



## ▶ 5.A. Measure RR BART Safety, Reliability and Traffic Relief Program Presentation

Bond Oversight Committee | April 18, 2025



# In Memoriam





# Vinit Shrawagi

Measure RR Bond Oversight  
Committee Member



# Lyn Williams

Assistant Chief Infrastructure  
Delivery Officer





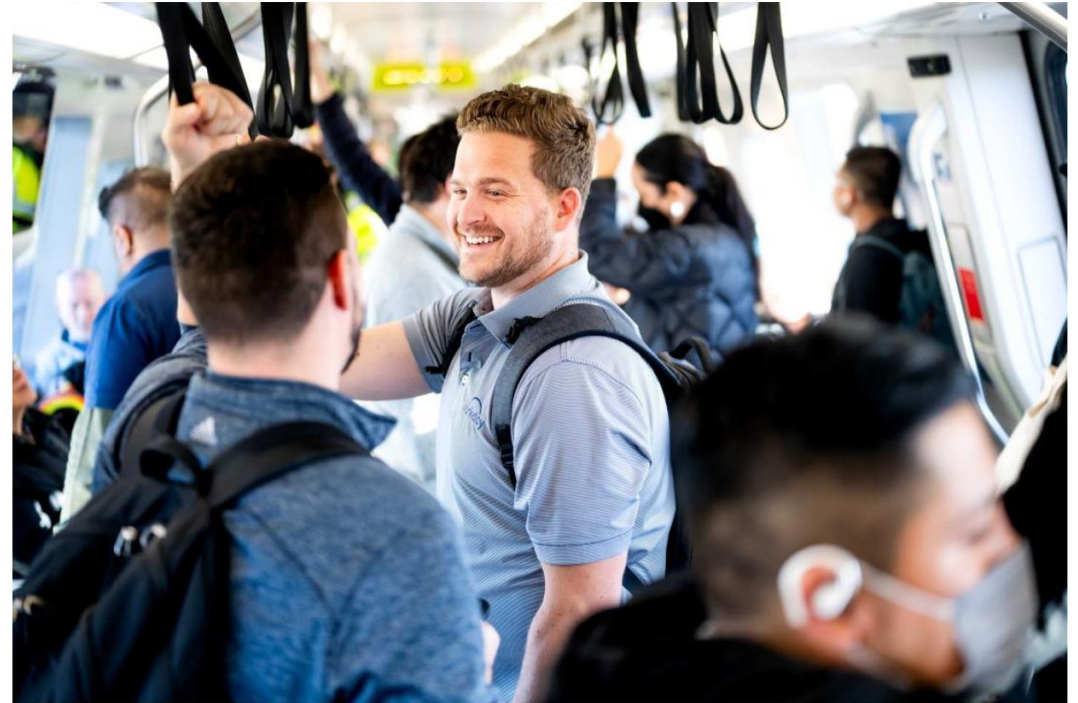
# Agenda Setting and Future Planning Workshop

## Part 2



# Workshop Overview

- BART's Context and Budget Strategy
- Regional Measure Update – Recent Polling and Legislation
- Capital Program Overview





# 5.A.1. BART's Context and Budget Strategy



# Facing the Fiscal Cliff

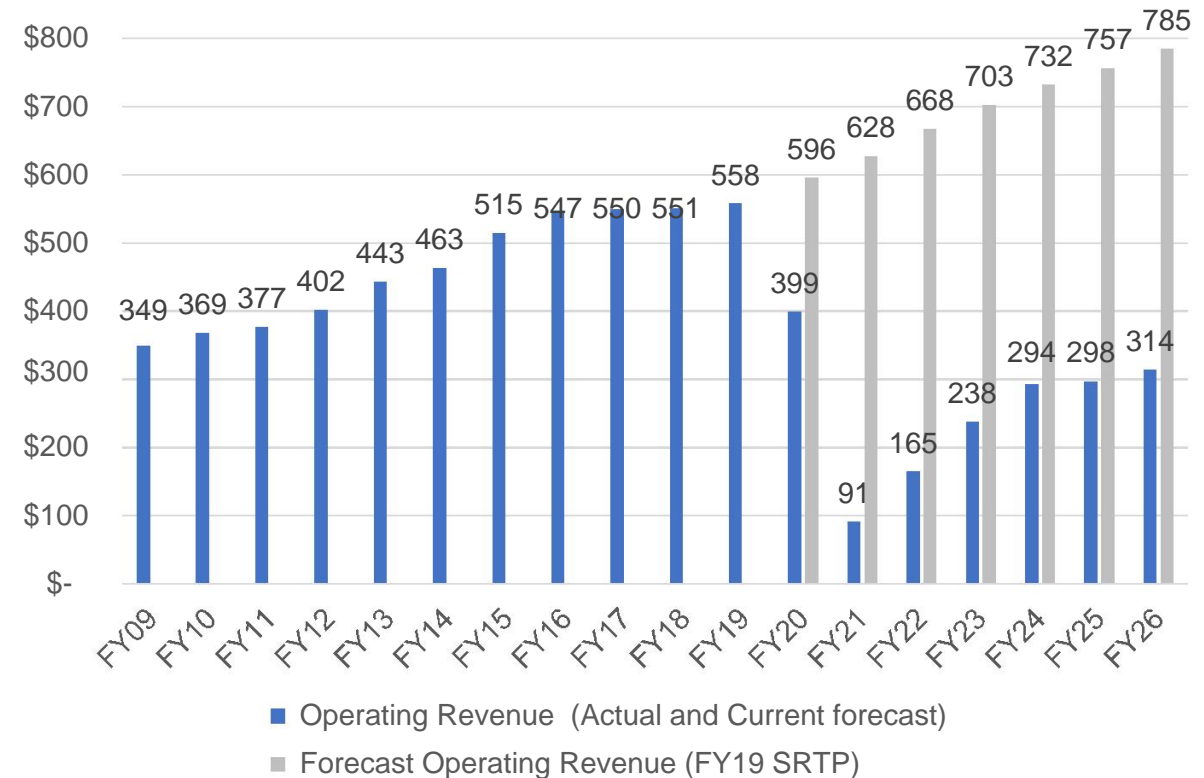
- BART faces a structural deficit that can only be solved with a sustainable operating funding source
  - While BART has been able to secure emergency funding in past years, all effort now needs to be on securing a sustainable source paired with efficiencies and cost control
  - BART's current strategy is to maintain high-quality service while bridging the fiscal gap leading up to a 2026 measure
- Without a sustainable source secured in 2026, BART will be forced to make more difficult tradeoffs, including significant, ongoing reductions in service levels and workforce
- We will discuss in this item:
  - The context in which we operate
  - Our operating budget model and what we are doing to control cost
  - Consequences of the fiscal cliff
  - Our budget strategy and tools to close the gap



# BART's Past Funding Model No Longer Works

- Pre-pandemic, BART covered more than two-thirds of operating costs through operating revenues (fares, parking etc.,)
- FY24 operating revenue (\$294M) was \$438M below pre-pandemic FY24 forecast
- For decades, high BART fare revenue allowed our region to flex public investment to local bus and counties
- In the future, BART will be more reliant on public investment
  - Likely around 70% of operating costs, consistent with peer agencies

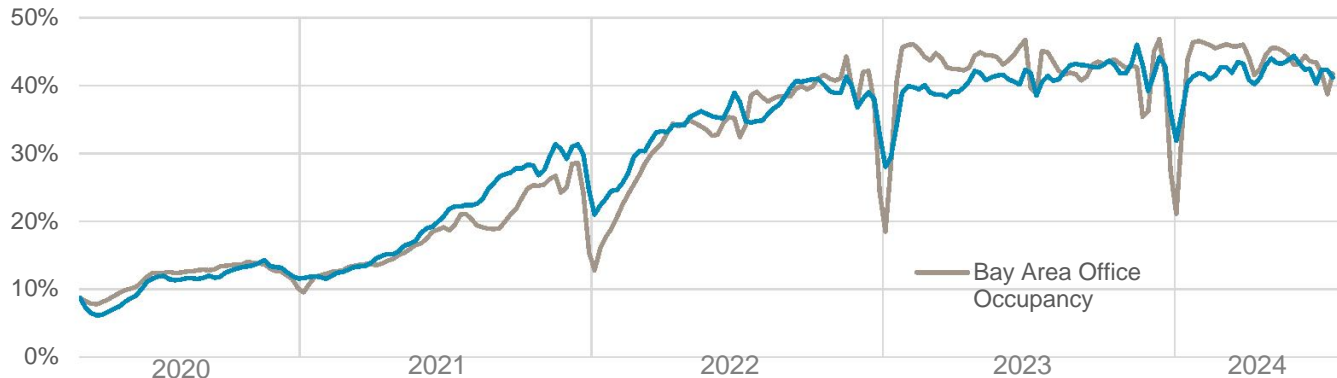
*Operating Revenue vs Pre-Pandemic Forecasts (\$M)*



# Changing Travel Patterns

- Major Bay Area employers are in sectors with the highest remote work adoption – tech, finance, and business
  - Consequently, the region continues to experience the lowest onsite work nationally
- BART ridership trends closely to office occupancy rates
- Most riders have returned, but they are riding less frequently

*Bay Area Return to Return to Office Rate & BART Ridership Recovery*



Source: Kastle Badging Data – 2020 to 2024



**76%**

OF OCTOBER 2019  
RIDERS HAVE  
RETURNED TO BART  
AS OF OCTOBER 2024



**46%**

OF OCTOBER 2019  
TRIPS HAVE  
RETURNED TO BART  
AS OF OCTOBER 2024

**S.F.'s workforce  
keeps moving  
farther away from  
their jobs. Here's  
how far they live**

By **Hanna Zakharenko and Roland Li** | Jan. 31, 2025

4:00 a.m.



San Francisco saw the nation's biggest jump in the percentage of the workers living 50 or more miles from their jobs from 2012 to 2022, compared with the top 25 cities with the largest workforces in the U.S. Experts said this was fueled by remote work and high housing costs.

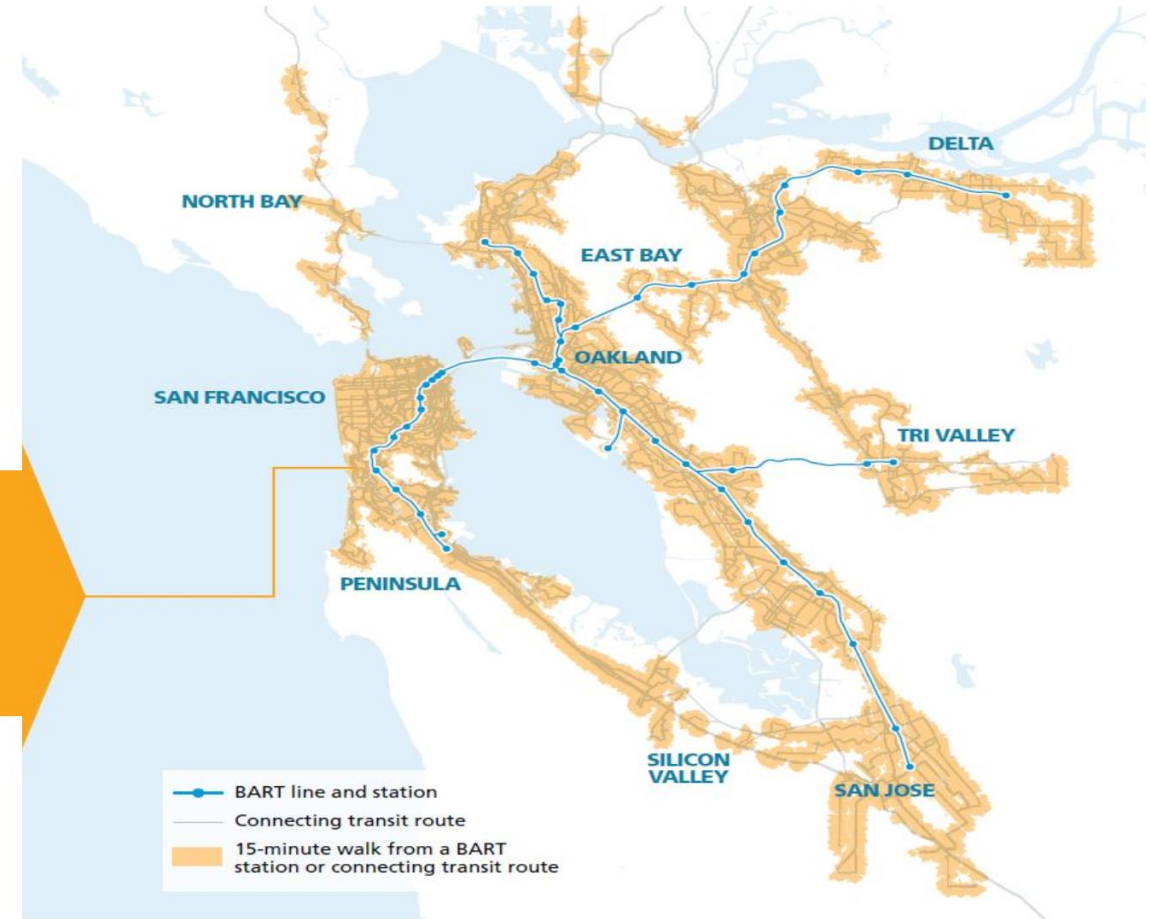




# Regional Connectivity Remains Critical

- BART connects many of the region's bus, ferry and rail services
- Nearly 90% of the region's transfers include a trip on BART with more than 300 unique connecting routes
- 17 of the 26 regional public transit operators connect to BART

Within a 15-minute walk of BART Stations or a connecting transit: 67% of regional jobs & 61% of regional residents



# The Funding Challenge is Not Unique to BART

- Several partner agencies in the Bay Area also face operating deficits
- Agencies throughout the country face structural deficits and are facing tough decisions
- BART and rail operators are impacted more than others

## PA: SEPTA has cut \$27 million to reduce a deficit and boost its case for new state transit money

SEPTA is trimming costs as it drafts a new operating budget and hopes to wring new state dollars from the legislature.

