

# **San Francisco Bay Area Rapid Transit District**

2150 Webster Street, P. O. Box 12688, Oakland, CA 94604-2688



## **BOARD MEETING AGENDA**

### **Board Workshop -**

**Please note that a revised attachment has been added under Item 4-B. The Workshop will be via teleconference with an in-person public participation option.**

**Thursday, February 23, 2023**

**9:00 AM**

**via Teleconference and BART Board Room, 2150 Webster Street, 1st Floor,  
Oakland, CA 94612.**

**Zoom Link: <https://us06web.zoom.us/j/89756006767>**

### **Board of Directors**



SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT  
2150 Webster Street, P.O. Box 12688, Oakland, CA 94604-2688

## BOARD MEETING AGENDA

February 23, 2023

9:00 a.m.

A regular meeting of the Board of Directors will be held at 9:00 a.m. on Thursday, February 23, 2023, via teleconference and in the BART Board Room, 2150 Webster Street, 1st Floor, Oakland, California 94612.

Please note that this meeting will be via teleconference with an option for in-person public participation in the BART Board Room, 2150 Webster Street, 1st Floor, Oakland, California 94612. Face masks are strongly recommended on BART property, including the BART Board Room.

Please note, pursuant to all necessary findings having been made by the Board of Directors of the San Francisco Bay Area Rapid Transit District (for itself as well as all subordinate legislative bodies) to continue remote public meetings in the manner contemplated under urgency legislation Assembly Bill No. 361, public participation for this meeting will be available via teleconference and in person.

You may watch the Board Meeting live or archived at <https://bart.gov/boardtv>

Presentation and agenda materials will be available via Legistar at <https://bart.legistar.com>

You may attend the Board Meeting in person or join the Board Meeting via Zoom by calling 833-548-0282 and entering access code 897 5600 6767; logging in to Zoom.com and entering access code 897 5600 6767; or typing the following Zoom link into your web browser:  
<https://us06web.zoom.us/j/89756006767>

Members of the public may address the Board of Directors regarding any matter on this agenda. If you wish to discuss a matter that is not on the agenda during a regular meeting, you may do so under Public Comment.

If you wish to make a public comment:

- 1) Submit written comments via email to [board.meeting@bart.gov](mailto:board.meeting@bart.gov), using “public comment” as the subject line. Your comment will be provided to the Board and will become a permanent part of the file. Please submit your comments as far in advance as possible. Emailed comments must be received before 4:00 p.m. on February 22, 2023, in order to be included in the record.
- 2) Complete a “Request to Address the Board of Directors” form (available at the entrance to the Board Room) and give it to the District Secretary before the Item is considered by the Board.
- 3) Call 833-548-0282, enter access code 897 5600 6767, dial \*9 to raise your hand when you wish to speak, and dial \*6 to unmute when you are requested to speak; log in to Zoom.com, enter

access code 897 5600 6767, and use the raise hand feature; or join the Board Meeting via the Zoom link (<https://us06web.zoom.us/j/89756006767>) and use the raise hand feature.

Public comment is limited to three (3) minutes per person.

Any action requiring more than a majority vote for passage will be so noted.

Items placed under “consent calendar” are considered routine and will be received, enacted, approved, or adopted by one motion unless a request for removal for discussion or explanation is received from a Director or from a member of the audience.

Please refrain from wearing scented products (perfume, cologne, after-shave, etc.) to these meetings, as there may be people in attendance susceptible to environmental illnesses.

BART provides services/accommodations upon request to persons with disabilities and individuals who are limited English proficient who wish to address BART Board matters. A request must be made within one and five days in advance of Board meetings, depending on the service requested. Please contact the Office of the District Secretary at 510-464-6083 for information.

Rules governing the participation of the public at meetings of the Board of Directors and Standing Committees are available for review on the District's website (<http://www.bart.gov/about/bod>).

Meeting notices and agendas are available at [bart.legistar.com](http://bart.legistar.com); via email (<https://cloud.info.bart.gov/signup>); or via regular mail upon request submitted to the District Secretary.

Complete agenda packets (in PDF format) are generally available for review at [bart.legistar.com](http://bart.legistar.com) no later than 48 hours in advance of the meeting.

Please submit your requests to the District Secretary via email to [BoardofDirectors@bart.gov](mailto:BoardofDirectors@bart.gov); in person or U.S. mail at 2150 Webster Street, 10th Floor, Oakland, CA 94612; or telephone at 510-464-6083.

