



MEASURE RR BOND OVERSIGHT COMMITTEE **ANNUAL REPORT**

JUNE 2025



DRAFT

Dear Bay Area residents:

Welcome to the Bond Oversight Committee's (BOC) eighth annual report on the Measure RR rebuilding program. This report covers the period from April 2024 to March 2025.

My fellow committee members and I appreciate your interest in BART's ongoing efforts to improve the rider experience by rebuilding the system's core infrastructure. BART's campaign to regain riders is directly tied to the ways rebuilding work improves safety and reliability. It's the job of the BOC to ensure that work is being done in a cost-effective manner consistent with what was promised to voters.

This report highlights the Measure RR's impact on the reliability of BART service and safety. This year's report examines how station access upgrades like the Ashby Bicycle Improvement Project have enhanced pedestrian and cyclist safety around stations, and how major infrastructure investments like the Civic Center Substation are strengthening system reliability, energy capacity, and service resilience through modernized traction power.

Measure RR was approved in November 2016 by more than two-thirds of voters in the three Bay Area counties that comprise the BART District (Alameda, Contra Costa, and San Francisco). Measure RR raises \$3.5 billion to replace essential trackway components that in some cases are more than 50 years old. The BOC receives regular updates from staff on the progress of RR-funded projects and can request additional documents or information on an ad hoc basis. We appreciate the efforts of BART staff to be responsive to committee requests for additional details about rebuilding projects.

As this is my final term as Chairperson of the BOC, I would like to take a moment to thank my fellow committee members, BART staff, and the public for their collaboration and commitment to transparency and accountability. It has been an honor to serve. I am pleased to congratulate incoming Chairperson Cindy Simon Rosenthal and Vice Chairperson Sonja Stewart. I am confident they will continue to uphold the integrity and diligence that this committee represents.

We hope you'll find this report useful and informative. We want to hear from you and welcome you to share your thoughts and opinions. The BOC holds quarterly public meetings. You can participate in person or via videoconference. Learn more about upcoming meetings at the BOC's website: **www.bart.gov/bondoversight**.

Sincerely,



Michael R. McGill

RR Bond Oversight Committee Outgoing Chairperson
Professional Engineer, Institute of Electrical and Electronic Engineers (IEEE)

OTHER COMMITTEE MEMBERS

Full biographies and photographs at www.bart.gov/bondoversight

CINDY ROSENTHAL, Incoming Committee Chairperson, League of Women Voters of the Bay Area

SONJA STEWART, Incoming Committee Vice Chairperson, Project Management Institute

JANEY WANG, Association of Budgeting and Financial Management

VINIT SHRAWAGI, *American Institute of Certified Public Accountants*
(July 2021-January 2025, see page 46)

SUZANNE LOOSEN, League of Women Voters of the Bay Area

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The BART system includes 50 stations and 131 route miles of track. This current system map identifies all service lines and can provide greater context for understanding the location of Measure RR rebuilding projects and how they affect the larger system.





EXECUTIVE SUMMARY

The Measure RR rebuilding program has reached a significant milestone now that more than half of the planned work has been completed. The program, which is expected to have a 20-year life span, is now entering its ninth year and already more than 60% of all anticipated work is complete. That work is significantly improving the rider experience on BART.

As Measure RR work has moved forward, the Bond Oversight Committee (BOC) has fulfilled its responsibility to independently evaluate the program. The committee's oversight places an emphasis on the cost effectiveness, quality, and timeliness of work completion.

BART has amplified the impact of Measure RR; every \$100 of Measure RR spent to date leverages approximately \$200 of other capital funding. Through March 2025, \$2.00 billion of Measure RR funds have been invested in rebuilding projects. There are now 169 projects in planning, design, or construction, or have been completed. A total of 67 projects are complete, including 6 projects that have been completed since the BOC issued its last annual report in 2024. Measure RR money spent, and work completed to this point, have exceeded initial expectations. See page 27 for a yearly breakdown of program expenditures.

The BOC reviews projects and data presented by BART staff in quarterly briefings. The BOC can request additional documents, information, and presentations on an ad hoc basis. Based on its review, the BOC believes BART is delivering projects in a timely manner and that the work is improving the reliability and safety of the system. This is consistent with the promises BART made to the public in 2016 when District voters approved Measure RR. The BOC also believes BART is following industry's best practices as it pursues this rebuilding work.

Significant accomplishments in the last year include:

- The Civic Center Street Substation (MCC) project was completed, boosting system reliability and expanding energy capacity for long-term operations.
- The Ashby Bicycle Access Improvement Project was completed, enhancing station connectivity, safety, and convenience for cyclists and pedestrians.
- Construction was completed on the SR2B-funded Iron Horse Trail Bridge and the Walnut Avenue/Liberty Street protected intersection near Fremont Station, creating safer, more accessible, and rider-friendly connections to the BART system.

In early 2025, the BOC devoted two of its meetings to deeper mid-course consideration of where RR projects stand and how BART is adjusting to changing circumstances and pressures. The committee believes that BART is effectively leveraging Measure RR to meet these challenging times. This report highlights how every RR dollar has leveraged twice its value in external funding (see page 32); how BART leverages its organizational partnerships to keep the public informed (see page 33) and to improve access (see page 25); how RR values of sustainability and equity have prepared us for the future; and how RR has spurred innovative solutions to difficult engineering challenges (see page 14). The BOC will continue to monitor the role RR plays in leveraging results.

The BOC is continuing to monitor several challenges to the Measure RR program, including macroeconomic forces that are beyond the control of BART. Concerns about the stability of global supply chains remain. This has already resulted in delaying the arrival of needed materials. Inflation has driven up construction costs. Market conditions have also resulted in a limited pool of bidders for some projects. BART staff is addressing these concerns and continues to update the BOC on the actions BART is taking and how those actions are affecting Measure RR-funded work.

As Measure RR work has advanced, BART ridership has lingered well below pre-pandemic levels and remains closely tied to the Bay Area's work-from-home rates, which remain among the highest in the country. In 2024, BART saw a 5.3% increase in total passenger trips compared to 2023, with weekday ridership growing by 5.0%, Saturday ridership by 4.1%, and Sunday ridership experiencing the highest growth at 8.7%.



ABOUT THE BOND OVERSIGHT COMMITTEE

The Bond Oversight Committee is comprised of seven members (three of the positions are vacant as of the writing of this report) who represent a wide variety of expertise, geography, and demographic characteristics. All members of the BOC are unpaid volunteers.

The BOC is responsible for providing diligent and public oversight of the expenditure of funds from bond sales associated with Measure RR. The BOC assesses whether projects funded by the Measure RR bond proceeds are completed in a timely, cost-effective, and high-quality manner consistent with the best interests of BART riders and District residents. The BOC publishes its findings in its annual report. This document is the eighth annual report from the BOC.

Organizations represented on the BOC include:

- The American Society of Civil Engineers, or its successor organization, is represented by one member who has expertise in civil engineering management and oversight.
- The Institute of Electrical and Electronic Engineers, or its successor organization, is represented by one member who has expertise in electrical engineering management and oversight.
- The American Institute of Certified Public Accountants, or its successor organization, was represented by one member with expertise in audit or financial oversight.
- The Association for Budgeting & Financial Management section of the American Society for Public Administration, or its successor organization, is represented by one member who has expertise in municipal finance.
- The Project Management Institute, or its successor organization, is represented by one member who has expertise in project management.
- The League of Women Voters, Bay Area, or its successor organization or chapter, is represented by two members who bring expertise in government accountability and transparency.

Members serve two-year terms and are eligible to serve up to a total of six years. Members of the BOC are appointed by the BART Board of Directors. You can find the full text of the duties and responsibilities of the BOC in Section 11 of the resolution that established the committee. It's available at

www.bart.gov/bondoversight.



Michael R. McGill
Outgoing Chairperson of the
Committee
Institute of Electrical and
Electronic Engineers



Cindy Rosenthal
Incoming Committee
Chairperson
League of Women Voters of
the Bay Area



Sonja Stewart
Incoming Committee
Vice Chairperson
Project Management
Institute



Janey Wang
Association of Budgeting and
Financial Management



Suzanne Loosen
League of Women Voters
of the Bay Area



Vinit Shrawagi
American Institute of Certified
Public Accountants
(July 2021-January 2025,
see page 46)

THE STORY OF MEASURE RR

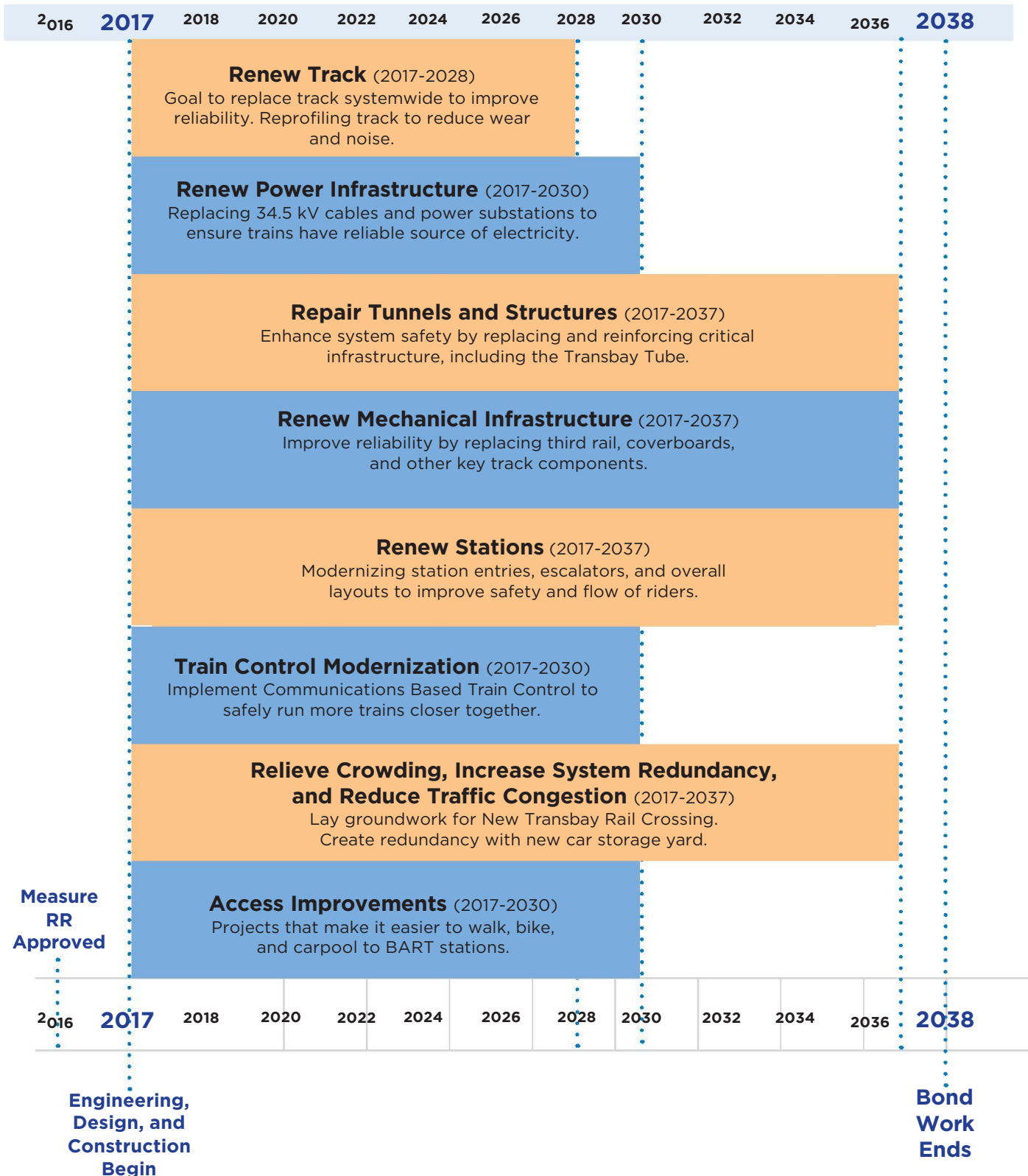
The final ballot measure that went before voters in November 2016 to authorize Measure RR was the product of extensive public outreach to various stakeholders across the BART District. BART staff began engaging with the public two years before Measure RR appeared on the ballot. BART's Office of External Affairs organized more than 200 meetings with community groups, business organizations, transit advocates, and elected officials in the lead up to the vote. BART has continued to engage with these stakeholders as well as others throughout the implementation of the Measure RR program.

The stakeholder organizations below had a leading role in helping BART put together Measure RR.

Organization	Stakeholder Demographics
Self Help for the Elderly	Serves more than 40,000 older adults annually. More than 90% of clients low income and from minority communities.
Bike East Bay	Works to ensure transportation planning and access for all people.
East Bay Leadership Council	Committed to preserving natural space and investing in transit that cuts commute times and greenhouse gas emissions.
Genesis	Membership includes 16 institutions representing the spectrum of geography, communities, economic class, and abilities.
United Seniors of Oakland and Alameda County	Grassroots organization dedicated to mobilizing and enabling seniors to address quality of life issues.
Metropolitan Transportation Commission	MTC provides planning, funding, and coordination to cities, transit, and other partners.
SF Bicycle Coalition	Promoting the bicycle for everyday transportation in San Francisco for more than 50 years.
TransForm	Promotes walkable communities with excellent transportation choices to connect people of all incomes with opportunities.
Sierra Club	Coordinates with partner organizations and non-profits to advocate for the environment.
League of Women Voters of the Bay Area	A nonpartisan, grassroots organization promoting civic engagement, government accountability and transparency, and working to protect and expand voting rights.
Bay Area Council	Members include more than 330 of the region's largest employers. Committed to keeping the Bay Area inclusive, economically competitive, and sustainable.