By Thomas Fitzgerald

Source The Philadelphia Inquirer (TNS)

Jan. 24, 2025

British Columbia

## TransLink board approves 2025 budget with \$72M shortfall

\$2.5B in spending includes increased revenue from fares, but gap in government cash



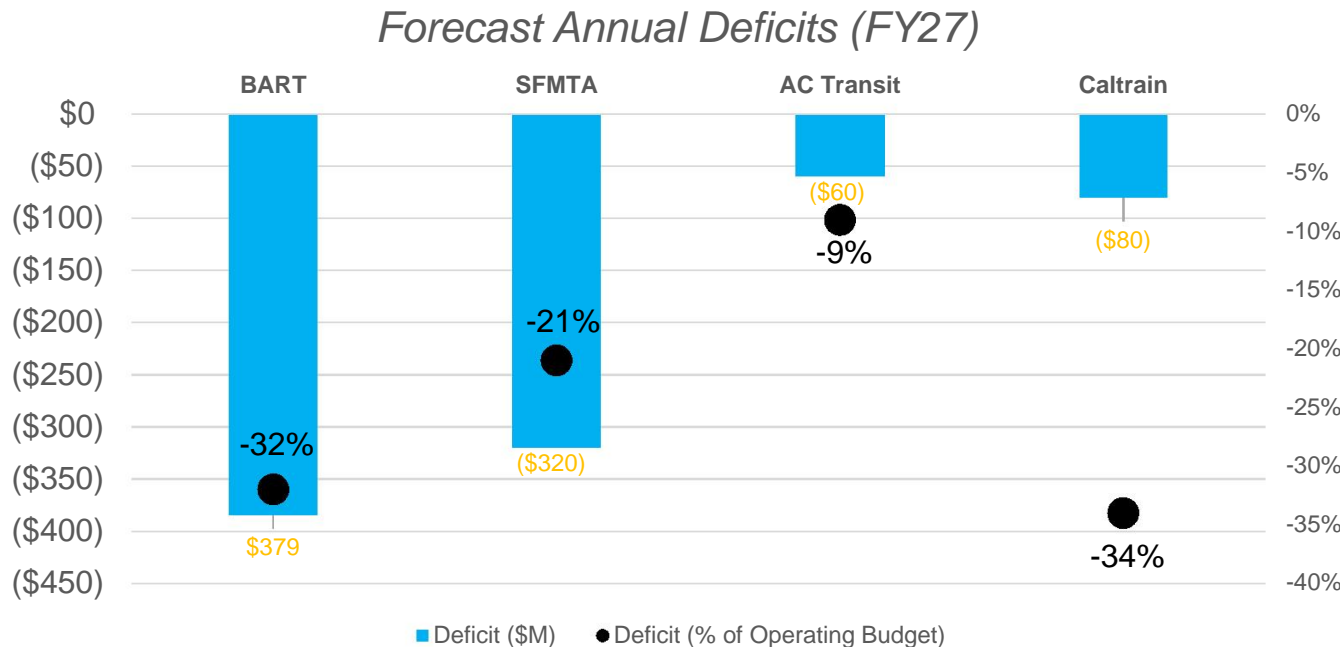
Chad Pawson · CBC News · Posted: Dec 04, 2024 1:07 PM PST | Last Updated: December 4, 2024

WP The Washington Post

## Billion-dollar deficits, drastic cuts: Metro faces fiscal catastrophe

Metro is in a financial crisis, threatening the D.C. region's quality of life. Repeated operating deficits of up to a billion dollars are...

Aug 9, 2024

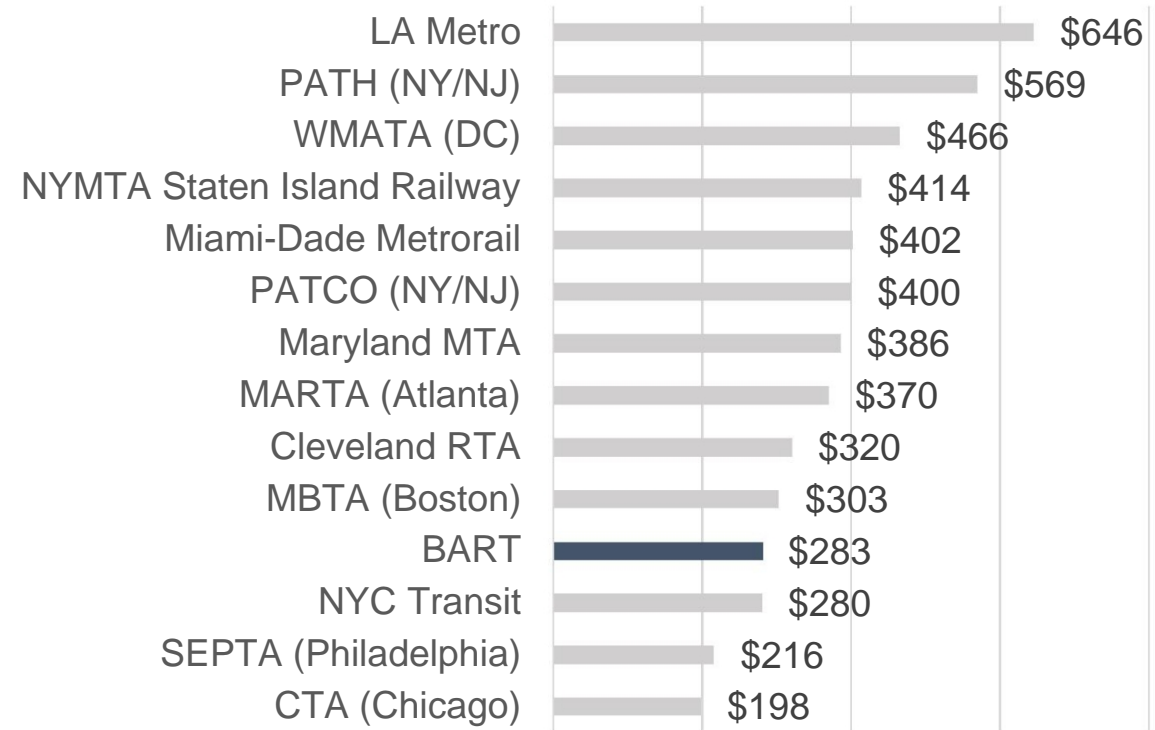




# BART Operates Efficiently

- Compared to peer rail agencies nationally, BART is an efficient manager of expenses and service delivery
- Since 2019, BART's total operating cost has grown at a rate below inflation (Customer Price Index), despite opening the BART Silicon Valley extension in 2020 and inflation experienced by the transit industry

*US Heavy Rail Services  
Cost per Vehicle Revenue Hour (FY 2023)*



*Source: National Transit Database FY23*

Note: Contiguous US states only



# BART Is Focused on Revenue and Cost Control



## Increase Fare Revenue

- Installing new fare gates to reduce fare evasion
- Maintaining inflation-based fare increases



## Grow Ridership

- Offering new fare products like Clipper BayPass
- Promoting taking BART for non-work trips
- Station activations & events
- Improving transit coordination



## Advance Revenue Generating Programs

- Negotiating new agreements for telecommunications revenues
- Longer term strategies include transit-oriented development and potential sale of excess land



## Labor Savings

- Implementing a strategic hiring freeze while protecting safety and service quality
- Renegotiated with unions to reduce near term retiree healthcare costs



## Targeted Cuts

- Targeted reductions to operating costs across all departments
- Reduced and eliminated some contracts and agreements



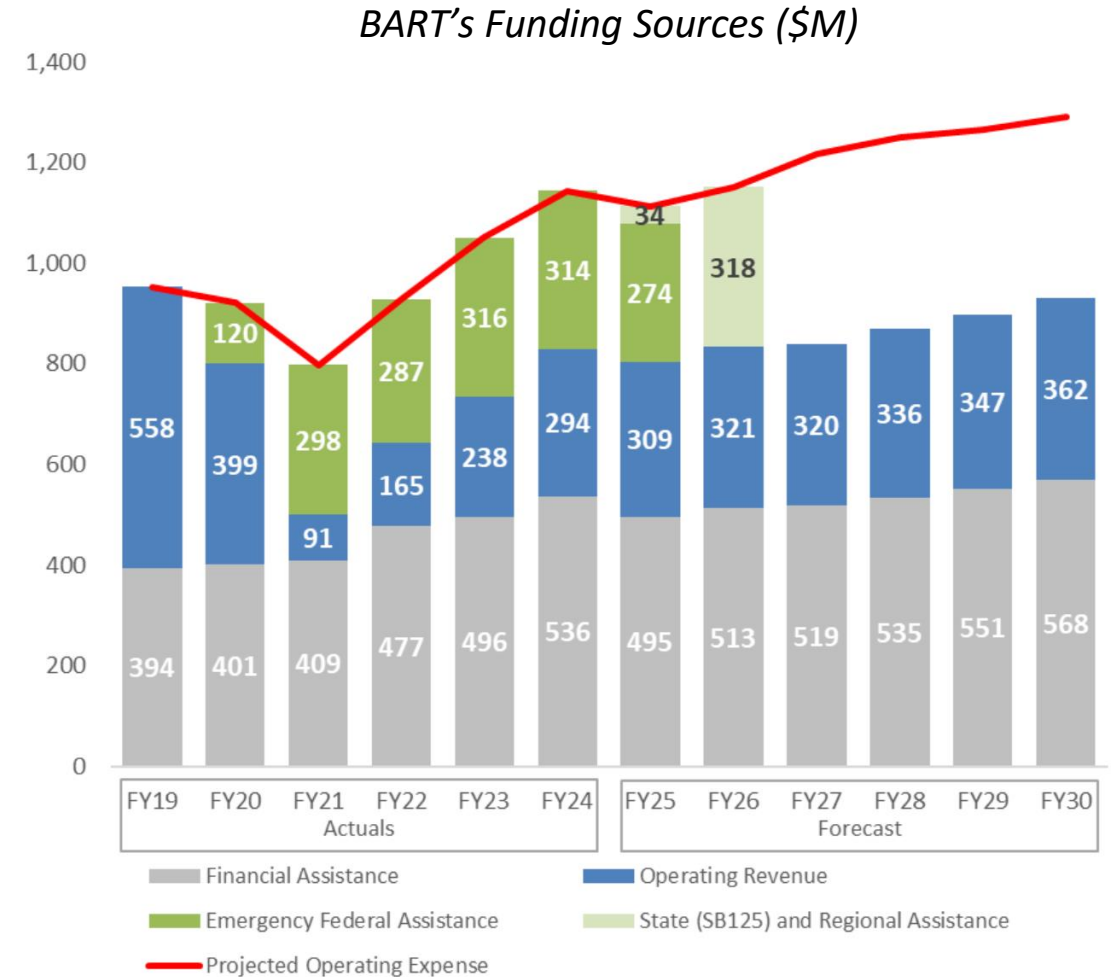
## Efficiencies

- Running shorter trains
- Locked-in low renewable electricity costs
- Implementing operational efficiencies and contract oversight recommendations from the Inspector General
- Modernize technology



# Structural Reduction in Operating Revenue

- BART cannot assume FY19 levels of ridership-generated revenue going forward
- One-time federal, state, and regional assistance will be fully expended by FY26
- Constrained revenues do not support BART's current service levels



# Large Ongoing Deficits Remain

(\$M)	FY26	FY27	FY28	FY29	FY30
Operating Revenue	321	320	336	347	362
Financial Assistance	513	519	535	551	568
Total Revenue	834	839	870	898	930
Operating Expense	1,045	1,087	1,114	1,146	1,164
Debt Service & Allocations	107	131	136	119	128
Total Expense	1,152	1,218	1,250	1,265	1,291
Net Result	(318)	(379)	(380)	(368)	(362)
Emergency Assistance	318	0	0	0	0
<b>Annual Deficit</b>	<b>0</b>	<b>(379)</b>	<b>(380)</b>	<b>(368)</b>	<b>(362)</b>

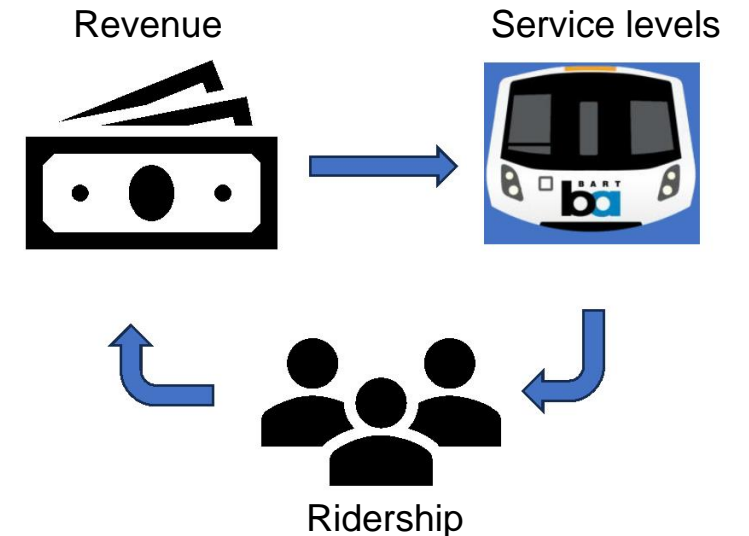
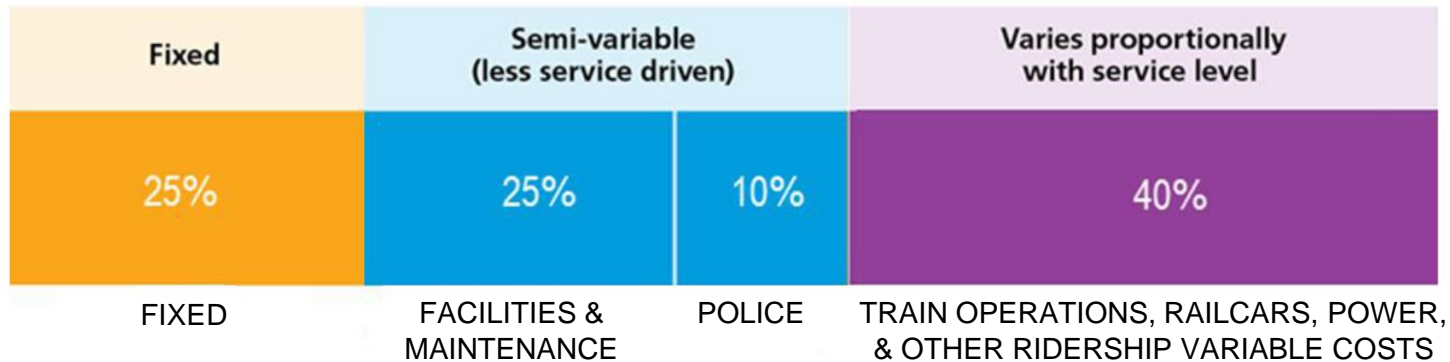
- FY26 deficit is closed as of FY26 preliminary budget
- Structural deficit of \$350-400M each year remains (\$361M annual average)



# BART Cannot Close Deficits with Service Cuts

- Cutting BART operating expenses requires a disproportionate service reduction
  - Only 40% of BART's operating costs scale directly with service levels
  - In FY20, a 40% service reduction reduced operating cost by approximately 12%
- Transit death spiral: major service reductions also put BART's \$300M+ operating revenue at risk

*BART'S FY 2025 Fixed and Variable Annual Operating Costs*



# BART Cannot Close Deficits with Service Cuts

- Even dramatic service cuts would close less than half of the FY27 \$376M deficit
- Reduced capacity means reduced fare revenue
- Dramatic cuts would make BART an inconvenient travel option, further reducing ridership and fare revenue, beginning death spiral

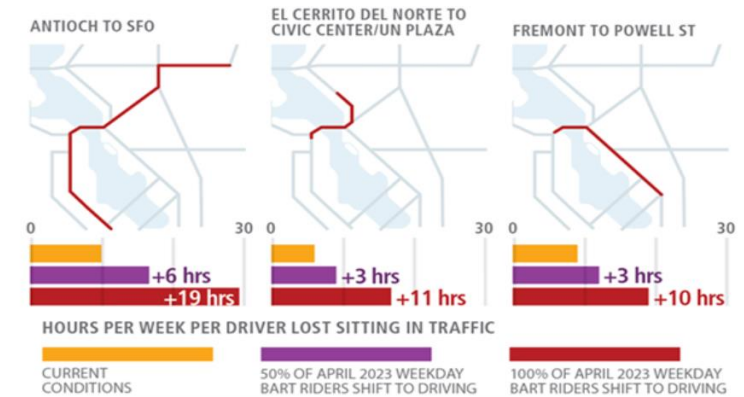
	Current Service	Scenario 1: ~70% Cut	Scenario 2: ~90% cut
<b>Service Description</b>			
Hours	12AM Close	9PM Close	9PM Close
Train Frequency	20 min	30 min	60 min
Coverage	5-Line, 50 Stations	3-Line, 50 Stations	3-Line, 41 Stations
Weekly Train Dispatches	4,200	1,300	500
<b>Fiscal Impact (\$M)</b>			
Operating Expense Savings	\$0	\$160	\$260
Fare Revenue Impact	\$0	(\$30)	(\$90)
<b>Net Savings</b>	<b>\$0</b>	<b>\$130</b>	<b>\$170</b>
Remaining FY27 Deficit (estimated at \$376)	(\$376)	(\$246)	(\$206)
FTE Impact	0	(600)	(1,050)