April B. A. Quintanilla  
District Secretary



Regular Meeting of the  
BOARD OF DIRECTORS

The purpose of the Board Meeting is to consider and take such action as the Board may desire in connection with:

1. CALL TO ORDER

- A. Roll Call.
- B. Pledge of Allegiance.
- C. Introduction of Special Guests.

2. CONSENT CALENDAR

- A. Approval of the Minutes of the Meeting of December 1, 2022 (Special).  
*Board requested to authorize.*

**Attachments:** [Approval of Minutes of the Meeting of December 1, 2022 \(Special\)](#)

3. PUBLIC COMMENT

(An opportunity for members of the public to address the Board of Directors on matters under their jurisdiction and not on the agenda. Public comment is limited to three (3) minutes per person. )

4. WORKSHOP

- A. Introduction, Regional Context, and Financial Outlook.  
*For information and discussion.*

**Attachments:** [Introduction, Regional Context, and Financial Outlook - Memo](#)  
[Introduction, Regional Context, and Financial Outlook - Presentation](#)

RECESS (10 Minutes)

- B. Financial Stability: Short-Term and Long-Term Strategies.  
*For information and discussion.*

**Attachments:** [Financial Stability Short-Term and Long-Term Strategies - Revised Presentation](#)

RECESS (15 Minutes)

- C. Customer Satisfaction Survey: Results and Areas of Focus.  
*For information and discussion.*

**Attachments:** [Customer Satisfaction Survey Results and Areas of Focus - Presentation](#)

RECESS (15 Minutes)

- D. Improving Customer Experience.  
*For information and discussion.*

**Attachments:** [Improving Customer Experience - Presentation](#)

RECESS (20 Minutes)

- E. Board Workshop Summary.  
*For information and discussion.*

- F. In Memoriam.

(An opportunity for Board members to introduce individuals to be commemorated.)

**SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT**

2150 Webster Street, P.O. Box 12688, Oakland, CA 94612-2688

Board of Directors  
Minutes of the 1,922<sup>nd</sup> Meeting  
December 1, 2022

A Special Meeting of the Board of Directors was held on December 1, 2022, convening at 2:40 p.m., via teleconference and in the BART Board Room, 2150 Webster Street, 1<sup>st</sup> Floor, Oakland, California, pursuant to all necessary findings having been made by the Board of Directors of the San Francisco Bay Area Rapid Transit District (for itself as well as all subordinate legislative bodies) to continue remote public meetings in the manner contemplated under urgency legislation Assembly Bill No. 361. President Saltzman presided; April B. A. Quintanilla, District Secretary.

Directors Present in Oakland: Directors Ames, Dufty, Foley, Li, McPartland, Raburn, Simon, and Saltzman.

Directors Present via Teleconference: Director Allen.

Absent: None.

President Saltzman called for Public Comment on Item 3 only. No comments were received.

President Saltzman brought the matter of Reject All Proposals and Request New Proposals for Contract No. 47CJ-230, Procurement of Fare Gates, before the Board. Michael Jones, Deputy General Manager, presented the item.

The item was discussed, with the following highlights:

Director Raburn inquired about the names of the firms that submitted bids.

Director Allen commented on the delay of the contract; inquired about the timeline of the bidding and award process; commented on the potential impact of the project; and requested that the project be expedited.

Director Dufty commented on the occurrence of mistakes, staff's efforts to remedy the situation, and the importance of the project.

Vice President Li expressed agreement with Director Dufty's comments and satisfaction with staff's work on the project over the years and requested that staff work to expedite the project.

Director Raburn moved that the Board authorizes the General Manager to reject all Proposals received on October 11, 2022, for Contract No. 47CJ-230 and to readvertise the Contract to solicit new proposals via competitive negotiation pursuant to the Board's January 13, 2022, authorization. Director Simon seconded the motion, which carried by unanimous roll call vote. Ayes: 9 – Directors Allen, Ames, Dufty, Foley, Li, McPartland, Raburn, Simon, and Saltzman. Noes: 0.

The Meeting adjourned at 2:53 p.m.

