
				Objective	Actual	Objective	Objective	
Protect BART's investment in its existing system through systematic replacement of all aging components and infrastructure, and ensure that BART meets the travel needs of its customers with an emphasis on a positive customer experience.	Utilize best-practices maintenance management principles Districtwide to improve system reliability, extend equipment service life, and gain maintenance cost and schedule efficiencies.	<b>(C1C10-Other)</b> Create and maintain PO Tracking Database for Federal PO's.					<b>FY - 2014</b> <b>Objective</b> Complete cleanout of obsolete files and create new filing system in numerical order	
		<b>(C1C11-Other)</b> Return to vendor timeliness.						<b>FY - 2014</b> <b>Objective</b> Utilize new CMS procedures to complete RTV's in 15 days
		<b>(C1C1-Other)</b> Develop and implement processes to support the kitting of parts for maintenance activities in Secondary Repair Shop and Primary Shops.						<b>FY - 2014</b> <b>Objective</b> Continue to introduce vendor supplied kitting on 5 components
		<b>(C1C2-Other)</b> Establish satellite storerooms as independent warehouse with their own ROP, maximum quantity and EOQ's.						<b>FY - 2014</b> <b>Objective</b> Implement procedures in Maximo & Peoplesoft "Go Live"
		<b>(C1C3-Other)</b> Implement tracking of non-inventory purchased vehicle parts in inventory control computer system.						<b>FY - 2014</b> <b>Objective</b> Establish satellite storerooms
						<b>FY - 2014</b> <b>Objective</b> Re-evaluate existing process & implement procedures in Maximo & Peoplesoft "Go Live"		
						<b>FY - 2014</b> <b>Objective</b> Re-evaluate existing process & implement procedures in Maximo & Peoplesoft "Go Live"		

Project and/or Program		Performance Measures					
		Goal/Desired Outcome		FY - 2012	FY - 2013	FY - 2014	
			Objective	Actual	Objective	Objective	
Implementing Strategies	(C1C4-Other)	Conduct weekly Procurement/RS&S meetings to build partnership and address issues as early as possible at the appropriate level.	Continue to support requirements for BAP Phase 2 "Go Live"	Eliminated No longer applicable			
		(C1C5-Other)	Work to reduce obsolete inventory as funding becomes available.	Continue to identify & reduce obsolete inventory per available funding	Met		
	(C1C6-Other)	Develop and implement "Just in Time" delivery process with vendors that supply critical vehicle components.	Continue to implement JIT on 6 critical components	Met			
	(C1C7-Other)	Shorten cycle time for buyers to begin purchasing requisitions.	Stabilize new Peoplesoft system & begin monitoring lead time.	Met			
	(C1C8-Other)	Develop and implement a world-class buyer program where buyers have a stake in efficient purchase and delivery processes.	Complete reorganization gain, seek a 15% savings on PO expenses by December 2011	Not Met	10% savings made.		

Implementing Strategies		Performance Measures							
Project and/or Program		Goal/Desired Outcome		FY - 2012		FY - 2013		FY - 2014	
		Objective	Actual	Objective	Actual	Objective	Actual	Objective	Actual
			Stabilize new Peoplesoft system & begin monitoring lead time	Met		Continue system stabilization & develop actual leadtime report		Continue system stabilization & develop actual leadtime report	
		<b>(C1C9-Other)</b>	Develop and implement procedures for "Best Value" procurement.	Met	Develop and issue purchase guidelines in use of Best Value by June 2012	Continue implementation of Best Value system & initiate acceptable documentation guidelines	No longer applicable in FY14.		
	<b>(C1F) - Business Advancement Plan Phase II</b> Develop functional requirements that underlie Maintenance and Material Management as well as Financial Managerial. Functional areas include: procurement, asset inventory management, asset management, budgeting, accounting and related reporting.	<b>(C1F1-Other)</b>	Assist in moving the District's Business Advancement Program (BAP) forward by participating in the Phase 2 implementation of Peoplesoft and MRO modules.		Work to stabilize system & debug integration of Maximo & Peoplesoft systems	In Progress	Work to stabilize system & debug integration of Maximo & Peoplesoft systems		Work to stabilize system & debug integration of Maximo & Peoplesoft systems
		<b>(C1F2-Other)</b>	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

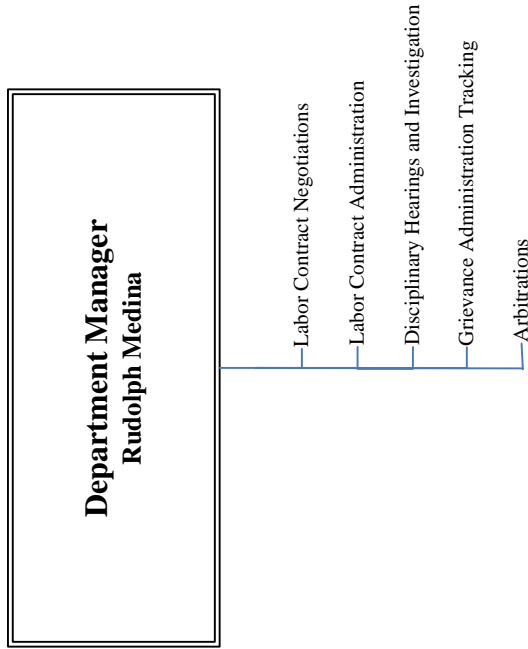
# FY14 Goals & Objectives - Procurement Department

## II. BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 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%	3%	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
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.	Stabilize & debug integration of Maximo & Peoplesoft systems	Met	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.	98.0%	85%	98%	98%
	c Ensure 95% match rate on invoices received without matching receipt are properly disseminated and communicated for follow-up by Purchasing. (New for FY12.)	Develop new invoice match/no match notification process in Peoplesoft/Maximo by June 2012	Met	95%	100%
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	180 days	180 days	180 days
4 Perform analysis of inventory reorder notices based on demand, lead time and price, for material purchased and Inventory Write-offs and Adjustments.	4 a Forward at least 100% of approved and posted requisitions to the Purchasing Division within 15 days.	100%	100%	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

# LABOR RELATIONS DEPARTMENT - 0505

## FY14 Preliminary Budget



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

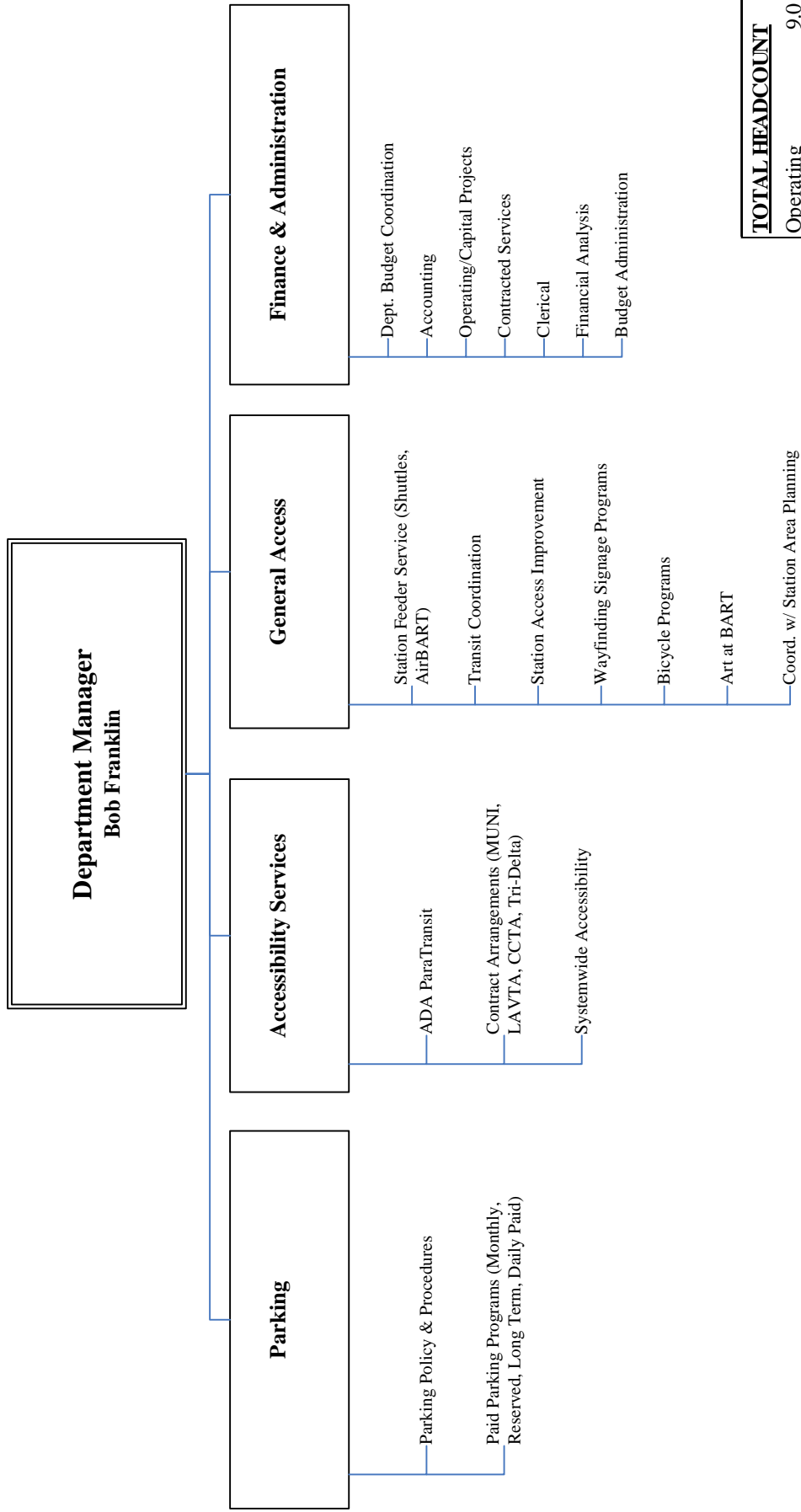
# FY14 Goals & Objectives - Labor Relations Department

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
<b>1</b> 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	Monthly meetings continue to be productive by addressing issue that are of interest or concern to the managers in the various depts.	Conduct Monthly Meetings to inform the Departments of issues that impact them	Provide information regarding labor relations activities that assist managers in resolving contractual issues
		Labor Relations Manager will take the lead and coordinate with Operations to determine when meetings are needed	Attend meeting as needed.	Labor Relations Staff member will take the lead and coordinate with Operations any issues that impact the Union Contracts	Labor Relations Staff will continue to address contractual issue as the come up
<b>2</b> Provide strategic Labor Relations advice to support District Management at meetings on all operations and expansion initiative.	Attend and support District Management at Oakland Airport Connector Project meetings.	Labor Relations Manager will take the lead and coordinate with Operations to determine when meetings are needed	Attend meeting as needed.	Labor Relations Staff member will take the lead and coordinate with Operations any issues that impact the Union Contracts	Labor Relations Staff will continue to address contractual issue as the come up
		Labor Relations Manager will take the lead and coordinate with Operations to determine when meetings are needed	Waiting on the signing of ATU TA	Labor Relations Manager will take the lead and coordinate with Operations to determine when meetings are needed	Will negotiate provisions of the TA when project is near "implementation"
<b>c</b>	Attend and support District Management at BAP meetings.	Labor Relations Manager will take the lead and coordinate with Operations to determine when meetings are needed	Continue to address any outstanding BAP issues related to contractual requirements	Labor Relations Staff member will take the lead and coordinate with Operations to address any pending issues	Finalize remaining outstanding issue to complete this goal

# CUSTOMER ACCESS DEPARTMENT - 1102

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	9.0
Capital	-
REI	-
<b>Staff</b>	<b>9.0</b>



# BART Strategic Plan Fiscal Year Goals & Objectives

## Strategic Plan - C Customer of BART

### Department - 1102491 Customer Dev & Station Access

Implementing Strategies		Performance Measures				
<b>(C1) - System Renewal</b> 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.	<b>Project and/or Program</b> <b>(C1B) - Rail Vehicle Replacement Plan</b> Replace all existing rail cars; purchase expansion vehicles as funding becomes available.	<b>Goal/Desired Outcome</b> <b>(C1B1-Other)</b> Advise rail vehicle replacement plan on ADA, bicycle accommodations, and general customer issues.		<b>FY - 2012</b> <b>Objective</b> Attend 90% of requested meetings and respond to 100% document review.	<b>FY - 2013</b> <b>Objective</b> Attend 90% of requested meetings and respond to 100% document review.	<b>FY - 2014</b> <b>Objective</b> Attend 90% of requested meetings and respond to 100% document review.
		<b>Actual</b> Met	<b>Actual</b> Met	<b>Actual</b> Met	<b>Actual</b> Met	
<b>(C2) - Earthquake Safety</b> Bring the original system up to current seismic safety standards ensuring core system operability shortly after an earthquake.	<b>Project and/or Program</b> <b>(C2A) - BART's Earthquake Safety Program</b> Retrofit core system to meet operability standards and retrofit remainder of system to meet Life Safety standards."	<b>Goal/Desired Outcome</b> <b>(C2A1-Other)</b> Advise Earthquake Safety Program on ADA, accessible route, customer accommodations, bicycle accommodations, construction outreach and mitigation, and parking issues.		<b>FY - 2012</b> <b>Objective</b> Attend 90% of requested meetings and respond to 100% document review.	<b>FY - 2013</b> <b>Objective</b> Attend 90% of requested meetings and respond to 100% document review.	<b>FY - 2014</b> <b>Objective</b> Attend 90% of requested meetings and respond to 100% document review.
		<b>Actual</b> Met	<b>Actual</b> Met	<b>Actual</b> Met	<b>Actual</b> Met	
<b>(C3) - Service Enhancements</b> Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	<b>Project and/or Program</b> <b>(C3C) - Smart Card Program</b> Implement an all smart card fare system to make it easier for customers to purchase, store and use fares.	<b>Goal/Desired Outcome</b> <b>(C3C1-Other)</b> Increase use of EZ Rider Card as payment method for daily paid parking.		<b>FY - 2012</b> <b>Objective</b> Increase Clipper Card parking payment use to 45% of daily fees paid by June 2012.	<b>FY - 2013</b> <b>Objective</b> Increase Clipper Card parking payment use to 45% of daily fees paid by June 2013.	<b>FY - 2014</b> <b>Objective</b> Increase Clipper Card parking payment use to 40% of daily fees paid by June 2014.
		<b>Actual</b> In Progress 30%	<b>Actual</b> In Progress 30%	<b>Actual</b> In Progress 30%	<b>Actual</b> In Progress 30%	
<b>(C4) - Station Access</b> Develop alliances with our transit partners and the community to maximize connectivity and to facilitate multi-modal access including transit, bicycling and walking.	<b>Project and/or Program</b> <b>(C4A) - Station Access Program</b> Develop a package of programs and projects to improve access to our stations by modes other than single occupant vehicles.	<b>Goal/Desired Outcome</b> <b>(C4A1-Board)</b> Depending on results of Station Profile Survey, develop plan by 2010 to meet or exceed systemwide access guidelines		<b>FY - 2012</b> <b>Objective</b> Support Planning Department efforts as required	<b>FY - 2013</b> <b>Objective</b> Support Planning Department efforts as required	<b>FY - 2014</b> <b>Objective</b> Support Planning Department efforts as required
		<b>Actual</b> Met	<b>Actual</b> Met	<b>Actual</b> Met	<b>Actual</b> Met	



Implementing Strategies		Performance Measures					
Project and/or Program		FY - 2012		FY - 2013		FY - 2014	
Goal/Desired Outcome (C4A1-Other)		Objective	Actual	Objective	Objective	Objective	Objective
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.	Increase bicycle access use over previous year.	Increase bicycle access use over previous year.
<b>(C4A2-Board)</b>		<b>Objective</b>	<b>Actual</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>
Establish station specific access targets by 2010.		Support Planning Department efforts as required	Met	Support Planning Department efforts as required	Support Planning Department efforts as required	Support Planning Department efforts as required	Support Planning Department efforts as required
<b>(C4A2-Other)</b>		<b>Objective</b>	<b>Actual</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>
Increase bicycle access to BART: concepts, designs, and/or funding/grant proposals for new bicycle facilities.		Complete Facility Design for MacArthur, Civic Center and Walnut Creek Stations by June 2012	In Progress	Construction of Civic Center and Walnut Creek Station Bike Facilities	Construction of Civic Center and Walnut Creek Station Bike Facilities	Construction of Civic Center and Walnut Creek Station Bike Facilities	Complete design for Civic Center and Walnut Creek Station Bike Facilities
<b>(C4A3-Other)</b>		<b>Objective</b>	<b>Actual</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>
Increase bicycle access to BART: construction of new facilities.		Procure 400 additional lockers by June 2012	Met	Procure 300 additional lockers by June 2013	Procure 200 additional lockers by June 2014	Procure 200 additional lockers by June 2014	Procure 200 additional lockers by June 2014
<b>(C4A4-Other)</b>		<b>Objective</b>	<b>Actual</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>
Increase bicycle access to BART through planning.		Complete Bike Plan by April 2012	Met	Begin Implementing Bike Plan with Development of Station Specific Strategies	Continue implementing Bike Plan	Continue implementing Bike Plan	Continue implementing Bike Plan
<b>(C4A5-Other)</b>		<b>Objective</b>	<b>Actual</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>
Increase shuttle access to BART.							Define new shuttle program
<b>(C4A7-Other)</b>		<b>Objective</b>	<b>Actual</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>
Support Planning in conducting bus intermodal and pedestrian improvements efforts at		Meet and analyze improvements by December 2011	Met	Study options for increased bus bays at station	Study options for increased bus bays at station	Study options for increased bus bays at station	Study options for increased bus bays at station



# BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome	FY - 2012		FY - 2013	
		Objective	Actual	Objective	Objective
<b>(C5) - Customer Environment</b> Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	<b>Project and/or Program (C5C) - Accessibility Improvements</b> Develop and implement program of system-wide accessibility improvements as opportunities and funding become available.	<b>Objective</b>		<b>Objective</b>	<b>Objective</b>
		<b>Actual</b>		<b>Objective</b>	<b>Objective</b>
<b>(C6) - Customer Information</b> Provide our customers with state of the art wayfinding and customer information.	<b>Project and/or Program (C6B) - Real Time Information Program</b> Expand real time BART train and bus arrival and emergency information to aid customers.	<b>Objective</b>		<b>Objective</b>	<b>Objective</b>
		<b>Actual</b>		<b>Objective</b>	<b>Objective</b>
<b>(C5C1-Board)</b> 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.	<b>Project and/or Program (C5C1-Board)</b> 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.	<b>Objective</b>		<b>Objective</b>	<b>Objective</b>
		<b>Actual</b>		<b>Objective</b>	<b>Objective</b>
<b>(C6B2-Other)</b> Seek funding for Pilot Program completion.	<b>Project and/or Program (C6B2-Other)</b> Seek funding for Pilot Program completion.	<b>Objective</b>		<b>Objective</b>	<b>Objective</b>
		<b>Actual</b>		<b>Objective</b>	<b>Objective</b>