*\*\*Scenarios are from the 2023 SRTP and are for illustration only: Any actual cuts considered would be further analyzed and be informed by outreach and engagement*

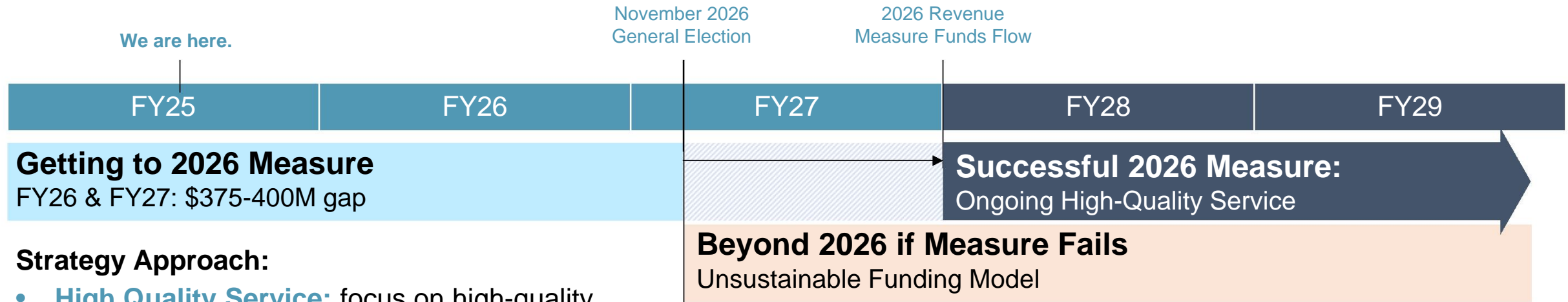
# Regional Consequences of No BART Service

*Weekly Hours Lost To Congestion For Drivers:  
With & Without BART*

- Stifle the Regional Economy
- Exacerbate Congestion
- Increase Emissions
- Undermine the Transit Network
- Impact Communities Inequitably



# Budget Strategy Timeline



## Strategy Approach:

- **High Quality Service:** focus on high-quality service, continue right-sizing service-plan based on ridership trends
- **Bridge the Funding Gap:** efficiencies, one-time actions, limited consideration of deferrals
- **Funding Measure, Advocacy & Education:** engage on enabling legislation, advocate for funding, public education on negative impacts of service cuts

## Strategy Approach:

- **Deep Cuts to Service and Customer Experience:** implement major service cuts and workforce reductions (ex: close stations, reduce hours and frequency), resulting in reduced fare revenue and worse customer experience
- **Implement Emergency Financial Measures:** increase fares and parking fees, increase future costs by deferring current obligations
- **Funding Measure, Advocacy & Education:** continue to engage, advocate, educate the public, and explore funding options





# Q&A



## 5.A.2. Regional Measure Update - Recent Polling and Legislation



# Bay Area Voter Views of a Potential Transit Funding Measure



# September 2024 Voter Survey Goals & Methodology

- Gauge overall mood of the 2026 electorate, with specific emphasis on views of public transit
- Assess the viability of a potential five-county measure (Alameda, Contra Costa, San Francisco, San Mateo, Santa Clara) generating operating funds for BART and other transit systems. Test reactions to the following:
  - Potential sales tax and potential parcel tax
  - Framing as preventing closures and service reductions vs. maintaining and improving services

Methodology	
Dates	September 19-29, 2024
Survey Type	Dual-mode Voter Survey (phone/online with contact via phone, email and text); split sample for message framing
Research Population	Likely November 2026 Voters in Alameda, Contra Costa, San Francisco, San Mateo and Santa Clara Counties
Interviews	1,784, with at least 350 per county Languages: English, Spanish and Chinese
Margin of Sampling Error	(Full Sample) $\pm 2.8\%$ at the 95% Confidence Level (Half Sample) $\pm 3.9\%$ at the 95% Confidence Level

*Survey conducted by FM3 on behalf of BART.*

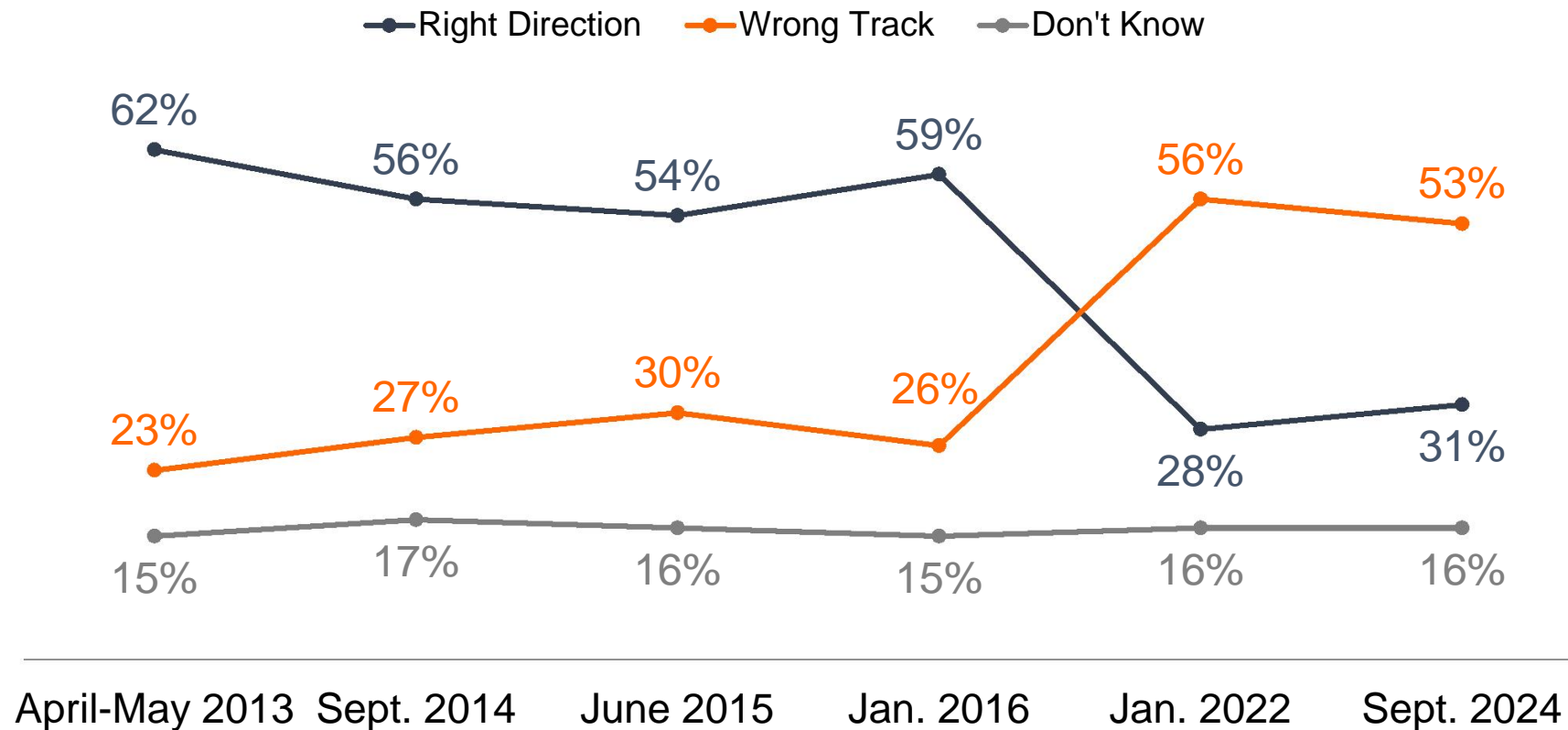




# Overall Mood

- A majority says the Bay Area is headed in the wrong direction

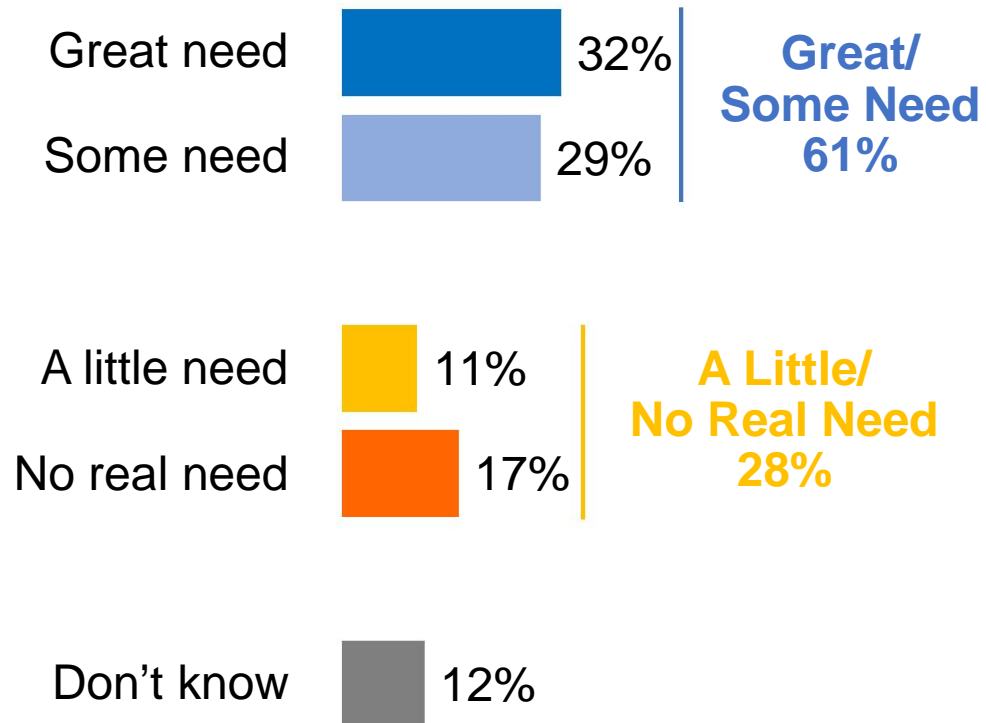
*Would you say things in the Bay Area are generally going in the right direction, or do you feel that things are pretty seriously off on the wrong track?*



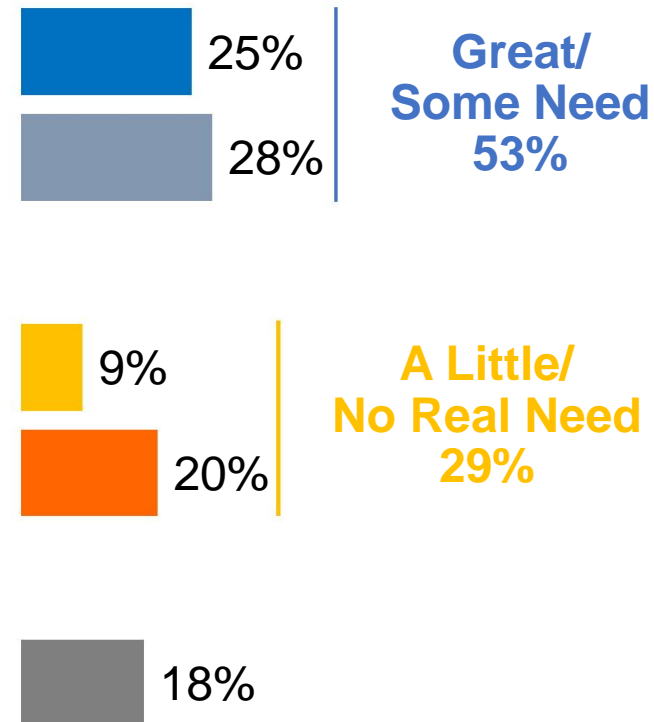
# Need for Funding

- Voters generally see a need for public transit funding – less broadly so for BART specifically

*Would you say that Bay Area public transit, in general, has a great need for additional funding, some need, a little need, or no real need for additional funding?*

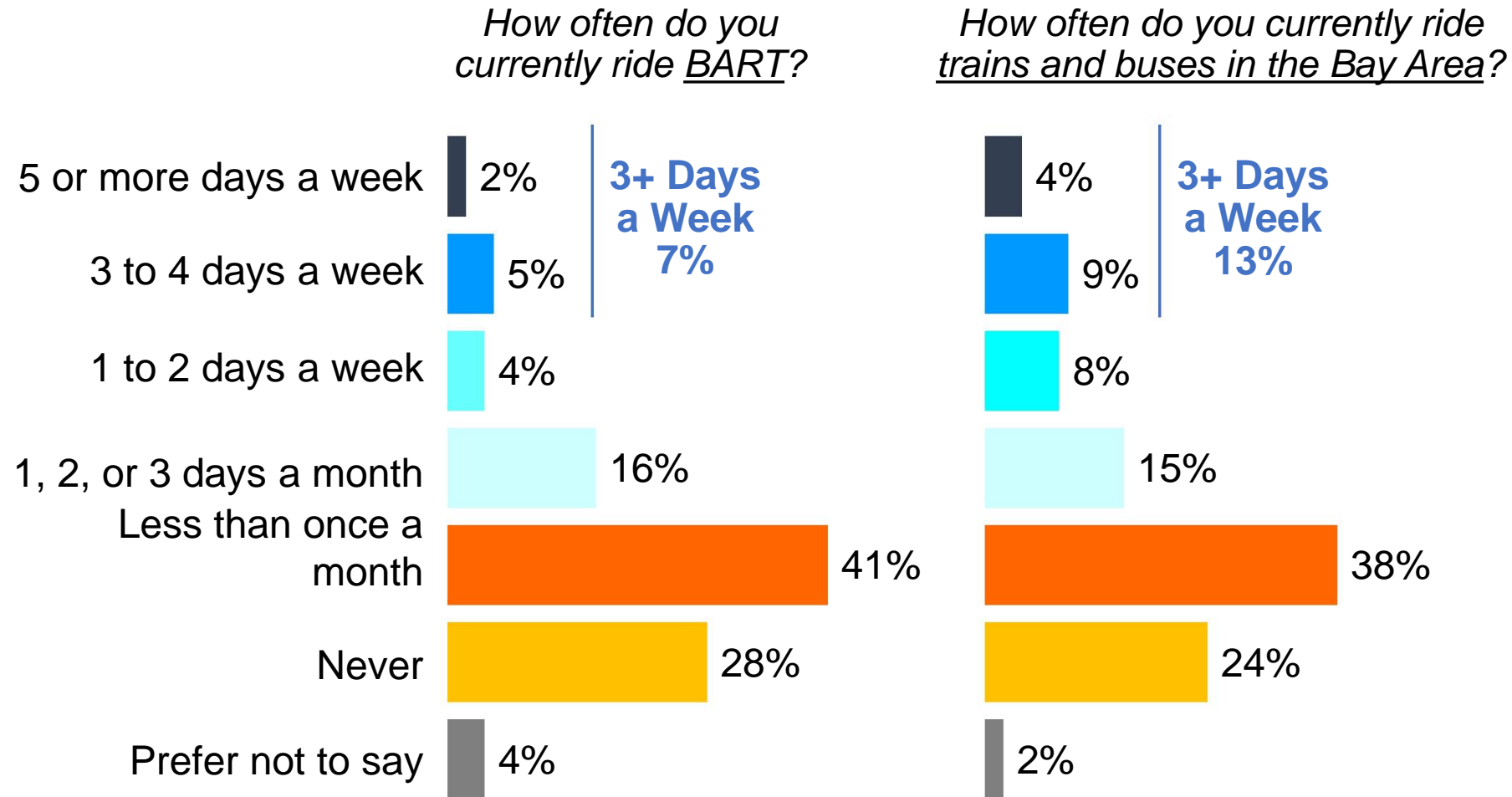


*Would you say that BART, specifically, has a great need for additional funding, some need, a little need, or no real need for additional funding?*



# Ridership

- Most voters are not transit riders



# Measure Language

- Two versions of ballot language for a half-cent sales tax were tested

## *Closure Prevention*

**Save Bay Area Transit Plan.** To keep BART and other Alameda, Contra Costa, San Francisco, San Mateo, and Santa Clara County transit systems from closing stations and stops, eliminating entire lines, and cancelling night/ weekend service; prevent increasing Bay Area traffic congestion; and continue making investments in safety, cleanliness, reliability, and regional coordination, shall the measure establishing a half-cent sales tax generating approximately \$920,000,000 annually until ended by voters — with independent audits, and public oversight and disclosure — be adopted?