April B. A. Quintanilla  
District Secretary

## SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT

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### MEMORANDUM

**TO:** Board of Directors

**DATE:** February 16, 2023


**FROM:** General Manager

**SUBJECT:** BART Board 2023 Workshop

The annual BART Board Workshop will be held on Thursday, February 23<sup>rd</sup> beginning at 9:00 AM at BART Headquarters, 2150 Webster Street, Oakland CA. The public will be welcome to join in person or via Zoom videoconferencing. This event offers an opportunity for more in-depth conversation among Board members, and between the Board and staff on the most important topics for the new year.

This year's agenda focuses on two priority areas: Financial Stability and Customer Experience. We will provide an updated financial outlook and present our short- and long-term funding strategy with guest speakers from the California Transit Association (CTA) and the Metropolitan Transportation Commission (MTC). Over lunch, we will dive into the findings of the BART 2022 Customer Satisfaction Survey and then reconvene in the afternoon to discuss improving the customer experience. The workshop will conclude with a summary of input from the Directors.

If you have any questions, please contact Val Menotti, Chief Planning & Development Officer at (510) 287-4794.

DocuSigned by:  
  
47000790F2D7463...

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Robert M. Powers

cc: Board Appointed Officers  
Executive Staff

San Francisco Bay Area Rapid Transit District

# Board Workshop 2023

# Workshop Agenda

Introductory Remarks

Regional Context and Financial Outlook

*Break*

Financial Stability: Short- and Long-term Strategy

*Break*

Working Lunch: Customer Satisfaction Survey

*Break*

Improving Customer Experience

*Break*

Summary Wrap Up







# Regional Context and Financial Outlook

Board Workshop

February 23, 2023

# Presentation Overview

- Regional Context and Trends
  - Economic Trends and Recovery
  - Employment Trends
  - Remote Work Trends
  - Travel and Ridership Trends
  - Climate Policy
- Financial Outlook
  - Ridership Trends and Projections
  - Operating Revenue and Expense Projections
  - Fiscal Runway and Next Steps