## Strategic Plan - F The Future of BART

### Department - 1102491 Customer Dev & Station Access

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome	FY - 2012		FY - 2013	
		Objective	Actual	Objective	Objective
<b>(F1) - Capacity</b> Optimize the BART system to meet projected ridership increases.	<b>Project and/or Program (F1A) - SVRT Core Modification Study</b> Complete comprehensive analysis of system and station capacity needs required to accommodate the Silicon Valley Rapid Transit (SVRT) project by 2009	<b>Objective</b>		<b>Objective</b>	<b>Objective</b>
		<b>Actual</b>	Met	<b>Objective</b>	<b>Objective</b>
<b>(F1A1-Other)</b> Advise SVRT core capacity team on ADA, bicycle accommodations, and general customer issues.	<b>Project and/or Program (F1A1-Other)</b> Advise SVRT core capacity team on ADA, bicycle accommodations, and general customer issues.	<b>Objective</b>	Attend 90% of requested meetings and respond to 100% document review	<b>Objective</b>	<b>Objective</b>
		<b>Actual</b>	Attend 90% of requested meetings and respond	<b>Objective</b>	<b>Objective</b>

Implementing Strategies		Performance Measures					
Project and/or Program	Goal/Desired Outcome (F1B1-Other)	FY - 2012		FY - 2013		FY - 2014	
		Objective	Actual	Objective	Actual	Objective	Actual
(F1B) - Car modifications Increase train car capacity	Advise car modification team and rail vehicle replacement plan on ADA, bicycle accommodations, and general customer issues.	Attend 90% of requested meetings and respond to 100% document review	Met	Attend 90% of requested meetings and respond to 100% document review		Attend 90% of requested meetings and respond	
(F3) - Financial Stability Maintain and improve the stability of BART's financial base.	(F3C) - Revenue Generation Implement a variety of programs to increase non-farebox revenues, including advertising, transit-oriented development and concessions.	Performance Measures					
(F3C1-Other)	Manage flat fee and market-based parking programs to contribute more than \$1,500,000 in non-fare revenue annually.	FY - 2012 Objective	FY - 2012 Actual	FY - 2013 Objective	FY - 2013 Actual	FY - 2014 Objective	FY - 2014 Actual
		Evaluate parking occupancy twice/year to determine fees	Met \$14.8M parking revenue generated	Evaluate parking occupancy twice/year to determine fees		Evaluate parking occupancy twice/year to determine fees	
(F3C2-Other)	Manage parking permit vendor contract.	FY - 2012 Objective	FY - 2012 Actual	FY - 2013 Objective	FY - 2013 Actual	FY - 2014 Objective	FY - 2014 Actual
		Manage and monitor according to contract provisions	Met	Manage and monitor according to contract provisions		Manage and monitor according to contract provisions	
(F3C3-Other)	Implement daily paid parking fee program at additional stations.	FY - 2012 Objective	FY - 2012 Actual	FY - 2013 Objective	FY - 2013 Actual	FY - 2014 Objective	FY - 2014 Actual
				Evaluate market-based parking pricing for East Bay Stations		Implement new demand-based parking program	
(F3C4-Other)	Manage concession for Coliseum Special Event parking.	FY - 2012 Objective	FY - 2012 Actual	FY - 2013 Objective	FY - 2013 Actual	FY - 2014 Objective	FY - 2014 Actual
		Manage concession to ensure compliance as required	Met	Competitively select new concessionaire		Manage contract to ensure compliance as required	
(F5) - Transit-Oriented Development Work with community partners to maximize support for TODs, to enhance the livability and vitality at our stations, and to support regional goals.	(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	Performance Measures					
(F5A1-Other)	Advise station planning on ADA, bicycle accommodations, parking, and general customer issues.	FY - 2012 Objective	FY - 2012 Actual	FY - 2013 Objective	FY - 2013 Actual	FY - 2014 Objective	FY - 2014 Actual
		Respond to 100% document review and attend meetings as staffing permits	Met	Respond to 100% document review and attend meetings as staffing permits		Respond to 100% document review and attend meetings as staffing permits	

Implementing Strategies		Performance Measures					
Project and/or Program	Goal/Desired Outcome	FY - 2012		FY - 2013		FY - 2014	
		Objective	Actual	Objective	Actual	Objective	Actual
<b>(F5B) - TOD Station Development Program</b> Working with cities and local communities, BART will implement approved development projects.	<b>Goal/Desired Outcome (F5B1-Board)</b> Obtain development approvals at six station areas by 2013.	Respond to 100% document review and attend meetings as staff permits	Met	Respond to 100% document review and attend meetings as staff permits		Respond to 100% document review and attend meetings as staff permits	
		Respond to 100% document review and attend meetings as staff permits		Respond to 100% document review and attend meetings as staff permits		Respond to 100% document review and attend meetings as staff permits	
		Respond to 100% document review and attend meetings as staff permits		Respond to 100% document review and attend meetings as staff permits		Respond to 100% document review and attend meetings as staff permits	
<b>(F6) - Sustainability</b> 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.	<b>Goal/Desired Outcome (F5B2-Board)</b> Complete construction of transit-oriented developments at eight BART stations by 2013.	Respond to 100% document review and attend meetings as staff permits	Met	Respond to 100% document review and attend meetings as staff permits		Respond to 100% document review and attend meetings as staff permits	
		Respond to 100% document review and attend meetings as staff permits		Respond to 100% document review and attend meetings as staff permits		Respond to 100% document review and attend meetings as staff permits	
		Respond to 100% document review and attend meetings as staff permits		Respond to 100% document review and attend meetings as staff permits		Respond to 100% document review and attend meetings as staff permits	
<b>(F6A) - Transit Sustainability Guidelines</b> Build consensus among transit operators for reducing greenhouse gas emission, and utilizing sustainability techniques.	<b>Goal/Desired Outcome (F6A1-Other)</b> Manage agreements for car-share placement at BART Stations.	Implement new agreement by June 2012	Met	Implement new agreement by June 2013		Implement new agreement by June 2014	
		Implement new agreement by June 2012		Implement new agreement by June 2013		Implement new agreement by June 2014	
		Implement new agreement by June 2012		Implement new agreement by June 2013		Implement new agreement by June 2014	

## FY14 Goals & Objectives - Customer Access Department

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals		Desired Outcomes/Objectives	Performance Measures			
			FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
1	Manage District parking program consistent with Board parking policies	1 a Maximize occupancy and patron satisfaction with parking programs.	Monitor programs daily/correct problems	Achieved.	Monitor programs daily/correct problems	Monitor programs daily/correct problems
			Meet EBPC performance measures within budget	Achieved	Meet EBPC performance measures within budget	Meet EBPC performance measures within budget
2	Manage ADA Paratransit Program	2 a Manage East Bay Paratransit to provide excellent and cost efficient ADA compliant services.  2 b Manage other paratransit partnerships to ensure success in providing cost effective and compliant services.	b1) Review monthly and quarterly invoices. Meet with partners as necessary to keep costs within budget	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
			b2) Serve on MTC TAC for Paratransit Sustainability Project as scheduled	Achieved	b2) N/A	b2) N/A
3	Manage other paratransit agencies to develop a Paratransit Emergency Response Plan; develop schedule by June 2012	3 a Paratransit AC Transit is the lead agency.	Part of New RFP for paratransit broker services.	Achieved	b3) Select and hire consultant to perform work on project.	Hire new paratransit broker and work to develop an Emergency Response Plan.
			Audit and funding agency requirements complied w/on time	Achieved	Audit and funding agency requirements complied w/on time	Audit and funding agency requirements complied w/on time
4	Provide enhancements to existing paratransit operation	4 d1) Plan and initiate testing of Interactive Voice Response Prog. by June 2012	Installed as a part of scheduling upgrade.	Achieved	Finish Testing and Implement Program by June 2013	Finish Testing and Implement Program by June 2014

## FY14 Goals & Objectives - Customer Access Department

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
		d2) Perform In-Person Assessments in Contra Costa Co. by June 2012	Satellite office set up and ongoing.	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.
	e Contract out paratransit operation	Prepare Paratransit Broker RFP by June 2012	Work continues on RFP for new broker.	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.	4 New Agent Training classes and 4 Station Agent Refresher training classes or as requested by Operations	Attended training classes as requested by Operations.	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.
	b Manage EPAMD (Segway) Program.	All permit applications processed within 30 days	Objectives met.	All permit applications processed within 30 days	All permit applications processed within 30 days
	c Conduct elevator construction outreach and mitigation program so as to inform the public in a timely fashion and minimize problems and complaints.	Provide notification of elevator projects in cooperation with M&E within agreed timeframes	Objectives met.	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

## FY14 Goals & Objectives - Customer Access Department

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
	d Improve disabled person customer experience	Support Clipper Card interface with disabled patrons as required	Achieved.	Pilot program with deaf community to improve communication.	Continue implementation of pilot program for 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.	Quarterly meetings with operators	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	As required	Achieved.	N/A

# OPERATING BUDGETS DEPARTMENT - 1104

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	11.0
Capital	-
REI	1.0
<b>Staff</b>	<b>12.0</b>





# BART Strategic Plan Fiscal Year Goals & Objectives

## Strategic Plan - C Customer of BART

Department - 1104473 Oper Budgets & Analysis Admin

Implementing Strategies		Performance Measures				
(C1) - System Renewal	Project and/or Program (C1B) - Rail Vehicle Replacement Plan	Goal/Desired Outcome (C1B1-Other)		FY - 2012	FY - 2013	FY - 2014
		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.	Ensure that BART match requirements are met through SRTP modeling.	Met	Develop BART contribution plan by year-end	Update and maintain BART operating funding contribution model	
(C3) - Service Enhancements	Project and/or Program (C3C) - Smart Card Program	Goal/Desired Outcome (C3C1-Board)		FY - 2012	FY - 2013	FY - 2014
		Objective	Actual	Objective	Objective	Objective
Maintain and strategically enhance BART service to better serve travel markets and to maximize system utilization.	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.	Met	Support continuing effort to transition Clipper in coordination with MTC	Support continuing effort to transition customers to Clipper in coordination with MTC	Support continuing effort to transition customers to Clipper in coordination with MTC



Implementing Strategies		Performance Measures					
Project and/or Program (F3B) - Planning for a Fiscally Sound Future	Goal/Desired Outcome (F3B1-Board)	FY - 2012		FY - 2013		FY - 2014	
		Objective	Actual	Objective	Actual	Objective	Actual
Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves.	(F3B1-Board)	Develop and adopt a balanced annual budget.	Met 6/30	6/30	Objective	Objective	Objective
	(F3B1-Other)	Develop and present Monthly Financial Report to Executive Management.	Met	2nd Tuesday after close	Objective	Objective	Objective
	(F3B2-Board)	Develop and adopt a Short-Range Transit Plan and Capital Improvement Program in accordance with MTC Guidelines.	As scheduled	As scheduled	Objective	Objective	Objective
	(F3B2-Other)	Develop and present Quarterly Financial Report to Board.	Met	2nd meeting after quarter close	Objective	Objective	Objective
	(F3B3-Board)	Maintain operating reserve of at least 5% of total annual operating expenses.	Met	At least 5%	Objective	Objective	Objective
	(F3B3-Other)	Develop and present year end projections for Executive Management.	Met	As required	Objective	Objective	Objective
	(F3B4-Other)	Review personnel actions and EDDs within time guidelines.	Met	2 days	Objective	Objective	Objective
	(F3B5-Other)	Coordinate preparation of the District's Goals and Objectives.	Met	To Board by 4/30	Objective	Objective	Objective
	(F3B1-Board)	Develop and adopt a balanced annual budget.	Met 6/30	6/30	Objective	Objective	Objective
	(F3B1-Other)	Develop and present Monthly Financial Report to Executive Management.	Met	2nd Tuesday after close	Objective	Objective	Objective
	(F3B2-Board)	Develop and adopt a Short-Range Transit Plan and Capital Improvement Program in accordance with MTC Guidelines.	As scheduled	As scheduled	Objective	Objective	Objective
	(F3B2-Other)	Develop and present Quarterly Financial Report to Board.	Met	2nd meeting after quarter close	Objective	Objective	Objective
	(F3B3-Board)	Maintain operating reserve of at least 5% of total annual operating expenses.	Met	At least 5%	Objective	Objective	Objective
	(F3B3-Other)	Develop and present year end projections for Executive Management.	Met	As required	Objective	Objective	Objective

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome (F3B6-Other)	FY - 2012		FY - 2013	
		Objective	Actual	Objective	Actual
<b>(F3D) - Strategic Energy Plan</b> Procure low-cost, clean and reliable electricity for the BART system and continuously reduce the District's use of electricity.	Complete/submit Prop. 4 Appropriations Limit documents for Board adoption.	6/30	6/30	Objective	Objective
	<b>(F3B7-Other)</b> Revise/adjust annual Operating Budget.	As required	Not required	<b>FY - 2012 Objective</b> As required	<b>FY - 2013 Objective</b> As required
	<b>(F3B8-Other)</b> Close out prior FY annual budget and obtain Board approval.	8/31	Met	<b>FY - 2012 Objective</b> As required	<b>FY - 2013 Objective</b> As required
	<b>(F3B9-Other)</b> Develop financial forecasts to guide spending decisions.	As required	Met	<b>FY - 2012 Objective</b> As required	<b>FY - 2013 Objective</b> As required
	<b>(F3D1-Board)</b> Maintain cost of independent power supply arrangements at less than cost of comparable PG&E service.	Procure power supply at or below PG&E cost.	Met	<b>FY - 2012 Objective</b> As required	<b>FY - 2013 Objective</b> As required
	<b>(F3D1-Other)</b> Update Strategic Energy Plan.	Update plan as required.	Met	<b>FY - 2012 Objective</b> As required	<b>FY - 2013 Objective</b> As required
	<b>(F3D2-Board)</b> Develop and maintain a portfolio of diversified market supply.	Procure mix of short and long term purchases.	Met	<b>FY - 2012 Objective</b> As required	<b>FY - 2013 Objective</b> As required
	<b>(F3D2-Other)</b> Monitor federal and state energy regulatory actions, recommend legal intervention as appropriate.	Procure mix of short and long term purchases.	Met	<b>FY - 2012 Objective</b> As required	<b>FY - 2013 Objective</b> As required



# BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies	Project and/or Program	Performance Measures					
		Goal/Desired Outcome (F3D3-Board)	FY - 2012 Objective	Actual	FY - 2013 Objective	FY - 2014 Objective	
		Invest in efficient generation facilities to reduce District energy use.	Secure Board approval of LEC Gas Supply Program.	Met	Lodi Energy Center Operating		
		(F3D3-Other) Prepare and monitor District's power budget.	FY - 2012 Objective Monthly	Actual Met	FY - 2013 Objective Monthly	FY - 2014 Objective Monthly	
		(F3D4-Board) Participate in ABAG Energy Watch Program to reduce District energy use.	FY - 2012 Objective Initiate one new efficiency project.	Actual Not Met	FY - 2013 Objective Initiate two new efficiency projects.	FY - 2014 Objective Initiate two new efficiency projects.	
		(F3D4-Other) Improve electricity scheduling practices, minimize the use of PG&E supplemental power.	FY - 2012 Objective Keep PG&E purchases below \$300K per year.	Actual Met	FY - 2013 Objective M&E May Deliver Concord Yard Project	FY - 2014 Objective Keep PG&E purchases below \$300K per year.	
		(F3D5-Board) Continue to procure cost-effective renewable energy supplies.	FY - 2012 Objective Consider green projects if economically feasible.	Actual Met	FY - 2013 Objective Consider green projects if economically feasible.	FY - 2014 Objective Consider green projects if economically feasible.	
					Board Approval of Lafayette&Orinda, Gridley Operating	Lafayette&Orinda Operating, EV Charging Stations	

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

Implementing Strategies		Performance Measures				
(P4) - Labor/Management Relations	Project and/or Program (P4A) - Labor/Management Relationship Program	Goal/Desired Outcome (P4A1-Other)		FY - 2012	FY - 2013	FY - 2014
		Objective	Actual	Objective	Objective	Objective
Develop and maintain strong, positive labor/management relations.	Conduct a series of meetings between union leaders and executive management to foster communication and a greater understanding of issues and concerns.	Support negotiations with labor cost analyses and financial projections.		Use Peoplesoft to provide detailed analysis to support FY13 negotiations	Support negotiations as required	Support negotiations as required
			(P4A2-Other)	FY - 2012	FY - 2013	FY - 2014
			Objective	Actual	Objective	Objective
		Respond to management and union information requests.		Met	As required	As required
			(P4A3-Other)	FY - 2012	FY - 2013	FY - 2014
			Objective	Actual	Objective	Objective
Prepare labor cost presentations for management, the unions and the Board.		Met	As required	As required		
	(P4A3-Other)	FY - 2012	FY - 2013	FY - 2014		
	Objective	Actual	Objective	Objective		

# FY14 Goals & Objectives - Operating Budgets Department

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
<b>1</b> Manage the ridership and revenue reporting functions of the Data Acquisition System (DAS)	<b>1 a</b> Track, analyze and provide ridership and revenue data.	As required	Met	As required	As required
	<b>b</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
	<b>c</b> 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
	<b>d</b> Produce daily ridership reports for management.	Within 1 work day	Met	Within 1 work day	Within 1 work day
<b>2</b> Prepare required reports, studies and negotiated agreements	<b>2 a</b> Complete National Transportation Database and submit to Accounting	9/30	Met	9/30	9/30
	<b>b</b> Complete MTC Annual Submittal and forward to MTC.	8/30	Met	8/30	8/30
	<b>c</b> Complete State Controller's Report and submit to Accounting.	9/30	Met	9/30	9/30
	<b>d</b> Renegotiate Muni FastPass agreement.	Renegotiate	Renegotiated but not approved by SF	As required	
	<b>e</b> Renegotiate BART Plus agreement.	12/11	Met		As required
<b>3</b> Perform financial analyses and management studies to reduce costs and improve performance	<b>f</b> Forecast, monitor and analyze expenses relating to joint use stations.	2/1 and as required			
	<b>g</b> Amend Millbrae Use, Operating, and Maintenance (UOM) agreement with San Mateo County JPB/Caltrain.			12/31	
	<b>3 a</b> 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
<b>4</b> Manage financial reporting for SFO Ext Agreements	<b>4 a</b> Prepare quarterly statements for MTC and Accounting for new operating agreement.	Acctg mnthly; MTC annually	Met	Acctg mnthly; MTC annually	Acctg mnthly; MTC annually

# FY14 Goals & Objectives - Operating Budgets Department

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures				
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj	
5 Manage the development and implementation of fares, fare policy, and fare programs	5 a Serve as District's resource on fare structure, including alternatives and impacts, and create options to solve budget deficits.	As required	Met	As required	As required	
	b Perform analyses of fare changes and do public outreach to comply with Title VI and Environmental Justice requirements.	As required	Met	As required	As required	
	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.		Met	Develop Title VI and EJ compliant new fare program by year end	As required, continue to refine fare program.	
	d Coordinate and implement transition of current BART fare media to Clipper.	As required	Met MTC goals	As required	As required	
	e Develop options for new fare products on Clipper, such as a Bus/BART Discount product.	As required	In progress	As required	As required	
	h Work with Marketing to identify fare options and develop ridership.	As required	Met	As required	As required	
	i Work with VTA to determine draft fare structure and associated revenue for SVBX.			As required	As required	
	j Develop Title VI Circular 4702. 1B Minority Disparate Impact Policy and Low-Income Disproportionate Burden Policy, including engaging public in decision-making process.				Board adopts policies by end of Sept 2013	
	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.				Board adopts by 4QFY14	
	l Work with Oakland Airport to develop airport employee discount program.				Board adopts by 4QFY14	
	m Respond to all BART Board members requests for evaluation and analysis of fare options.				As required	
	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	Met	Quarterly	
		b Refine the report, including vacancy factor.	Quarterly		Quarterly	