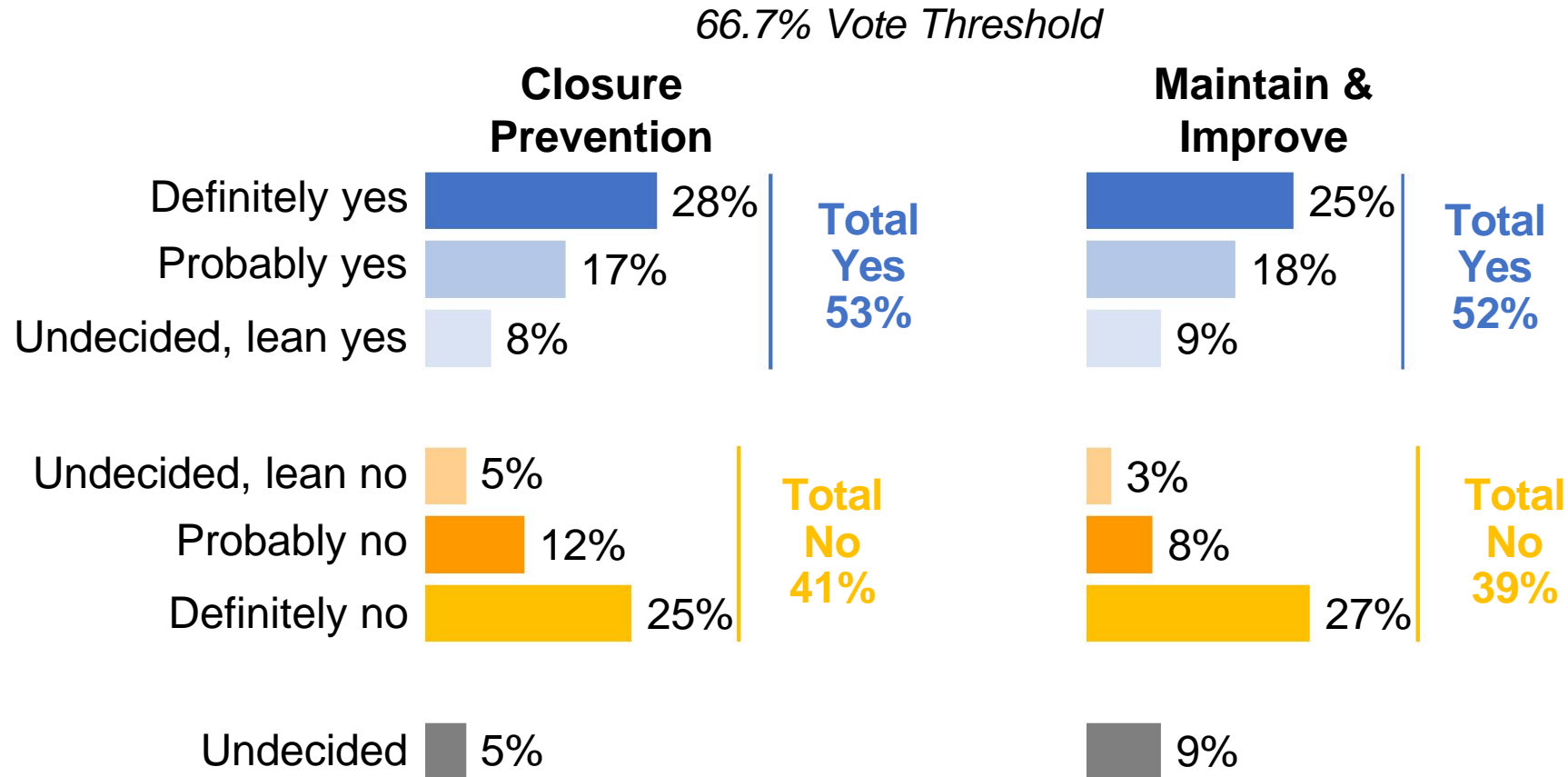
## *Maintain & Improve*

**Bay Area Traffic Relief/Safety/Security/Reliability Measure.** To keep BART and other Alameda, Contra Costa, San Francisco, San Mateo, and Santa Clara County transit systems' trains, buses, stations, and stops clean and safe; relieve traffic congestion; improve system reliability and regional coordination; and continue providing critical transit options for seniors, students, low-income and disabled persons, shall the measure establishing a half-cent sales tax generating approximately \$920,000,000 annually until ended by voters — with independent audits, and public oversight and disclosure — be adopted?



# Initial support

- Both versions of a sales tax measure had similar support from slim majorities
- Support for a parcel tax raising a comparable amount of funding fell far short of a majority



Question: (Split A & Split B) Would you vote yes or no on this measure?



# Support after Positive and Negative Statements

- Support in the 2024 survey is similar to the last survey two years ago; it is notably lower than during the lead up to Measure RR

Survey Year	Initial Yes Vote	Yes Vote After Positives	Yes Vote After Negatives
<b>2013</b> (Initial Bond Survey)	<b>70%</b>	<b>76%</b>	<b>69%</b>
<b>2016</b> (Final Bond Survey before Placement of RR)*	<b>73%</b>	<b>77%</b>	<b>67%</b>
<b>2022</b> (Initial ½ Cent Sales Tax Survey – BART Counties)	<b>57%</b>	<b>59%</b>	<b>45%</b>
<b>2024</b> (Tracking ½ Cent Sales Tax Survey – BART Counties)**	<b>54%</b>	<b>57%</b>	<b>51%</b>

*\*Measure RR passed with a “yes” vote of 70.5%.*

*\*\*Results shown for the three BART District counties only, in order to be comparable with prior years.*



# January 2025 - Poll Survey Methodology

Likely November 2026 voters, conducted January 14-30, 2025

Multimodal: live telephone interviewing and email/text invitations to an online survey

Three-way split-sample methodology and available in English, Spanish, and Chinese

## 1A: 1/2 Cent Sales Tax - 4-County

(n=850, MoE  $\pm 3.4$ )

*To prevent increased traffic congestion; avoid major cuts to BART, Caltrain, AC Transit, Muni and other transit services; preserve transportation services for seniors/ persons with disabilities; address transit safety/ cleanliness; advance climate protection; reduce air pollution; prevent station closures; and maintain public transportation service for those who need it; shall the measure enacting a **½ cent sales tax for 10 years generating at least \$560,000,000 annually**, with required public audits and accountability/ transparency provisions, be adopted?*

## Hybrid: 1/2 Cent + Parcel Taxes - 9-County

(n=1,350, MoE  $\pm 2.7$ )

*To prevent increased traffic congestion; maintain BART, Caltrain, AC Transit, Muni, and other transit services; preserve transportation services for seniors/ persons with disabilities; address transit safety/ cleanliness; advance climate protection; reduce air pollution; repair potholes/ sidewalks; upgrade highways; and enhance bike access; shall the measure enacting a **½ cent sales tax and \$0.09 per building square-foot parcel tax for 30 years generating at least \$1,300,000,000 annually**, with required public audits and accountability/ transparency provisions, be adopted?*

## Variable: 1/2-7/8 Cent Sales Tax - 4-County

(n=850, MoE  $\pm 3.4$ )

*To prevent increased traffic congestion; maintain BART, Caltrain, AC Transit, Muni, and other transit services; preserve transportation services for seniors/ persons with disabilities; address transit safety and cleanliness; advance climate protection; reduce air pollution; and prevent station closures shall the measure enacting a **⅞ cent (San Francisco) and a ½ cent (Alameda, Contra Costa, San Mateo counties) sales tax for 11 years generating at least \$640,000,000 annually**, with required public audits and accountability/ transparency provisions, be adopted?*

# Key Findings

- **Overall mood** in the Bay Area is **improving** but affordability is still a widespread concern
- There is significant desire for transit and transportation **improvements**
- When thinking about transit, many mention **funding challenges** and **safety issues**. However, recent **improvements** are noted by many, especially in the Peninsula/South Bay
- Support for the 1A and Variable rate measures **exceeds a majority**, but falls far short of the two-thirds threshold, indicating the likely path for a transit measure would be via a citizen initiative
- The hybrid measure with two taxes has weaker support
- Overall framing and details of the measures **do little** to build support
- Although there is interest in **preventing cuts** to transit, voters are simply **hesitant to raise taxes** and **lack trust** that more money is the solution

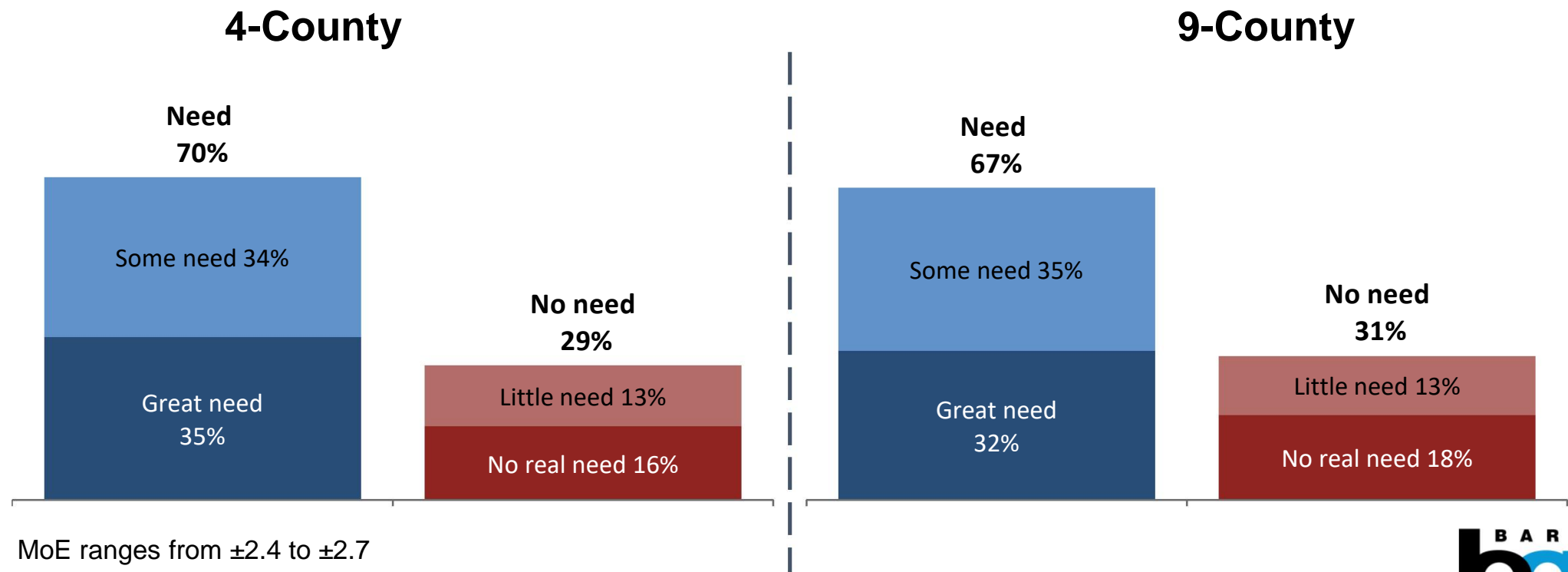




# Need for Transit Funding

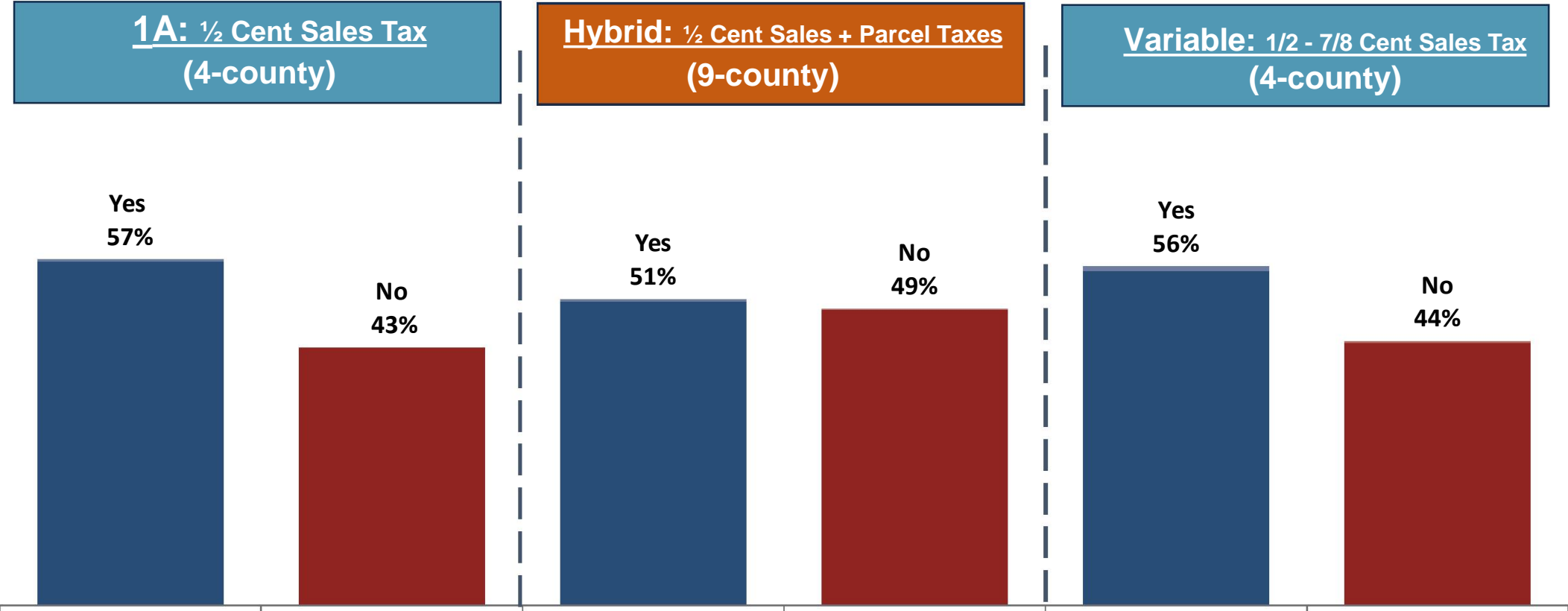
Awareness of funding needs is high, although not intense.