THE LIFE SPAN OF MEASURE RR

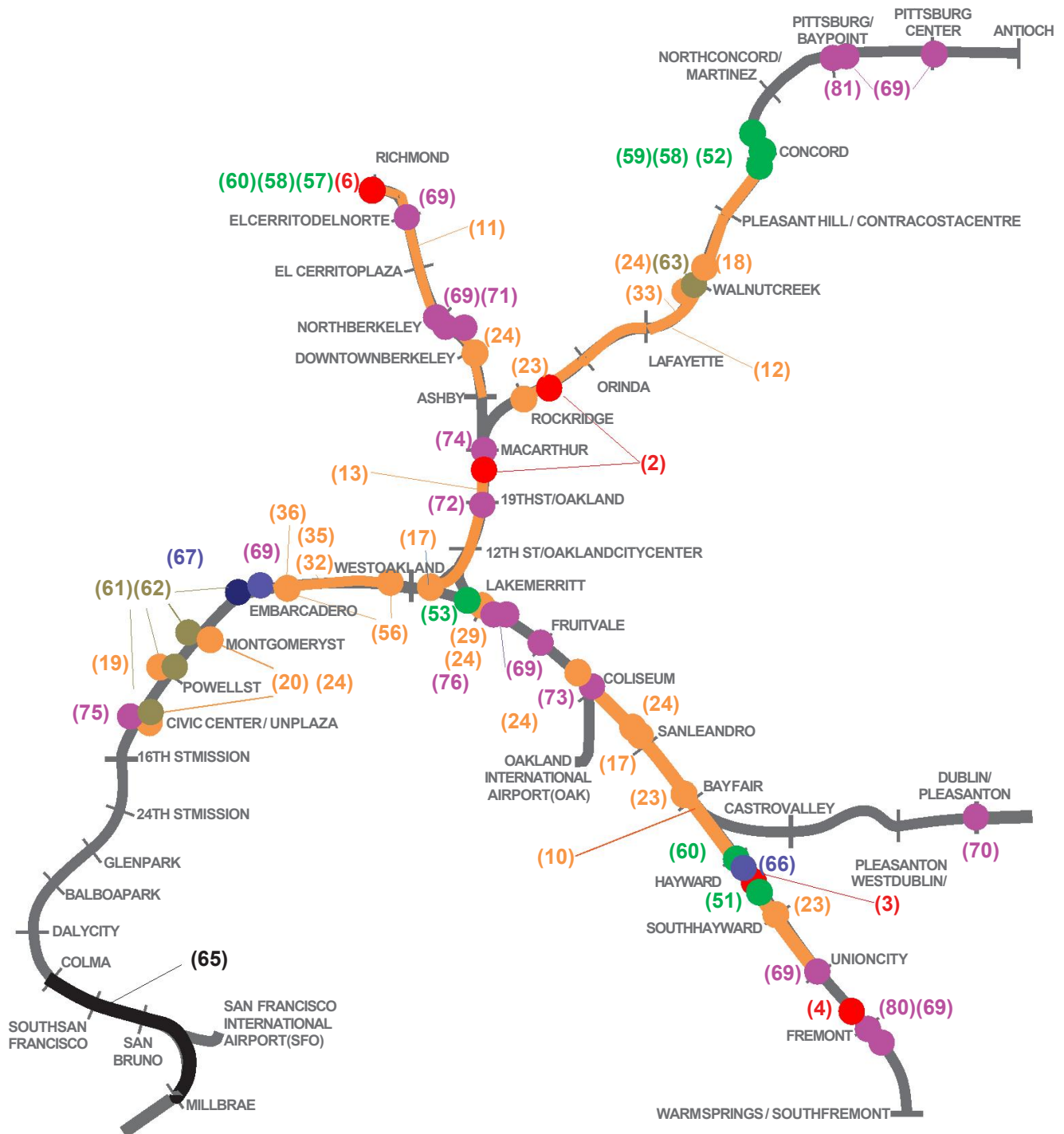
Measure RR work is organized into these eight major project areas.





MAJOR PROJECTS PROGRESS REPORT

Active Projects



Renew Track

- 1 Rail Relay Replacement in Core System (Systemwide-Not Mapped)
- 2 K-Line Interlocking Replacement
- 3 A77 Interlocking Replacement
- 4 A85 Interlocking Replacement
- 5 Direct Fixation Pads Replacement (Systemwide - Not Mapped)
- 6 Richmond Yard Track Renewal
- 7 Replacement of Switch Point Components in Yards (Not Mapped)
- 8 Frog Capital Maintenance (Systemwide - Not Mapped)
- 9 Rail Destressing (Not Mapped)

Renew Power Infrastructure

- 10 A-Line 34.5 kV AC Cable Replacement
- 11 R-Line 34.5 kV AC Cable Replacement
- 12 C-Line 34.5 kV AC Cable Replacement
- 13 K-Line 34.5 kV AC Cable Replacement
- 14 Design and Replacement of DC Switchgear (Not Mapped)
- 15 Portable and Mobile High Voltage Traction Power Substations (Not Mapped)
- 16 Traction Power Substation Procurement (Not Mapped)
- 17 ASL & KTE Traction Power Substation Installation
- 18 Walnut Creek (CWC) Traction Power Substation
- 19 Powell St. (MPS) Traction Power Substation
- 20 West Bay Traction Power Substations (Montgomery & Civic Center)
- 21 East Bay Traction Power Substations (CMR, KTF, RPA) Not Mapped
- 22 PG&E Power feed to MXP Gap Breaker (Not Mapped)
- 23 Station Fire Alarm Replacement, 3 Stations
- 24 Station Fire Alarm Replacement, 6 Stations
- 25 Train Control Room UPS Replacement, 48 locations (Not Mapped)
- 26 Battery Replacement for Train Control Rooms (Systemwide - Not Mapped)
- 27 System wide MPR and Rectifier Renovation (Systemwide - Not Mapped)
- 28 High Voltage Blocking Scheme, 13 locations (Not Mapped)
- 29 MET-G Generator Replacement
- 30 Cast Coil Transformers Replacement (Systemwide - Not Mapped)
- 31 Tunnel Lighting Replacement on M-Line (Not Mapped)
- 32 TBT Tunnel LED Lighting
- 33 Walnut Creek Tunnel Lighting Replacement
- 34 R-Line and Berkeley Hills Tunnel Lighting Replacement (Not Mapped)
- 35 Transbay Tube 480V Switchgear Replacement
- 36 San Francisco Transition Structure (SFTS) Transformer Upgrade

Repair Tunnel & Structures

- 37 Fence Rehabilitation (Systemwide - Not Mapped)
- 38 Aerial Catwalk Renewal (Not Mapped)
- 39 Water Mitigation M-Line Tunnel (Not Mapped)
- 40 Water Mitigation Oakland Wye Tunnel (Not Mapped)
- 41 Stabilize MW-12 Slope (Not Mapped)
- 42 Slope Stabilization (Systemwide - Not Mapped)
- 43 Slope Stabilization on M&L Lines (Not Mapped)
- 44 Cross Passage Doors and Hardware Upgrade (Not Mapped)
- 45 Seal And Secure Substation Roofs (Systemwide - Not Mapped)
- 46 Wayside Signage - Inspection and Inventory (Not Mapped)

- 47 Rehabilitation of Street Grates (Not Mapped)
- 48 Water Intrusion Mitigation in Train Control Rooms (Systemwide - Not Mapped)
- 49 Water Intrusion at C-Line and R-Line (Not Mapped)
- 50 Water Intrusion at A-Line (Not Mapped)

Renew Mechanical Infrastructure

- 51 Fire Services at Hayward Yard
- 52 Turntables Replacement at Concord Yard
- 53 HVAC Renovation at LMA
- 54 Sewage Pump Replacement (Systemwide - Not Mapped)
- 55 Upgrade Fire Suppression System (Systemwide - Not Mapped)
- 56 TransBay Tube Dampers Overhaul
- 57 Car Lifts, Richmond
- 58 Control Tower HVAC at Concord and Richmond Yard
- 59 Concord Yard Wheel Truing Facility
- 60 Replace Hydraulic Lift Cylinders at Hayward and Richmond Shops

Renew Stations

- 61 Market Street Entry Canopies
- 62 Market Street Escalators
- 63 Walnut Creek TOD Access Improvements

Train Control Modernization

- 64 CBTC Enabling Works (Systemwide - Not Mapped)
- 65 CBTC Development (Phase 2)

Relieve Crowding, Increase System Redundancy, and Reduce Traffic Congestion

- 66 Hayward Maintenance Complex Phase 2
- 67 Embarcadero Station Platform Elevator Capacity and Redundancy Project
- 68 "Link 21 (Not Mapped)"

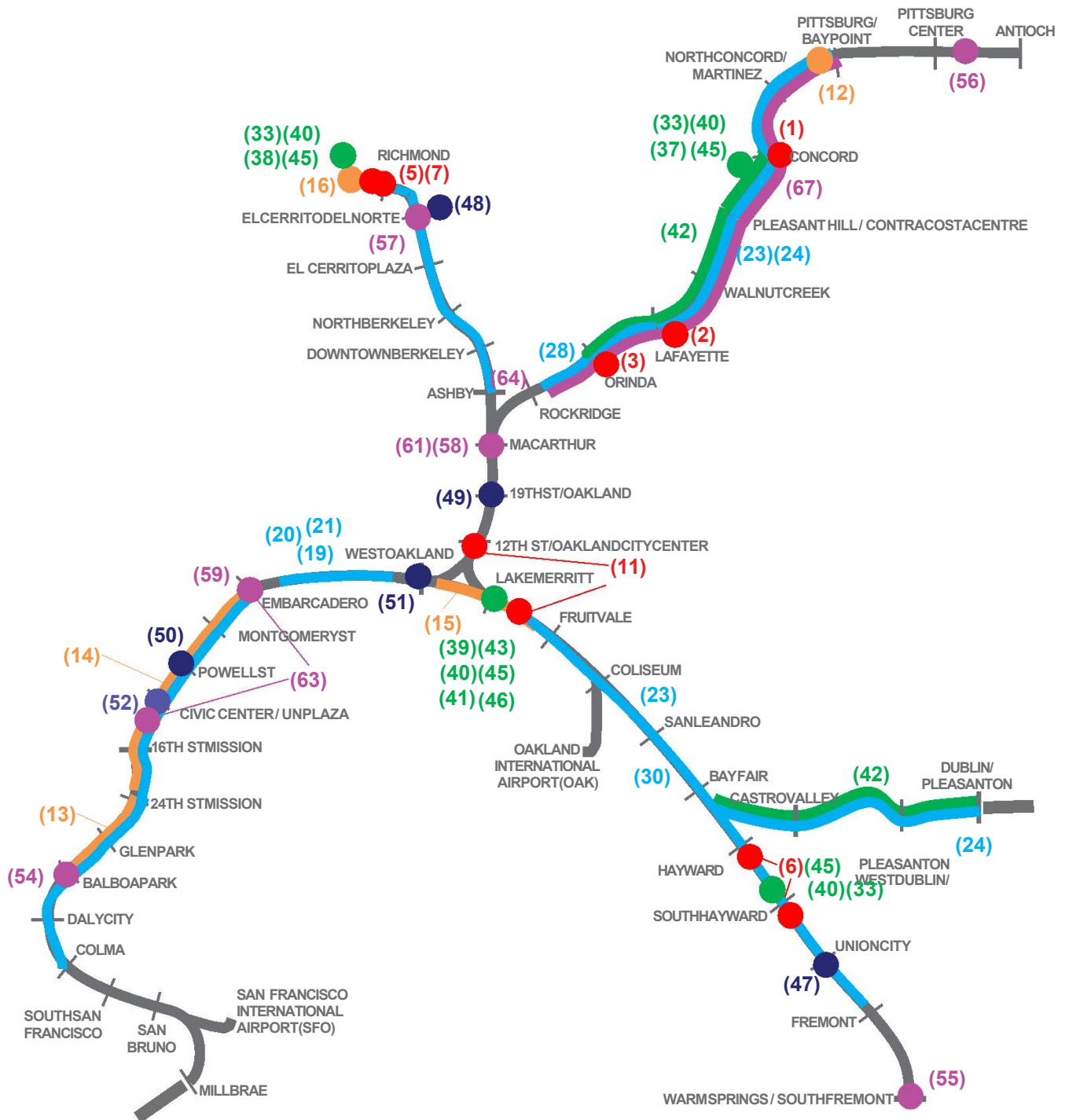
Note: Effective July 1, 2025, this project was transferred from BART to Capital Corridor Joint Powers Authority (CCJPA) and hence will be removed from future reports."

Access Improvements

- 69 Safe Routes to BART Grant Program
- 70 Dublin/Pleasanton Station Active Access Improvements
- 71 North Berkeley Station Access Improvement
- 72 19th Street/Oakland Active Access Improvements
- 73 Coliseum Station Access
- 74 MacArthur Station Active Access Improvements
- 75 Civic Center Active Access Improvements
- 76 Lake Merritt Plaza Design
- 77 Public Address System Improvement (Systemwide - Not Mapped)
- 78 Accessibility Improvement Program (Not Mapped)
- 79 Wayfinding Improvements (Not Mapped)
- 80 Fremont Station Access Improvements
- 81 Pittsburg/Baypoint Station Shared Mobility Improvements
- 82 East Bay Greenway ACTC Support (Not Mapped)
- 83 East Bay Greenway Segment II (Not Mapped)
- 84 Bicycle Stair Channels (Not Mapped)
- 85 Bike Parking Stations (Not Mapped)
- 86 Bike Program Capital (Not Mapped)
- 87 Bicycle Preferred Travel Path (Not Mapped)
- 88 Access Facility Reconfiguration (Not Mapped)
- 89 Elevator Mitigation Signage (Not Mapped)

MAJOR PROJECTS PROGRESS REPORT

Completed Projects



Renew Track

- 1 C55 Interlocking Replacement near Concord
- 2 C35 Interlocking Replacement near Lafayette
- 3 C25 Interlocking Replacement near Orinda
- 4 Track Renewal Project Oakland Yard (Not Mapped)
- 5 System Joint Elimination Richmond Yard
- 6 A65/A75 Interlocking Replacement near Hayward
- 7 R65 Interlocking Replacement near Richmond
- 8 Rail Re-Profiling Services Systemwide (Not Mapped)
- 9 Restraining Rail (Systemwide Not Mapped)
- 10 Friction Modification Study (Systemwide Not Mapped)
- 11 A15 Interlocking Replacement near 12th Street Station /
M03 Interlocking Replacement near Lake Merritt Station

Union City Intermodal Station Phase 2A

Renew Power Infrastructure

- 12 High Voltage Transformer Replacement near Pittsburg
- 13 Cable Replacement M-Line Balboa Park-24th St.
- 14 34.5 kV AC M-Line Bay Tube West-Balboa Park
- 15 K-Line Cable Replacement (KWS to ANA)
- 16 Substation Replacement Richmond Yard
- 17 Station Emergency Lighting (11 Locations) - Not Mapped
- 18 Third Rail Replacement Phase 3 (Systemwide Not Mapped)