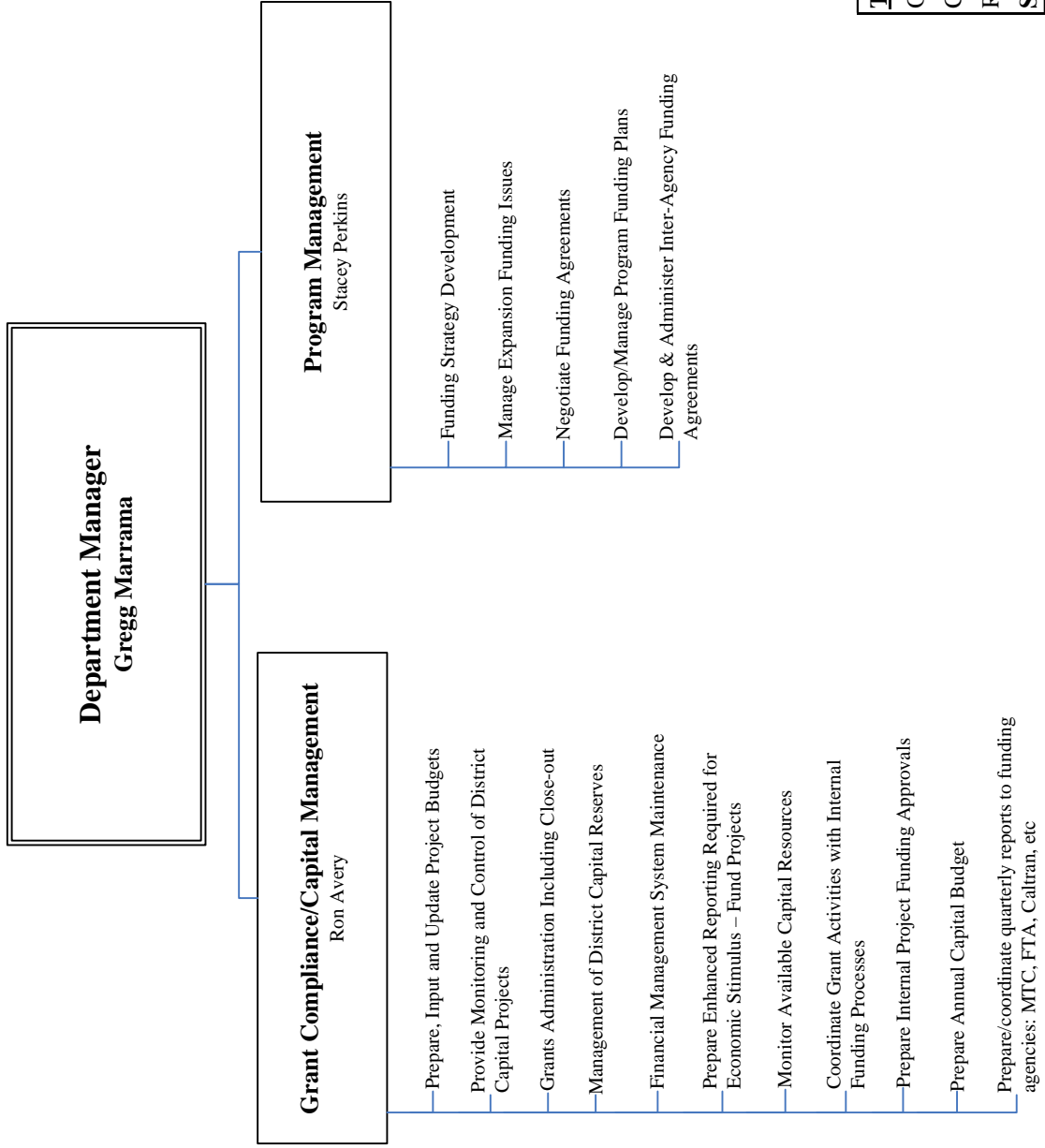
# FY14 Goals & Objectives - Operating Budgets Department

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
	<b>c</b> Institute 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		Quarterly	
<b>7</b> Prepare financial scenarios in support of District goals and objectives, and specific projects/programs.	<b>7 a</b> Work with Planning to modify BART Ridership Model, or similar, to more accurately estimate ridership.				As required
	<b>b</b> Modify SRTP model to better analyze impacts of fare increases and allocations to capital projects.				7/31
	<b>c</b> Modify SRTP model to better account for capital projects in support of capacity enhancements and State of Good Repair (SGR).				7/31
<b>8</b> Perform financial analyses to get a better overall picture of the District's financial health.	<b>8 a</b> Enhance SRTP model to include a capital funding and cost component, and overall cumulative balance.				8/30
	<b>b</b> Work with other departments (e.g. RS&S, capital planning, Hayward Shops)/programs (e.g. asset management) to determine data needs and processes required to accurately portray funding and costs.				As required
<b>9</b> Enhance knowledge of financial planning and promotion of BART through training, professional organizations, and other means.	<b>c</b> 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
	<b>9 a</b> Learn capabilities and use of FTA TERM Lite software.				2/2
	<b>b</b> Learn capabilities, use, and application of Crystal Ball software.				6/30
	<b>c</b> Monitor transit industry research/news and investigate nominations to Transportation Research Board (TRB) subcommittees/ committees.				As required

# CAPITAL DEVELOPMENT DEPARTMENT - 1106

## FY14 Preliminary Budget





# BART Strategic Plan Fiscal Year Goals & Objectives

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 - 2012		FY - 2013		FY - 2014	
		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.	Met		By year end prioritize projects incorporating new capital funding sources		By year end prioritize projects incorporating new capital funding sources		Continue to prioritize and seek funding for system renovation
			By year end		By year end		By year end		
		(C1A1-Other)							
		Maximize capital grant awards for the District's ongoing renovation needs as programmed in the CIP with the County CMAAs, Regional (MTC), State (Caltrans/CTC) and Federal (FTA./FHWA) agencies.							
		(C1A2-Board)							
		Develop a phasing plan.	Met		By year end prioritize projects incorporating new capital funding sources		Continue to prioritize projects incorporating new capital funding sources and changes in District priorities		Revisit priorities based on feedback from January 2013 Board workshop and incorporate into phasing plan
		(C1B) - Rail Vehicle Replacement Plan							
	Replace all existing rail cars; purchase expansion vehicles as funding becomes available.	Develop full funding plan for vehicle replacement program by FY 2009.			Develop strategy for Phase II funding plan (with G&CR) - 50% completion by 6/30/12. Implementation by 2017.		Develop strategy for Phase II funding plan (with G&CR) - 50% completion by 6/30/13. Implementation by 2017.		Further refine strategy for expanded Phase II funding plan (expansion cars, accelerated options) with G&CR. Implementation by 2017.
		(C1B1-Board)							
		Notice to Proceed (NTP) issued in 2010; full production commences in							
		(C1B2-Board)							

Implementing Strategies		Performance Measures					
Project and/or Program		Performance Measures					
	<b>Goal/Desired Outcome</b> 2016; seven-year production phase anticipated.	<b>FY - 2012</b>		<b>FY - 2013</b>		<b>FY - 2014</b>	
		<b>Objective</b>	<b>Actual</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>
	<b>(C1B3-Board)</b> Ensure that BART match requirements are met through SRTP modeling.	Met					
	<b>Goal/Desired Outcome</b> <b>(C1D1-Board)</b> Complete study by 2011; identify funding for additional phases.	<b>FY - 2012</b>		<b>FY - 2013</b>		<b>FY - 2014</b>	
		<b>Objective</b>	<b>Actual</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>
	<b>(C1D) - Infrastructure Evaluation Study</b> Undertake a comprehensive evaluation of District infrastructure.	Secure funding if available	Met	Secure additional funding if available (part of B-EAM)	Ongoing		
	<b>Goal/Desired Outcome</b> <b>(C1F1-Other)</b> Actively support BAP Phase II Financial modules for projects, grants, expenses and budgeting.	<b>FY - 2012</b>		<b>FY - 2013</b>		<b>FY - 2014</b>	
		<b>Objective</b>	<b>Actual</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>
	<b>(C1F) - Business Advancement Plan Phase II</b> 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.	The BAP project is closed. The new financial management system is in production and maintenance mode	N/A	
<b>(C2) - Earthquake Safety</b>		<b>Performance Measures</b>					
<b>(C2A) - Earthquake Safety Program</b> Retrofit core system to meet operability standards and retrofit remainder of system to meet Life Safety standards."	<b>Goal/Desired Outcome</b> <b>(C2A1-Other)</b> Monitor use of bonds and grant funds	<b>FY - 2012</b>		<b>FY - 2013</b>		<b>FY - 2014</b>	
		<b>Objective</b>	<b>Actual</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>
		As required.	Met	As required.	As required.	As required.	As required.
<b>(C5) - Customer Environment</b>		<b>Performance Measures</b>					
<b>(C5A) - Station Modernization Program</b> Upgrade BART stations to improve lighting, pathways, and signage systems.	<b>Goal/Desired Outcome</b> <b>(C5A1-Other)</b> Seek additional funds for unfunded elements of program.	<b>FY - 2012</b>		<b>FY - 2013</b>		<b>FY - 2014</b>	
		<b>Objective</b>	<b>Actual</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>	<b>Objective</b>
		06/30/2012	Met	06/30/2013	06/30/2014	06/30/2014	



# BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures			
Project and/or Program		FY - 2012		FY - 2013	
	<b>(C5E) - BART Security Programs</b> Focus on infrastructure protection and training front-line employees.	<b>Goal/Desired Outcome (C5E1-Other)</b>			
		Objective	Actual	Objective	Objective
		06/30/2012	Met	06/30/2013	06/30/2014

## Strategic Plan - F The Future of BART

### Department - 1106484 Capital Development & Control

Implementing Strategies		Performance Measures			
Project and/or Program		FY - 2012		FY - 2013	
<b>(F1) - Capacity</b> Optimize the BART system to meet projected ridership increases.	<b>(F1A) - SVRT Core Modification Study</b> Complete comprehensive analysis of system and station capacity needs required to accommodate the Silicon Valley Rapid Transit (SVRT) project by 2009	<b>Goal/Desired Outcome (F1A1-Other)</b>			
		Objective	Actual	Objective	Objective
		06/30/2012	Met	06/30/2013	
<b>(F2) - System Expansion</b> 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.	<b>(F2B) - Warm Springs Project</b> Extend BART service over five miles in Fremont.	<b>Goal/Desired Outcome (F2B1-Other)</b>			
		Objective	Actual	Objective	Objective
		Manage WSX funding agreements as required.	Met	Manage WSX funding agreements as required.	Manage WSX funding agreements as required.
<b>(F2C) - Silicon Valley Rapid Transit (SVRT) Project</b> Extend BART service over 16 miles into Santa Clara County.	<b>(F2C) - Silicon Valley Rapid Transit (SVRT) Project</b> Extend BART service over 16 miles into Santa Clara County.	<b>Goal/Desired Outcome (F2C1-Other)</b>			
		Objective	Actual	Objective	Objective
		As required.	Met	As required.	As required.
				For BART elements	
<b>(F2E) - West Dublin/Pleasanton Station</b> Add infill station along L line	<b>(F2E) - West Dublin/Pleasanton Station</b> Add infill station along L line	<b>Goal/Desired Outcome (F2E1-Other)</b>			
		Objective	Actual	Objective	Objective
		As required	Met	Assist in completion and closeout oversight	Closeout

Implementing Strategies		Performance Measures				
(F3) - Financial Stability	Project and/or Program	Goal/Desired Outcome		FY - 2012	FY - 2013	FY - 2014
		(F3B1-Board)	(F3B2-Board)	Objective	Objective	Objective
Maintain and improve the stability of BART's financial base.	<b>(F3B) - Planning for a Fiscally Sound Future</b> Develop financial forecasts to identify and plan for future revenue needs and expenditures, and allocations to capital and reserves.	Develop and adopt a balanced annual budget.	As scheduled - in progress	Met	6/30/2013	6/30/2014
		Develop and adopt a Short-Range Transit Plan and Capital Improvement Program in accordance with MTC Guidelines.	As scheduled - in progress	In Progress	As scheduled	Maintenance of data for next CIP/SRTP
		Maintain operating reserve of at least 5% of total annual operating expenses.		Op Budgets		
		Develop and adopt a District Debt Policy.		Met		
<b>(F3C) - Revenue Generation</b> Implement a variety of programs to increase non-farebox revenues, including advertising, transit-oriented development and concessions.	<b>(F3C1-Other)</b> Participate and influence the next Alameda County Sales Tax Reauthorization Funding Plan	Board action by year end to support TEP	Measure failed to pass		(possibly November, 2014)	
		Monitor ACTC efforts to place sales tax measure on ballot				Begin discussion with SF and CC TAs for BART participation in sales tax reauthorization efforts

# FY14 Goals & Objectives - Capital Development Department

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
1 Capital Program and Budget	1 a Annual capital budget for Board Approval: - Draft - Final	3/31/2012 6/30/2012	met met	3/31/2013 6/30/2013	3/31/2014 6/30/2014
	b Prepare the District's 25 year Capital Improvement Program for Board Approval	Deferred per MTC		6/30/2013	Not Required
	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 FY12	met	Phase II support in FY13	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	met	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	met	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.	6/30/2012	met	6/30/2013	6/30/2014
	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	6/30/2012	met	6/30/2013	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 - SIP/SMAQ Funds and TLC/HIP Grants - 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)	10/30/2012 6/30/2012 6/30/2012 As needed As needed As needed As needed	complete	10/30/2013 6/30/2013 6/30/2013 As needed As needed	10/30/2014 6/30/2014 6/30/2014 As needed As needed As needed As needed

# FY14 Goals & Objectives - Capital Development Department

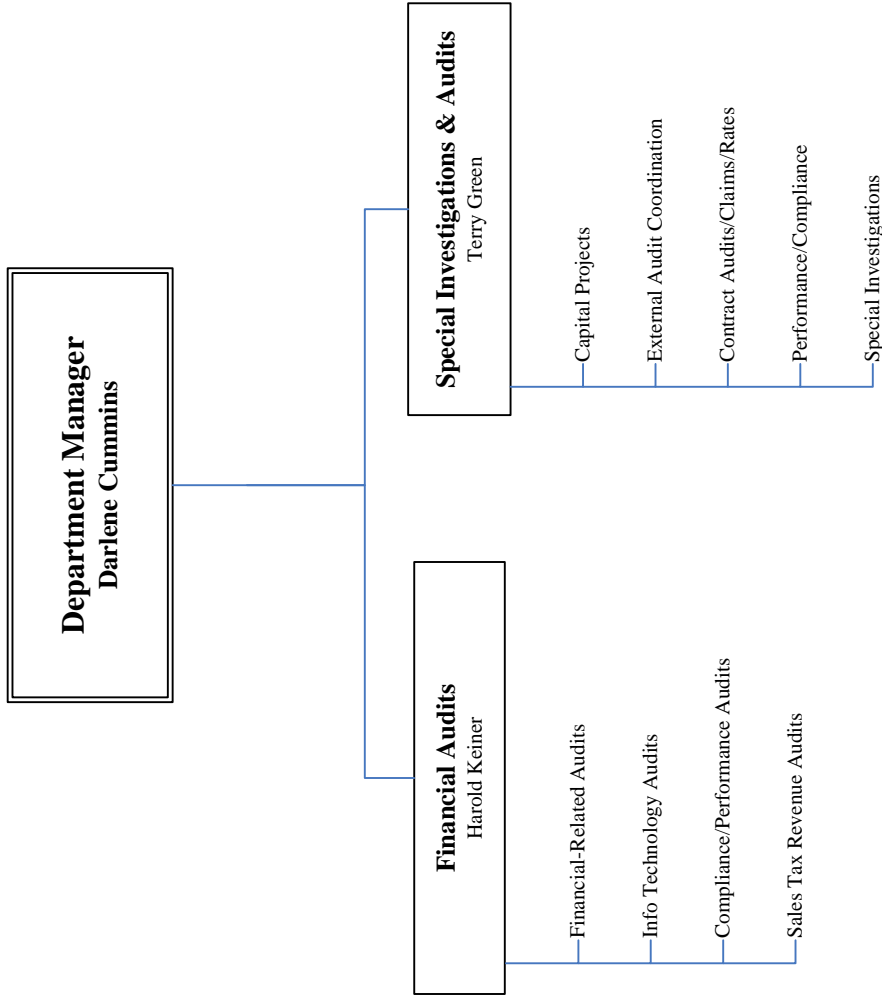
## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
	<b>d</b> Coordinate statewide bond infrastructure programming for BART capital funding opportunities including Rail Car program and SGR	As needed	complete	As needed	As needed
<b>3</b> Monitor and control the District's Capital Programs	<b>a</b> 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>b</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
	<b>c</b> Support IT modifications to systems used for funds/project administration (FMS/CPMS/BAP).	As required	met	As required	As required
	<b>d</b> Compare G/L & Cap. Reports after closing to ensure accurate project reporting and that BART meets audit requirements.	Monthly	met	Monthly	Monthly
	<b>e</b> Produce Cost Allocation Report each month.	Week before closing	met	Week before closing	Week before closing
	<b>f</b> Monitor environment for events that impact CAP model (new cost centers and accounts) and new/change projects overhead recovery methods.	Annual	met	Annual	Annual
<b>4</b> Manage Active Grants	<b>a</b> 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>b</b> Prepare District's quarterly progress report for all fund sources including federal, MTC Bridge Tolls, State Prop 1B and ICRP. OES/FEMA. SF Prop K	Quarterly	met	Quarterly	Quarterly
	<b>c</b> 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

## FY14 Preliminary Budget



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



# BART Strategic Plan Fiscal Year Goals & Objectives

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

Implementing Strategies		Performance Measures				
(C1) - System Renewal	Project and/or Program (C1B) - Rail Vehicle Replacement Plan Replace all existing rail cars; purchase expansion vehicles as funding becomes available.	Goal/Desired Outcome (C1B1-Other) Perform cost and price analysis in support of contracting efforts.		FY - 2012	FY - 2013	FY - 2014
		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.	(C1D) - Infrastructure Evaluation Study Undertake a comprehensive evaluation of District infrastructure.	As required	Met	As required	As required	As required
		As required	Eliminated	As required	As required	As required
(C2) - Earthquake Safety	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."	Goal/Desired Outcome (C2A1-Other) Provide subject matter expertise on internal/mgmt controls and compliance with ext funding agency requirements. Chair BAP BPRC Committee. Provide advice to ensure BAP meets FTA labor requirements and is compliant with FTA funding requirements.		FY - 2012	FY - 2013	FY - 2014
		Objective	Actual	Objective	Objective	Objective
Bring the original system up to current seismic safety standards ensuring core system operability shortly after an earthquake.	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	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.	<b>(C3C) - Smart Card Program</b> Implement an all smart card fare system to make it easier for customers to purchase, store and use fares.	<b>(C3C1-Other)</b> Provide audit support of contractors rates and performance if needed.		<b>FY - 2012</b>	<b>FY - 2013</b>
		<b>Objective</b> As required	<b>Actual</b> Eliminated	<b>Objective</b> As required	<b>Objective</b> As required
<b>(C5) - Customer Environment</b> Make BART stations and trains pleasant and inviting to use and enhance customer and system safety and security.	<b>(C5D) - BART Police Program</b> Staff and deploy a professional and well-trained police force.	<b>(C5D1-Other)</b> Liaison for funding agencies audits of grantee, e.g. MTC/FTA/Homeland Security audits. Audits required for future and present grants.		<b>FY - 2012</b>	<b>FY - 2013</b>
		<b>Objective</b> As required	<b>Actual</b> Met	<b>Objective</b> As required	<b>Objective</b> As required