Would you say that public transit in the Bay Area has a great need for more money, some need for more money, little need for more money, or no real need for more money?



# Initial Vote

The measures start above a majority, but the 9-county two-tax Hybrid is weaker.

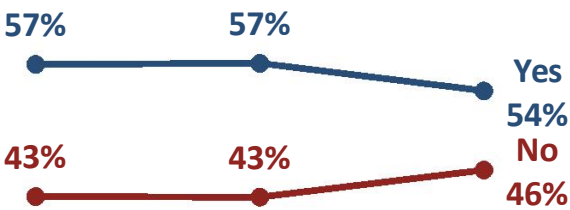


MoE ranges from ±2.7 to ±3.4

# Support Progression

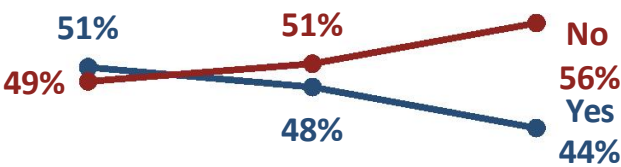
Additional information through the survey does not build support for the measures.

**1A  
(4-county)**



Initial Vote    After Info    After Opp.

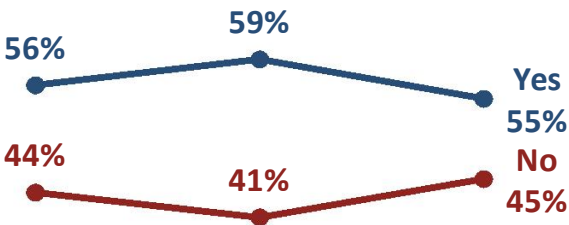
**Hybrid  
(9-county)**



*Hybrid Yes vote progression (4-county):*  
53%                      51%                      47%

Initial Vote    After Info    After Opp.

**Variable Rate  
(4-county)**



Initial Vote    After Info    After Opp.



# Senate Bill 63 (Wiener, Arreguín) The Connect Bay Area Act



# Background on Regional Measure Efforts

- In the summer of 2024, the Metropolitan Transportation Commission (MTC) established an 18-member Transportation Revenue Measure Select Committee to help Bay Area leaders and stakeholders reach consensus on a potential 2026 transportation revenue measure
- A 20-member Transportation Revenue Measure Executive Group was also created to play an advisory role to the Select Committee. It consisted of representatives from the county transportation authorities and transit agencies, including BART
- The Select Committee and Executive Group met monthly from June to October to consider options and alternative for a measure that would meet the following goals:
  1. Generate enough revenue to address immediate operating shortfalls
  2. Introduce transformative changes to the region's transit network
  3. Gain the support of voters





# SB 63 (Wiener/Arreguín): The Connect Bay Area Act

- Introduced on January 9 and amended on March 25
- Authorizes a sales tax to be placed on the November 2026 ballot in the counties of Alameda, Contra Costa, and San Francisco
- San Mateo and Santa Clara counties may opt-in to the measure by July 31, 2025
- A default sales tax rate is set at ½-cent, with San Francisco authorized up to 1-cent
- The duration of the tax may be no less than 10 years and no longer than 15 years
- The exact rate and duration of the taxes shall be determined by July 31, 2025

# Revenue Measure Expenditures

- Includes intent language for regional transit operators (BART, Muni, Caltrain, and AC Transit) and applicable county transportation agencies to develop a plan that identifies target contributions from each county and informs the expenditure of revenues from the measure. This plan must be completed by July 31, 2025
- MTC shall distribute the revenues and up to 10% of funds will be allocated to rider-focused transit improvements
- Any remaining funds, shall be returned to counties to be used for local public transportation expenses

# Accountability Measures

- Upon passage of the measure, MTC shall engage in a third-party financial efficiency review of BART, Muni, Caltrain, and AC Transit to identify cost-saving efficiencies that, if implemented, would reduce one-time and ongoing costs for the operators
- As a condition of receiving ongoing funds, BART, Muni, Caltrain, and AC Transit must also comply with Regional Network Management (RNM) policies and programs adopted by MTC with the goal of increasing transit ridership and creating a seamless transit experience
- MTC shall submit a report to the Legislature on or before January 1, 2028, and annually thereafter on the progress of its transit transformation policies and the status of transit ridership in the region

# Senate Bill 63 Legislative Timeline

January 2025	February 2025	March 2025	April 2025	May 2025	June 2025	July 2025	Aug 2025	Sept 2025	Oct 2025
<b>Legislative Deadlines</b>									
<b>Jan. 24</b> Bill request deadline to Leg. Counsel	<b>Feb. 21</b> Bill intro deadline		<b>April 10 – 21</b> Spring Recess	<b>May 2</b> 1 <sup>st</sup> House Policy deadline  <b>May 23</b> 1 <sup>st</sup> House Appropriations deadline	<b>June 6</b> House of Origin deadline  <b>Gut &amp; Amend Period</b>	<b>July 18</b> 2 <sup>nd</sup> House Policy deadline  <b>July 18 – Aug 18</b> Summer Recess	<b>Aug 29</b> 2 <sup>nd</sup> House Appropriations deadline	<b>Sept. 5</b> Last day to Amend on Floor  <b>Sept. 12</b> Bills must pass Legislature	<b>Oct 12</b> Bills must be signed or vetoed
<b>SB 63 – The Connect Bay Area Act</b>									
<b>Jan 9</b> Bill introduced with intent language		<b>March 25</b> Substantive amendments introduced	Senate Policy Comm. Hearings	Senate Appropriations Hearing	Assembly Policy Comm. Hearings  <b>Senate Vote TBD</b>	<b>July 31</b> <b>Deadline for:</b> County opt-ins County tax rates Measure duration T-FRIP completion	Assembly Appropriations Hearing	<b>Assembly vote and Senate concurrence if needed</b>	<b>Action by Governor</b>
<b>BART Activities</b>									
<b>Jan 23</b> Board update on SB 63 and MTC-led efforts	<b>Feb 4-5</b> Sacramento legislative visits  <b>Feb 27</b> Presentation on MTC polling at Board Workshop	<b>March 25</b> Participation at SB 63 Press Event	<b>April 10</b> SB 63 for Board action	<b>Board Update</b> (Date TBD)	<b>Board Update</b> (Date TBD)	<b>Board Update</b> (Date TBD)	<b>Board Update</b> (Date TBD)	<b>Board Update</b> (Date TBD)	
<b>April – August</b> Engagement in committee hearings and additional member meetings Involvement in negotiations regarding T-TRIP Continued input provided to authors on amendments									

# Q&A



## 5.A.3. Capital Program Overview



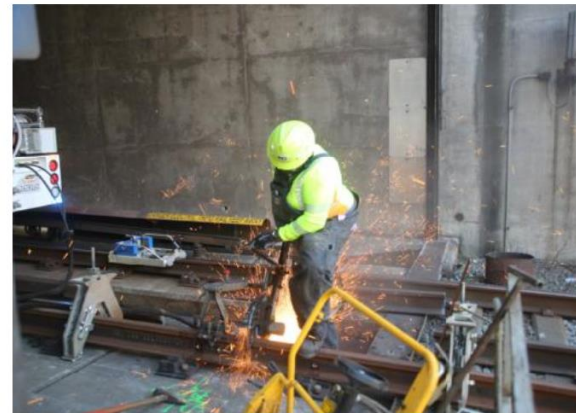


# Strategic Investments to Improve Customer Experience



# Foundations of BART's Capital Program

- **Every Capital Investment is an Improvement to the Customer Experience**
  - Safety and security
  - Accessibility and ease of use
  - Quality experience
  - Service reliability and longevity
- **Defining BART's Capital Program**
  - A series of projects spanning multiple years
  - Adds, replaces or renovates capital assets
  - Planned and potential investments
  - Meets BART goals and objectives
- **Capital Program Drivers**
  - Asset management and Reliability Centered Maintenance (RCM)
  - Project prioritization and funding strategies



# Data Drives Decisions



Asset Data Sources



Capital Needs Factors



Operational Decisions



Service Reliability



Rider Feedback



Physical Constraints



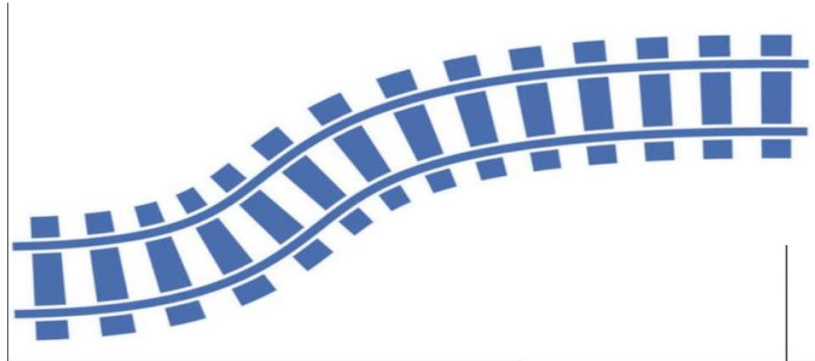
Logistical Limitations



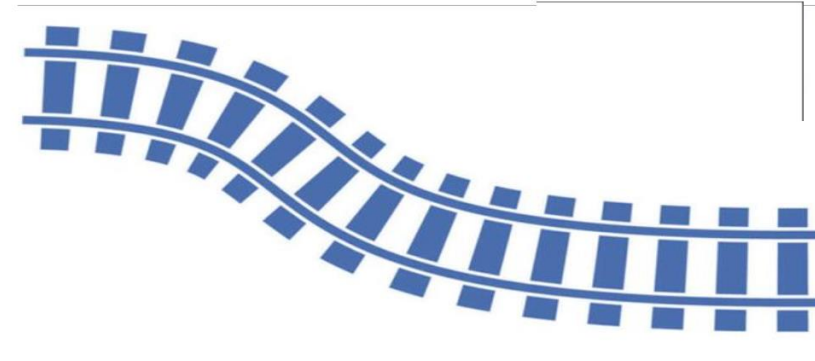
Funding Opportunities



Emerging Technology



Capital Investment Plan



**Safe, Clean,  
Reliable Transit**

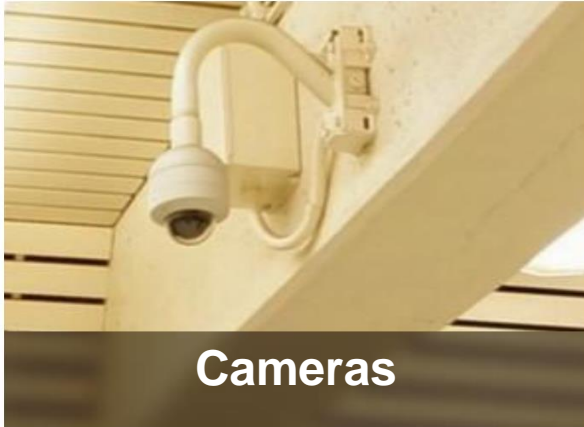




# Key Capital Investments



# Safety & Security



**Cameras**

- Trains, platforms, parking lots, stations, elevators, fence lines, substations, yards
- Vital strategy for Crime Prevention Through Environmental Design (CPTED)
- Improves perception and accountability



**Fire Alarms**

- Stations, facilities, yards, and administration buildings
- End of life, manufacturer standards, malfunction or failure
- Building code & technology changes, expiration of system components



**Station Hardening**

- Next Generation Fare Gates, surrounding barriers, and artistic influences
- Passenger safety and minimize fare evasion
- Graffiti abatement and improving station appearance



**Lighting Program**

- Platforms, parking lots, stations, escalators, fence lines, substations, yards
- Enhance station and employee environments ensuring they are safe, clean and inviting
- Sustainable, cost saving, and minimizes future maintenance

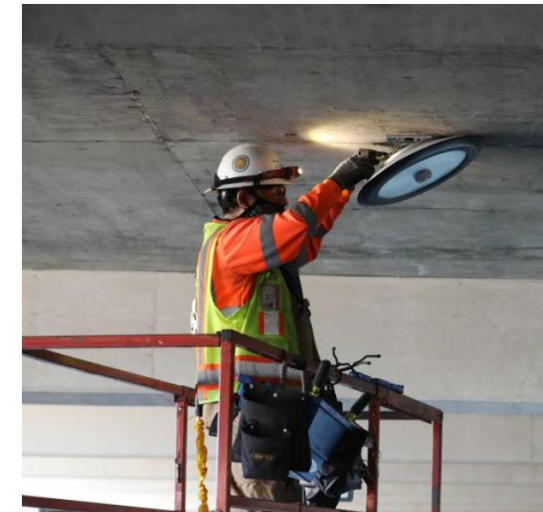
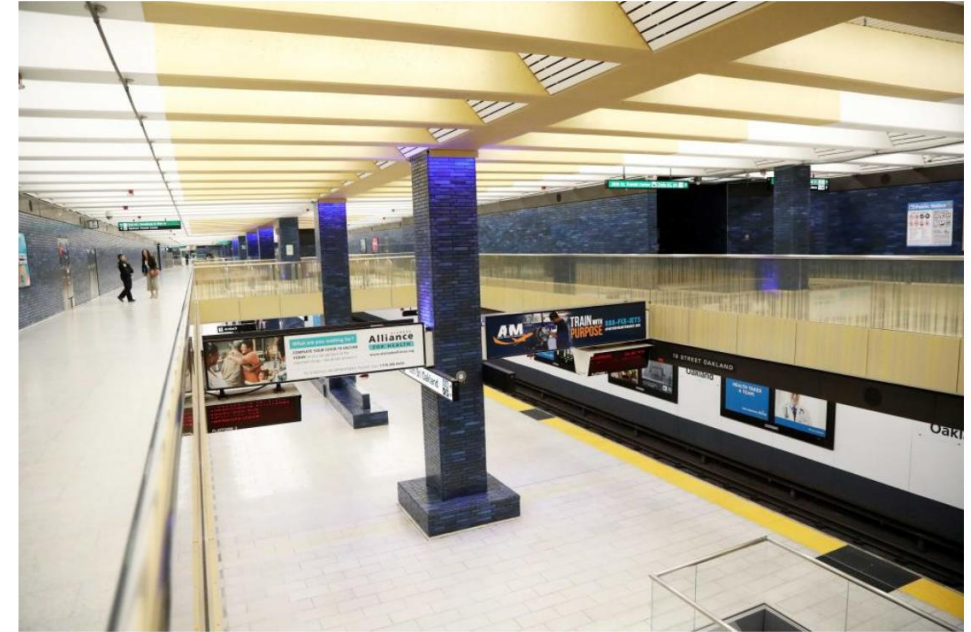


# Safety & Security

## Lighting Program

- Pivotal factor in Crime Prevention Through Environmental Design (CPTED)
- Platforms, stairways, elevators, pedestrian pathways, maintenance work areas, concourse, parking areas, etc.
- Leveraging a synergistic collaboration between BART forces and service providers:
  - Allows opportunities for greater success and a brighter future
  - BART forces principally working in the trackway
  - Three service providers working in five zones of five Bay Area counties