Repair Tunnel & Structures

- 19 Replacement of Transbay Tube Doors Phase 1
- 20 Replacement of Transbay Tube Doors Phase 2
- 21 Transbay Tube Retrofit
- 22 Water Mitigation Escalator and Elevator
Machine Rooms - Not Mapped
- 23 Aerial Fall Protection
- 24 Renew Sound Walls of Guideways
- 25 Platform Edge Structural Rehabilitation
Limited Locations (Systemwide - Not Mapped)
- 26 Substation Walls (Systemwide - Not Mapped)
- 27 Rehabilitation of Expansion Joints
(Systemwide - Not Mapped)
- 28 Berkeley Hills Tunnel Creep
- 29 Safety Barriers Phase 3 (Systemwide Not Mapped)
- 30 A-Line Operability Feasibility Study
- 31 Track Bearing Pads Study (Not Mapped)

Renew Mechanical

- 32 Replace Antiquated Backflow Preventers (Systemwide -
Not Mapped)
- 33 Rotoclones Replacement at Shops
- 34 Stormwater Treatment (Systemwide - Not Mapped)
- 35 Install Wet Standpipes (L-Line) (Not Mapped)
- 36 Fire Hoses and Piping (Systemwide - Not Mapped)
- 37 Fire Services Yards - Concord Yard
- 38 Fire Services Yards - Richmond Yard
- 39 Fire Services - Oakland Shops
- 40 Access Ladders (OCY, OHY, ORY, OKS)
- 41 Vacuum Systems (Non-revenue vehicle shops) (OKS)
- 42 Coverboard Enhancement [Phase 4 (C-Line and L-Line)]
- 43 Replace Fire Suppression at Lake Merritt Admin
- 44 Facilities HVAC Equipment Replacement System Wide
(Systemwide - Not Mapped)
- 45 Corrosion Assessment of Metallic Gas Lines (OCY),
(OHY), (OKS), (ORY)
- 46 Computer Room Fire Protection Initial Planning (LMA)

- 61 (Systemwide - Not Mapped)
- 62 MacArthur Plaza Renovation
- 63 Fare Evasion Barriers and Controls
(Systemwide - Not Mapped)
- 64 Embarcadero Civic Center Bike Modernization
- 65 Ashby Bicycle Access Improvements
- 65 Wayfinding Improvements Phase 2
(Systemwide - Not Mapped)
- 66 Last Mile Investments (Systemwide Not Mapped)
- 67 Outer C-Line Access Study emwide Not Mapped)

IMPROVING BICYCLE ACCESS

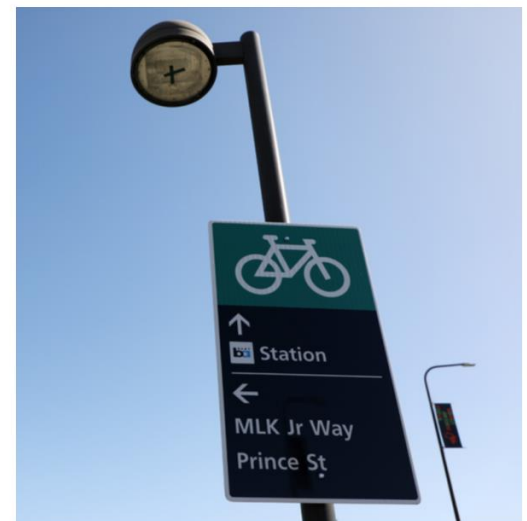
As part of its ongoing commitment to sustainable transportation, BART has completed the Ashby Bicycle Access Improvement Project – an initiative funded by Measure RR and an Affordable Housing and Sustainable Communities Grant (AHSC) that enhances connectivity and safety for bicyclists and pedestrians traveling to and from Ashby Station.

Finished on time and within budget in December 2024, the project closes a critical gap in Berkeley's bicycle network by introducing a dedicated bike lane linking two major thoroughfares: Adeline and Martin Luther King streets. It also includes the alignment of crosswalks at a high-traffic entrance off Adeline Street, thereby improving accessibility for all users.



This effort reflects BART's strategic focus on infrastructure that promotes active transportation and serves the broader community. Work was performed efficiently by in-house crews with minimal disruption to the public, delivering improvements that make station access safer, more intuitive, and more inclusive.

The Ashby project exemplifies BART's mission to create a customer-friendly transit system—one where first- and last-mile access is strengthened through thoughtful design and investment, ensuring that all community members can benefit from robust, multimodal transportation options.



BART BRINGS NEW ENERGY TO DOWNTOWN SAN FRANCISCO

BART has successfully completed construction of a new state-of-the-art traction power substation at Civic Center Station. The substation is the first of its kind built in the system core since BART's inception in the 1960s. This project, funded in part by Measure RR, which contributed 25% of the total cost along with federal grants, represents a major achievement in modernizing BART's infrastructure and enhancing service for riders.

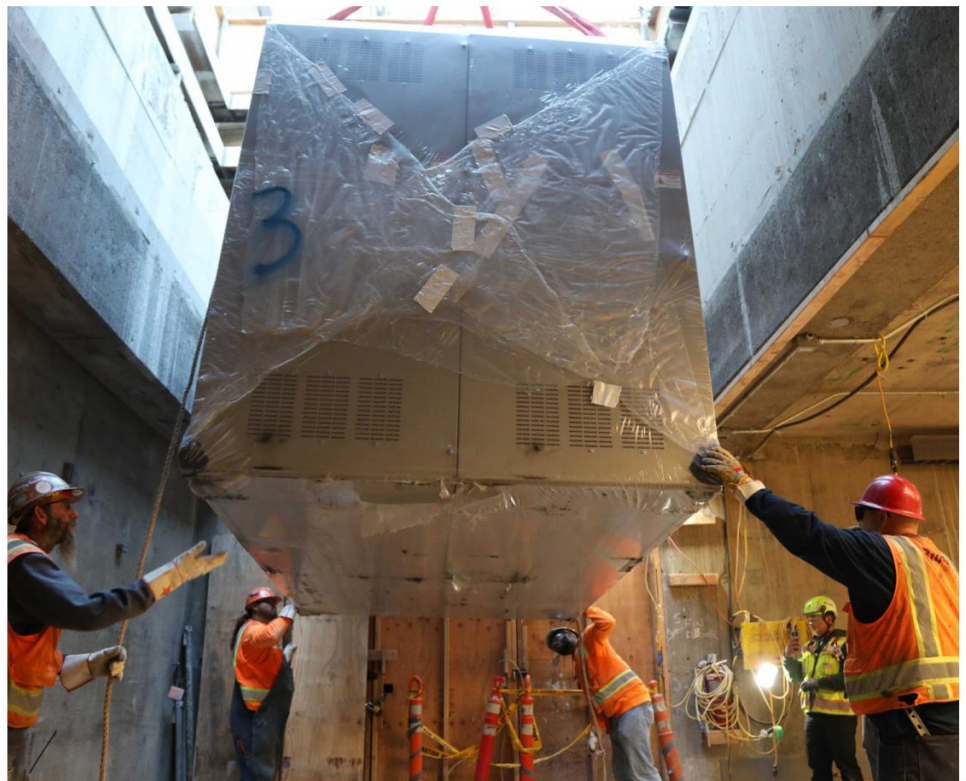
The new substation was successfully commissioned and California Public Utilities Commission (CPUC) approved, in April 2025. It improves system reliability, redundancy, and operational flexibility in Downtown San Francisco, the busiest segment of the BART network. This substation increases the energy available to power BART trains in the area by nearly 18%, reducing the likelihood and duration of service delays and setting the stage for future service expansion. This substation also supports BART's long-term goal of running up to thirty ten-car trains per hour through the Transbay Tube under the Transbay Corridor Core Capacity Program.

Constructed entirely underground beneath Market Street, the Civic Center substation contains two transformers, each delivering 5 megawatts of power. The site selection posed a unique engineering challenge due to spatial constraints and limited overnight construction windows, when BART trains are not in service. Specialized equipment, some weighing over 37,000 pounds, was lowered one piece at a time through a narrow 15-by-15-foot hatch using a 106-foot crane during a meticulously coordinated overnight operation.

The Civic Center substation project area is in a "Brownfield," meaning previously developed land which requires detailed planning, updated design to modern codes, complex permitting, and extensive coordination with agencies such as the California Public Utilities Commission (CPUC), the City of San Francisco and other agencies. Following construction, a multi-month commissioning process ensured that the substation was safely integrated into BART's electrical grid, culminating in a CPUC-led confidence run during live passenger service.

With advanced monitoring and diagnostic capabilities, the substation enables rapid fault detection and flexible power routing across the network, making it an invisible but essential contributor to daily BART operations. It also supports BART's transition toward cleaner energy, as 86% of its contracted power is greenhouse gas-free as of 2024.

This transformative project not only brings immediate operational benefits but also lays the groundwork for future upgrades. Work is nearing completion on the next substation at Montgomery Street Station as part of BART's continued investment in systemwide infrastructure resilience and capacity growth.



MARKET STREET CANOPY ART

As part of the San Francisco Station Canopy Project, BART is transforming station entrances along Market Street through the installation of modern, durable canopies, each featuring original artwork inspired by their surrounding neighborhoods. These improvements were made possible through a combination of funding sources, including Measure RR, which contributes approximately 35% of the total cost, as well as San Francisco Proposition A, and state Proposition 1A. The project is being implemented in coordination with BART's San Francisco Station Escalator Replacement Project.

The new canopies serve multiple purposes: They shield new escalators from weather and debris, support station cleanliness and safety, and provide secure street-level closures with motorized gates. Each canopy is equipped with integrated LED lighting, real-time digital displays, and security cameras to enhance the experience and safety of the transit users.

BART's Art Program brought an added layer of meaning to these infrastructure upgrades by commissioning original artwork for the underside of each canopy. These installations celebrate the unique character of each station area, revealed to riders as they ascend from underground platforms to the street above. The art was developed with community representation in mind, ensuring that the voices of the Market Street corridor were reflected in the creative process.

To bring the artistic vision to life, BART collaborated with architecture and urban planning design consultant, VIA - A Perkins Eastman Studio, which developed a fabrication process using fiberglass-reinforced plastic and gel-based finishes that offer both flexibility and durability. Using advanced software, 2D images were converted into detailed 3D-surface maps. A high-precision milling process etched the artwork into clay, which was then layered with carbon fibers and vacuum sealed to form the final canopy panels.

Each station's canopy tells a distinct story:

- **Embarcadero Station** by Artist Norie Sato, features a design that blends fingerprints, maps, and flowing water to evoke the relationship between people, city infrastructure, and the natural environment.
- **Montgomery St. Station** by Artist Rosana Castrillo, showcases fluid water-inspired imagery that captures the station's vibrant flow of people and energy.
- **Powell St. Station** by Artist Aaron De La Cruz, includes bold, curling lines that symbolize the historic movement of streetcars and the deep cultural roots of the city's past, rippling into the present.
- **Civic Center Station** by Artist Ron Moultrie Saunders, displays a magnified image of a dragonfly wing, symbolizing transformation, resilience, and the evolving identity of the surrounding neighborhood..

Through this initiative, BART continues to reimagine public transit not just as a means of transportation, but as a shared civic space enriched by design, culture, and community pride.



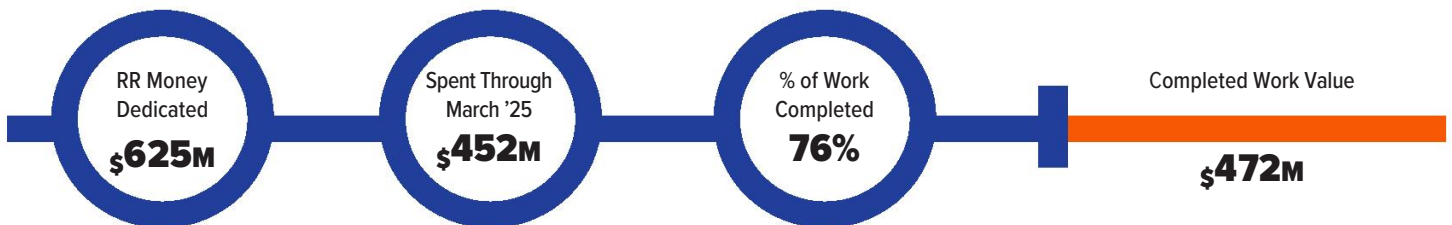
RENEW TRACK

Projects in this category focus on the backbone of BART service, specifically the 131 miles of rail that extend across the system. Work in this category includes replacing aging rail that has outlived its design life as well as rail grinding to reduce the noise level of the BART screech.

BART's efforts in the Renew Track category are improving the rider experience by enhancing the system's reliability. The number of trains delay incidents caused by worn-out rails condition has dropped by 400 for the year, thanks to this work.

To date, 22 projects have been launched in the Renew Track category. Eleven projects have been completed. Recent accomplishment includes the completion of Construction for Switch Point Replacement for Hayward and Concord Yards. Switch points are a critical component in special trackwork that steer the train wheels from one track to another. This wheel flange steering wears out the switch points and can lead to a misalignment of the wheels to the correct track. When the switch points wear to a specific tolerance, they are scheduled for replacement. This project is vital to train dispatches out of the yards, ensuring on-time performance and customer satisfaction.

The graphic below shows the amount of Measure RR money dedicated to this program category, the amount of that money that has been spent through March 2025, the percentage of planned work that's been completed through March 2025, and the value of the work completed so far. The value of work completed is the dollar value associated with the original estimate of labor and materials needed to complete the work. To learn more about how BART measures this value, please go to **Measuring Cost Effectiveness on page 28.**



RENEW POWER INFRASTRUCTURE

The Renew Power Infrastructure category focuses on replacing traction power cables and the installation of new electric substations. New 34.5 kV (kilovolt) traction power cables help to ensure BART trains have a reliable source of electricity. Much of the cable being replaced is decades old and has outlived its design life. Replacing old substations and adding new ones will eventually help BART run more trains.

To date, 35 projects have been launched in the Renew Power Infrastructure category, with seven completed. Recent accomplishments include the completion of construction of the Civic Center Street Substation, along with ongoing construction and commissioning of other substations.

The graphic below shows the amount of Measure RR money dedicated to this program category, the amount of that money that has been spent through March 2025, the percentage of planned work that's been completed through March 2025, and the value of the work completed so far.