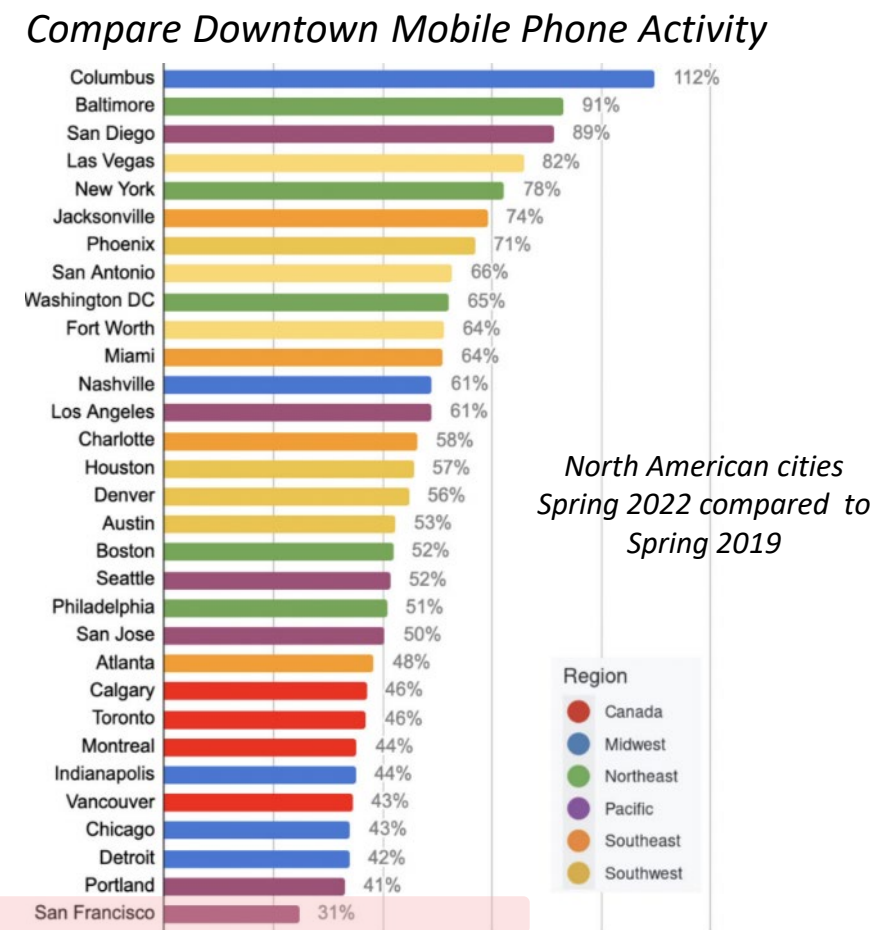
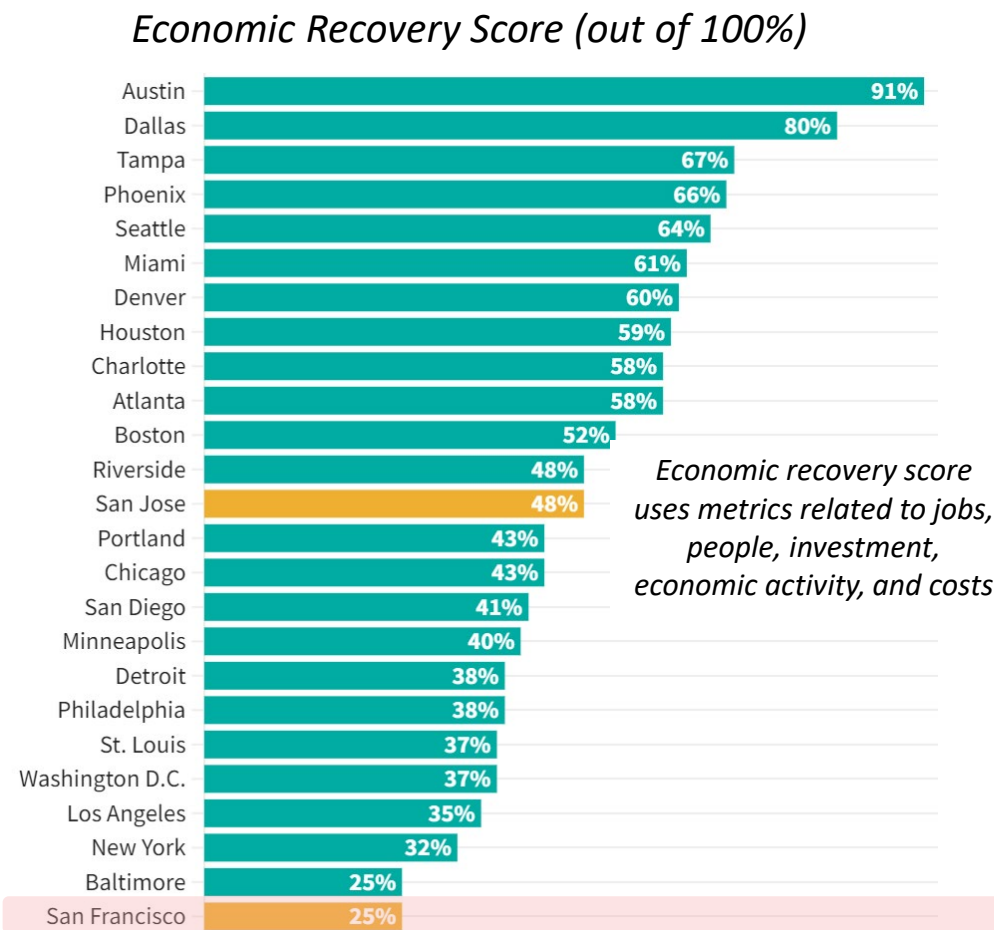