***Minimal investment yields substantial benefits***





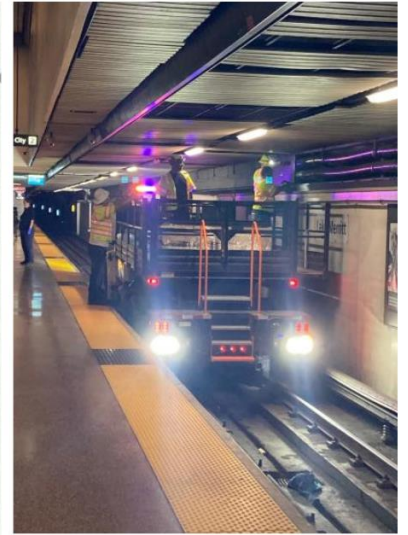
# Safety & Security

- **Lighting Program Priorities**
- Repair, replace, or upgrade
- Based on safety and field observation, location, maintenance data, and brightness level
- Materials, labor, services, contracts, tools and equipment
- Remote monitoring and remote control
- Next priorities (in progress):
  - Embarcadero platform
  - 12th St lighting upgrade
  - West Oakland parking lot
  - Rockridge parking lot
  - Downtown Berkeley



## Lighting Program Activities

- Completed (May 2024 – Jan 2025)
- Expected Completion in 2025



# Safety & Security

## Lighting Program Improvements

*A Picture Is Worth A Thousand Words*

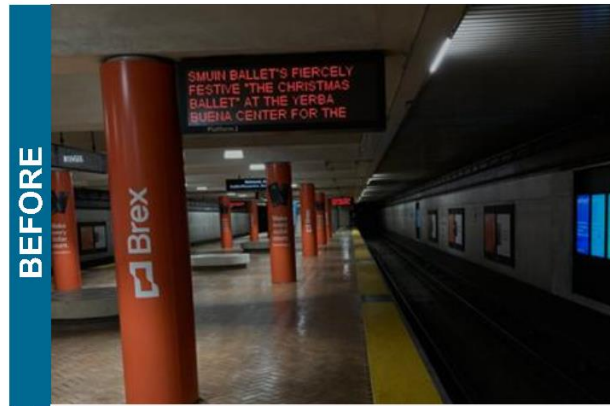


BEFORE

West Oakland Parking Lot



AFTER



BEFORE

Montgomery Platform

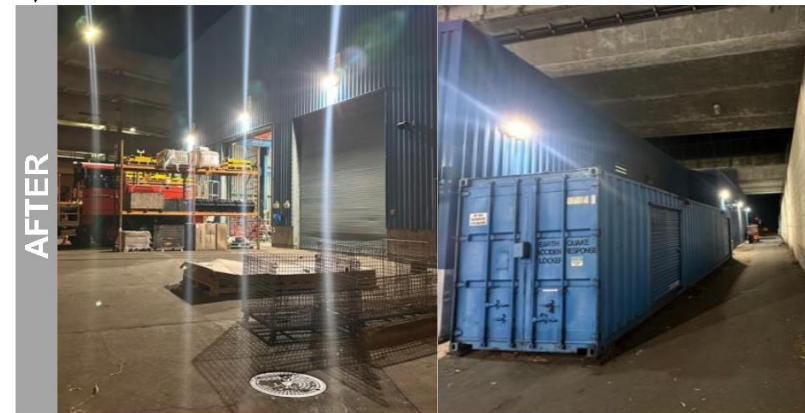


AFTER

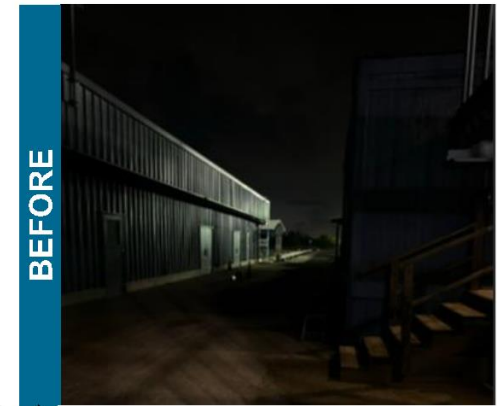


BEFORE

Daly City Yard

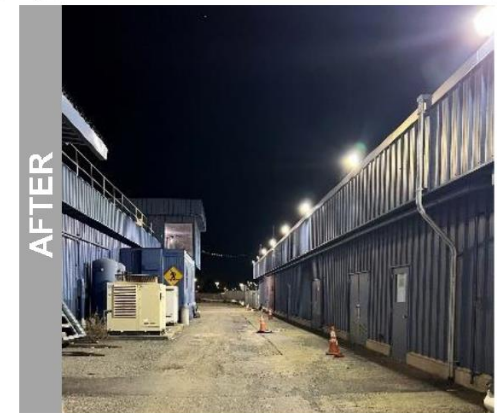


AFTER



BEFORE

Hayward Yard

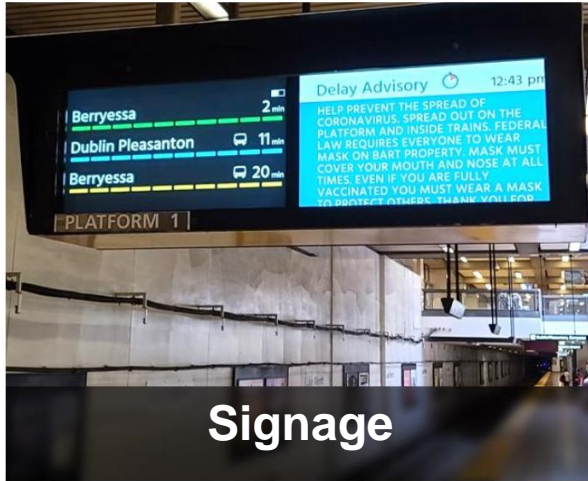


AFTER





# Accessibility & Ease of Use



**Signage**

- Modernize outdated legacy signage to improve clarity, visibility, accessibility, and rider safety
- Reduce written messages, using more pictograms, graphic symbols and operator logos
- Install Digital Destination Signs (DSS) on station platforms



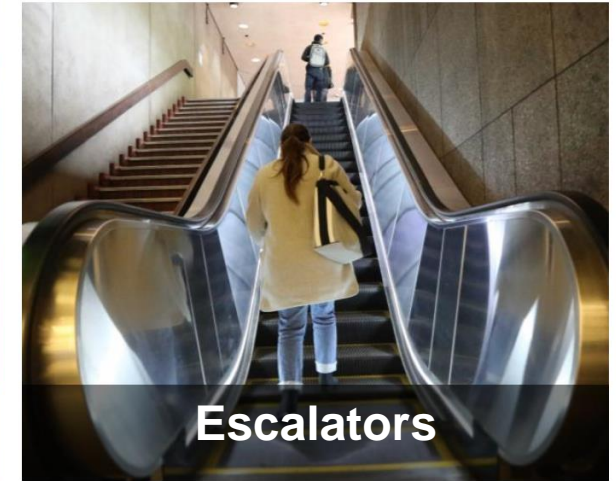
**Public Address System**

- Update equipment for improvements in sound quality and speech intelligibility
- Phase 1 funded for pilot design and construction at Powell and Lafayette stations
- Phase 2 funded for design at Castro Valley and Ashby stations



**Elevators**

- Increased reliability and minimized downtime
- Exceeded goal for station elevator availability (98%) for last 14 quarters
- Average number of days between unplanned service interruptions increases to 50 days after modernization



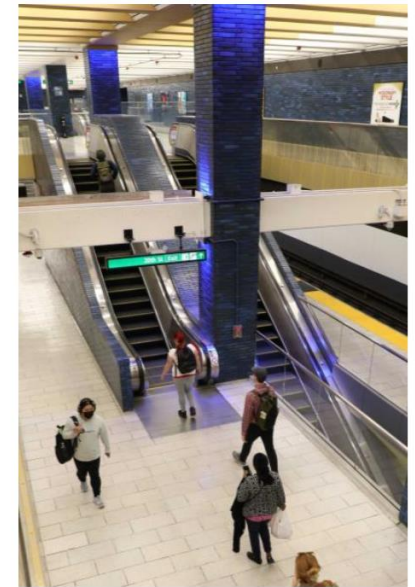
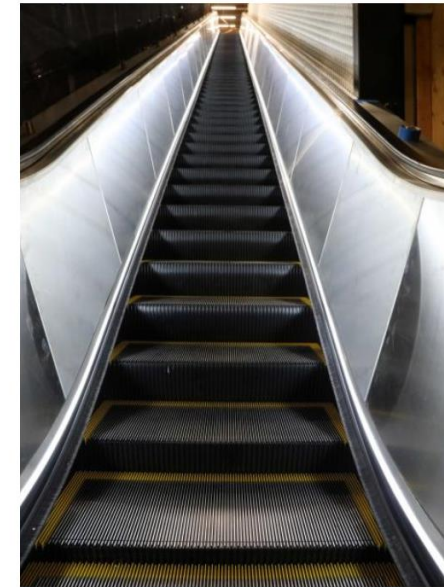
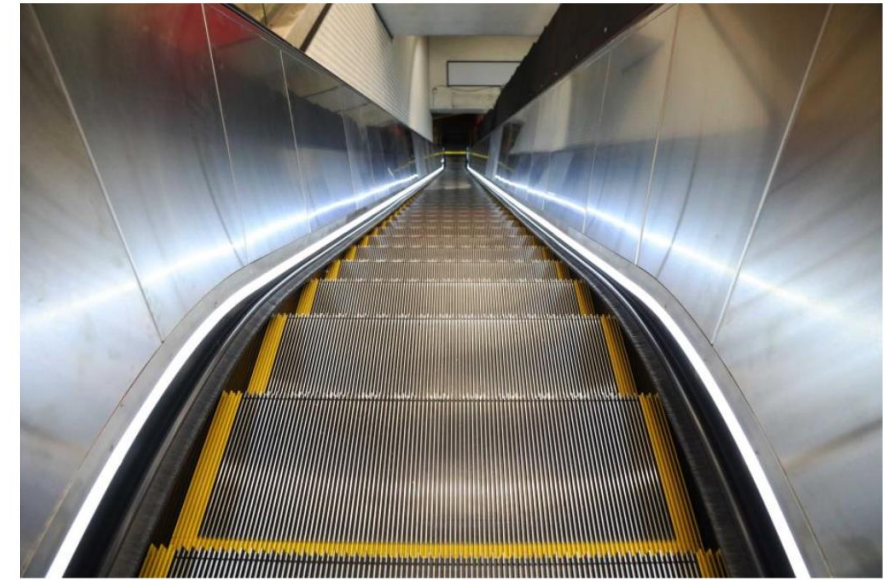
**Escalators**

- Replace, renovate, and repair aging escalators
- Technology and lighting improvements
- Environmentally friendly/ reduces energy use
- Decreased maintenance and increased reliability

# Accessibility & Ease of Use

## Escalators

- Tougher but lighter design
- More energy efficient and environmentally friendly
- Increased reliability with shorter downtime
  - 2024 Street Escalator Availability: Goal met for 7 quarters
  - 2024 Platform Escalators Availability: Goal met for 14 quarters
  - Equipment preservation in the contract
- Brighter/newer lighting system
- Bought and built in the U.S.A.

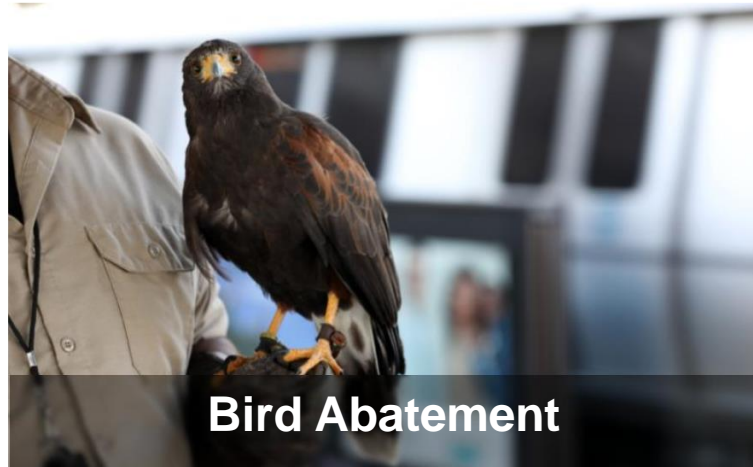




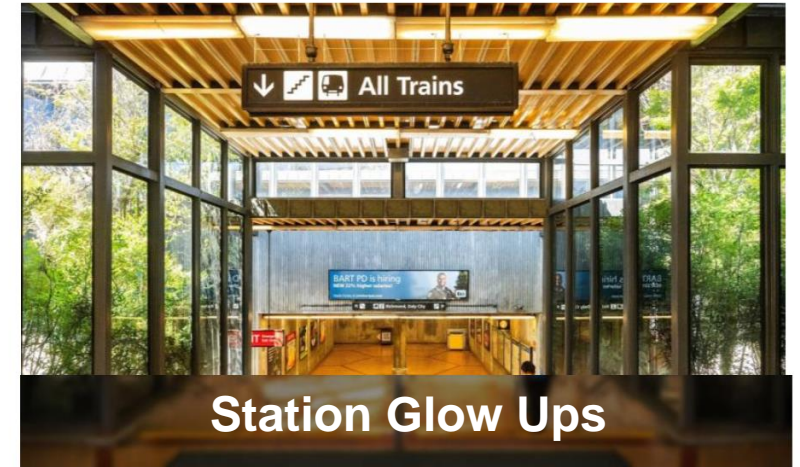
# Quality Experience



- Provides additional layers of station security, cleanliness, weather protection and inviting characteristics
- Protects escalators from wear-and-tear
- Includes real-time digital train arrival display
- Meets code requirements
- 21 canopies to be installed in Downtown San Francisco by 2027



- Mitigate pigeon populations at stations with hostile-free approaches
- Flock Free: electromagnetic pulse that disrupts birds' navigational senses and momentarily prevents them from landing (Install completed in San Leandro)
- Falcon Force: abatement strategy using the presence of hawks to territorialize stations and discourage pigeon loitering



- Preservation of station appearance and minimization of maintenance (painting, power washing, etc.,)
- Installation of fencing and Next Generation Fare Gates
- Water intrusion efforts
- Decluttering: removal of old bike racks, phone booths, etc.,



# Quality Experience

## Hayward Station Glow Up

- Improve appearance of station exterior
- Improve security and access control for garage lot perimeter and station
- Mitigate water intrusion within paid area near fare gates and Station Agent booth



BEFORE (Pigeon Droppings)



AFTER



BEFORE (Current holes in fencing allowing access to UPRR railway & BART property)



PREVIEW OF AFTER  
(fencing to be installed)



“Flock Free”



BEFORE



AFTER (Next Generation Fare Gates)





# Service Reliability & Longevity



- Increased flexibility in adjustment of speeds and braking, improving reliability and safe train spacing
- Requires work on the trackway, in the trains, at Operations Control Center (OCC) and the train control room
- Benefits: smoother ride, service frequency, flexibility, new technology and sustainability