## Strategic Plan - F The Future of BART

### Department - 1302386 Internal Audit

Implementing Strategies		Performance Measures			
(F1) - Capacity	Project and/or Program	Goal/Desired Outcome			
Optimize the BART system to meet projected ridership increases.	<b>(F1A) - SVRT Core Modification Study</b>  Complete comprehensive analysis of system and station capacity needs required to accommodate the Silicon Valley Rapid Transit (SVRT) project by 2009	<b>(F1A1-Other)</b> Provide audit advisement on contracts and agreements in place.		<b>FY - 2012</b>	<b>FY - 2013</b>
		<b>Objective</b> As required	<b>Actual</b> Eliminated	<b>Objective</b> As required	<b>Objective</b> As required
<b>(F1B) - Car modifications</b> Increase train car capacity		<b>(F1B1-Other)</b> Provide contracting support as required by funding agencies.		<b>FY - 2012</b>	<b>FY - 2013</b>
		<b>Objective</b> As required	<b>Actual</b> Met	<b>Objective</b> As required	<b>Objective</b> As required
<b>(F2) - System Expansion</b> Seek partnership with other transit agencies, local communities and private entities to plan and implement cost-effective service that demonstrates a commitment to	<b>(F2A) - eBART project</b> Expand BART rail service to eastern Contra Costa County.	<b>(F2A1-Other)</b> Provide contracting support as required by funding agencies.		<b>FY - 2012</b>	<b>FY - 2013</b>
		<b>Objective</b> As required	<b>Actual</b> Met	<b>Objective</b> As required	<b>Objective</b> As required



# BART Strategic Plan Fiscal Year Goals & Objectives

Implementing Strategies		Performance Measures			
Project and/or Program	Goal/Desired Outcome (F2B1-Other)	FY - 2012	FY - 2013	FY - 2014	
		Objective	Actual	Objective	
<b>(F2B) - Warm Springs Project</b> Extend BART service over five miles in Fremont.	Provide contracting support as required by funding agencies.	As required	As required	As required	
		Met			
		As required	As required	As required	
		As required	As required	As required	
<b>(F2C) - Silicon Valley Rapid Transit (SVRT) Project</b> Extend BART service over 16 miles into Santa Clara County.	Provide contracting support as required by funding agencies.	As required	As required	As required	
		Eliminated			
		As required	As required	As required	
		As required	As required	As required	
<b>(F2D) - Livermore project</b> Extend BART service to Livermore.	Provide contracting support as required by funding agencies.	As required	As required	As required	
		Eliminated			
		As required	As required	As required	
		As required	As required	As required	
<b>(F3) - Financial Stability</b> Maintain and improve the stability of BART's financial base.	<b>Goal/Desired Outcome (F3B1-Other)</b> Perform audits to save District money, ensure compliance w/funding agencies requirements so money will not be taken from the District (incl. sales tax) and of rev generating contracts to ensure BART receives all the rev to which it is entitled.	As required	As required	As required	
		Met			
		As required	As required	As required	
		As required	As required	As required	
<b>(F3D) - Strategic Energy Plan</b> Procure low-cost, clean and reliable electricity for the BART system and continuously reduce the District's use of electricity.	<b>Goal/Desired Outcome (F3D1-Other)</b> Perform audits of utilities to ensure BART is not overpaying for services.	As required	As required	As required	
		Met			
		As required	As required	As required	
		As required	As required	As required	
<b>(F5) - Transit-Oriented Development</b> Work with community partners to maximize support for TODs, to enhance the livability and vitality at our stations, and to support regional goals.	<b>Goal/Desired Outcome (F5B1-Other)</b> Continue to review agreements with cities/BART/Developer, monitor compliance with	As required	As required	As required	
		Met			
		As required	As required	As required	
		As required	As required	As required	



# BART Strategic Plan Fiscal Year Goals & Objectives

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	FY - 2012	FY - 2013	FY - 2014	
(P3B) - Informational Training Programs	(P3B1-Other)	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
Provide a variety of short courses for managers on issues that are secondary aspects of their jobs.		Met			

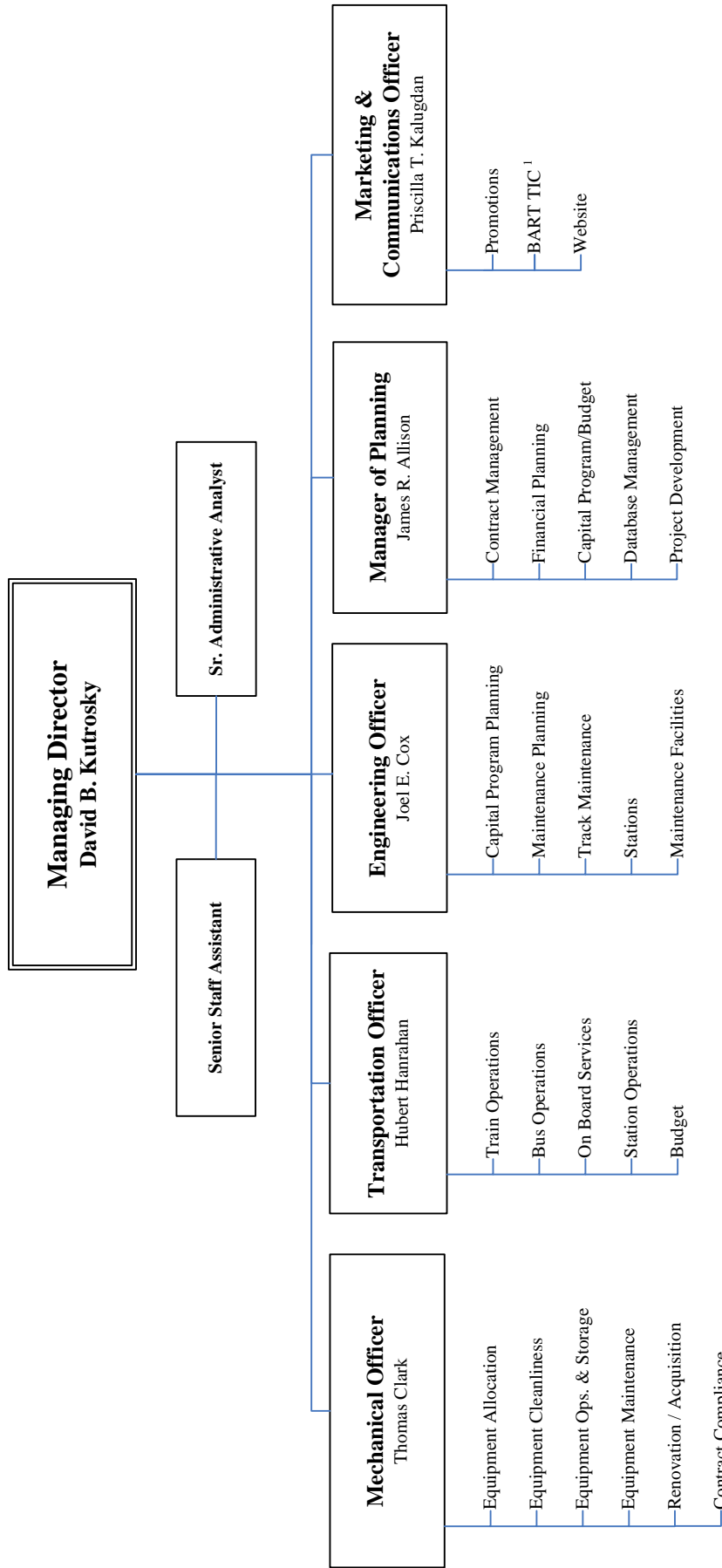
## FY14 Goals & Objectives - Internal Audit Department

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures			
		FY12 Obj June 30 2012	FY12 Actual	FY13 Obj June 30 2013	FY14 Obj June 30 2014
<b>1</b> Develop the District's annual audit plan	<b>1 a</b> Develop the next fiscal year's audit work plan in conjunction with District staff and District goals and objectives and external requirements.	3	Met	5	3
<b>2</b> Conduct financial related audits and revenue enhancement audits	<b>2 a</b> Perform financial related audits and follow-up reviews covering revenues and/or expenditures, includes sales tax monitoring/audits and BAP control reviews for external auditors.	3	6	5	3
<b>3</b> Conduct Information systems audits	<b>3 a</b> Perform audit required by Wells Fargo Bank and other information systems audits.	4	2	4	2
<b>4</b> Conduct performance audits designed to assess economy, efficiency, and effectiveness of District operations	<b>4 a</b> Conduct performance audits and follow-up reviews for the District's performance, output, and compliance with procedures, includes audits required by funding agencies and board rules.	2	5	2	4
<b>5</b> Conduct special investigations of potential fraud, waste, and abuse within the District	<b>5 a</b> Conduct special investigations of fraud, waste, and abuse within the District in accordance with the CA Whistleblower Protection Act.	As required	3	As required	As required
<b>6</b> Audit District contracts with external parties, construction payments, overhead rates and claims on BART Capital and non Capital Projects	<b>6 a</b> 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.	18	23	9	12
<b>7</b> Coordinate all of the District's external audit activities (except the annual financial audit)	<b>7 a</b> Coordinate all of the District's external audit activities. Audits required by funding agencies.	2	6	2	2
<b>8</b> Support District-wide cross-functional team efforts	<b>8 a</b> Provide audit support to District-wide cross-functional teams, including BAP.	5	6	5	4

# CAPITOL CORRIDOR OFFICE - 14

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	-
Capital	-
REI	23.0
<b>Staff</b>	<b>23.0</b>

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

## FY14 Goals & Objectives - Capitol Corridor Office

### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY12 Actual			FY14 Obj		
		FY12 Obj	FY12 Actual	FY13 Obj	FY13 Obj	FY14 Obj	
1 Deliver cost-effective operation of passenger rail service.	<p><b>1 a1</b> Work with Amtrak to secure 2% cost savings in annual operating budget.</p> <p><b>b1</b> Work with Amtrak to increase revenues through yield management, on board sales, and targeted pricing by improvement as compared to prior FY.</p> <p><b>b2</b> 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><b>b3</b> Achieve earned media value of at least \$250,000 for the fiscal year.</p> <p><b>b4</b> Identify food condemnation through anticipated Amtrak reporting programs (Point of Sale)</p> <p><b>b5</b> Reduce Condemnages vs. Prior Year Level</p>	Oct 2011	Cost savings from Service Optimization Plan were offset by rising fuel prices, FY12 contract was 1 percent higher than FY11	Oct-12	Oct-13		
		3% by 6/1/2012	Revenues increased during FY 12 by 8.4% over previous year	2% by 6/1/2013	1% by 6/1/2014		
		4 to 1	6 to 1	4 to 1	4 to 1		
		\$300,000	\$641,000	\$300,000	\$300,000		
			After Amtrak staff changes, newly generated on board food condemnation reports are now being received for evaluation	N/A	N/A		
		Reduce condemnation from FY11	New Amtrak staffing in place, data on request	Reduce condemnation from FY 12	Reduce condemnation from FY 13		



# FY14 Goals & Objectives - Capitol Corridor Office

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives				FY14 Obj
	FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj	
<p><b>2</b> Build on constructive working partnerships with riders, local communities, Amtrak, the Union Pacific Railroad and the State of California.</p>					
	<p><b>a1</b> Work with Amtrak and member agencies to add partners for transit transfers and joint ticketing: Golden Gate Transit.</p>		<p>Previous GGT staff were not interested in participating in the Transit Transfer program, however, new staff will reportedly pursue this partnership with CCJPA</p>	<p>Issue on hold with GGT</p>	<p>Issue on hold with GGT</p>
	<p><b>b1</b> Work with Union Pacific Railroad and other interested agencies. Finalize funding plan - City of Hercules.</p>		<p>Hercules did not provide this to CCJPA</p>		
	<p><b>b2</b> Complete preliminary station design and grade separation proposed for Fairfield/Vacaville Station.</p>		<p>FF/VV team completed this</p>		
	<p><b>b3</b> 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>	<p>As required</p>	<p>CCJPA staff attended such meetings</p>	<p>As required</p>	<p>As required</p>
<p><b>b4</b> Attend scheduled Hercules Station Project Team meetings to assist them with development of design plans and construction of the grade separation and station project.</p>	<p>As required</p>	<p>CCJPA staff attended such meetings</p>	<p>As required</p>	<p>As required</p>	

# FY14 Goals & Objectives - Capitol Corridor Office

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY12			FY13			FY14				
		Obj	Actual	Obj	Obj	Actual	Obj	Obj	Actual	Obj		
	<p><b>b5</b> Work with City of Dixon to complete design for: - grade separation(s). - station design.</p> <p><b>b6</b> Attend City of Dixon requests for meetings for any grade separation or station design projects or design efforts they may (re)commence</p> <p><b>c1</b> Work with Caltrain, UPRR, and others to complete PE and environmental documents, and ROW purchase for Dumbarton Rail Project - Project being re-scoped.</p> <p><b>c2</b> Attend Dumbarton Rail Project technical committee meetings as they are scheduled to the extent that Caltrain (the project manager) requests CCJPA attendance and participation.</p> <p><b>d1</b> 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).</p> <p><b>d2</b> 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.</p> <p><b>d3</b> 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.</p>		CCJPA staff attended such meetings No such meetings scheduled									
		As required	CCJPA staff attended such meetings	As required		As required						
			Dumbarton project rescoped and rail aspect of environmental documentation dropped	N/A		N/A						N/A
		As required	Scope changed such that CCJPA not a required attendee		As required		As required					As required
		As required	CCJPA management staff facilitated the effort to realize service expansion plans		As required		As required					As required
		1:1 or better	No such grants were available		1:1 or better		1:1 or better					1:1 or better
		1:1 or better	No such funding was available; all programmed funds were allocated		1:1 or better		1:1 or better					1:1 or better

# FY14 Goals & Objectives - Capitol Corridor Office

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY12			FY14 Obj		
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj	FY13 Obj	FY14 Obj
	<b>e</b> Work with U.S. Coast Guard/Union Pacific to utilize bridge protocol to keep train delay at the draw bridge. Average minutes of delay will be under 15 minutes when bridge is open.	less than 15 minutes average	Suisun Bay Bridge avg. 14.20. I Street Br avg. 6.33	less than 15 minutes average	less than 15 minutes average	less than 15 minutes average	less than 15 minutes average
	<b>e2</b> 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	Suisun Bay Br - No, I Street Br - Yes	less than 10	less than 10	less than 10	less than 10
	<b>e3</b> Meet with U.S. Coast Guard/Union Pacific and stakeholders twice each FY to monitor bridge delays.	2 meetings	Done	2 meetings	2 meetings	2 meetings	2 meetings
	<b>e4</b> 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	Suisun Bay Br - No, I Street Br - Yes	Reduce from previous FY	Reduce from previous FY	Reduce from previous FY	Reduce from previous FY
<b>3</b> Develop rail service as the preferred means of travel along the Northern California San Jose-Oakland-Sacramento/Auburn route.	<b>3 a1</b> Maintain a score of at least 90 on the Amtrak national Customer Satisfaction Index (CSI).	Score 90 or greater	Completed FY12 with a 91 score	Score 92 or greater	Score 92 or greater	Score 92 or greater	Score 92 or greater
	<b>b1</b> Ensure Amtrak scores a rating of at least 4.0 for station services in the CCJPA bi-annual on-board customer surveys.	Score 4.0 or greater	Achieved 4.21 score	Score 4.2 or greater	Score 4.2 or greater	Score 4.2 or greater	Score 4.2 or greater
	<b>b2</b> Ensure Amtrak scores a rating of at least 4.0 for on-board crews in the CCJPA bi-annual on-board customer surveys.	Score 4.0 or greater	Achieved 4.35 score	Score 4.2 or greater	Score 4.2 or greater	Score 4.2 or greater	Score 4.2 or greater
	<b>c1</b> Work with Amtrak and UPRR to maintain and improve service reliability (90+% OTP).	Standard: OTP 90% or higher	Standard was met - OTP was at 94%	Standard: OTP 90% or higher	Standard: OTP 90% or higher	Standard: OTP 90% or higher	Standard: OTP 90% or higher
	<b>c2</b> Establish a funding plan to continue track/tie replacement capitalized maintenance projects.	Obtain funding source beyond Oct 2012	Funding obtained and dedicated past Oct 2012	Obtain funding source beyond Oct 2013	Obtain funding source beyond Oct 2014	Obtain funding source beyond Oct 2013	Obtain funding source beyond Oct 2014
<b>c3</b> Continue supplemental track surfacing gang.	Will continue through October 2012 due to receipt of funding	Funding dedicated for approximately 18 months from October 2012	Will continue through October 2013 due to receipt of funding	Will continue through October 2013 due to receipt of funding	Will continue through October 2013 due to receipt of funding	Will continue through October 2013 due to receipt of funding	

# FY14 Goals & Objectives - Capitol Corridor Office

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY12			FY14		
		FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj	FY14 Actual	FY14 Obj
	<b>d</b> Work with Amtrak and other agencies to increase ridership through service expansions and upgrades, and targeted marketing.						
	<b>d1</b> Increase ridership compared to prior FY.	2% by Jun-12	Ridership up by 2.2%	2% by Jun-12	2% by Jun-12		2% by Jun-12
	<b>d2</b> Increase revenues compared to prior FY.	2% by Jun-12	Revenues up by 8.4%	2% by Jun-12	2% by Jun-12		2% by Jun-12
<b>4</b> Expand passenger rail service to meet travel demands along the route.	Secure funds to install track improvements that will expand train service to:						
	<b>a1</b> San Jose (22 daily trains). -agreement on track plans w/UPRR. -add 2 trains.	June 2012	No funding available to secure	Secure PS & E \$ for FY 14			
	<b>a2</b> Auburn (4 trains): -adjust our track plans w/UPRR. -add 2 trains.	Nov 2011	No funding available to secure	Advance Donner Phase 2, Complete MOU FY 14 Nov-13			
	<b>a3</b> Roseville (20 trains): -agree on conceptual track plans w/UPRR. -design/env'/funding w/UPRR.		No funding available to secure	Start Environmental process			
	<b>b</b> Develop new car specifications with Caltrans:						
	<b>b1</b> Support Caltrans/Amtrak efforts to develop and release RFP for new rail car order.	As requested	CCJPA supported Caltrans by writing and review chapter elements	As requested			
<b>b2</b> Support Caltrans/Amtrak efforts to award rail car order to selected vendor.	As requested	CCJPA staff participated in vendor RFP review	As requested				