The value of work completed is the dollar value associated with the original estimate of labor and materials needed to complete the work. To learn more about how BART measures this value, please go to **Measuring Cost Effectiveness on page 28.**

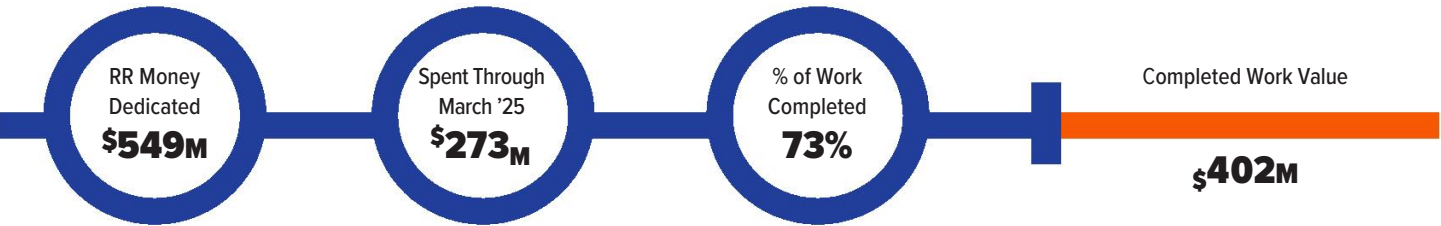


REPAIR TUNNELS AND STRUCTURES

The Repair Tunnels and Structures category includes work to ensure BART tunnels can safely withstand a large seismic event. A landmark project already completed in this category was the retrofit of the Transbay Tube. Work in this category also improves critical safety structures such as aerial walkways and slopes that help stabilize the track.

To date, 27 projects in this category have been launched, with thirteen now complete. Recent accomplishments include the in-house completion of the Renew Catwalks at the Aerial Structure and ongoing construction to address water intrusion at Train Control Rooms. Some existing steel catwalks on the A-Line have deteriorated, with broken hanger bolts and grating. This project evaluated A-Line catwalks and prioritized spans over roadways, parking lots, and substations for hanger rod replacement, covering the segment from Fruitvale (A20) to Union City (A80). In addition, water leaks into train control rooms through cracks in the infrastructure, putting critical Train Control equipment at risk and potentially affecting operations. To mitigate this, the project installs waterproofing at vent shafts, roof slabs, and other leaking areas, with current work focused on Lake Merritt (A10), Hayward (A60), Orinda (C20), Dublin/Pleasanton (L30), Glen Park (M70), and Richmond (R60).

The graphic below shows the amount of Measure RR money dedicated to this program category, the amount of that money that has been spent through March 2025, the percentage of planned work that's been completed through March 2025, and the value of the work completed so far. The value of work completed is the dollar value associated with the original estimate of labor and materials needed to complete the work. To learn more about how BART measures this value, please go to **Measuring Cost Effectiveness on page 28.**



RENEW MECHANICAL INFRASTRUCTURE

Work in the Renew Mechanical Infrastructure category focuses on components of the BART system that go beyond the basics of rail and power cables. An example of completed work in this category is the Coverboard Enhancement Project, which replaced the curved boards that are placed over the electrified third rail for safety and to protect train cars from damage.

Ongoing work in this category is making BART more fire safe. This includes installing new fire hoses and piping at BART train yards. Additional projects in this category focus on core needs such as replacing heating, ventilation, and air conditioning (HVAC) units.

To date, 25 projects in this category have been launched. Fifteen of those projects are now complete. Recent accomplishments include the substantial completion of construction for the Hayward Yard Fire Services project. The Hayward Fire Services Project will replace aging, corroded fire protection piping to ensure compliance with current fire codes and enhance system reliability. This upgrade strengthens safety measures at the maintenance yard, safeguarding critical transit operations and minimizing potential service disruptions for riders.

Work is advancing on installing wheel-truing facilities. Truing machines allow BART to better address train car wheel flats. Metal wheels can develop flats when they skid on the rail. This is another example of how Measure RR work benefits riders by reducing the time it takes to get train cars with damaged wheels back into service.

The graphic below shows the amount of Measure RR money dedicated to this program category, the amount of that money that has been spent through March 2025, the percentage of planned work that's been completed through March 2025, and the value of the work completed so far. The value of work completed is the dollar value associated with the original estimate of labor and materials needed to complete the work. To learn more about how BART measures this value, please go to **Measuring Cost Effectiveness on page 28.**



RENEW STATIONS

Many of the most visible changes to BART resulting from Measure RR are happening in the Renew Stations category. This category includes work that improves the functionality, safety, and appearance of stations. Much of the recent work in this category has been focused on stations in downtown San Francisco, which are the busiest in the entire system. Installing new, more reliable escalators accompanied by canopies to protect them from the elements is among the projects underway that are improving the rider experience.

To date, ten projects have been launched in this category, with five completed. Recent accomplishments include the construction of seven more new escalators and eight protective canopies across Downtown San Francisco.

The new escalators are expected to be significantly more durable than the old units that are being replaced. They feature real-time monitoring, which will allow BART staff to know the moment an escalator goes out of service. Staff will also be notified right away of the cause of the shutdown. The new escalators have brighter LED lighting systems to make them more welcoming to riders. They are constructed with sustainable materials and utilize an automatic lubrication system that applies lubrication only when and where it's needed. Another environmentally friendly enhancement is a variable frequency regenerative drive that makes escalators more energy efficient by slowing the escalator down in a sleep mode when there are no passengers present. Energy generated during the braking action is saved and returned to the system.

A Total of 19 new canopies have been constructed at downtown San Francisco station. These canopies not only protect new escalators, but they provide an added layer of station security and cleanliness. Motorized gates allow the entrances to be locked at street level when stations are closed. Each canopy includes a real-time digital display that shows train arrival times, a retractable gate, LED lighting, security cameras, art elements, and potentially a living roof at select locations.

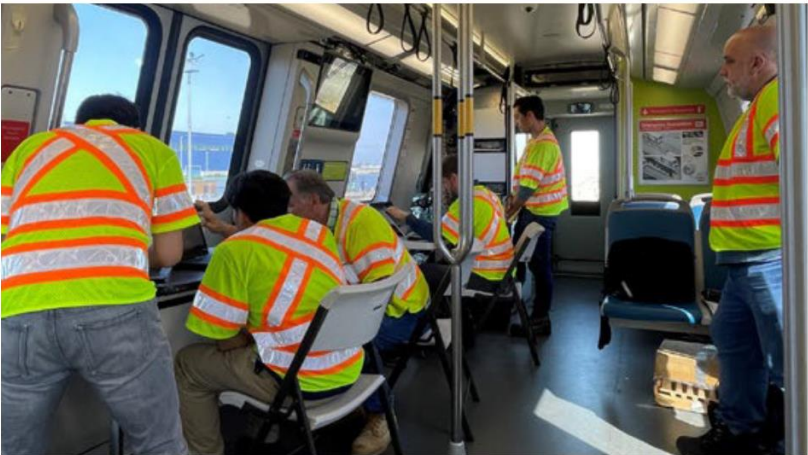
The graphic shows the amount of Measure RR money dedicated to this program category, the amount of that money that has been spent through March 2025, the percentage of planned work that's been completed through March 2025, and the value of the work completed so far.

The value of work completed is the dollar value associated with the original estimate of labor and materials needed to complete the work. To learn more about how BART measures this value please go to **Measuring Cost Effectiveness on page 28.**





TRAIN CONTROL MODERNIZATION



The Train Control Modernization category includes work to replace BART’s more than 50-year-old train control system. BART now uses a fixed block system to control its trains. This system requires trains to be separated by a set distance and limits how many trains BART can operate at one time.

Work is now underway to replace the outdated fixed block system with Communication Based Train Control (CBTC). The Communications-Based

Train Control (CBTC) Project is a systemwide upgrade that will improve system reliability, availability & maintainability, while retaining the safety that BART riders have come to trust and allow the District to increase capacity on the system. The new CBTC technology introduces a moving block system with trains that communicate using radio technology to the Operations Control Center. The District can currently run twenty three (23) trains per hour through the Transbay Tube and when the new CBTC System is implemented, the District will be capable of running thirty (30) trains per hour. The recent accomplishments include the completion of Installation and testing of central equipment in Lake Merritt Administration Building (LMA) Computer Room for Automatic Train Supervision. Another recent accomplishment is the installation of cable pathway and CBTC equipment in the existing Millbrae Station Train Control Room and the Tail Track area.

To date, six train control projects have been launched in this category and the recent accomplishments include the completion of Installation of Cable and Conduit for CBTC Equipment in the Existing Hayward Test Track (HTT) Train Control House and the Completion of Site Acceptance (SAT) and Site Integration Tests (SIT) at Hayward Test Track (HTT).

The graphic below shows the amount of Measure RR money dedicated to this program category, the amount of that money that has been spent through March 2025, the percentage of planned work that’s been completed through March 2025, and the value of the work completed so far. The value of work completed is the dollar value associated with the original estimate of labor and materials needed to complete the work. To learn more about how BART measures this value, please go to **Measuring Cost Effectiveness on page 28.**



RELIEVE CROWDING, INCREASE SYSTEM REDUNDANCY, AND REDUCE TRAFFIC CONGESTION

Work in this major project category focuses on preparing BART for the next generation of regional transportation needs. Despite the uncertainty of growth projections and transportation needs, long-term planning is a vital enterprise to position the system to address future congestion and increase capacity.

Work in this category includes improvements to the Hayward Maintenance Complex (HMC). Measure RR funds were used to leverage Federal Transit Administration (FTA) funding to start construction of the new fleet storage at Hayward. The expansion of HMC will allow the facility to house as many as 250 Fleet of the Future train cars.

To date, eight projects have been launched in this category, and two projects have been completed. Recent accomplishment includes the completion of Construction for the Civil Grading for Hayward Maintenance Complex (HMC2). The Civil Grading Project levels the ground prior to laying the trackwork, which is the first step towards building the Hayward Maintenance Complex.

The graphic below shows the amount of Measure RR money dedicated to this program category, the amount of that money that has been spent through March 2025, the percentage of planned work that's been completed through March 2025, and the value of the work completed so far. The value of work completed is the dollar value associated with the original estimate of labor and materials needed to complete the work. To learn more about how BART measures this value please go to **Measuring Cost Effectiveness on page 28.**



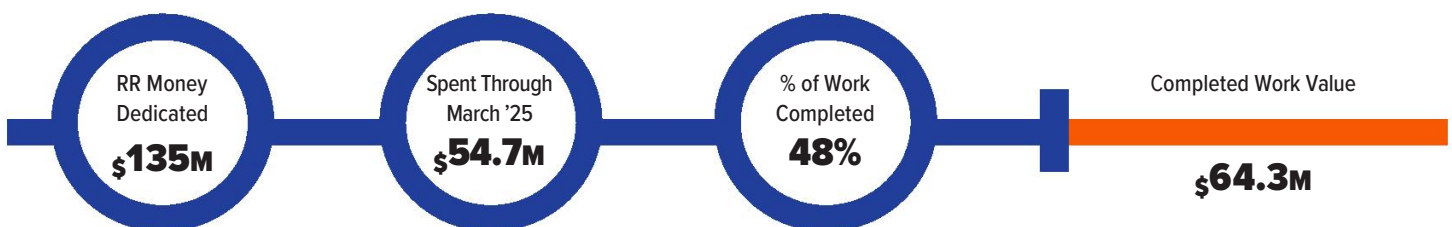
ACCESS IMPROVEMENTS

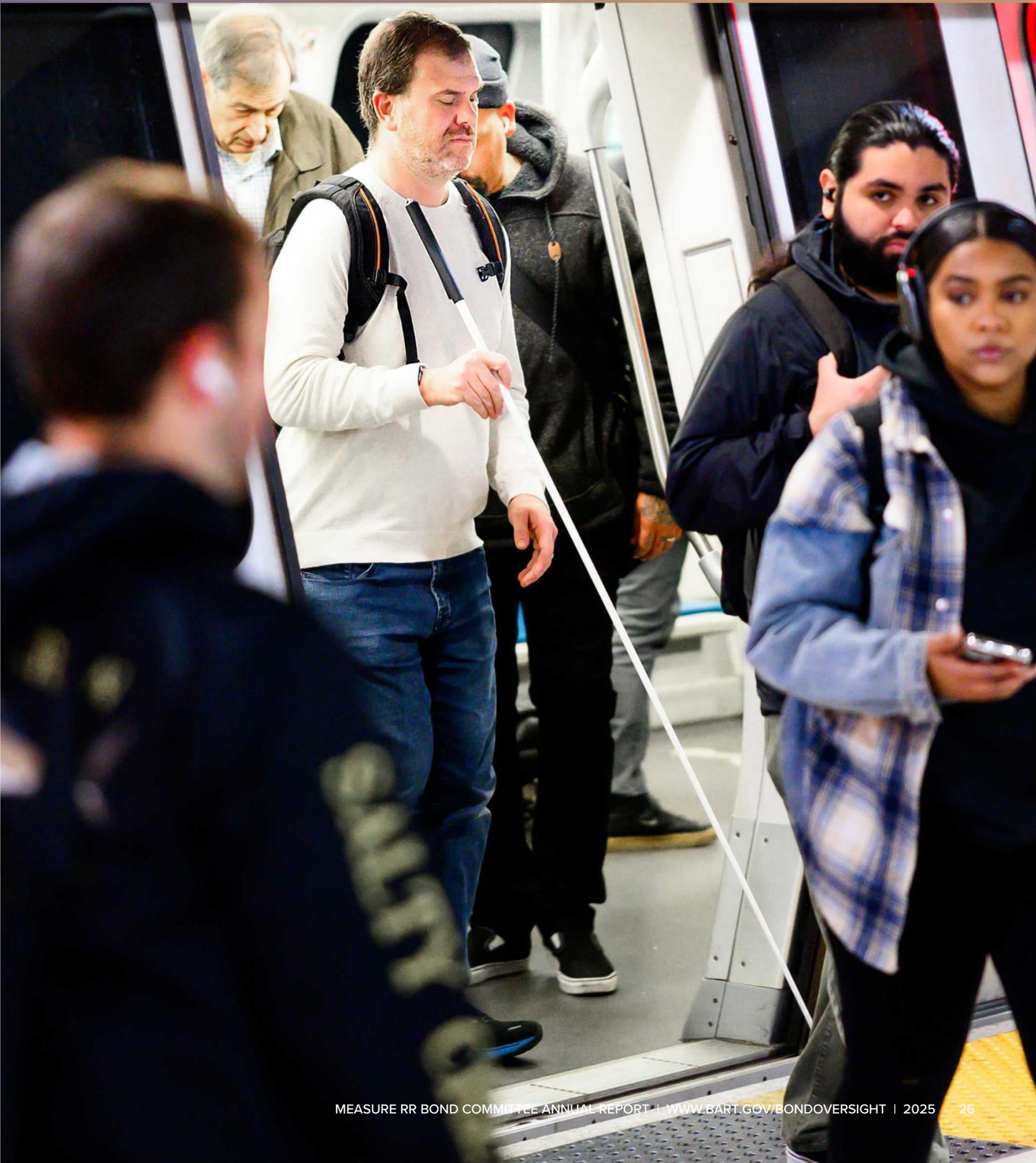
Projects in the Access Improvements category make it easier for riders to easily get to and use the BART system. Work in this category is part of BART's focus on accessibility as these projects often involve helping people with varying needs and life circumstances use the system. Moreover, these projects illustrate the many ways that RR funds leverage other external grant opportunities and engage partners to enhance connectivity to BART.