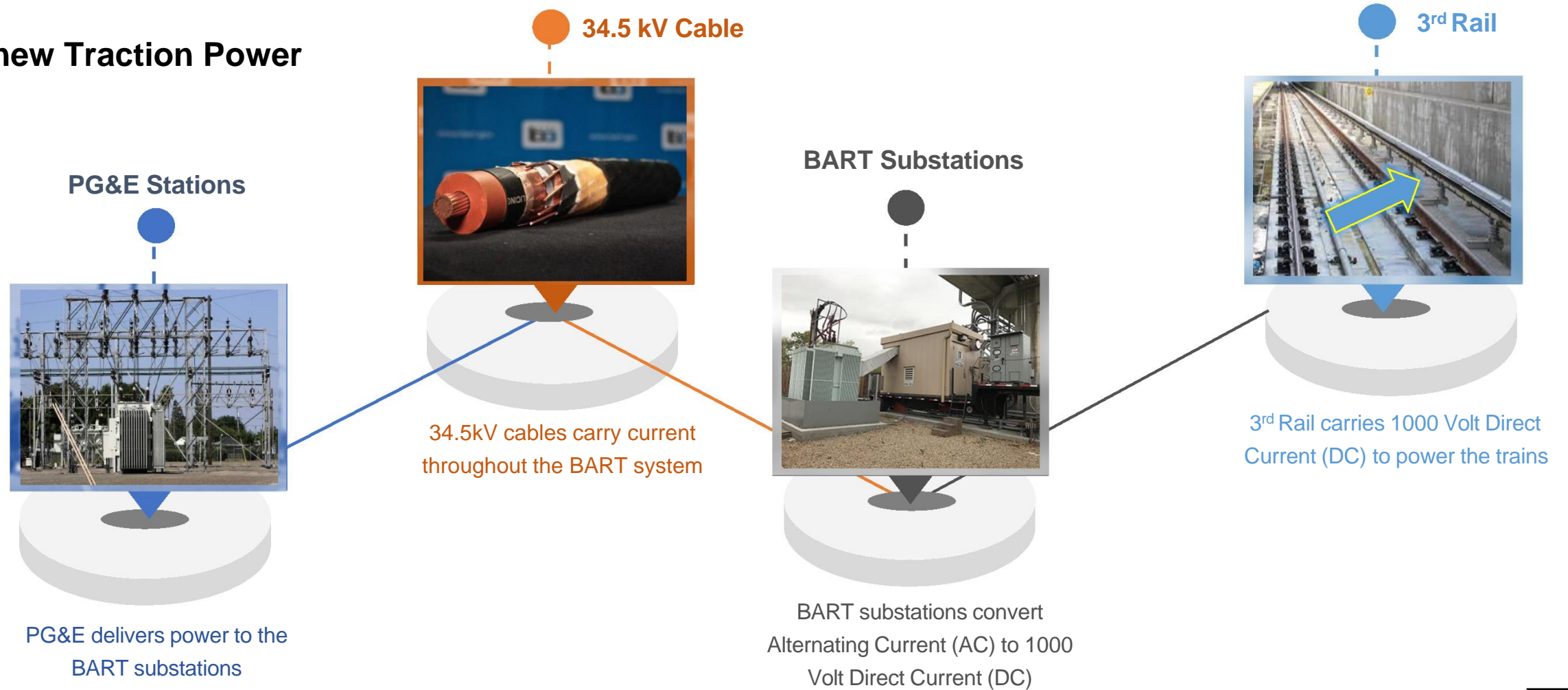
- Aged rail and defects, including, corrugations, corrosion and spalling
- Rail relay, surfacing, tie renewals, destressing, welding
- Replacements result in noise reduction, less maintenance, decreases potential anomalies and improves rail safety



- High Voltage Power Distribution System, which includes traction power substations, 34.5 kV cables, etc.,
- Redundancy built in. Three cables on each side along the trackway (~5M feet) with multiple PG&E connections
- Renovations increased Megawatts by ~ 150% at each renovated site

# Service Reliability & Longevity

## Renew Traction Power



88% of BART's electricity was from greenhouse-gas free sources (CY2023)  
[bart.gov/sustainability/energy-procurement](https://bart.gov/sustainability/energy-procurement)



# Service Reliability & Longevity

## Renew Traction Power Substations

### Repair and Improvements 5 Year Outlook



- Substations Completed or Currently In-Repair
- Upcoming (New Substation or Substation Renovation)
- ▲ Substation Incidents over Summer 2024 (Issues/Failures)



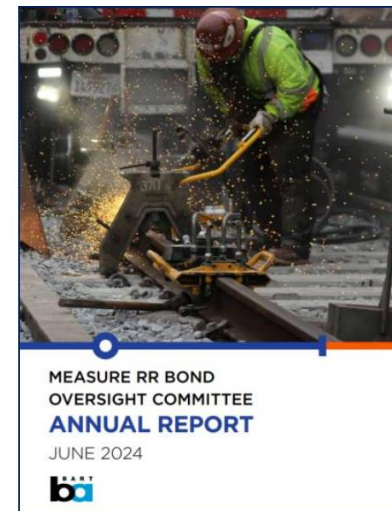
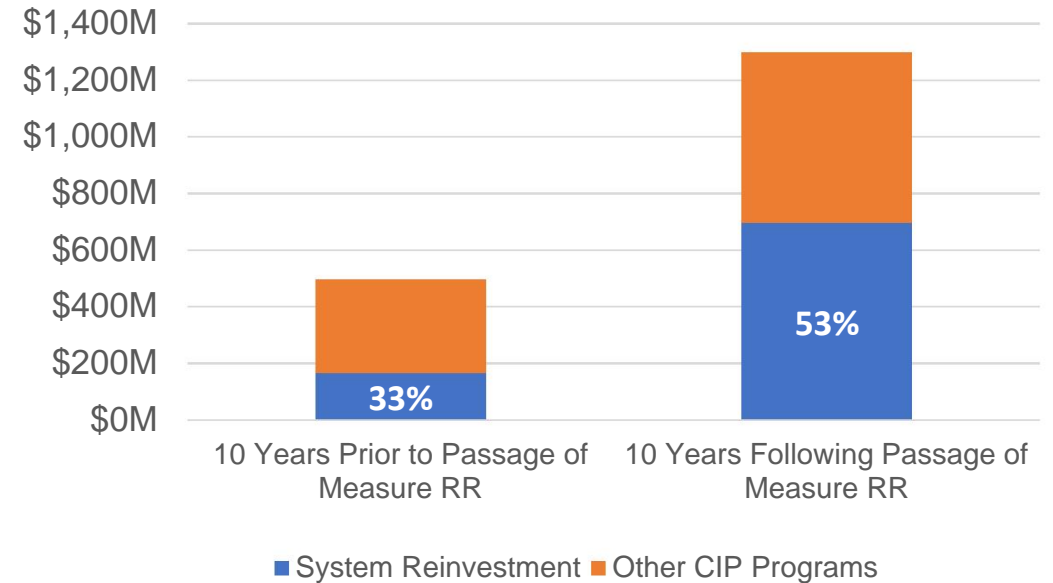
REPAIRS	
KTT (~19 <sup>th</sup> St Station)	Completed 2025
ANA (~Lake Merritt)	Substantial Completion 2025
RENOVATIONS	
KTE (Bay Tube East)	Substantial Completion 2025
CWC (Walnut Creek)	Substantial Completion 2026
MPS (Powell)	Issue for Bid 2026-2027
MTW (Embarcadero)	
NEW	
KTF (Oakland)	Issue for Bid 2025
RPA (Richmond)	
CMR (Concord)	
MCC (Civic Center)	Substantial Completion Late-2024
MMS (Montgomery)	Substantial Completion 2025
Portable Substations	(4) Delivery 2025

# Maximizing our Investment

- Capital costs have significantly increased (40% between 2019 and 2024<sup>1</sup>) due to inflation and increase in labor and materials costs
- System reinvestment – investment in asset renewal – has increased 4.2x since passage of Measure RR
- Aging BART system requires higher investment in renovation, replacement and maintenance of existing infrastructure
- Leveraged Measure RR to secure billions of federal, state and regional funding for Core Capacity Program

<sup>1</sup> Source: California Construction Cost index CCCI

Average Capital Budget



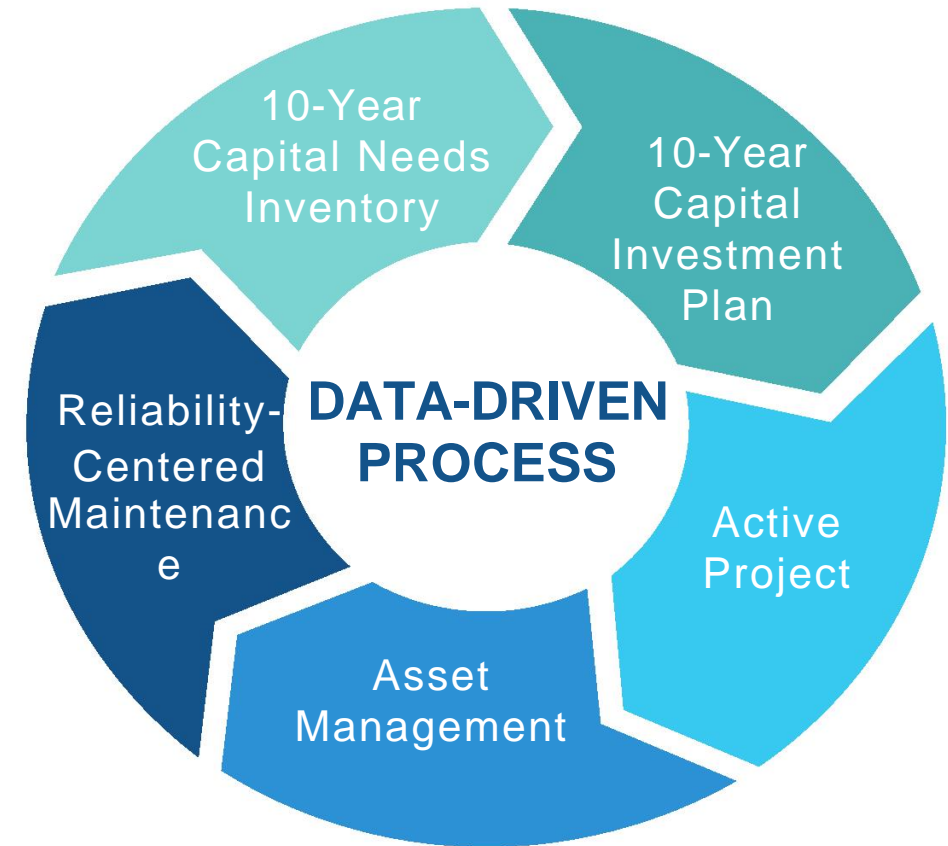
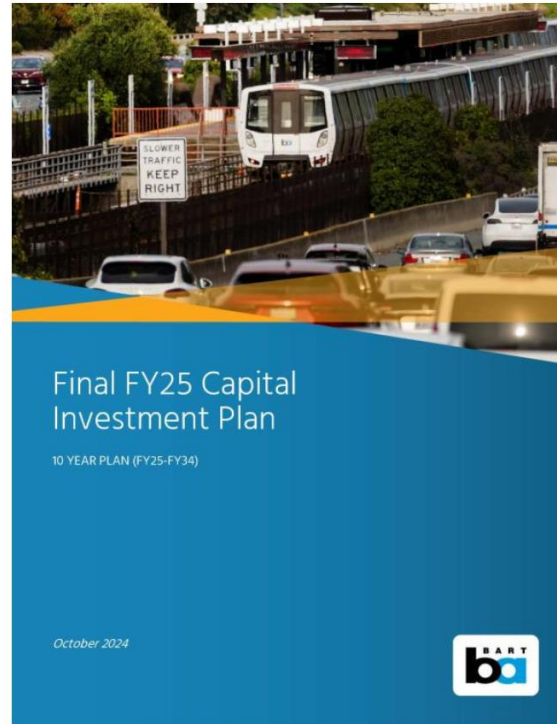
# Capital Funding Picture and Investment Plan



# Capital Investment Plan

## CIP Guiding Principles

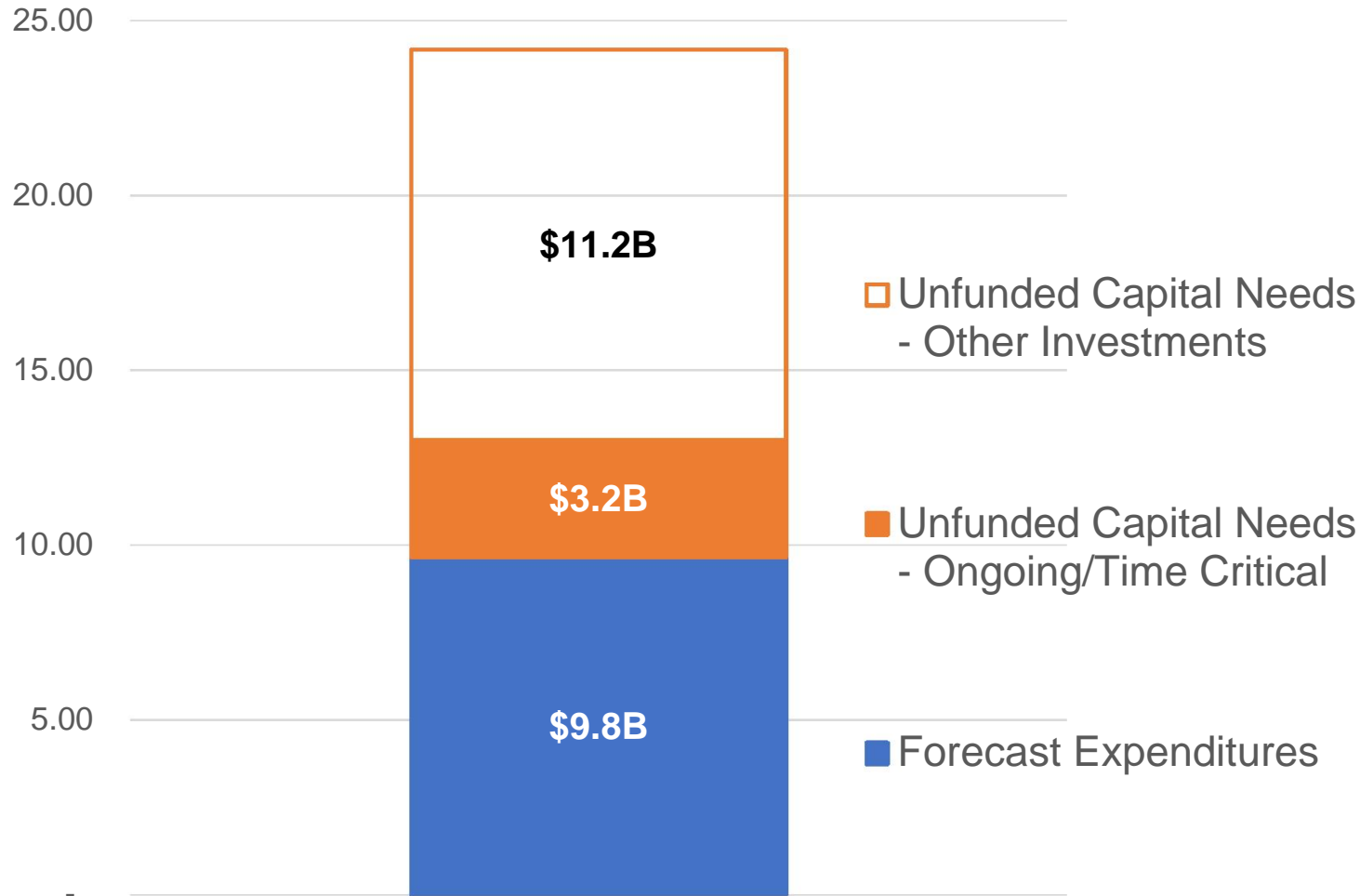
- Customer experience is primary focus
- Targeted resiliency, capacity and sustainability investments
- Optimize and responsibly manage capital funding
- Snapshot in time balances existing commitments, emergent needs and funding strategy