# FY14 Goals & Objectives - Capitol Corridor Office

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
				As requested	
	<b>b3</b> Support Caltrans/Amtrak efforts to award locomotive order to selected vendor.				
	<b>c1</b> Caltrain San Jose Terminal and other track upgrades. (Now projected for FY15.)	Will be completed in 2/2012	Project completed	N/A	N/A
	<b>d1</b> 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 such funding was available  No such funding was available but CCJPA did get applications ready in the event that TCIF funding was quickly available	Submit by grant application deadline(s) Submit by grant application deadline(s)	Submit by grant application deadline(s) Submit by grant application deadline(s)
<b>5</b> Provide high quality passenger rail and connecting bus service that is safe, fast, frequent, and reliable.	<b>a</b> Provide enhancements to IVR and website train status reporting.		Enhancements completed		
	<b>b</b> Provide wi-fi internet service on trains:	Complete by December 2011 (funding provided in January 2011)	Completed for launch on 11/26/11 and enhanced thereafter	N/A	N/A
	<b>c</b> Customer-Focused Events & Promotions:				
	<b>c1</b> Hold Rider Appreciation Events.	8 for FY12	8 events held	8 for FY13	8 for FY14

# FY14 Goals & Objectives - Capitol Corridor Office

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
c2	Develop plan for customer loyalty program.	Aug 2011	Implemented Customer Response System (MyGov) to address all passenger comments/complaints in a timely manner across multiple depts. Instead of customer loyalty program for this fiscal year. There was not enough funding to complete both.	Advance CRM if funding available	Advance CRM if funding available
		Oct-11	See above	See above	See above
c3	Identify funding source or partnership for customer loyalty program.		See above	See above	See above
c4	Implement customer loyalty program	Jun-12	See above	See above	See above
c5	Increase membership to CC Rail Mail e-newsletter from 1178.	10% compared to prior fiscal year	49%	10% compared to prior fiscal year	10% compared to prior fiscal year
c6	Establish or hold at least two promotional offers per quarter.	2 promotions per quarter	2 promotions per quarter	2 promotions per quarter	2 promotions per quarter
d1	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 reduced by 5% from previous year	Reduce penalty total by 10% or more	Reduce penalty total by 7% or more
d2	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 %	Amtrak did not submit a training plan to CCJPA staff to train Amtrak staff	Increase training sessions for employees by 25 %	Maintain training sessions set in FY 13

# FY14 Goals & Objectives - Capitol Corridor Office

## II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY12 Obj	FY12 Actual	FY13 Obj	FY14 Obj
		Reduce assessments by 2% over FY11, reduce annulments by 15% over FY11 and reduce late trains over 25 minutes for mechanical delays by 3% over FY11	Assessments reduced by 5% from previous year	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	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
<b>d3</b>	Reduce total monthly assessments from total of previous FY.				
<b>d4</b>	Maintain the required minimum number of cars available for weekday (peak) service.	Increase standard to 40 cars available daily - June 2012	Done	Maintain standard to 40 cars available daily - June 2013	Maintain standard to 40 cars available daily - June 2014
<b>d5</b>	Reduce number of mechanical-related service delays of 15 minutes or greater (including train cancellations) to no more than 8 per quarter.	8 or fewer per quarter by June 2012	The first three quarters fell below 8 per quarter but the last quarter had approximately 13 such delays	8 or fewer per quarter by June 2013	8 or fewer per quarter by June 2013
<b>e</b>	Implement various security and safety upgrades/projects:				
<b>e1</b>	Implement automated conductor ticketing validation pilot program.		Amtrak implemented the program in February 2012	N/A	N/A
<b>e2</b>	Install security cameras at six unstaffed stations.		Completed in March 2012	N/A	N/A

## FY14 Goals & Objectives - Capitol Corridor Office

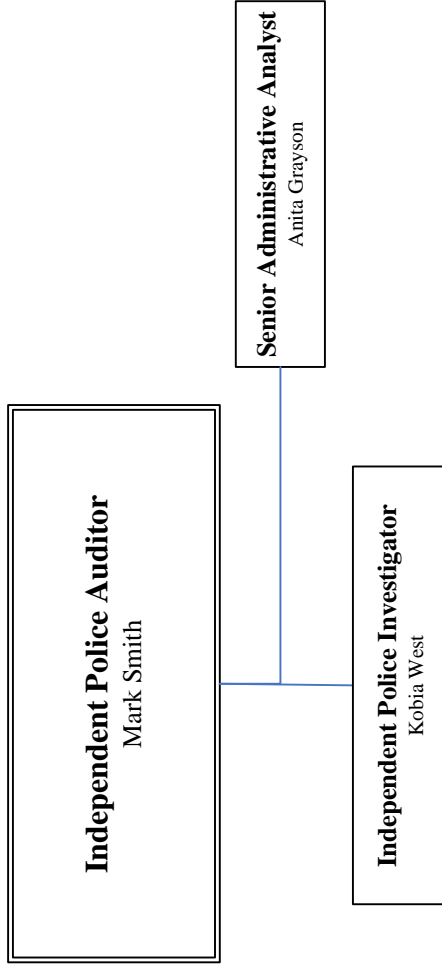
### II BART Operational Effectiveness: FY 2014 Goals & Objectives

Projects/Programs/Goals	Desired Outcomes/Objectives	FY12 Obj			FY13 Obj			FY14 Obj		
<b>e3</b>	Work with Caltrans to install security cameras on cab cars/ locomotives - project under renegotiation with Caltrans & Amtrak. Specs not acceptable to Caltrans; funds reallocated.				Done	N/A	N/A			N/A
<b>e4</b>	Install security cameras on coaches/café cars - project completion pending legal due process through ACE.				Bankruptcy by vendor caused project funding and equipment to be forfeited	N/A	N/A			N/A
<b>e5</b>	Facilitate upgrades of PIDS (electronic real time message signs) system throughout CCJPA service route.				PIDS upgrades made and upgrades to the GPS system initiated	N/A	N/A			N/A
<b>e6</b>	Complete CCJPA Communication Room, complete with Train-Treks Console Station to provide comprehensive monitoring of train service.				Installed in CCJPA offices	N/A	N/A			N/A



# INDEPENDENT POLICE AUDITOR – 17

## FY14 Preliminary Budget



<b>TOTAL HEADCOUNT</b>	
Operating	3.0
Capital	-
REI	-
<b>Staff</b>	<b>3.0</b>

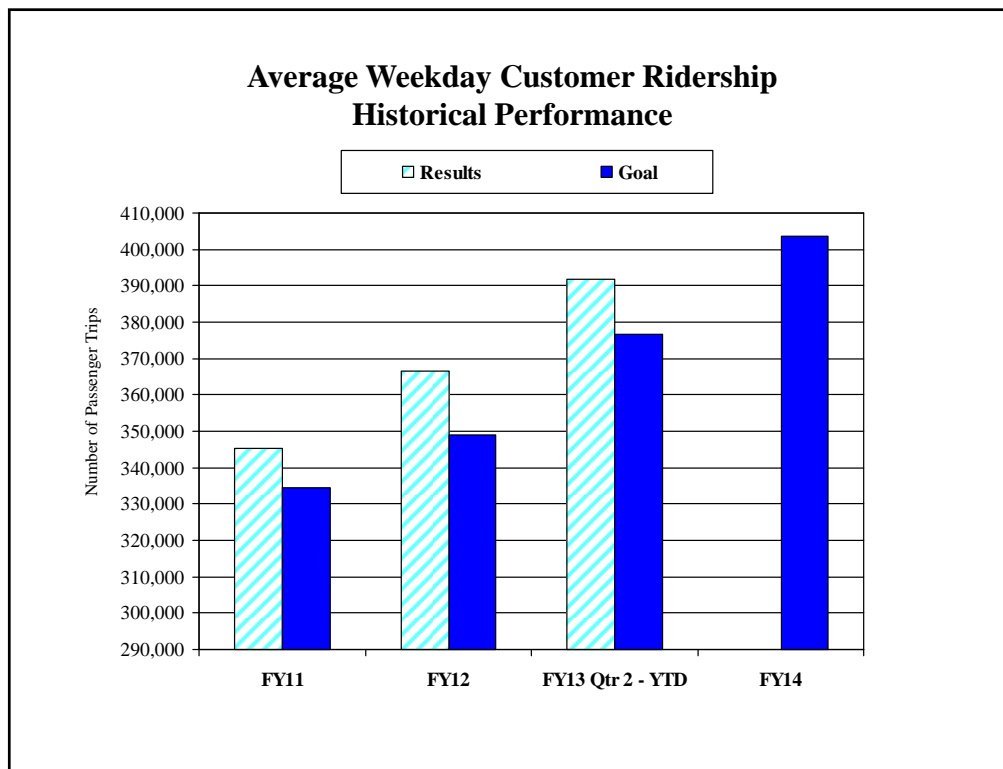
## FY14 Goals & Objectives - Office of the Independent Police Auditor (OIPA)

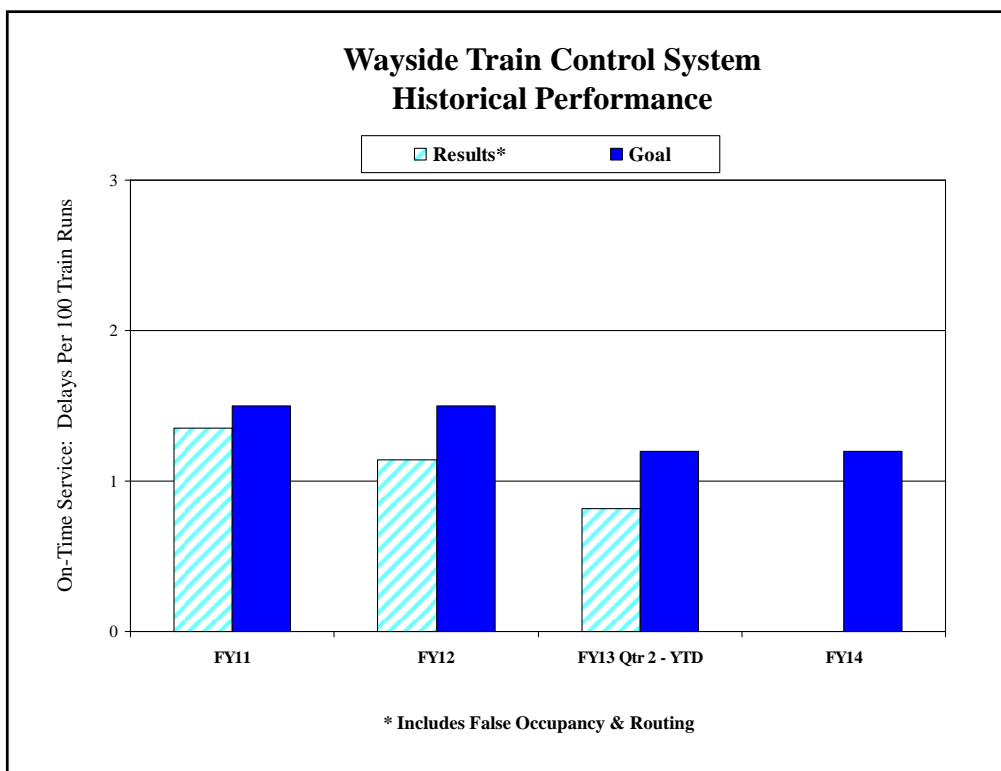
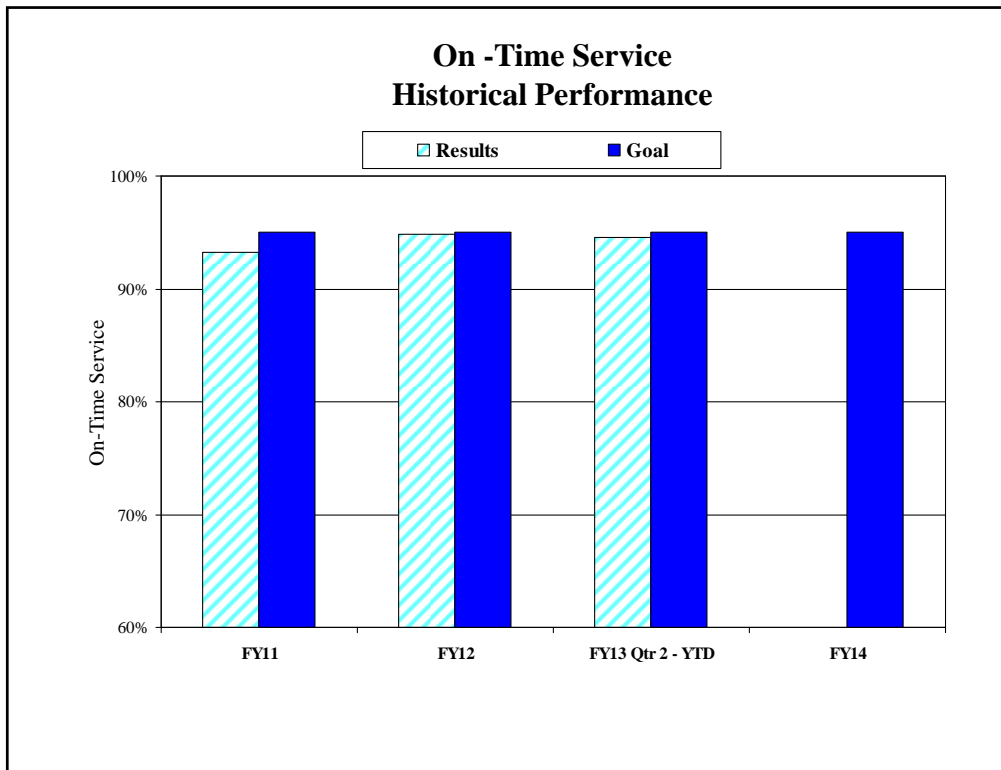
### II BART Operational Effectiveness: FY 2014 Goals & Objectives

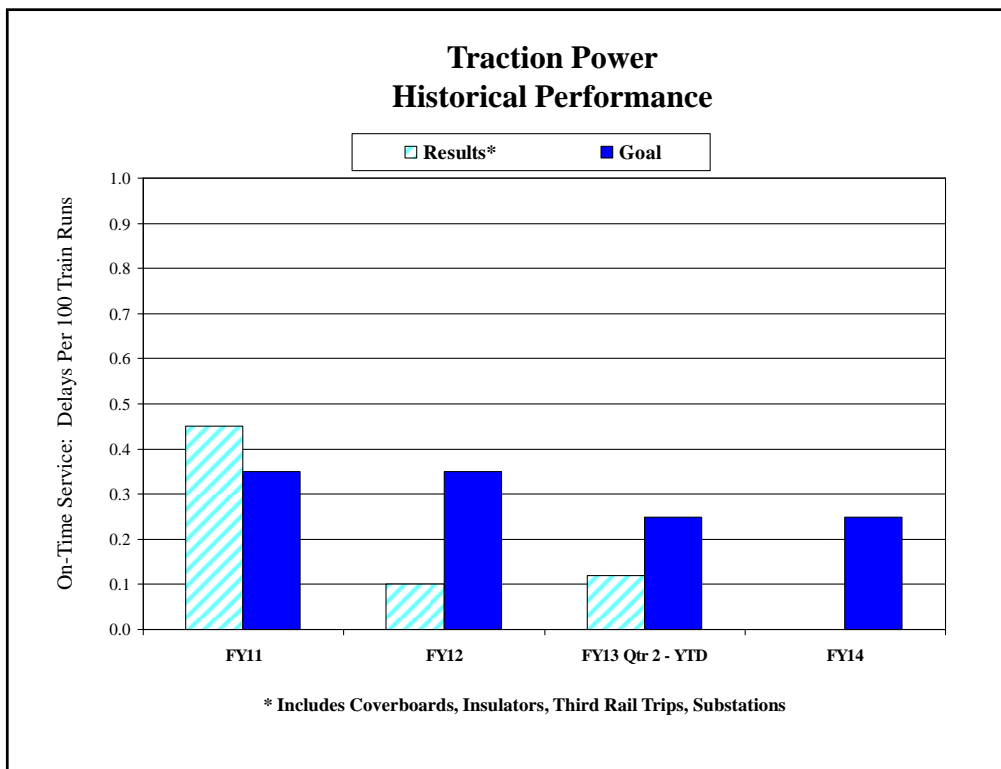
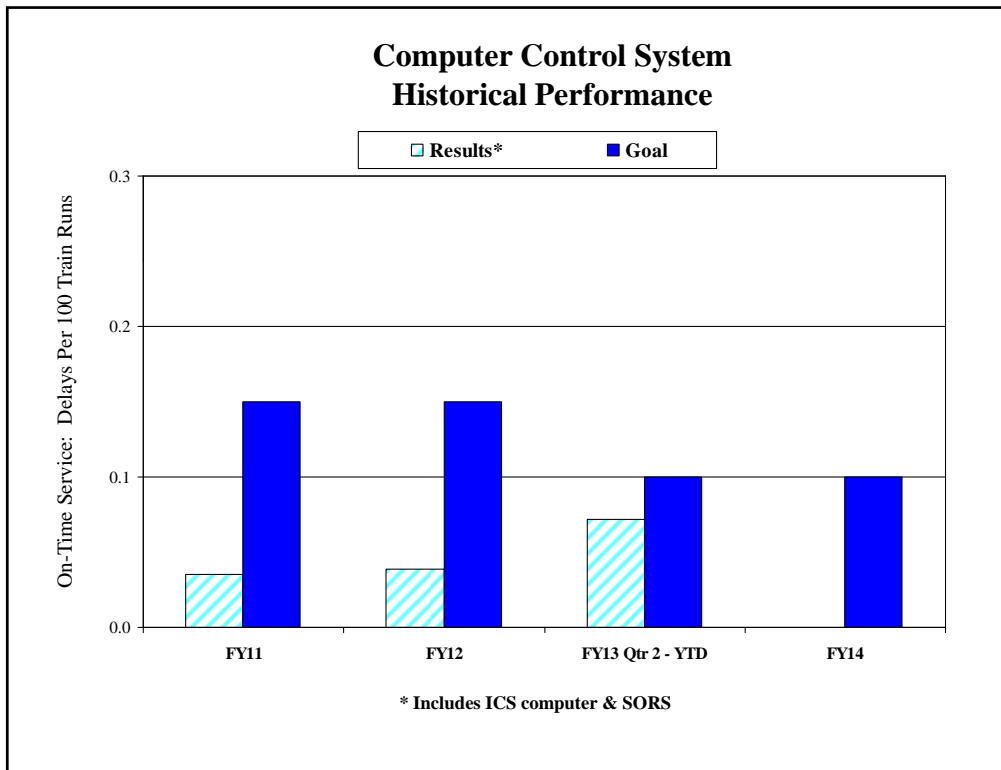
Projects/Programs/Goals	Desired Outcomes/Objectives	Performance Measures
		FY14 Obj
1. Complaint Intake, Investigations, Reviews of Investigations	1. a. Respond to all contacts from complainants within 1 business day.	100%
	b. Inform BART PD of all complaints received within 1 business day.	100%
	c.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

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 beginning in FY14.