To date, 36 projects have been launched in this category, with fourteen successfully completed. Recent accomplishments include the completion of construction for the Ashby Bicycle Access Improvement which enhances station connectivity, safety, and convenience for cyclists and pedestrians and the SR2B funded Iron Horse Trail Bridge Project which installed a grade-separated crossing of Dublin Boulevard to promote safer and quicker access to the Dublin/Pleasanton station, which closes a major gap in this 30-mile, Class I multi-use trail.

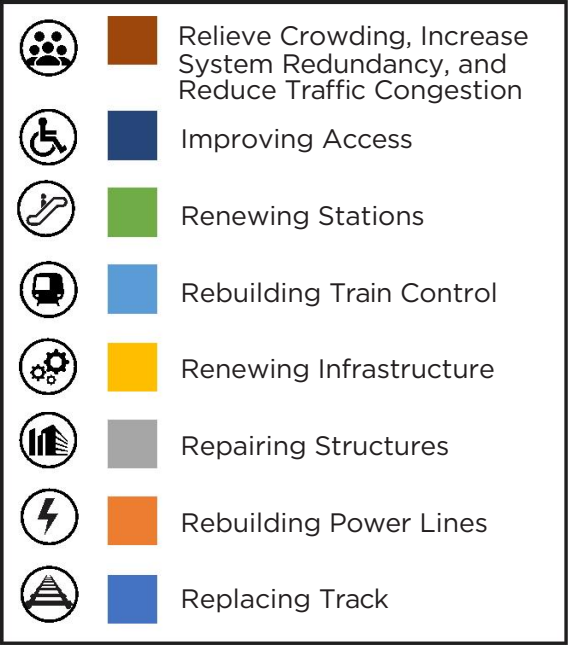
Measure RR money is also supporting community partnership initiatives that makes it easier to walk or bike to BART. The Safe Routes to BART program leverages RR dollars to support projects started by other local agencies that can offer a minimum funding match of 30%, provide evidence of governing body support, a full funding plan, and a minimum of 35% design completion. Projects recently selected to receive Measure RR support through this program include the Ohlone Greenway Modernization and Safety Project near North Berkeley Station, Central Embarcadero Safety improvements near Embarcadero station and Fremont Boulevard, Elevated Bikeway near Fremont Station.

The graphic below shows the amount of Measure RR money dedicated to this program category, the amount of that money that has been spent through March 2025, the percentage of planned work that's been completed through March 2025, and the value of the work completed so far. The value of work completed is the dollar value associated with the original estimate of labor and materials needed to complete the work. To learn more about how BART measures this value, please go to **Measuring Cost Effectiveness on page 28.**

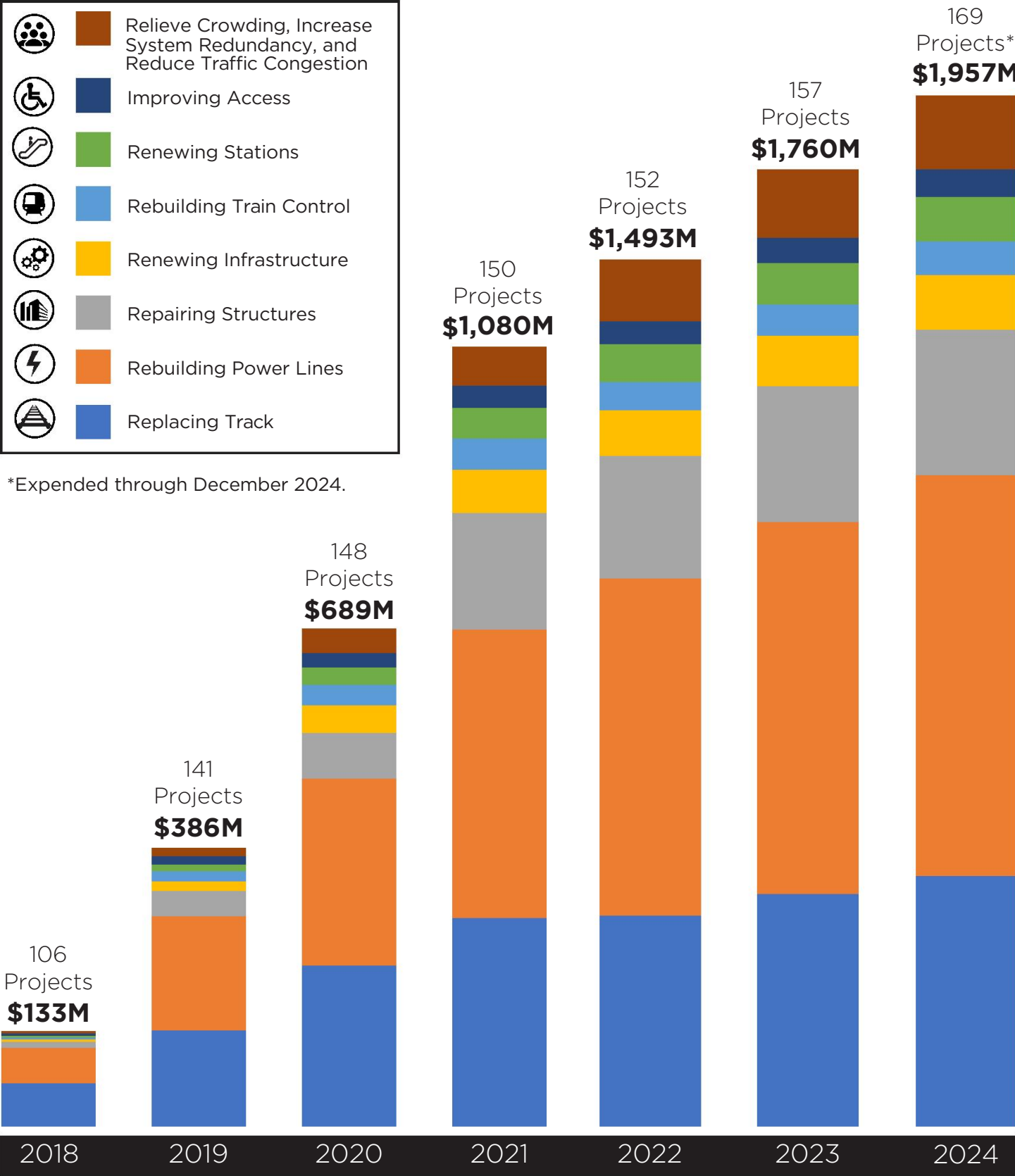




YEARLY PROGRAM EXPENDITURES



*Expended through December 2024.



MEASURING COST EFFECTIVENESS

BART and the Bond Oversight Committee (BOC) utilize an integrated method known as Earned Value Management (EVM) as a tool to measure the cost effectiveness of the Measure RR rebuilding program. Ensuring that RR work is proceeding in a cost-effective manner is one of the mandates of the BOC. EVM is used to evaluate the progress of individual projects as well as larger program categories. It is a popular, well-established, and widely recognized objective measurement of government contracting and project management.

BART staff present to the BOC what work will be done, when it is expected to happen, and how much money and time it will take to reach completion. EVM allows someone to assess whether the value of work completed at a given point is worth the money spent at that point in time.

Providing both a Cost Performance Index (CPI) as well as a Schedule Performance Index (SPI), EVM is useful in project forecasting. When BART staff analyze EVM results they are looking for trends that emerge over multiple quarters. Projects are considered on track when both the CPI and SPI consistently hover around 1.0. When a CPI or SPI rises above 1.2 or below 0.80 in a reporting period, the program is given additional scrutiny to determine if there are any risks or issues. If risks exist, staff develop a mitigation plan to reduce the risks. It is normal for some projects to perform better than others at different times, which makes looking at the overall programs so important for the long term.

The BOC receives regular EVM updates from BART staff and is advised if any issues are identified that require mitigation. The public may view a project's CPI or SPI status by visiting www.bart.gov/bondoversight and looking at the "Earned Value" section of the Appendix of staff presentations.



FUNDING MEASURE RR WITH GREEN BONDS

Green Bonds are at the center of BART's plan to finance Measure RR construction work since the beginning of the program. BART's Green Bonds were initially certified through the Climate Bonds Initiative's Low Carbon Transport Standard in 2017. BART is among the first transit agencies in the country to earn a green climate bond certification.

The Climate Bonds Initiative promotes investments in projects that bring the world closer to a low-carbon and climate-resilient economy consistent with the 2015 Paris Agreement. As the market for Green Bonds expands, costs for climate-friendly projects everywhere are expected to decrease. Green Bonds are not more expensive than traditional general obligation bonds and they allow BART or the District to further demonstrate its commitment to the environment.

BART has offered four tranches of Green Bonds totaling more than \$2.06 billion to support the Measure RR rebuilding program since work started in 2017:

- \$300M in May 2017
- \$360M in August 2019
- \$700M in August 2020
- \$700M in May 2022

For each issuance, BART has worked closely with its financial advisors to develop a financing plan that ensures funds are available as needed for projects while taking into consideration the interest rate paid by taxpayers.

BART plans to request board approval on August 14, 2025 for the sale of the fifth tranche of Measure RR bonds for Series 2025-E for an amount not to exceed \$700 million. Moody's has assigned the 2025 GO bond Series issuance a rating of Aa1 with a stable outlook. Moody's cited this rationale for its rating, "The Aa1 rating is underpinned by an exceptionally large, growing tax base and wealthy service area. BART's financial profile continues to exhibit healthy reserves and cash, both in excess of 100% of operating revenue. However, current operations remain supported by one-time federal, state and regional funding offsetting suppressed farebox revenue as ridership remains near 45% of pre-pandemic levels. Lagging ridership recovery contributes to large projected outyear budget shortfalls that will require new revenue or significant expenditure reductions.

Despite these trends, the credit profile is strengthened by a capable management team with a history of prudent fiscal management and conservative budgetary practices, moderate capital needs that will be funded through voter-approved GO authorization, and moderate pension and OPEB burdens. The rating further incorporates the above average legal strength of the general obligation bonds, including a statutory lien and "lock box." The entire report can be found on the [Bart.gov](https://bart.gov) website.

For this same issuance, Fitch has assigned a rating of AAA with a stable outlook. For 2025 GO issuance and affirms the AA IDR, with a negative Outlook. The rationale for this rating is described here.

"The Negative Outlook on the IDR, sales tax bonds, and TIFIA loan reflects ongoing financial pressures associated with a looming fiscal cliff. The district is reliant on pandemic-related federal stimulus funds for recurring spending, and ridership levels are still below average. BART's current revenue structure is heavily dependent on farebox revenues. This limits its options to resolve the fiscal cliff as service level cuts and/or higher fares could further weaken ridership levels. Resolution of the Negative Outlook is dependent on either ridership materially increasing or the state legislative authority allowing the district to seek voter authorization for a new revenue source to fund operations. Failure to secure additional transit funding would likely lead to a downgrade.

The 'AA' IDR reflects BART's 'aaa' financial resilience. This assessment is based on its 'Limited' budgetary flexibility and Fitch's expectations that net working capital to operating and non-operating expenses will equal at least 25%, compared to 139% for 2024. The district's financial resilience was aided by considerable pandemic-era federal stimulus funds and state funds that helped it withstand the substantially lower ridership levels, given its farebox revenue dependency."

You can go to Appendix Item 5 on page 43 for more on BART's latest Annual Comprehensive Financial Report.

Covering the costs of Green Bonds

The District incurs administrative costs associated with the issuance of its Measure RR general obligation bonds. Bond issuance costs typically include fees paid to underwriters, legal counsel, municipal advisor, rating agencies, and other vendors. When Measure RR general obligation bonds are issued, the District generally structures the pricing of the bonds to generate a premium to cover administrative costs. This is consistent with the municipal bond market's preference for premium bonds.

Measuring up to Bond Requirements

IRS rules require that BART reasonably expects to spend 85% of bond proceeds, including interest earnings on the proceeds, within three years of the issuance of the bond. BART has progressed on Measure RR work at a pace that exceeds this requirement. As of March 31, 2025, BART had spent \$2 billion on Measure RR projects.

Measure RR bonds are supported and secured solely by an unlimited ad valorem tax upon all property subject to taxation in Alameda, Contra Costa, and San Francisco counties. At the start of the program BART estimated the average yearly tax rate over the life of the bond program would be \$8.98 per \$100,000 of assessed property value. BART further projected the yearly tax rate would range from \$0.80 to \$17.49 per \$100,000 of assessed value. BART's latest property tax assessment for Measure RR to cover debt service in FY 2025-2026 is \$10.90 per \$100,000 of assessed valuation, lower than the projected average.

RR PROGRAM EXPENDITURES OVERVIEW

Program	Expended Through March 2025	% Expended Out of Total Bond Investment	LONG-TERM (Through End of Bond)
Renew Track	\$452.1	72%	\$625
Renew Power Infrastructure	\$787.4	64%	\$1,225
Repair Tunnels and Structures	\$273.0	50%	\$549
Renew Mechanical Infrastructure	\$93.9	60%	\$156
Renew Stations	\$107.1	51%	\$210
Train Control Modernization	\$66.1	17%	\$400
Relieve Crowding, Increase System Redundancy, and Reduce Traffic Congestion	\$166.8	83%	\$200
Access Improvements	\$54.7	41%	\$135
TOTAL In (\$ Millions)	\$2,001.0	57%	\$3,500

The Bond Oversight Committee receives quarterly expenditure updates from BART staff on the Measure RR infrastructure rebuilding program. The latest information is also available to the public in the agenda packets for each Bond Oversight Committee meeting, which can be found at www.bart.gov/bondoversight.