*FY25 Capital Investment Plan can be found on [www.bart.gov](http://www.bart.gov)*

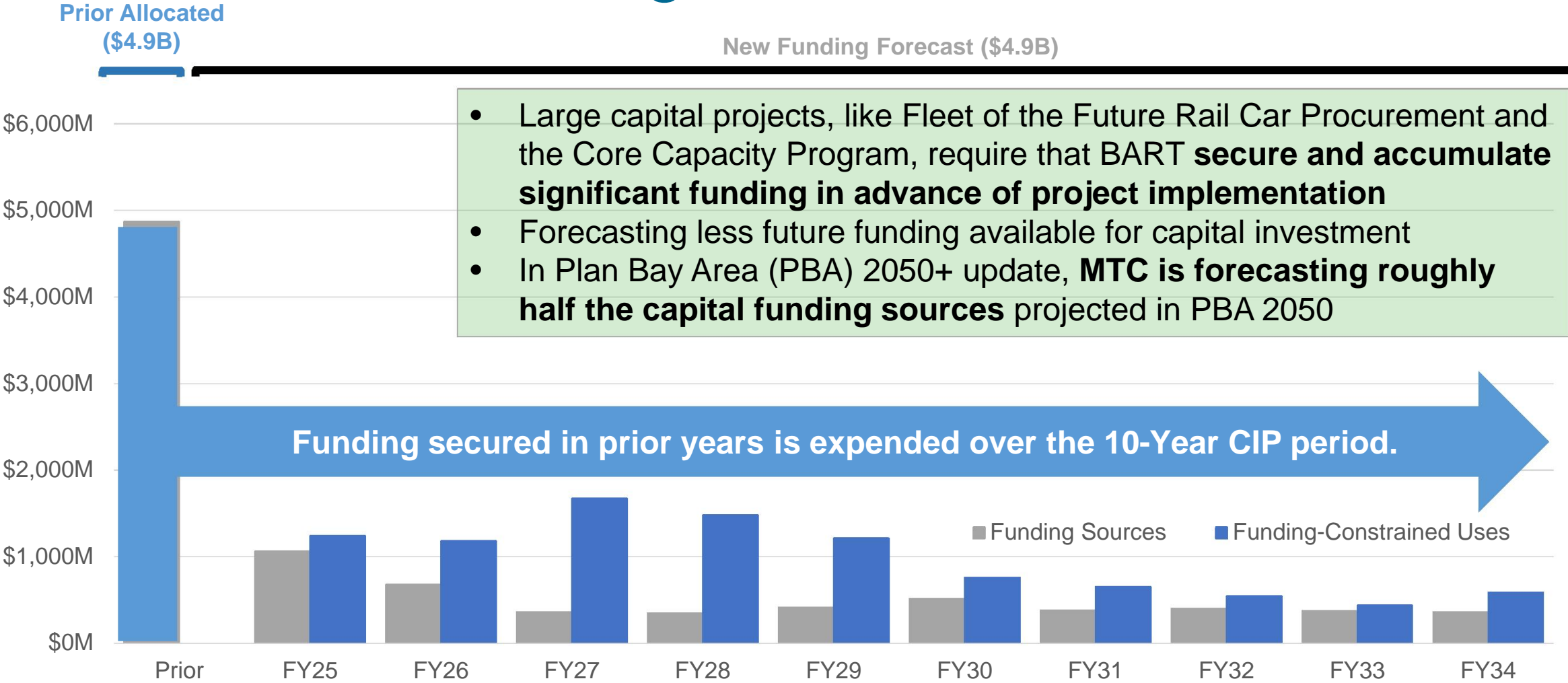


# Capital Program Funding Challenges



- Constrained CIP = **\$9.8B over 10 years**
- CIP constrained by funding and system access capacity

# FY25-34 CIP: Funding Sources & Uses Forecast



*Note: The chart presents the year in which sources are secured and become available, not necessarily the year in which these funds are expended*



# Capital Program Major Funding Need Highlights

## Core Capacity Program (4 Project Elements)

~\$4.7-5.1B program cost, ~\$4.4B secured funding

Existing commitments to multiple funding partners to deliver program benefits and four project elements:

- Replacement of legacy fixed-block train control system with modern communications-based train control system (fully funded)
- Procurement of 306 Fleet of the Future rail cars (fully funded)
- Construction of East Storage Yard at Hayward Maintenance Complex (HMC2) to store additional rail cars (partially funded)
- Construction of six additional Traction Power Substations (TPSS); five TPSS fully funded; one unfunded, part of HMC2

## Traction Power Renewal

~\$1.9B program cost, ~\$1.1B secured funding

Replace, renovate and upgrade power infrastructure, including substations and cables, to maintain and improve service reliability

- Constrained CIP allocates a significant share of forecast future funding to traction power

## Elevator Modernization Program

~\$350M program cost, ~\$93M secured funding

Commitment under Disability Rights Advocates (DRA) lawsuit settlement to pursue funding to modernize elevators to improve reliability, maintainability and availability for riders who need them

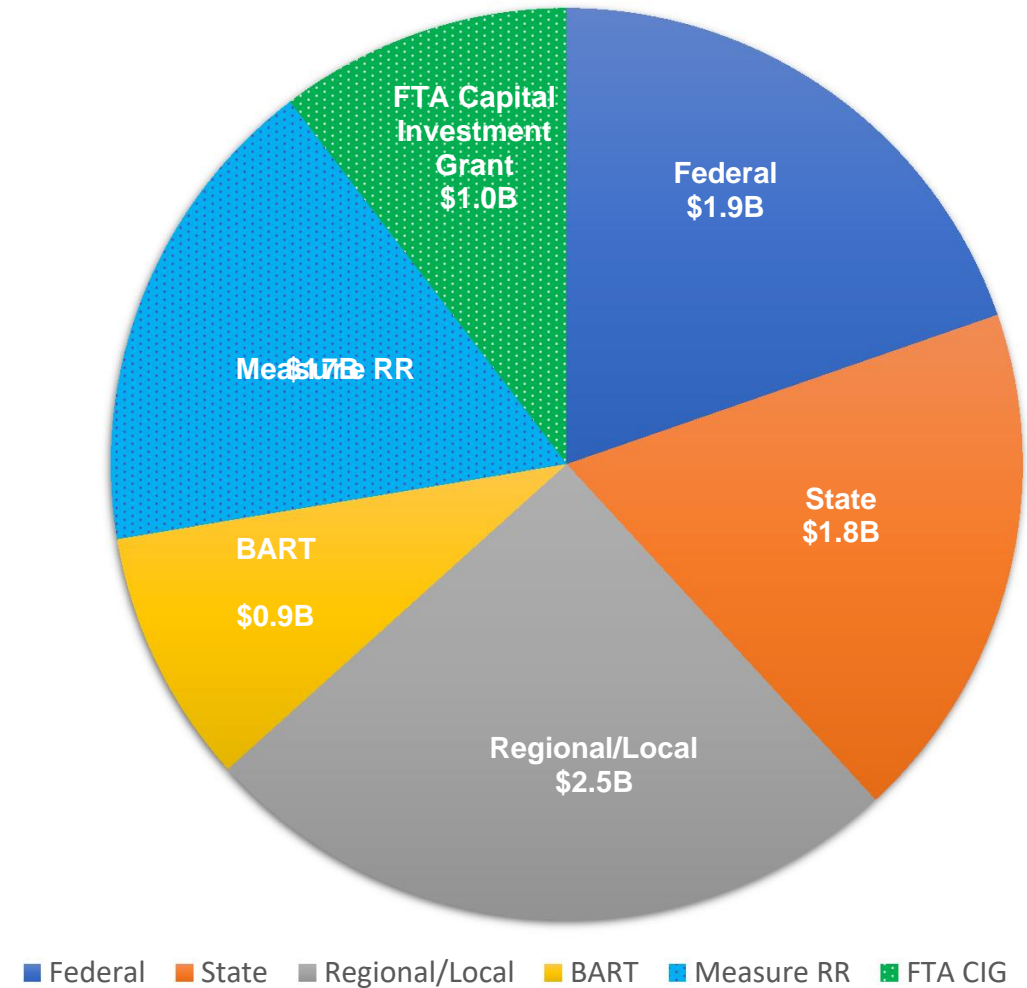
## Fleet of the Future Maintenance Facility

~\$450-500M cost, ~\$50M secured funding

Construction of a new maintenance facility needed to implement Strategic Maintenance Program effectively

# Capital Fund Sources over 10-Year CIP Period

- Capital Investment Grant and Measure RR will be fully expended during CIP period
- Operating budget outlook impacts capital funding and financing options
- Federal funding uncertainty
- Grant funds are not fungible
  - Cannot use capital grants for operating
  - Grant awards for specific projects
  - Map capital needs to grant opportunities based on eligibility and evaluation criteria, requirements and constraints



# Capital Program Funding Advocacy

- Advocating at regional, state and federal levels for increased funding for State of Good Repair (SOGR) capital investments
- Preparing for Infrastructure Investment & Jobs Act (IIJA) Reauthorization efforts
  - State's IIJA Reauthorization working group
- State and federal member requests (i.e. earmarks) – generally ~\$1-3M each
- Developing federal advocacy strategies:
  - To fund capital investments at airport transit stations
  - To fund construction of new and renovation of existing transit maintenance facilities, shops and yards



# Building on Capital Delivery Strategies





# Navigating the Future

## New Lens

- Elevators
- Traction power system
- Intrusion deterrent – platform barriers

## Looking Ahead by Looking Back

- Garage lighting (offset installment in PG&E agreement)
- Fleet of the Future (overhaul schedule in contract)
- Station glow ups (asset-based versus full modernization)
- Track work (advantageous shut-downs)





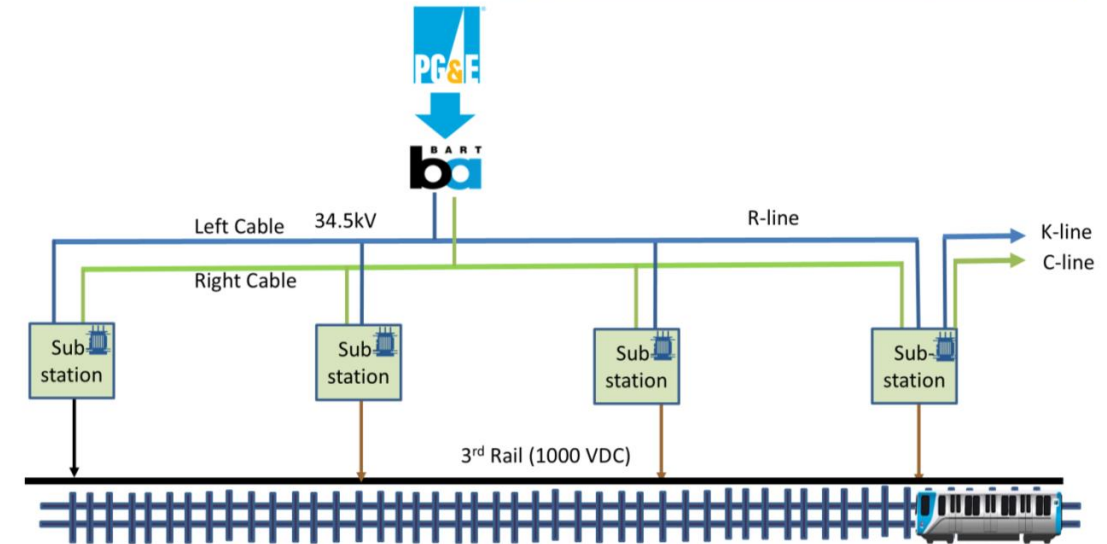
# Elevators

- Street, platform, parking structures, wheelchair lifts
- Modernization anywhere from full replacement to updating critical components – tank, doors, door sills, hydraulic pistons
- Economy of scale to attract competition (current funding stream is a trickle)
- Pre modernization requires service every 13 days (~10 FTE / year); post modernization > 50 days
- According to the Public Policy Institute of California, by 2040, the population over 65 will increase by 59%



# Traction Power System

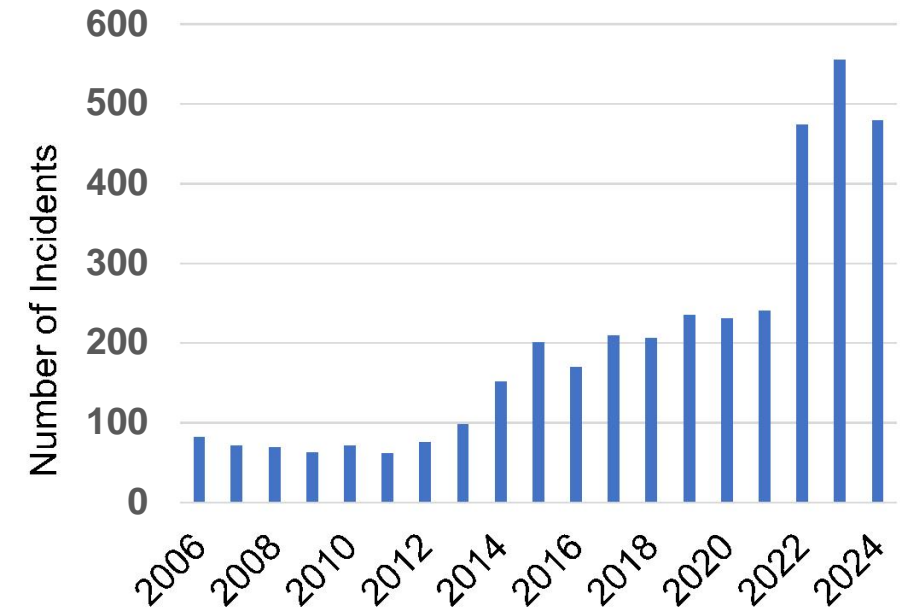
- Traction power is a power distribution “system”
  - Substations
  - Cables
  - Switching stations
  - Portable substations
- Thoughtful planning will amplify the impact of each single renovation on our overall system
  - Greater capacity and efficiency units
  - Alternative distribution systems
  - Novel energy storage
  - Strategic prioritization and selection



# Intrusion Deterrent – Platform Barriers

- Physical barriers between trainways and active platforms to address rider safety, and minimize the migration of smoke during emergency situations
- No current funding, only seed funding to begin a study
- Moving forward:
  - Research, studies, Request for Expression of Interest (RFEI)
  - Determine system readiness
  - Industry review/standards
  - Advancement in technologies
  - Cost estimate / funding need

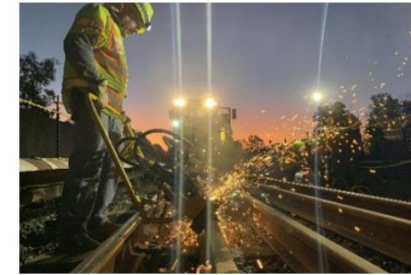
*Intrusion Data by Calendar Year*





# Capitalizing on our Investments

- The future of how we do capital projects already started
- Ensuring future BART the best opportunities for success is built on leveraging:
  - Past experiences
  - Innovations in technology
  - Industry engagement and leading practices
  - Strategic funding approaches
  - Alternative contracting mechanisms
  - Available wrench time
- Innovation in how we fund, how we do the work, who we do the work with, and what work we perform



***Every capital investment improves the customer experience***



# Q&A