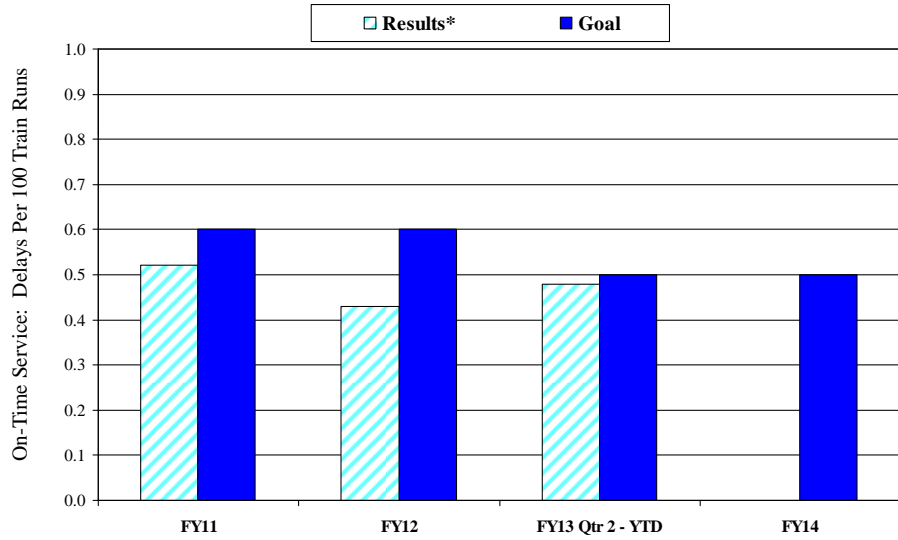
# Operations Historical Performance Trends FY11 – FY14





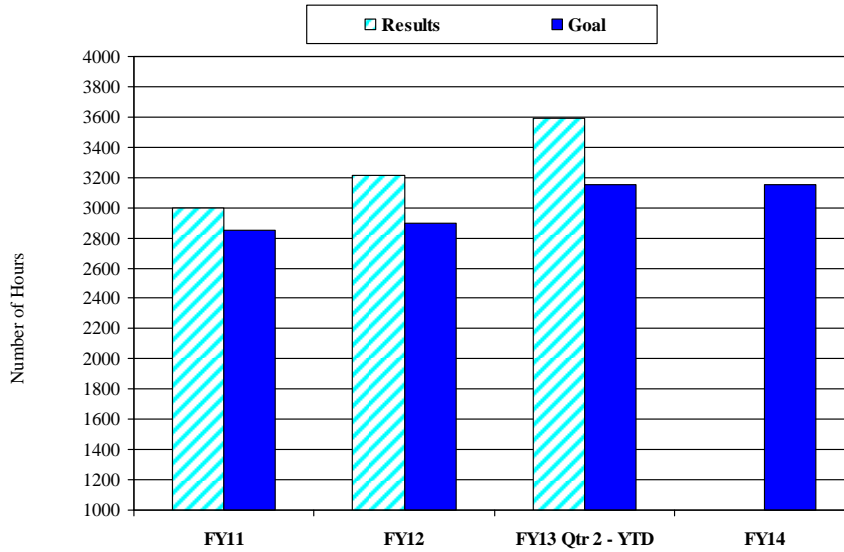


### Transportation Historical Performance

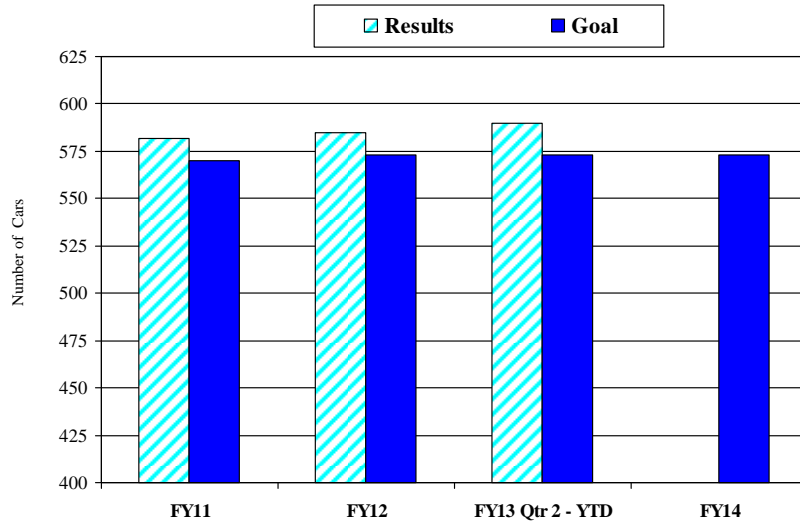


\* Includes Late Dispatches, Controller-Train Operator-Tower Procedures and Other Operational Delays

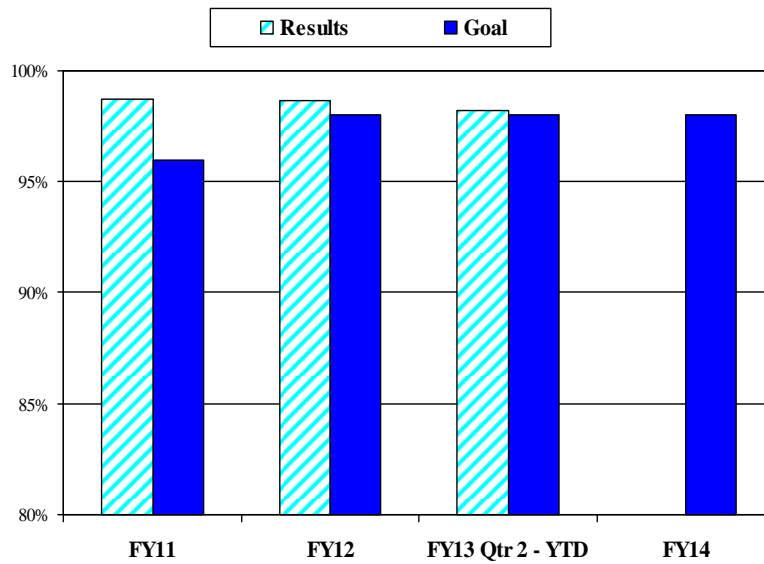
### Car Equipment - Reliability Historical Performance

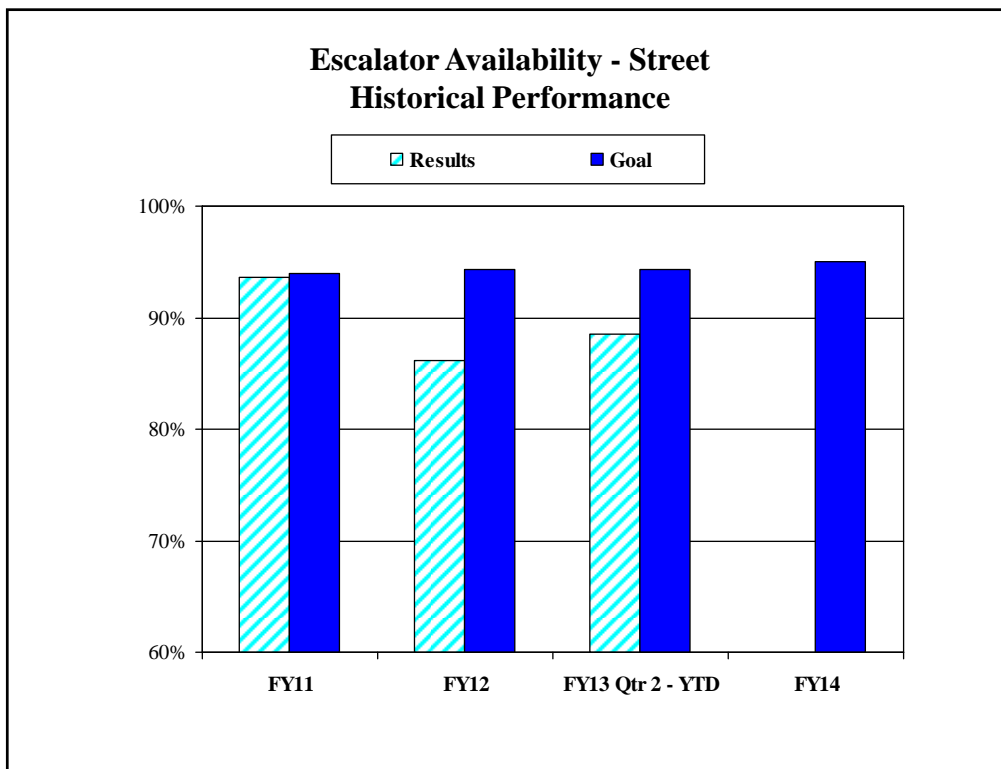
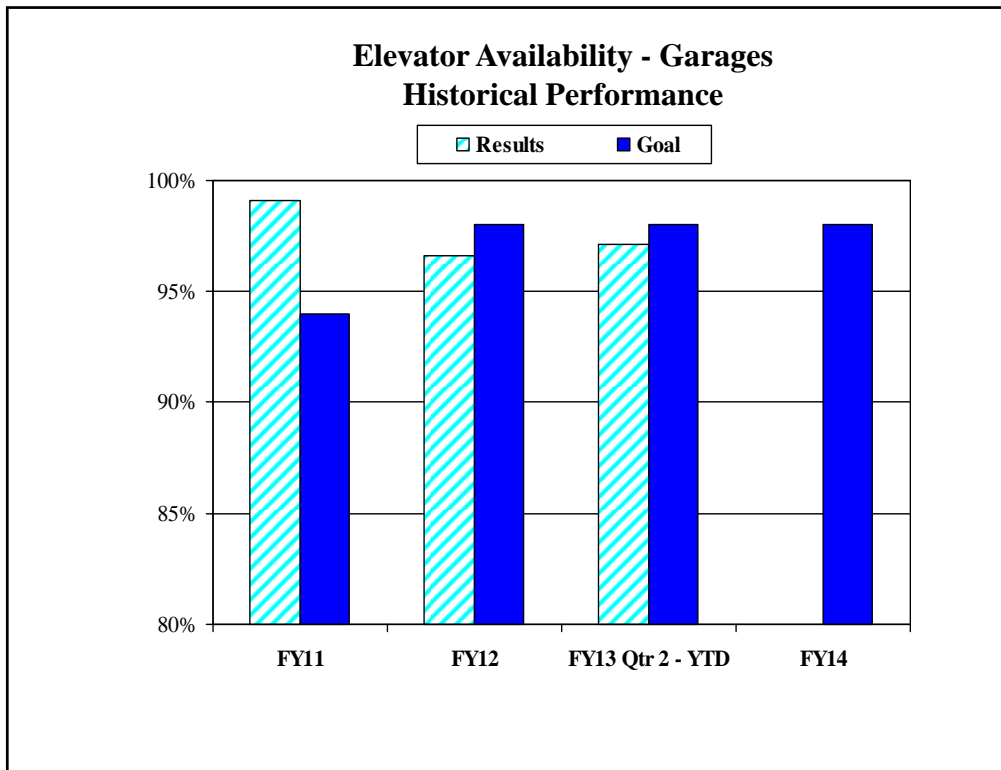


### Car Equipment Availability at 0400 Hours Historical Performance

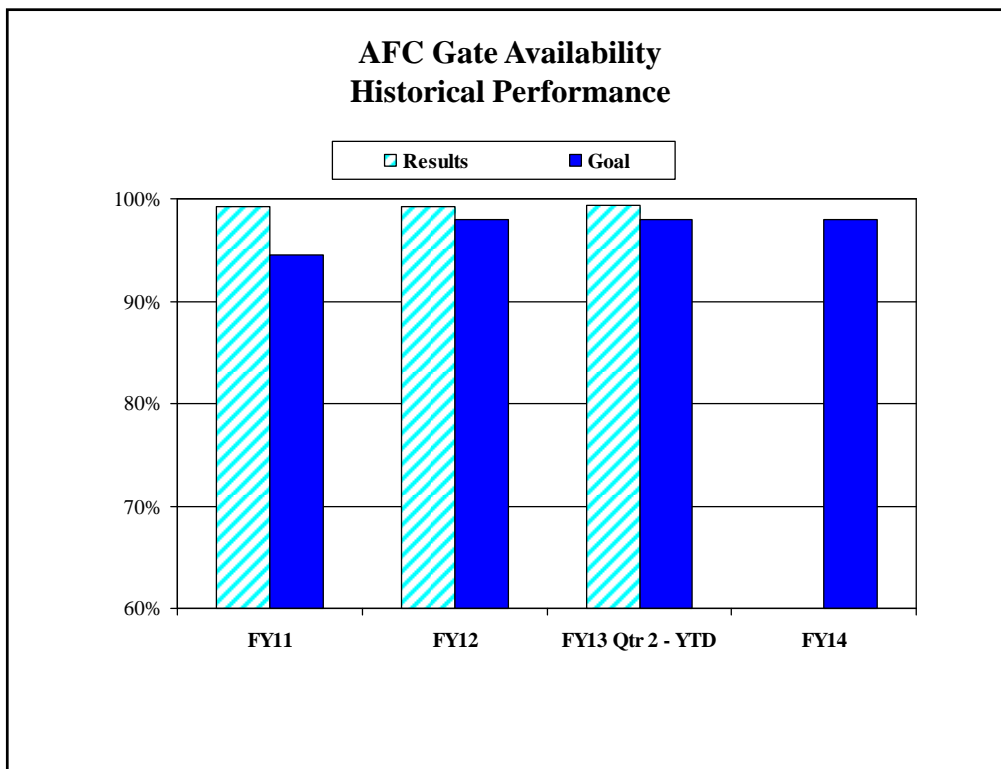
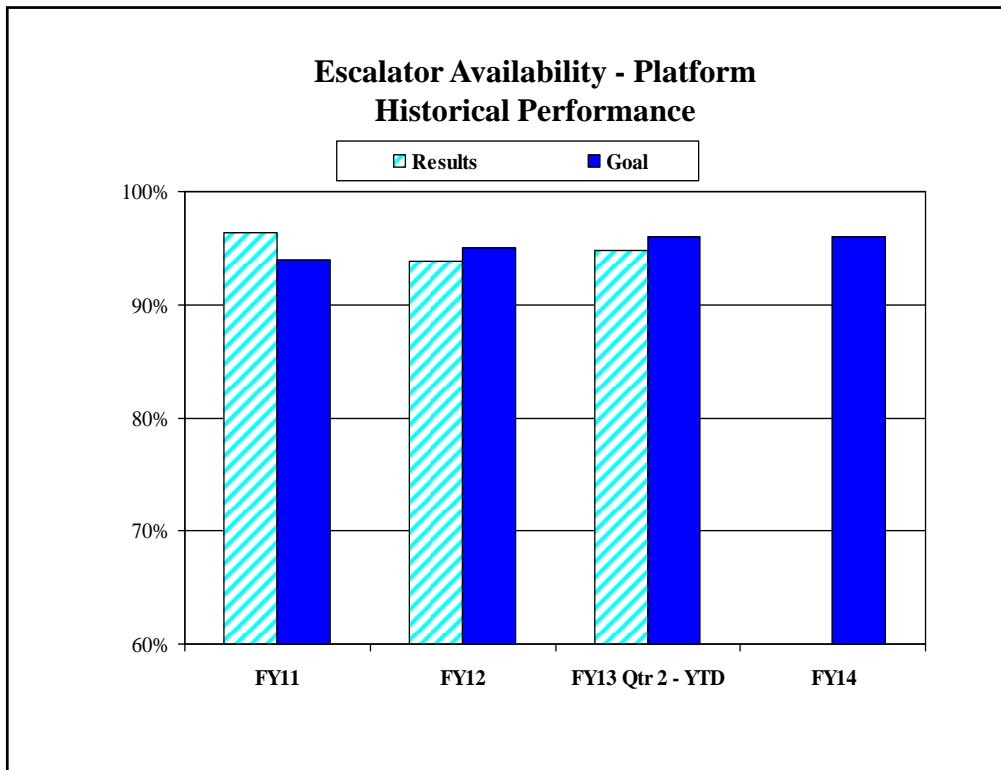


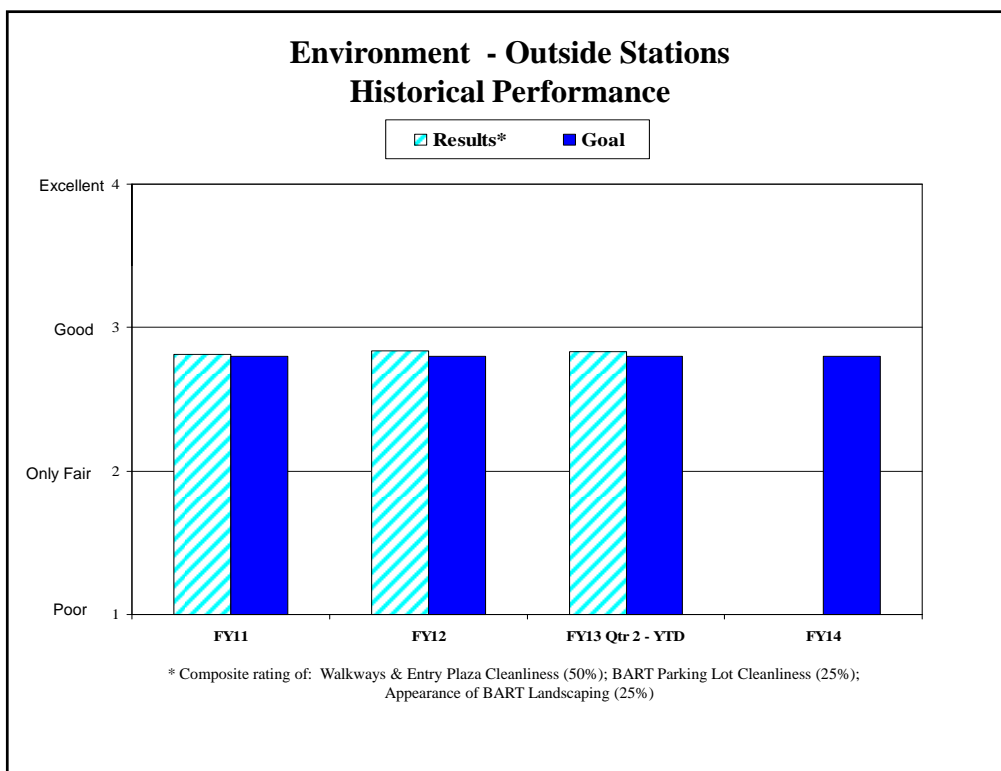
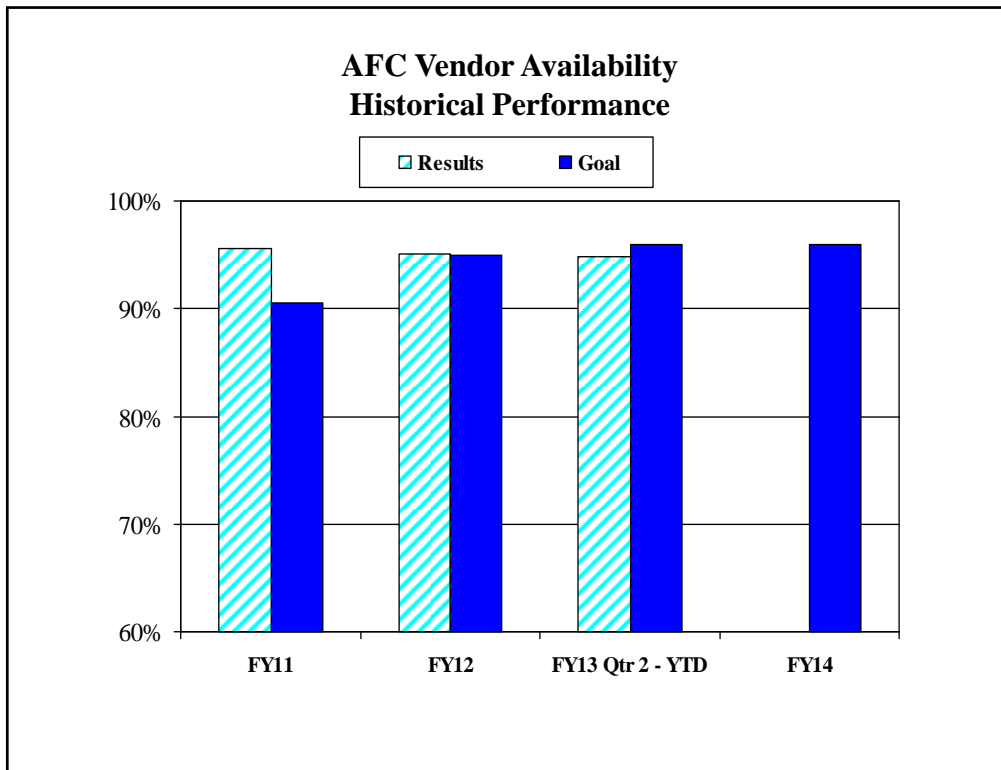
### Elevator Availability - Stations Historical Performance