MEASURE RR SPENDING BREAKDOWN

Total Measure Investment	\$ Millions	% of Total Bond	Benefits		
			 Safety	 Reliability	 Crowding +Traffic Relief
REPAIR AND REPLACE CRITICAL SAFETY INFRASTRUCTURE	\$3,165	90%	✓	✓	✓
Renew Track	\$625	18%	✓	✓	
Renew Power Infrastructure	\$1,225	35%	✓	✓	
Repair Tunnels and Structures	\$549	16%	✓	✓	
Renew Mechanical Infrastructure	\$156	4%	✓	✓	
Renew Stations	\$210	6%	✓	✓	✓
Train Control Modernization	\$400	12%	✓	✓	✓
RELIEVE CROWDING, REDUCE TRAFFIC CONGESTION, AND EXPAND OPPORTUNITIES TO SAFELY ACCESS STATIONS	\$335	10%	✓	✓	✓
Relieve Crowding, increase System Redundancy, and Reduce Traffic Congestion	\$200	6%		✓	✓
Access Improvements	\$135	4%	✓	✓	✓
TOTAL	\$3,500	100%			

ONLY PART OF THE SOLUTION

Measure RR is a vital funding source for BART's plan to rebuild its critical infrastructure. As documented in the FY25 Capital Investment Plan (CIP), between FY25-FY34, BART forecasts that critical capital needs will total \$13 billion. The CIP outlines BART's 10-year plan for delivering capital investment, particularly in existing assets to maintain a state of good repair. BART's forecast capital expenditures are constrained by funding and system access capacity.

Given the scale of capital investment, the \$3.5 billion that is expected to be raised over the lifetime of RR cannot fully fund all the investments needed to renew existing assets. BART has identified and secured multiple external funding sources to amplify the impact of Measure RR. A total of \$9.8 billion of funding, 75% of the total critical capital need, has been identified to fund BART's capital program.

BART faces long-term capital funding challenges for a range of projects, including the Core Capacity Program; reinvestments in traction power, track, and structures; as well as station improvements such as escalators and other customer-facing assets. Beyond the \$13 billion in critical capital needs identified in BART's FY25-FY34 CIP, an additional \$11.2 billion of non-critical capital needs are forecast during the 10-year period. For these additional unfunded capital needs, no potential funding sources have been identified. The pie chart below shows the funding sources forecast to fund BART's capital program as well as the critical funding gap.

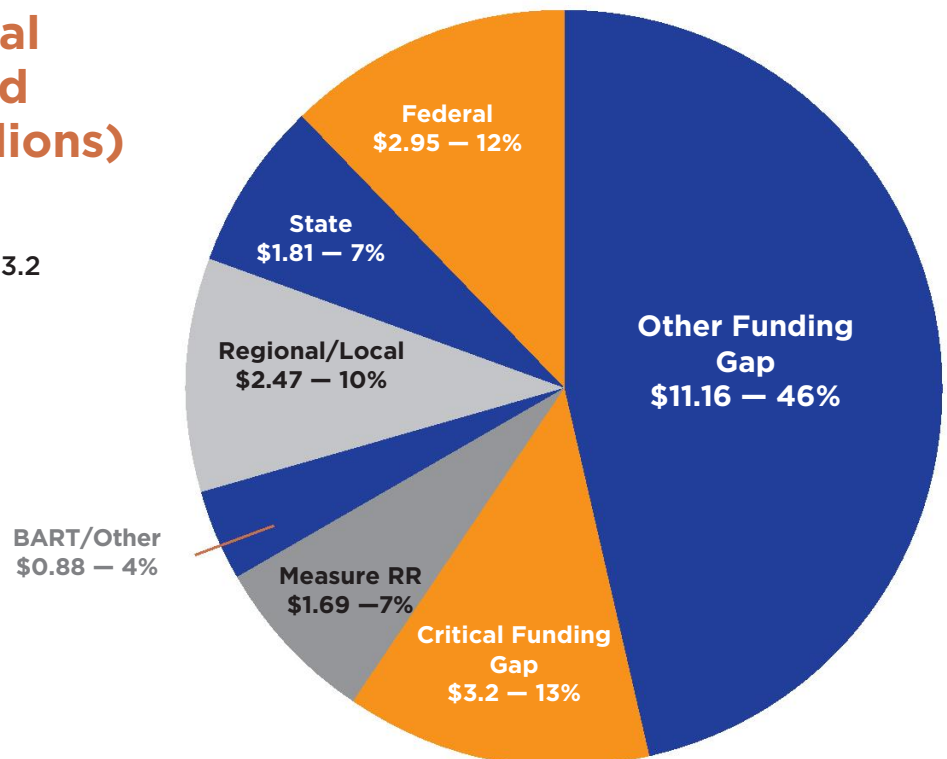
BART continues to pursue additional grants that can leverage Measure RR dollars. Through April 2025, \$2 billion of Measure RR funds have been expended, leveraging more than \$3.9 billion of external grant funding and other BART funding to support the Measure RR program. To date, **nearly \$200 in other funding has been leveraged for every \$100 of Measure RR funding spent**, stretching Measure RR dollars even further. External funding comes from diverse sources, including grants from the Federal Transit Administration, the California State Transportation Agency, regional bridge toll revenues, and county transportation agencies.

BART FY25-34 Capital Investment Needs and Funding Sources (Billions)

Total capital need: \$24.2

Total funding identified: \$9.8

10-year capital critical funding gap: \$3.2



INFORMING THE PUBLIC ABOUT LARGE PROJECTS

The Bond Oversight Committee's responsibilities include observing BART's efforts to inform the public about its rebuilding work. Riders and neighbors rely on effective public outreach to understand potential impacts like rider delays, changes to station access, and construction noise and lighting.

Public outreach is especially important when BART temporarily closes a portion of the trackway. Track shutdowns allow BART to do major track work in a short amount of time. Multiple activities can happen simultaneously when there are no active trains in a portion of the system, creating a safe work environment, allowing employees to work in a larger area, and maximizing worker efficiency since they can work uninterrupted in the trackway. Shutdowns are one of the reasons BART has been able to complete Measure RR projects in a timely manner.

Since 2019, BART has successfully completed more than 50 track shutdowns. To learn more about upcoming shutdowns go to **www.bart.gov/advisories**.

A recent example of BART's public outreach was for a track shutdown on June 21 and 22, 2025. BART replaced decades-old track components and removed vegetation along the trackway between Pleasant Hill/Contra Costa Centre Station and Concord Station. This proactive maintenance improves the reliability of our service. Instead of regular train service, BART passengers ride free buses between Concord and Walnut Creek stations.

BART's Office of External Affairs takes the lead on public outreach for major track projects with a three-pronged approach that involves staff from the Government and Community Relations (GCR), Marketing, and Communications departments. Outreach for the Richmond project started more than a month before the first shutdown weekend. The outreach was designed to reach different audiences in multiple languages. Key information shared with the public included the track shutdown schedule, bus bridge details, anticipated delay lengths, benefits of the work, and neighborhood impacts.

Examples of the outreach include:

- GCR updated the officials in Contra Costa County including officials from the cities of Concord and Walnut Creek and developed a mailer that was sent to nearly 12,000 businesses and households near construction. The mailers offered information in English, Spanish, and Chinese.
- The Communications Department drafted a passenger bulletin that was posted at BART.gov on the homepage and the Alerts and Advisories section. A news release was sent to more than 400 reporters and news outlets. Social media posts, emails, and text alerts were sent to BART news subscribers, community groups, and riders.
- The Marketing Department produced digital and print ads for multiple platforms describing the work and its disruptions in Spanish, Vietnamese, Korean, and Chinese. Digital ads on multiple social media platforms were delivered to anyone who used those media platforms near the work area.
- There were also outreach activities within the BART system itself. Public address announcements were made in English, Spanish, and Chinese. Systemwide messages were displayed on digital platform signs. Posters with project information and the bus bridge map were placed in stations.

SMALL BUSINESS OUTREACH

The Bay Area's small businesses are a vital part of the Measure RR rebuilding program. To ensure as many locally owned contractors can participate in this important work BART's Office of Civil Rights (OCR) leads an extensive contractor outreach campaign. In 2024 OCR organized or participated in 29 outreach events, drawing an average of 45 participants at each event. This includes 11 training and outreach events hosted by the District's Small Business Support Services (SBSS) program.

SBSS is administered by the Office of Civil Rights. SBSS was established as a free resource with the goal of providing pre-award and post-award supportive services to increase the number of qualified small businesses that can participate in BART contracting opportunities. The program also provides them with customized technical assistance that would make them more competitive in the bidding process. SBSS guides their efforts to successfully bid on projects. Once a contract is awarded, the program provides support services to ensure the successful delivery of the project from start to finish.

On April 29, 2024, the Office of Civil Rights proudly hosted its inaugural Small Business Summit at District Headquarters, a key event held during National Small Business Week. This landmark initiative proved highly successful, drawing nearly 200 participants from the small business community.

The summit commenced with insightful opening remarks from BART General Manager Robert Powers and the U.S. Small Business Administration (SBA) Regional Director Chris Horton. A significant highlight was an engaging panel discussion among small business owners who have successfully secured contracts with BART, offering valuable firsthand perspectives and success stories.

Following the formal program, attendees actively engaged with a comprehensive resource fair. This fair featured several participating public agencies and community organizations, all dedicated to providing vital resources and assistance to small businesses. Furthermore, BART departments were on hand to connect directly with attendees, sharing information on specific contracting opportunities and programs tailored to the needs of the small business community.

The summit also facilitated direct access for attendees to some of the nation's largest consulting and construction firms that also partner with BART on significant projects. This access gave small businesses significant networking opportunities and pathways for potential inclusion in upcoming BART contracts.

The resounding success of this inaugural BART Small Business Summit has underscored BART's commitment to fostering a vibrant business environment. Building on this momentum, BART hosted the annual summit in 2025. This event involved an even greater number of BART departments, further strengthening relationships and expanding opportunities for the small business community to partner with BART.

Small businesses have been awarded 26% of all Measure RR contract dollars. Small businesses have been awarded 1,778 Measure RR contracts through the end of 2024. These contracts are valued at \$315.2 million.



Meeting Measure RR's Other Goals— IV

BART is working to incorporate accessibility into all aspects of its operations, including infrastructure decision-making. It's essential for BART to do everything it can to ensure all community members and stakeholders have equal access to the system. Communities thrive when everyone has access to robust public transportation.

The Accessibility Improvement Program is actively identifying and implementing systemwide improvements to meet ADA regulations. Based on an assessment, BART conducted an evaluation of stations systemwide and identified improvements and upgrades required to meet federal ADA regulations and the California Building Code. Construction has been completed at 11 stations, and design work is underway for the next 12 stations.

The Public Address System Improvement Project scope includes installation of a new PA system, including electrical, communications, equipment installation, testing, and commissioning at Lafayette and Powell stations.

BART is improving wayfinding at 14 stations located in Alameda, San Francisco, and San Mateo counties. Work includes fabrication and installation of illuminated wayfinding signs, custom design cases, station ID pylons, kiosks, and real-time displays for transit information such as train status, bus status, from other agencies such as SamTrans, SFMTA MUNI and AC Transit. Existing wayfinding directional and transit information signage and displays will be replaced to improve and enhance the transit wayfinding experience of transit users. The new signs and information displays will provide consistent and understandable information with the use of fewer written messages and more pictograms, graphic symbols, and operator logos. Construction has been substantially completed at the MacArthur and Ashby stations. Procurement efforts are currently underway for the next phase of work at the Fruitvale, Rockridge, and North Berkeley stations. Although unfunded for construction, design development is underway for the Glen Park, Daly City, and Colma stations.

SUSTAINABILITY AND MEASURE RR

BART remains committed to sustainability and resiliency. Through Measure RR, the agency continues to invest in infrastructure projects that support active transportation, conserve resources, and prepare the system for climate resilience.

Supporting Sustainable Access

This year marked significant progress in the Safe Routes to BART (SR2B) program. BART completed construction of the Iron Horse Trail bridge, connecting to Dublin/Pleasanton Station and providing a safe and accessible route for pedestrians and cyclists. Additionally, the newly completed protected intersection at Walnut Avenue and Liberty Street near Fremont Station enhances safety and mobility for all users.

Construction is also advancing on SR2B projects aimed at improving pedestrian and bicycle access at Pittsburg Center, El Cerrito del Norte, and Fremont stations. To continue this momentum, six new projects were initiated under the program's third and final round, focusing on enhancing access to Fruitvale, North Berkeley, Pittsburg/Bay Point, Lake Merritt, 12th Street, 19th Street, Embarcadero, and Union City stations.

Other notable achievements include the completion of the Ashby BART Bicycle Access Improvement Project and the installation of bike stairway channels at 12th Street and Walnut Creek stations. At North Berkeley Station, BART completed two-way cycle tracks, added a new speed table at the station entrance, and widened the Ohlone Greenway on BART property, further supporting safe and sustainable access for non-motorized commuters.

Water Conservation and Leak Detection

To reduce water consumption and improve efficiency, BART installed 15 Calsense irrigation controllers at various sites. These smart controllers help monitor and optimize water use in landscaping and open space areas.

In BART shops and yards, leak detection will be enhanced through the ongoing installation of new water mains and piping as part of the Measure RR-funded fire main upgrades. Water usage is also monitored using billing data and manual inspections, with some utilities providing real-time leak alerts to support rapid response and conservation.

In response to growing climate risks, BART is focused on the Water Intrusion Program to address the challenges posed by sea level rise and extreme weather events. The program is focused on identifying vulnerable infrastructure, developing targeted risk mitigation strategies, and implementing proactive solutions. Current efforts include waterproofing vent structures and entrances at underground stations, an essential step in strengthening the system's resilience.

By investing in sustainable access, resource efficiency, and climate adaptation, Measure RR is helping BART build a more resilient, environmentally responsible transit system for generations to come.



Committee Activities, Suggestions & Expenditures

As part of this report, the Bond Oversight Committee also presents a summary of its activities and expenditures.

April 19, 2024

Staff presents first draft of RR Annual Report. Final draft presentation planned for June Bond Oversight Committee Meeting. Staff presents an overview of Link 21 project. Staff presents overview of RR program. Committee Member Sonja Stewart asked how to find Office of Inspector General (OIG) audit findings and if these findings are included in the Annual Report.