# Regional Context and Trends



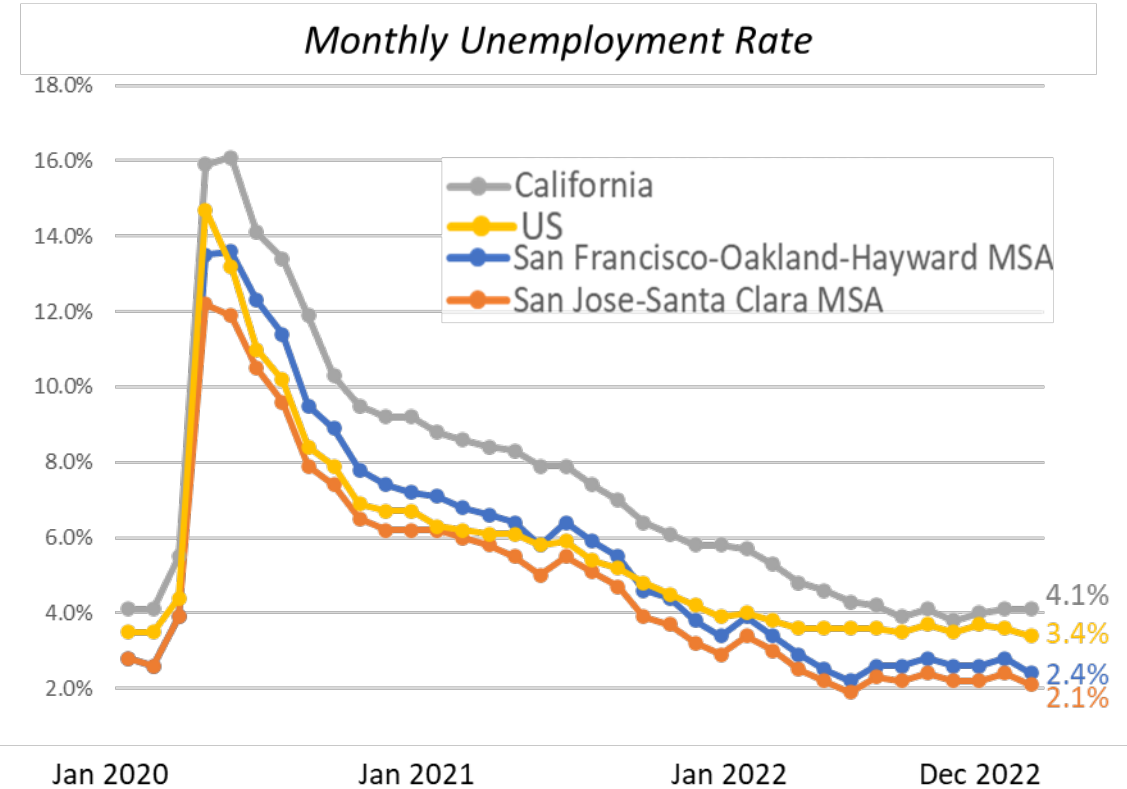
# Economic Trends & Recovery

- Downtown San Francisco activity lagging post-COVID

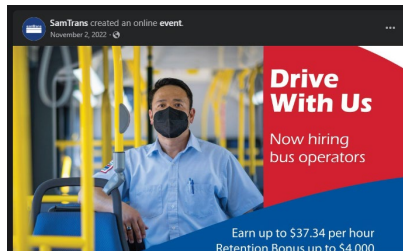


# Employment Trends

- National indicators of a labor shortage
  - 2.8 M fewer workers than pre-pandemic
  - Two times more job openings than unemployed workers
- Regional unemployment rates lower than state and nation
- Hiring challenges felt across region