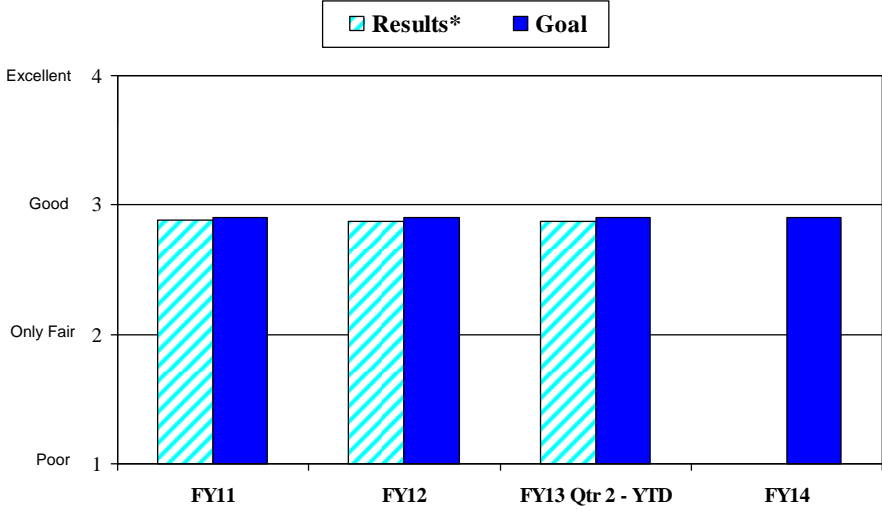






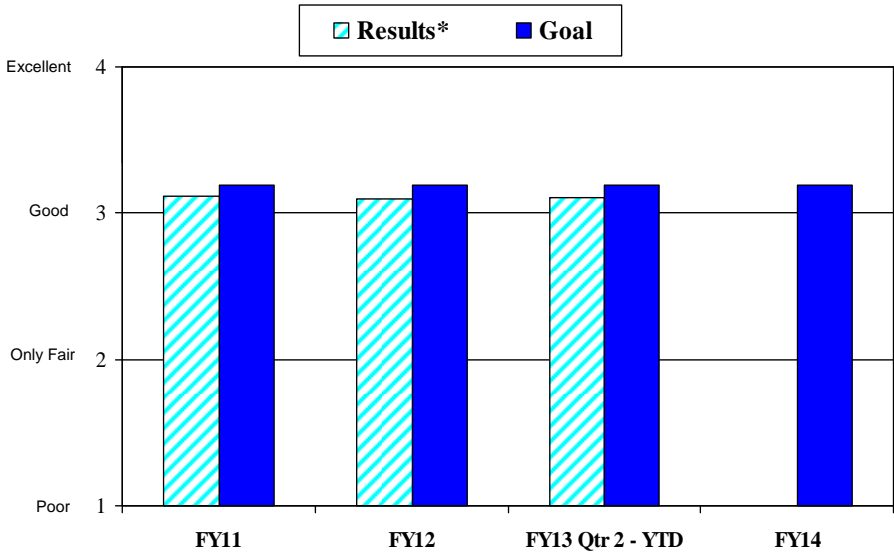


### Environment - Inside Stations Historical Performance

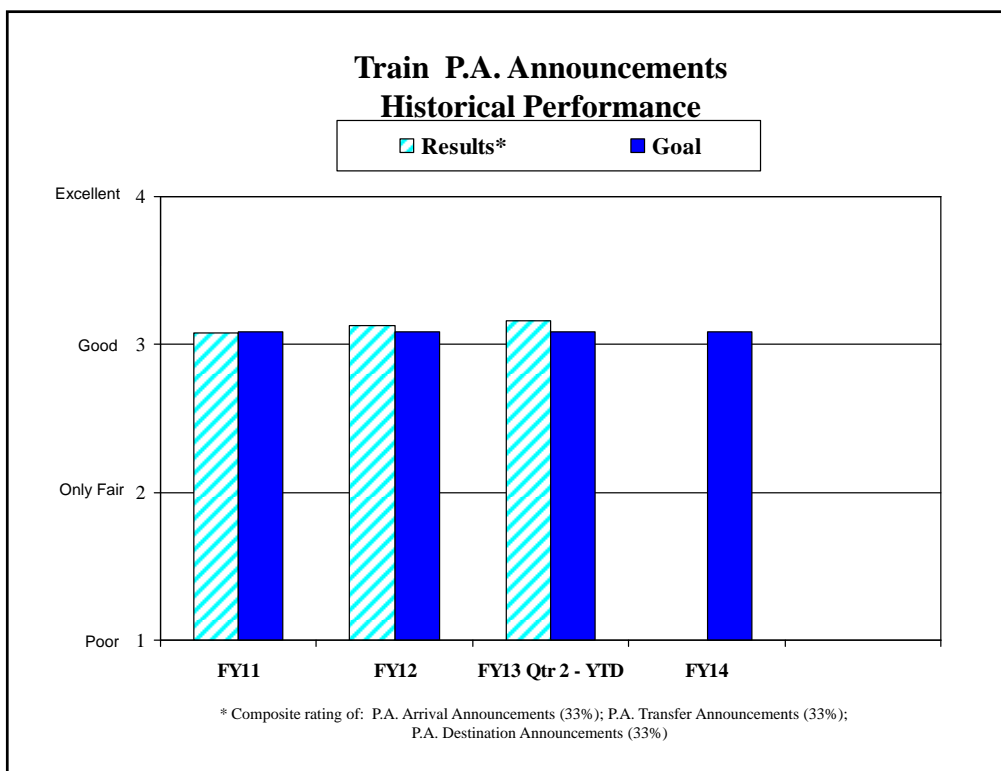
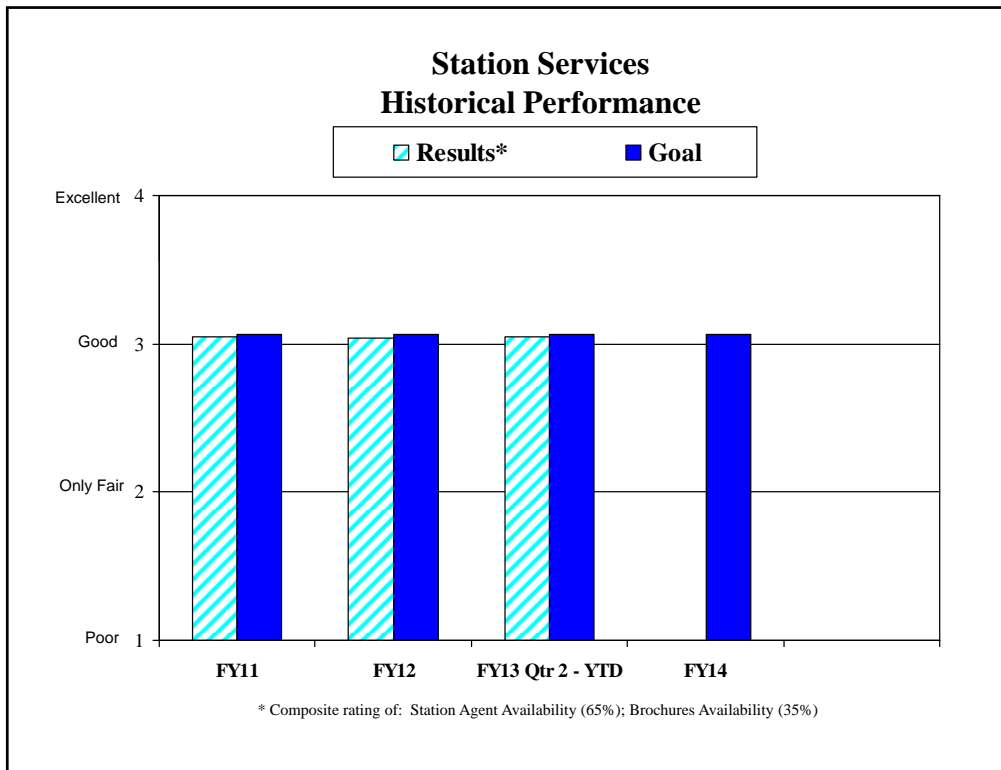


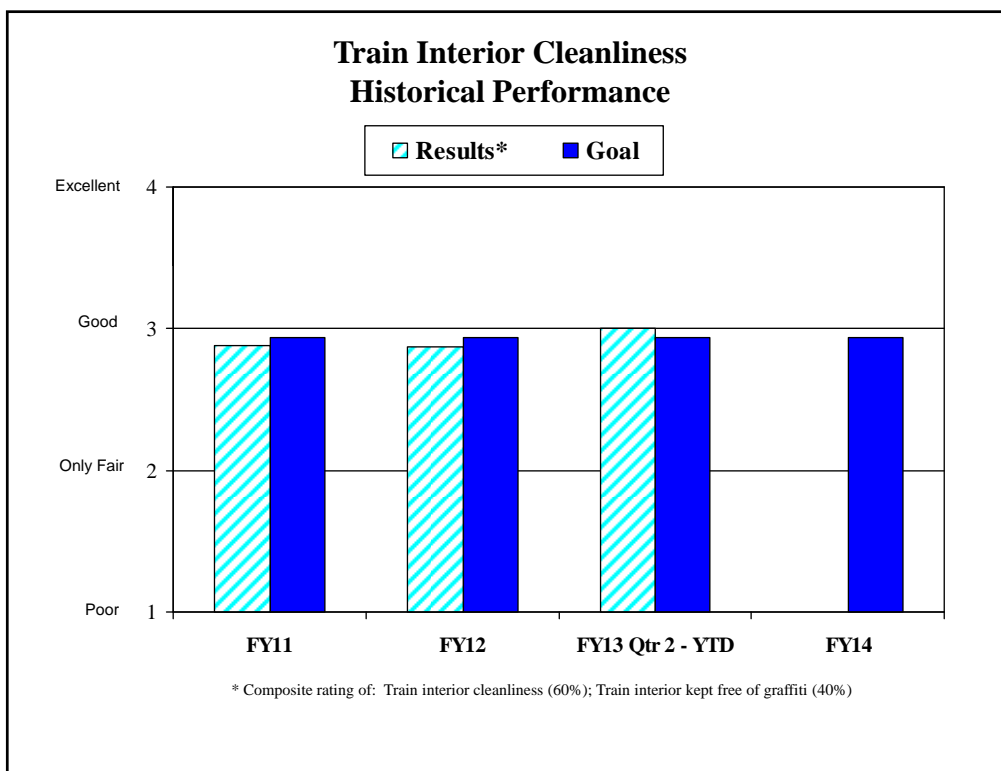
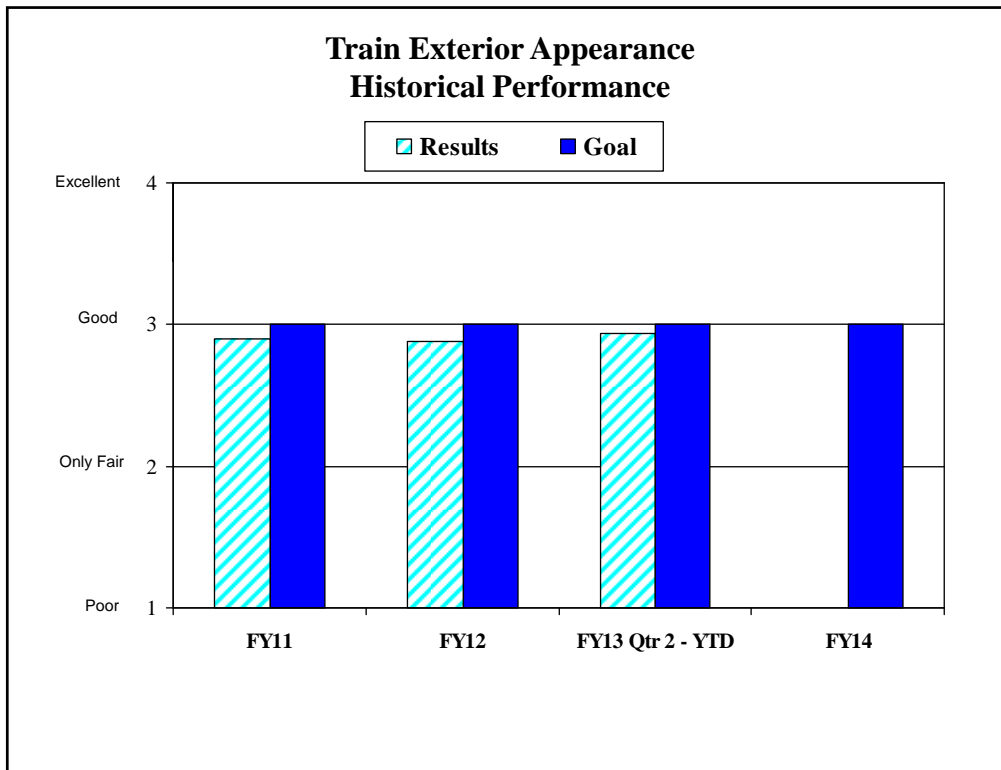
\* Composite rating for Cleanliness of: Station Platforms (60%); Other Station Areas (20%); Restrooms (10%); Elevators (10%)

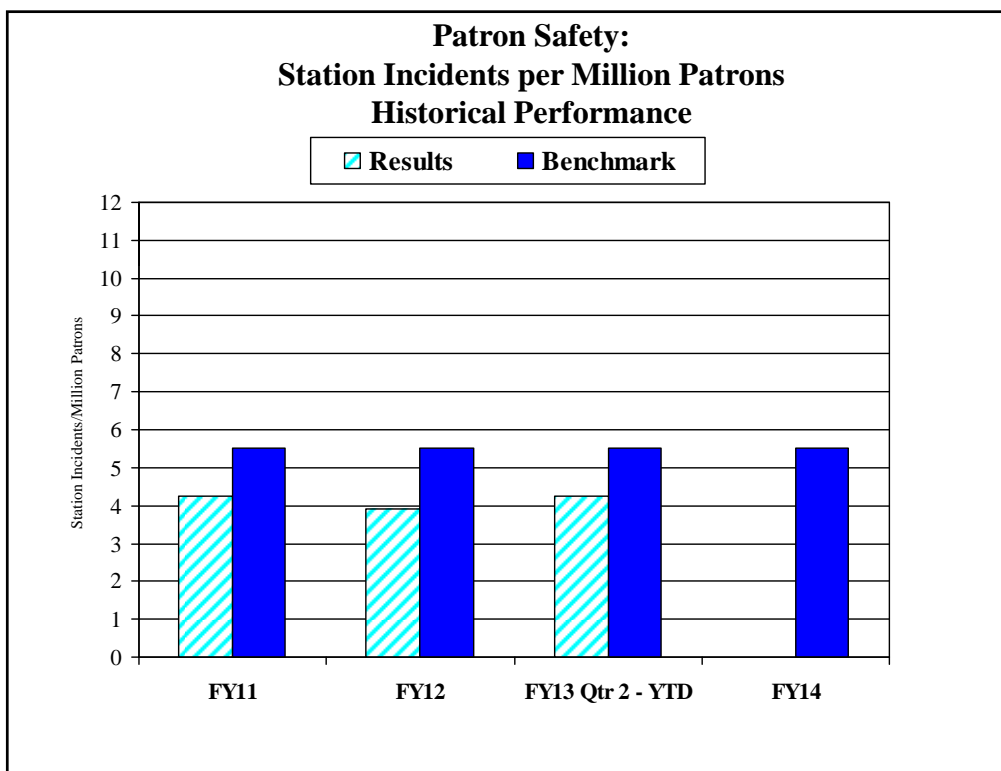
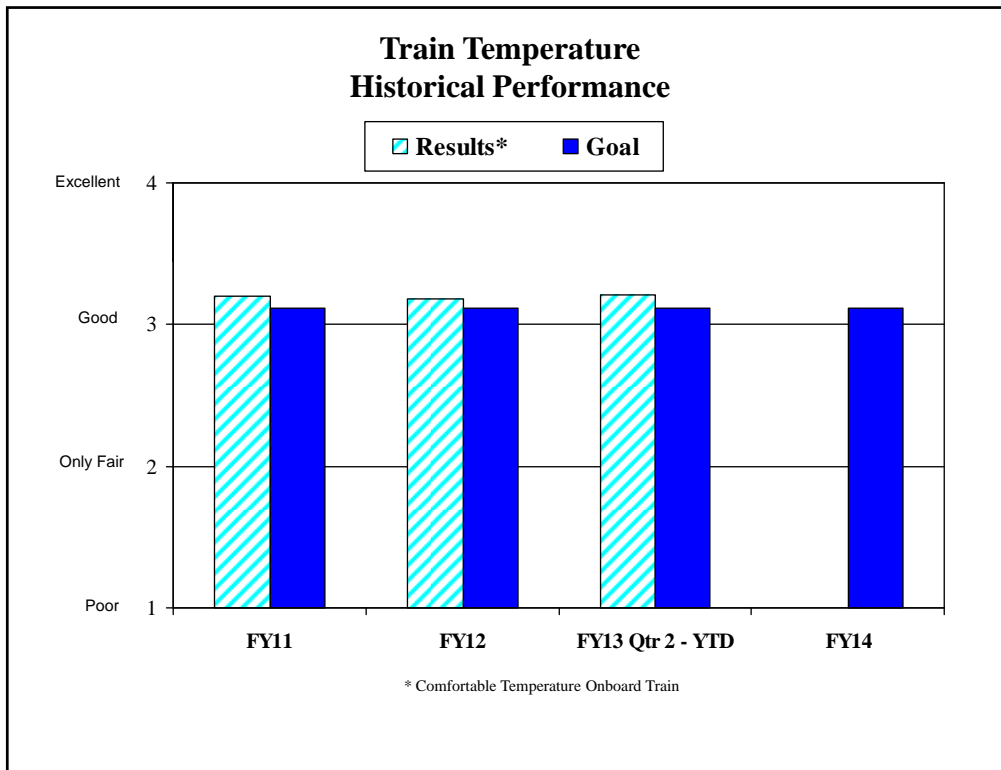
### Station Vandalism Historical Performance