June 21, 2024

Measure RR Annual Report draft is presented to full committee. Members of Annual Report subcommittee say they're pleased with the draft and how staff have responded to their requests. Report is approved unanimously, and Chair Michael McGill is appointed to present it to BART Board. Staff provides update on status of overall RR program. Committee Member Stewart provided an update on Deep Dive Subcommittee activities including a recent meeting with Link21 project staff.

September 20, 2024

BOC approves meeting schedule for 2025 and 2026. Committee Member Rosenthal provided an overview of the July presentation of the Annual Report to the BART Board. The committee held a debrief of the Annual Report process and captured lessons learned. Annual Report Subcommittee Members were reappointed to the committee for another year. Committee Member Rosenthal recommends the Measure RR Committee Workshop to discuss Measure RR priorities and current landscape. The Joseph Towner, Manager of Program Planning Support, presented an update on Office of Civil Rights Small Business Outreach.

January 17, 2025

No quorum present. The committee began its Agenda-Setting and Future Planning workshop as part of the BOC's Measure RR mid-course evaluation. The focus of the workshop centered around understanding priorities for BART and Measure RR, as well as the current transportation landscape. Some of the questions discussed at the workshop include:

- How does the Measure RR program adjust to the new landscape, post covid, as compared to pre-2016?
- How does the drop in ridership affect BART's priorities?
- How are projects prioritized? Are some projects moved up or down? And what criteria is used to determine priorities?
- How is BART positioning itself for a future bond measure?
- How can we improve Measure RR reporting?
- How do we continue to lay the groundwork and build confidence with the public?

Part 1 of the Agenda-Setting and Future Planning workshop included an overview of project prioritization process facilitated by the BART staff from the Office of Infrastructure Delivery. Part 2 of the Agenda-Setting and Future Planning workshop will be held in April. Topics include, BART's Budget Strategy, an update on the future Regional Measure and Polling and an overview of the Capital Program.

April 18, 2025

The committee finalized the FY 2026 meeting schedule and adopted updates to the Standing Rules and Communication Protocols. Part 2 of the Agenda-Setting and Future Planning workshop was held. Staff from Performance and Budget, External Affairs and the Office of Infrastructure Delivery provided presentations and held discussions on topics covering BART's budget strategy, the looming FY26 fiscal cliff, polling and legislation related to a 2026 regional funding measure and leveraging Measure RR funds.

Committee Expenditures: As of this report, the committee has spent \$5,500 in Fiscal Year 2025 on the design and production of the Measure RR Annual Report.

The public is invited to attend Measure RR Bond Oversight Committee meetings in person or online. Meetings are held from 9:30-12:30 on the third Fridays of January, April, June, and September. The meetings are listed on the BART website at <https://bart.legistar.com/Calendar.aspx>

The public can view meeting minutes at www.bart.gov/bondoversight

This committee will continue to publish annual reports throughout the life of the Measure RR Rebuilding Program.

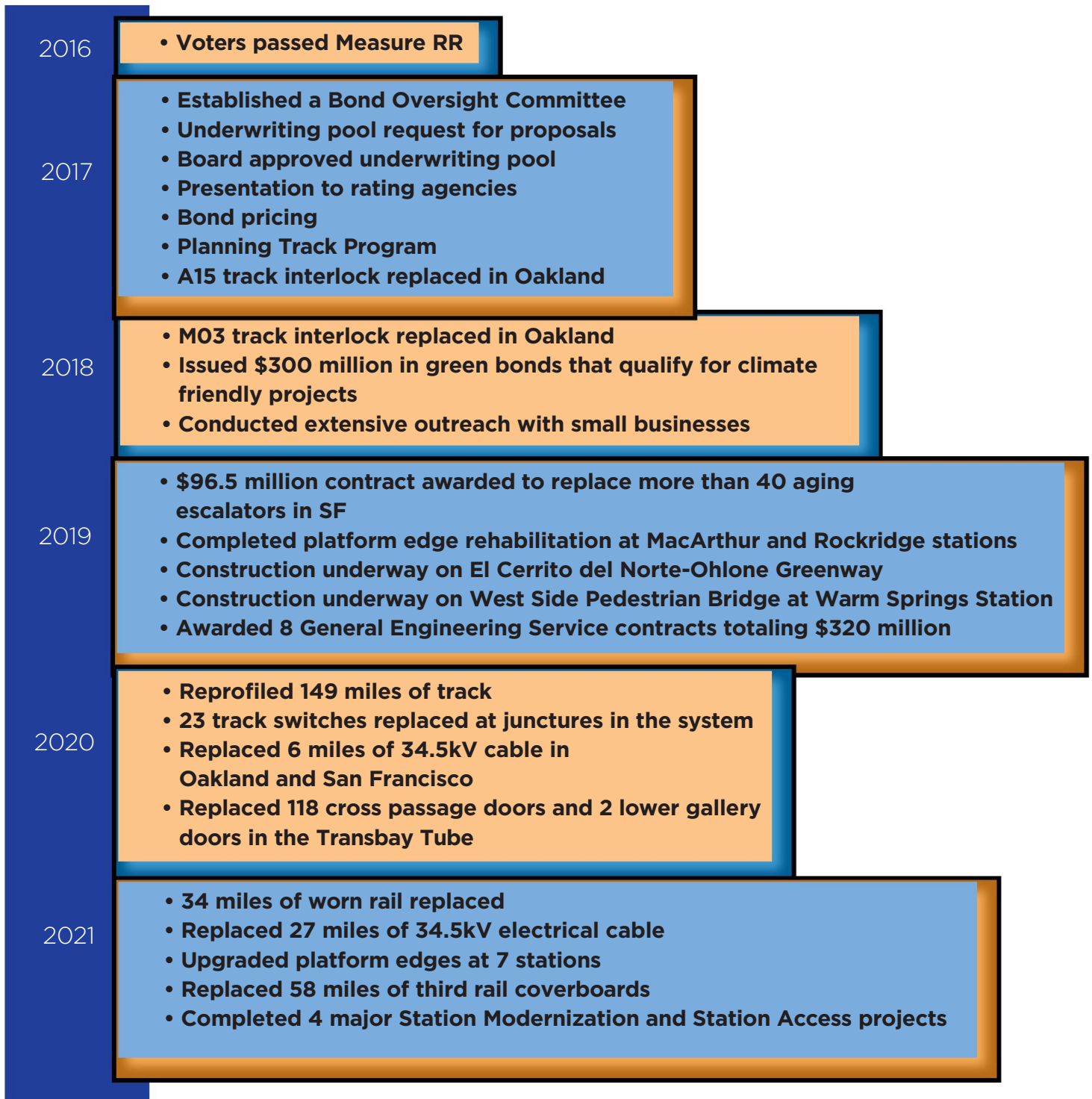
Helpful Links

Additional information about the Measure RR Rebuilding Program can be found on bart.gov.

Here is a list of helpful links if you'd like to learn more about the details of Measure RR.

Previous Measure RR Annual Reports published by the Bond Oversight Committee	The Bond Oversight Committee has published an annual report for each year of the Measure RR rebuilding program. All these past reports are available at www.bart.gov/bondoversight .
Measure RR Standing Rules and Original Documents	
Bond Oversight Committee Standing Rules	This document outlines the basics of how the Measure RR Bond Oversight Committee operates. https://tinyurl.com/4r4wvx8b
Original Measure RR Bond Resolution	This is the document approved unanimously by the BART Board of Directors on June 9, 2016, that led to Measure RR being placed on the November 2016 ballot in the BART District. www.bit.ly/3p9olne
2016 Treasurer's Tax Rate Statement	The statement from BART's Treasurer was issued in compliance with the state election code ahead of the November 2016 vote and offers best estimates of the highest tax rate that would be required to be levied to fund the bond issue, the total debt service, and more. www.bit.ly/3qSfTyt
2016 Measure RR Fact Sheet	Includes details put before District voters in advance of the 2016 election. www.bit.ly/3Xeuf8s
Major Audits	
There were no major audits of the RR program during the period of this Annual Report. Starting in 2022, staff began giving regular audit presentations in the second meeting of the calendar year. The public can view these presentations at www.bart.gov/bondoversight .	
Additional Background	
Green Bonds	BART provides updated information on its climate-certified Green Bonds, including preliminary offering statements and credit reports at www.bart.gov/greenbonds .
Procurement	Updated info on upcoming procurement opportunities and contracts out for bid at BART. www.bart.gov/about/business/procurement

Additional Resources — V



2022

- Substantial completion of 34.5kV cable replacement in downtown San Francisco
- Completed trackway demolition and restoration for Transbay Tube retrofit
- Completed station modernization projects at Powell Street and 19th Street
- Opened Warm Springs Pedestrian Bridge
- Issued \$700 million in climate-friendly green bonds

2023

- Substantial completion of rail reprofiling (systemwide)
- Completion of 19th Street/Oakland City Center Station Modernization Project
- Construction of Civic Center Station scissor stairs
- Completion of Concord Willow Pass Road (CWS) high voltage transformer replacement
- Completion of construction of Oakland Yard tracks and platform lighting for Powell Street Station Modernization

2024

- The Switch Point Replacement project at Hayward and Concord Yards was completed successfully
- Renewed catwalks at the aerial structure (Phase 3A) through in-house construction efforts
- Advanced station access and safety with the Ashby Bicycle Access Improvement Project
- Enhanced system reliability by completing the Civic Center Street Substation (MCC)
- Hayward Yard Fire Services project construction was completed
- Added seven new canopies and escalators across Downtown San Francisco stations, improving rider experience and weather protection

Appendix

Appendix 1: List of capital grants awarded to BART through 2024 through the use of Measure RR matching funds.

Fund Source	Awarded Through CY2024(\$M)*	Notes
FTA Capital Investment Grant	\$1,295.9	CIG, ARP CIG and supplemental CIG Award from FY23 Appropriations
State Funds	\$984.4	SB1 grants (TIRCP, LPP, SCCP), AHCS, and other state grants
City/County Funds	\$514.6	
BART Sales Tax Bonds	\$446.3	Measure AA and bond proceed interest
BART (Other)	\$323.1	
Federal Formula/Other Federal Funds	\$300.7	
MTC/Regional Funds	\$62.9	RM1, RM2, RM3, and other bridge toll proceeds
Other	\$3.0	
Total	\$3,930.8	

*Reflects grant awards (allocated and not yet allocated) through CY2024

Appendix 2: Active Measure RR Projects

Project Name	RR Funds Invested	Project Name	RR Funds Invested
Renew Track			
Rail Relay Replacement in Core System	\$62,981,071	MET-G Generator Replacement	\$3,114,196
Interlocking Replacement at K23, K25, and C15	\$39,187,199	Cast Coil Transformers Replacement	\$1,836,477
Interlocking Replacement at A77	\$32,519,716	Tunnel Lighting Replacement on M-Line	\$7,014,592
Interlocking Replacement at Fremont (A85)	\$4,196,719	Tunnel LED Lighting in TBT	\$1,052,846
Direct Fixation Pads Replacement Systemwide	\$12,864,504	Tunnel Lighting Replacement, Walnut Creek Tunnel	\$879,519
Track Renewal Project Richmond Yard	\$9,466,856	Tunnel Lighting Replacement, R-Line and Berkeley Hills Tunnel	\$1,704,985
Replacement of Switch Point Components in Yards	\$4,750,000	Transbay Tube 480V Switchgear Replacement, XF Pads	\$55,849,479
Frog Capital Maintenance	\$3,988,006	San Francisco Transition Structure (SFTS)	
Rail Destressing	\$957	Transformer Upgrade	\$857,185
Track Programmatic Support for RR Bonds	\$163,270,707	Traction Power Substations and Switching	
Procurement of Direct Fixation Fasteners	\$-	Station Replacements	\$64,121,908
Renew Power Infrastructure		Repair Tunnels & Structures	
34.5 kV AC Cable Replacement A-Line	\$145,579,846	Fence Rehabilitation Systemwide	\$10,091,253
34.5 kV AC Cable Replacement R-Line	\$83,083,830	Aerial Catwalk Renewal	\$3,664,614
34.5 kV AC Cable Replacement C-Line	\$29,731,644	Water Mitigation M-Line Tunnel	\$2,723,275
34.5 kV AC Cable Replacement K-Line	\$15,030,398	Water Mitigation Oakland Wye Tunnel	\$1,813,616
Design and Replacement of DC Switchgear	\$440,787	Stabilize MW-12 Slope	\$1,589,120
Portable and Mobile High Voltage Traction		Slope Stabilization Systemwide	\$2,258,981
Power Substations	\$-	Slope Stabilization on M&L Lines	\$165,813
Traction Power Substation Procurement	\$4,971,222	Cross Passage Doors and Hardware Upgrade	\$2,009,176
Traction Power Substation Installation	\$28,919,397	Seal And Secure Substation Roofs	\$1,963,225
Replacement of Walnut Creek (CWC)		Wayside Signage - Inspection and Inventory	\$1,504,452
Traction Power Substation	\$12,386,766	Rehabilitation of Street Grates	\$1,188,186
West Bay Traction Power Substations	\$19,471,307	Water Intrusion Mitigation in Train Control Rooms	\$4,538,257
East Bay Traction Power Substations	\$5,579,991	Water Intrusion at C-Line and R-Line	\$1,081,307
PG&E Power feed to MXP Gap Breaker	\$193,074	Water Intrusion at A-Line	\$893,884
Station Fire Alarm Replacement, 3 Stations	\$2,089,183	Renew Mechanical Infrastructure	
Station Fire Alarm Replacement, 6 Stations	\$11,033,845	Fire Services at Hayward Yard	\$10,229,854
Train Control Room UPS Replacement, 48 locations	\$10,150,879	Turntables Replacement at Concord Yard	\$7,147,967
Battery Replacement for Train Control Rooms	\$843,694	HVAC Renovation at LMA	\$3,027,869
System wide MPR and Rectifier Renovation	\$21,979,845	Sewage Pump Replacement Systemwide	\$1,758,989
High Voltage Blocking Scheme, 13 locations	\$5,329,328	Upgrade Fire Suppression System	\$1,093,841

Appendix 2: Active Measure RR Projects (continued)