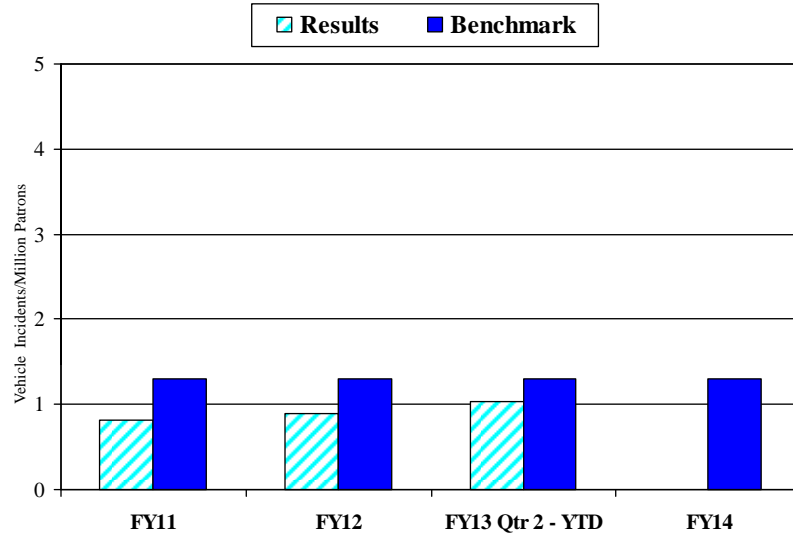
\* Station Kept Free of Graffiti



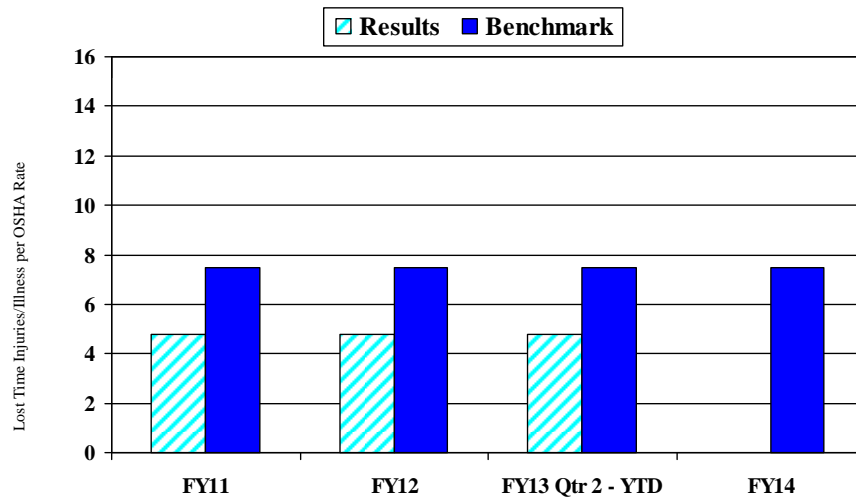




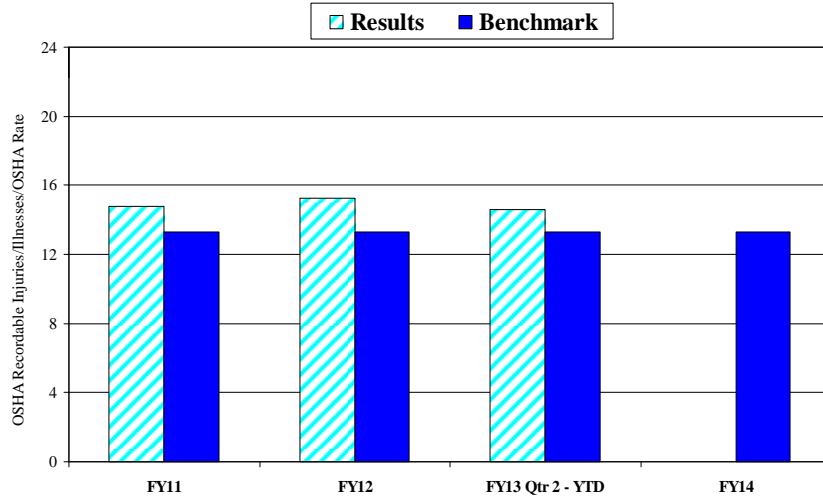
**Patron Safety:  
Vehicle Incidents per Million Patrons  
Historical Performance**



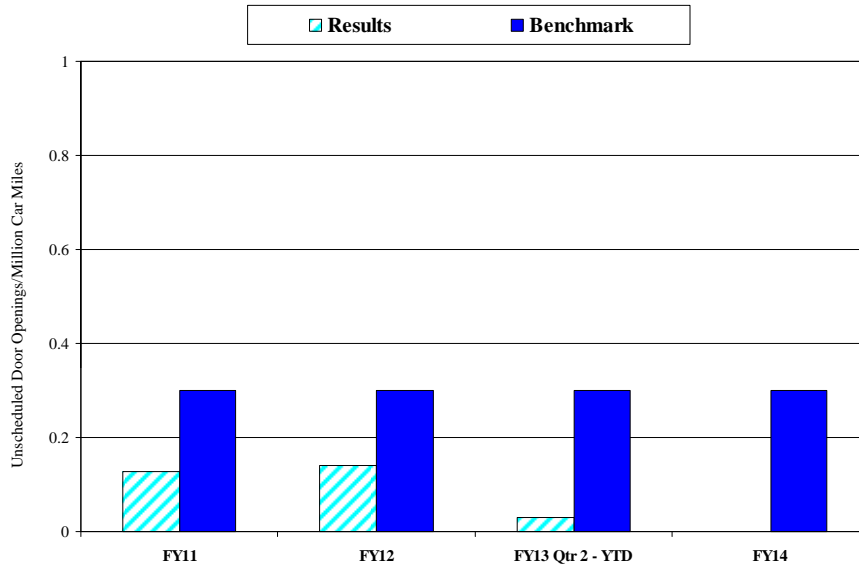
**Employee Safety:  
Lost Time Injuries/Illnesses  
per OSHA Incidence Rate  
Historical Performance**



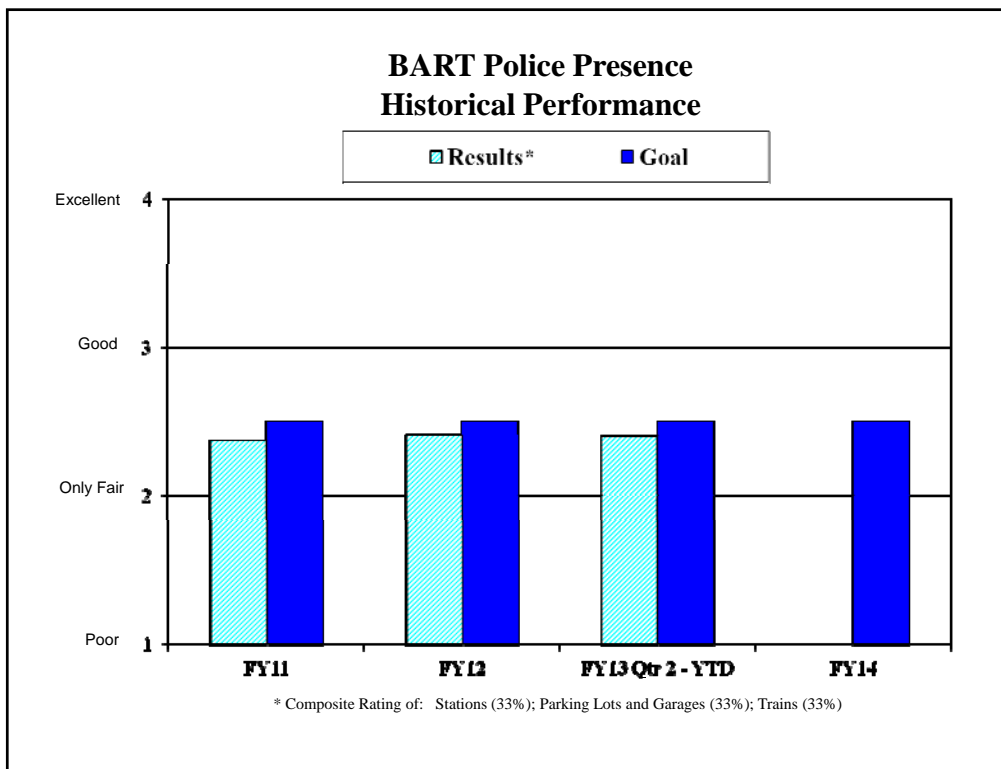
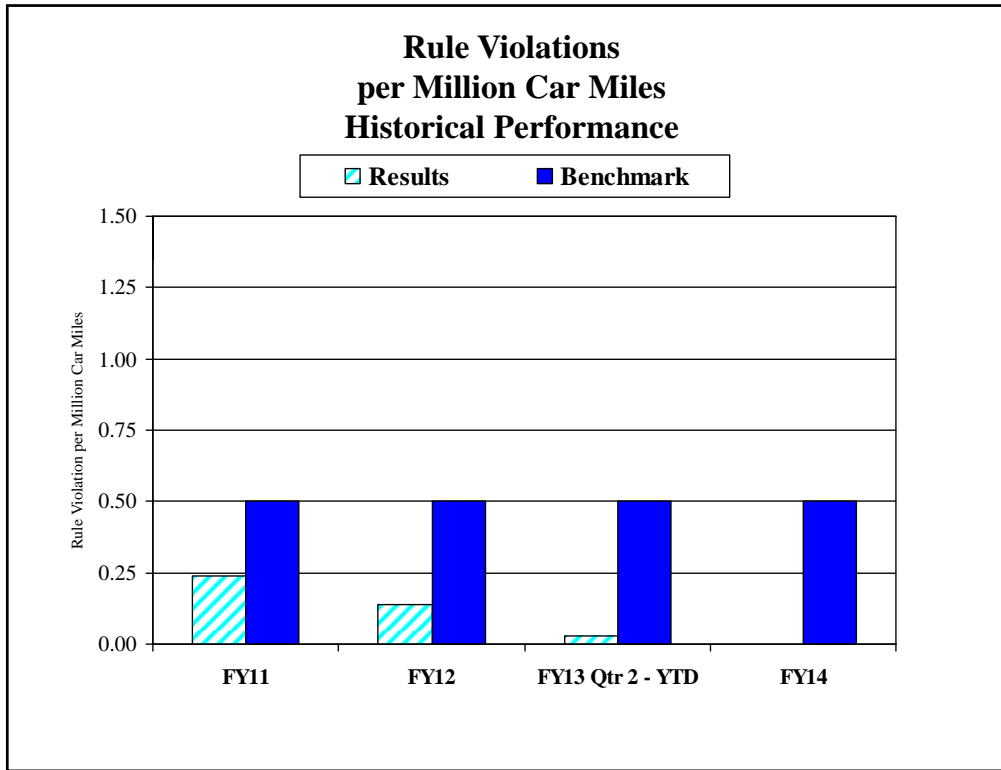
**Employee Safety:  
OSHA-Recordable Illnesses / Injuries  
per OSHA Incidence Rate  
Historical Performance**



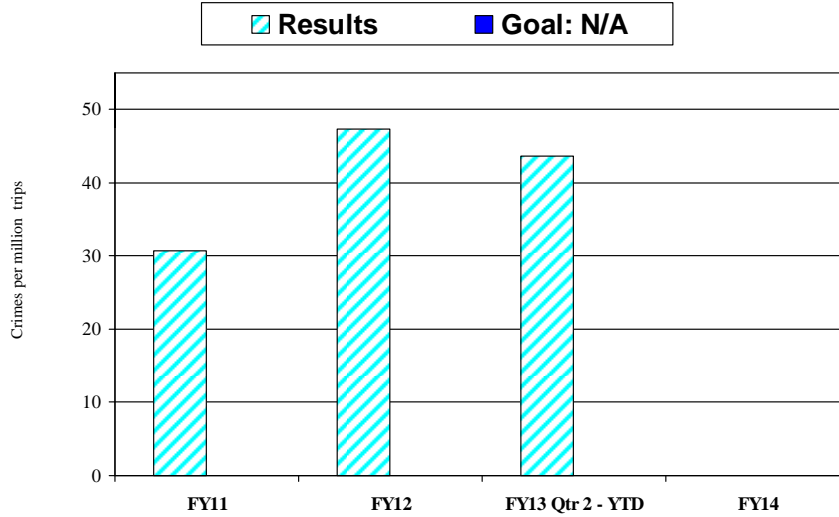
**Operating Safety:  
Unscheduled Door Openings per Million Car Miles  
Historical Performance**





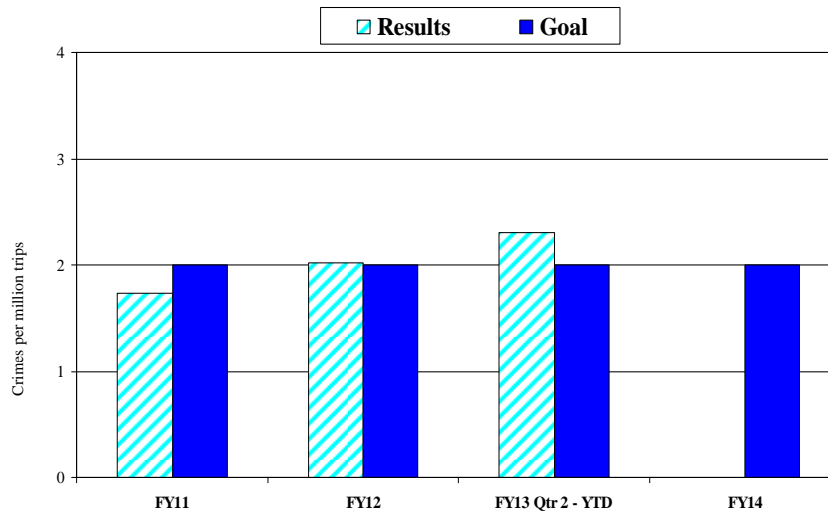


### Quality of Life\* Historical Performance



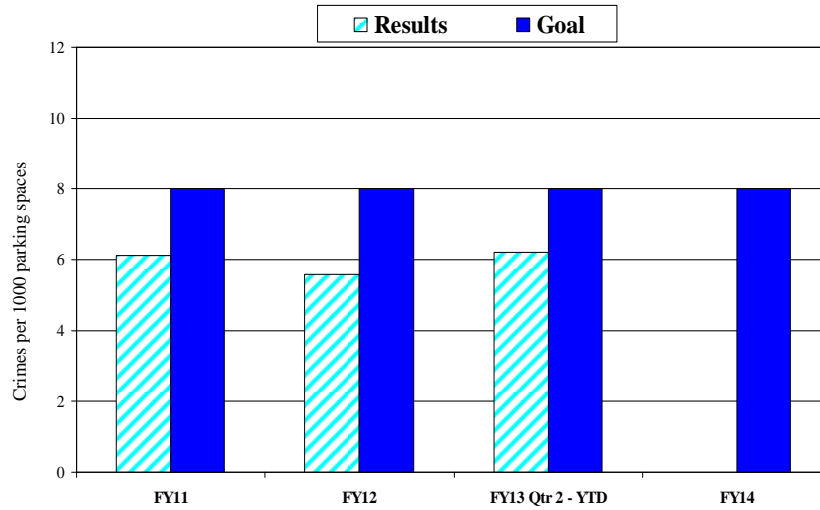
\*Quality of Life Violations include: Disturbing the Peace, Vagrancy, Public Urination, Fare Evasion, Loud Music/Radios, Smoking, Eating/Drinking and Expectoration.  
Information retrieved from Computer Aided Dispatch/Records Management System (CAD/RMS).

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



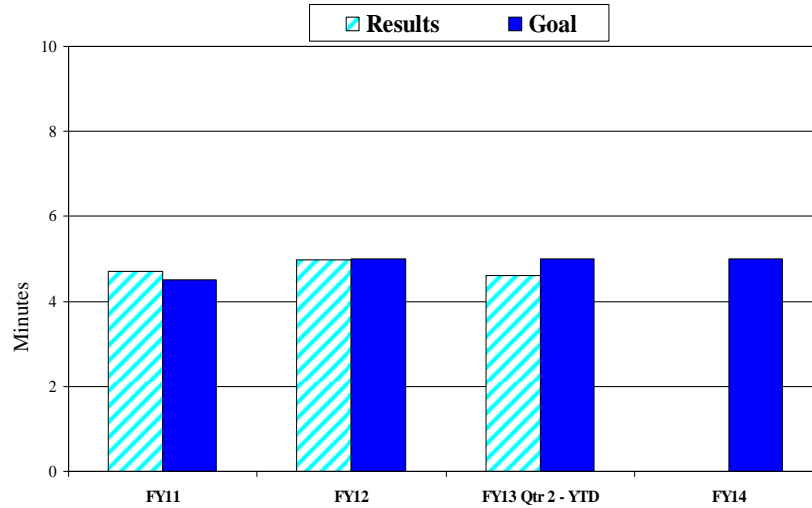
Information retrieved from Computer Aided Dispatch/Records Management System (CAD/RMS).

### Auto Theft and Burglary Historical Performance



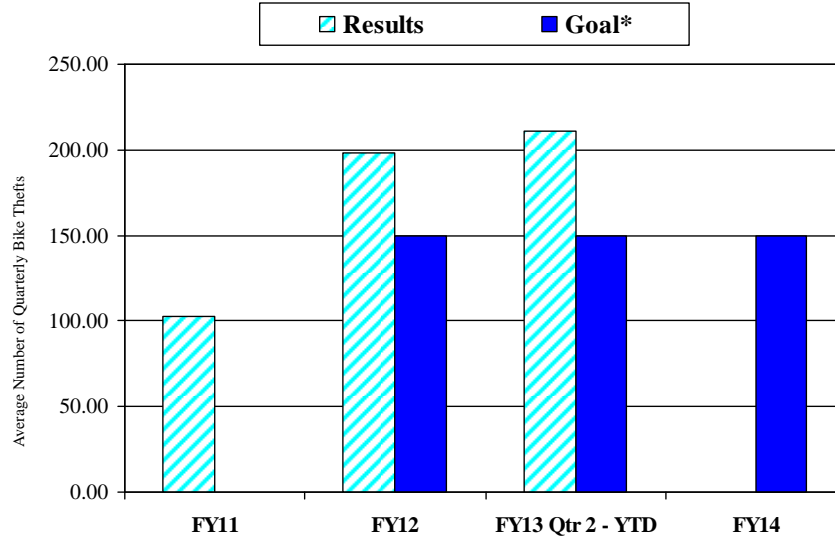
Information retrieved from Computer Aided Dispatch/Records Management System (CAD/RMS).

### 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