Project Name	RR Funds Invested	Project Name	RR Funds Invested
TransBay Tube Dampers Overhaul	\$898,942	Program Management - Core Capacity	\$5,374,688
Car Lifts, Richmond	\$731,042	Link 21	\$133,972,637
Control Tower HVAC at Concord and Richmond Yard	\$551,929	Embarcadero Platform Elevator	\$815,883
Concord Yard Wheel Truing Facility	\$8,540	Access Improvements	
Replace Hydraulic Lift Cylinders at Hayward and Richmond Shops	\$218,758	Safe Routes to BART Grant Program	\$4,116,170
Renew Stations		Dublin/Pleasanton Station Active Access Improvements	\$2,394,439
Market Street Entry Canopies	\$13,819,201	North Berkeley Station Access Improvement	\$6,804,721
Market Street Escalators Project	\$56,992,009	19th Street/Oakland Active Access Improvements	\$2,125,389
Walnut Creek TOD Access Improvements	\$1,076,747	Coliseum Station Access	\$47,823
16th St. Plaza Structural Analysis	\$36,601	MacArthur Station Active Access Improvements	\$878,312
Customer Amenities Conceptual Design Project	\$118,795	Civic Center Active Access Improvements	\$792,390
Train Control Modernization		Lake Merritt Plaza Design	\$2,395,563
CBTC Project Development	\$20,146,138	Public Address System Improvement	\$308,785
CBTC RR Interlocks	\$19,038,376	Accessibility Improvement Program	\$7,012,275
CBTC Hitachi Design Build	\$13,506,947	Wayfinding Improvements at Various Stations	\$1,165,877
CBTC Enabling Works 1	\$3,326,274	Fremont Station Access Improvements	\$494,552
CBTC Enabling Works 2	\$7,557,367	Pittsburg/Baypoint Station Shared Mobility Improvements	\$636,500
Relieve Crowding, Increase System Redundancy, and Reduce Traffic Congestion		East Bay Greenway ACTC Support	\$14,679
Hayward Maintenance Complex		East Bay Greenway Segment II	\$3,750
Phase 2 Preliminary Engineering	\$7,973,962	Bicycle Stair Channels	\$269,333
HMC Phase 2 East Storage Yard	\$3,418,807	Bike Program Capital	\$275,517
		Bicycle Preferred Travel Path	\$192,898

Appendix 3: RR Projects Completed from Inception through 3/31/25

Project Name	RR Funds Invested	Project Name	RR Funds Invested
Renew Track		Third Rail Replacement Phase 3	\$6,418,760
C55 Interlocking Replacement near Concord	\$9,030,974	Track Bearing Pads Study	\$1,146,878
C35 Interlocking Replacement near Lafayette	\$19,406,194	Berkeley Hills Tunnel Creep	\$1,765,100
C25 Interlocking Replacement near Orinda	\$13,199,523	Safety Barriers Phase 3	\$2,977,304
Track Renewal Project Oakland Yard	\$15,538,157	A-Line Operability Feasibility Study	\$3,810,453
System Joint Elimination Richmond Yard	\$1,955,476	Renew Mechanical Infrastructure	
A65/A75 Interlocking Replacement near Hayward	\$24,005,961	Replace Antiquated Backflow Preventers	\$1,003,322
R65 Interlocking Replacement near Richmond	\$8,556,105	Rotoclones Replacement at Shops	\$4,350,687
Rail Re-Profiling Services Systemwide	\$18,515,251	Stormwater Treatment Systemwide	\$63,393
Procurement of Rails, Ties, and Fasteners	\$6,783,288	Install Wet Standpipes (L-Line)	\$71,084
Restraining Rail	\$409,613	Fire Hoses and Piping	\$504,646
Friction Modification Study	\$1,427,981	Fire Services Yards - Concord Yard	\$7,462,119
Renew Power Infrastructure		Fire Services Yards - Richmond Yard	\$9,964,867
High Voltage Transformer Replacement near Pittsburg	\$13,389,839	Fire Services - Oakland Shops	\$259,182
Cable Replacement M-Line Balboa Park-24th St.	\$4,323,220	Access Ladders	\$646,236
34.5 kV AC M-Line Bay Tube West-Balboa Park	\$103,683,791	Vacuum Systems (Non-revenue vehicle shops)	\$1,546,957
K-Line Cable Replacement (KWS to ANA)	\$95,411,179	Coverboard Enhancement	\$4,065,616
Substation Replacement Richmond Yard	\$1,392,350	Replace Fire Suppression at Lake Merritt Admin	\$1,251,907
Station Emergency Lighting (11 Locations)	\$31,410,252	Facilities HVAC Equipment Replacement System Wide	\$9,292,766
Repair Tunnels and Structures		Corrosion Assessment of Metallic Gas Lines at Multiple Yards	\$1,339,766
Replacement of Transbay Tube Doors Phase 1	\$105,184	Computer Room Fire Protection Initial Planning	\$9,742
Replacement of Transbay Tube Doors Phase 2	\$12,011,147	Renew Stations	
Transbay Tube Retrofit	\$115,596,972	Union City Intermodal Station Phase 2A	\$8,072,307
Water Mitigation Escalator and Elevator Machine Rooms	\$993,672	EL Cerrito Del Norte Station Modernization	\$9,792,499
Aerial Fall Protection	\$27,573,140	Station Modernization at 19th St. Station	\$9,618,809
Renew Sound Walls of Guideways	\$1,434,577	Powell Street - Gateway Station	\$6,641,701
Platform Edge Structural Rehabilitation Limited Locations	\$5,341,745	West Oakland Station Modernization Plan	\$298,333
Substation Walls	\$515,737	Relieve Crowding, Increase System Redundancy, and Reduce Traffic Congestion	
Rehabilitation of Expansion Joints	\$828,111	Platform Doors Feasibility Study	\$2,172,740

Appendix 3: RR Projects Completed from Inception through 3/31/25 (continued)

Project Name	RR Funds Investe	Project Name	RR Funds Invested
Access Improvements		MacArthur Plaza Renovation	\$371,234
Balboa Park - Upper Plaza / Passenger Drop Off		Fare Evasion Barriers and Controls	\$189,565
Area Upgrade	\$671,913	Embarcadero Civic Center Bike Modernization	\$541,241
Warm Springs Pedestrian Bridge West	\$1,510,000	Ashby Bicycle Access Improvements	\$237,965
eBART Additional Parking Lot	\$4,373,899	Wayfinding Improvements Phase 2	\$78,729
El Cerrito Del Norte Gateway	\$8,634,503	New Platform Stairs at Civic Center	\$13,041,236
MacArthur Transit Improvements	\$3,844,657	Last Mile Investments	\$796,596
Embarcadero Station Entrance Gates	\$110,435	Outer C-Line Access Study	\$22,793
ADA Lighting Improvements	\$281,200		

Appendix 4: Office of Inspector General final reports related to Measure RR

BART's Office of the Inspector General (OIG) was authorized by Bay Area Regional Measure 3 (RM 3), which Bay Area voters approved on June 5, 2018. The independent OIG was established for the purpose of identifying opportunities to improve efficiency and effectiveness of BART operations and delivery of capital projects and to ensure compliance with applicable federal and state laws. Below are brief summaries with links to finalized OIG reports that pertain to the use of Measure RR funds. You can see all OIG reports at www.bartoig.org/

Appendix 5: Financial Audit

An examination of BART's financial statements is detailed in Audited Financial Reports that are prepared by an independent organization in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. The latest Annual Comprehensive Financial Report includes but is not solely focused on the Measure RR Rebuilding Program.

Appendix 6: Acronyms

Acronym	Description
2D	Two Dimensional
3D	Three Dimensional
A10	Lake Merritt Station
A15	A Line Interlocking near 12th Street Station
A20	Fruitvale Station
A60	Hayward Station
A65	A Line Interlocking near Hayward Station
A75	Hayward Yard
A77	Interlocking near Hayward Yard
A80	Union City Station
A85	A Line Interlocking near Fremont Station
AC Transit	Alameda-Contra Costa Transit District
ACTC	Alameda County Transportation Commission
ADA	Americans with Disabilities Act of 1990
AHSC	Affordable Housing and Sustainable Communities
A-Line	Fremont/Warm Springs branch
ANA	19th Avenue Substation
ARP	American Rescue Plan

Acronym	Description
ASL	San Leandro Substation
BART	San Francisco Bay Area Rapid Transit District
BOC	Bond Oversight Committee
C15	Interlocking between Rockridge and Berkeley Hills Tunnel
C20	Orinda Station
C25	Interlocking near Orinda
C35	Interlocking near Lafayette
C55	Interlocking near North Concord Yard
CalCPA	California Society of Certified Public Accountants
CBTC	Communications-Based Train Control
CCJPA	Capital Corridor Joint Powers Authority
CIG	Capital Investment Grant
CIP	Capital Investment Plan
C-Line	Concord/Pittsburg/Bay Point branch
CMR	Minert Road Substation
CPI	Cost Performance Index
CPUC	California Public Utilities Commission
CWC	Walnut Creek Traction Power Substation

Acronym	Description
CWS	Concord Willow Pass
CY	Calendar Year
eBART	East Contra Costa BART Extension
EVM	Earned Value Management
FTA	Federal Transit Administration
FY	Financial Year
GCR	Government and Community Relations
GO Bond	General Obligation Bonds
HMC	Hayward Maintenance Complex
HTT	Hayward Test Track
HVAC	Heating, Ventilation, and Air Conditioning
IDR	Issuer Default Rating
IEEE	Institute of Electrical and Electronics Engineers
IRS	Internal Revenue Service
K-Line	Richmond branch (via MacArthur)
K23	Interlocking near 19th Street Station
K25	Interlocking near 19th Street Station
KTE	Baytube East Substation
KTF	34th Street Substation
KWS	Washington Street Switching and Substation
kV	Kilovolt
L30	East Dublin/ Pleasanton Station
LED	Light-Emitting Diode
L-Line	Dublin/Pleasanton branch
LMA	Lake Merritt Administration Building
LPP	Local Partnership Program
M70	Glen Park Station
MCC	Civic Center Substation
MET-G	Metro Building
M-Line	San Francisco / Transbay Tube corridor
MPR	Multiprotection Relay
MPS	Powell Street Traction Power Substation
MTC	Metropolitan Transportation Commission
MW-12	Maintenance of Way, Walnut Creek

Acronym	Description
MXP	Gap Breaker Station, between M90-M80
OCR	Office of Civil Rights
OCY	Concord Yard
OHY	Hayward Yard
OIG	Office of Inspector General
OKS	Oakland Shops
OPEB	Other Post-Employment Benefits
ORY	Richmond Yard
PA	Public Address
PG&E	Pacific Gas and Electric Company
R60	Richmond Station
R-Line	Richmond mainline (through Berkeley/El Cerrito)
RM1	Regional Measure 1
RM2	Regional Measure 2
RM3	Regional Measure 3
RPA	Portola Avenue Substation
SamTrans	San Mateo County Transit District
SAT	Site Acceptance Tests
SBA	Small Business Administration
SBSS	Small Business Support Services
SCCP	Solutions for Congested Corridors Program
SF	San Francisco
SFMTA MUNI	San Francisco Municipal Transportation Agency
SFTS	San Francisco Transition Structure
SIT	Site Integration Tests
SPI	Schedule Performance Index
SR2B	Safe Routes to BART
TBT	Transbay Tube
TIFIA	Transportation Infrastructure Finance and Innovation Act
TIRCP	Transit and Intercity Rail Capital Program
TOD	Transit Oriented Development
UPS	Uninterruptible Power Supply
WTS	Women's Transportation Seminar



Lyn Williams

Assistant Chief of Core Capacity

Lyn Williams, our colleague and friend passed away on Thursday, March 27. Lyn joined BART in December 2016 and was among the first professionals hired specifically to support the Measure RR program. She brought to BART a remarkable background as an engineer, marketer, business leader, and entrepreneur. Lyn held a MBA from NYU's Stern School of Business and a BS in Materials Engineering from the University of Pittsburgh.

From the outset, Lyn approached her role with dedication and curiosity—immersing herself in BART's track and train control systems, and the evolving vision of Measure RR. Her talent and leadership were quickly recognized, leading to a series of promotions that culminated in her role as Assistant Chief of Core Capacity in the Office of Infrastructure Delivery.

Lyn was a natural leader and a generous mentor. She was often the first to welcome new employees, guiding them through onboarding and ensuring they were connected with the right people and resources. Her approach was always collaborative and action-oriented, with a keen ability to bring together teams across departments to deliver results.

A trusted advisor and strategic thinker, Lyn played a key role in the delivery of major capital projects and was a strong advocate for women in transportation through her involvement in organizations such as the Women's Transportation Seminar (WTS). Her commitment to mentoring and supporting the growth of others was felt by many across the agency.

Above all, Lyn balanced her professional contributions with deep devotion to her family—her husband, son, and extended loved ones—while maintaining a strong bond with her BART colleagues. She often described herself as “a dreamer,” believing in what's possible and working tirelessly to make it real.

Lyn's strength, generosity, and unwavering spirit continue to inspire all who had the privilege to work with her.

Measure RR Bond Oversight Committee member Vinit Shrawagi passed away on January 8.

Mr. Shrawagi joined the Bond Oversight Committee in September 2021, serving in the Certified Public Accountant seat. He brought deep financial expertise and a strong commitment to public service, volunteering his time to ensure transparency and accountability in the Measure RR rebuilding program.

In addition to his core role, Mr. Shrawagi served as Chair of the Annual Report Subcommittee and contributed as a member of the Programmatic Informational Deep Dive Ad Hoc Subcommittee. His thoughtful leadership and dedication were instrumental in advancing the committee's oversight efforts for the benefit of BART riders and the broader community.

Outside of his service to BART, Mr. Shrawagi held the position of Director of Peer Review at the California Society of Certified Public Accountants (CalCPA), overseeing the peer review program across California, Arizona, and Alaska. He was a proud alumnus of Santa Clara University.

Mr. Shrawagi's contributions, professionalism, and passion for public accountability left a lasting impact. He will be remembered with respect and gratitude by his colleagues on the Bond Oversight Committee and the BART community.



Vinit Shrawagi

*Bond Oversight Committee Member
July 2021 - January 2025*

Keep up with Measure RR

The independent Bond Oversight Committee encourages you to stay updated on Measure RR and share comments or questions about BART's rebuilding efforts. Community engagement and feedback from stakeholders is essential to the success of the Measure RR program.

Follow and comment via social media:



Facebook
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@sfbayarearapidtransit



Twitter:
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Email BART directly:
MeasureRRCommittee@bart.gov



TikTok:
@sfbart

Attend a public meeting and email comments to the oversight committee:

Details on upcoming Bond Oversight Committee meetings can be found at **www.bart.gov/bondoversight**. Meetings are open to the public to attend in person or watch and participate via videoconference. You may also email public comments that will be entered into the public record. List "public comment" as the subject line and email MeasureRRCommittee@bart.gov.