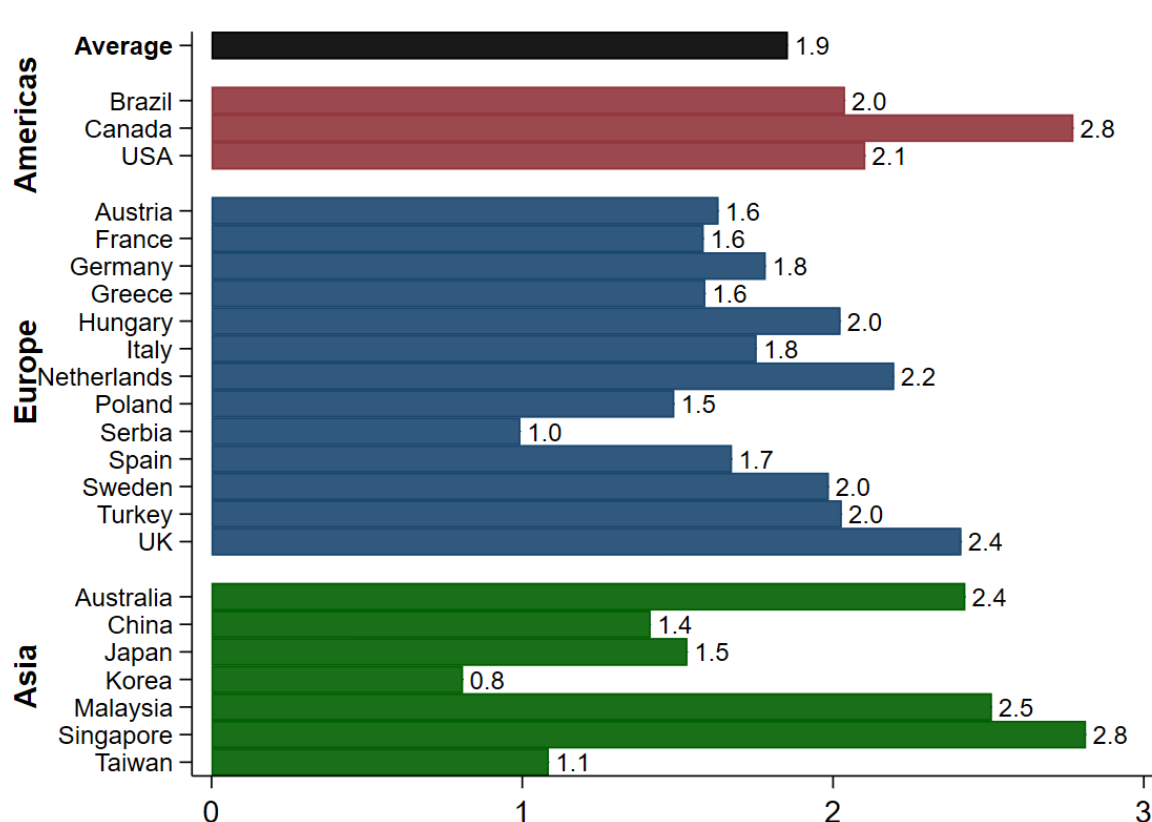
Source: Bureau of Labor Statistics



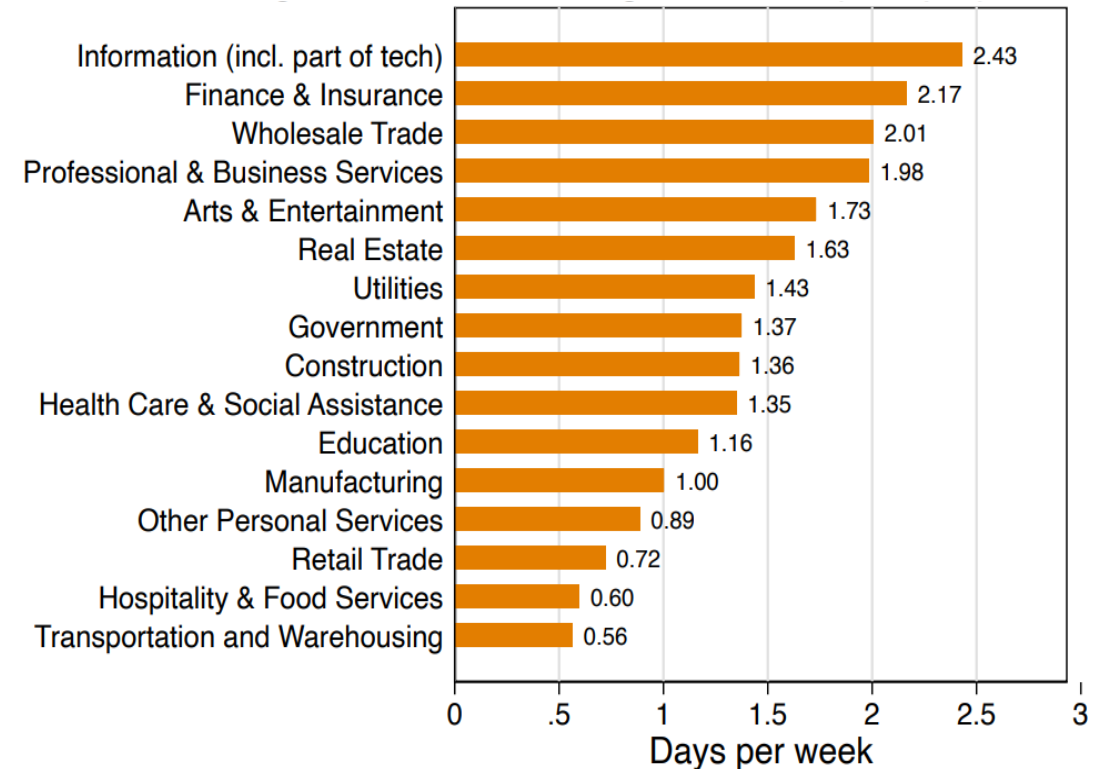
# Remote Work Trend

- Global average is around two days per week
- Higher in US for information, finance, professional and business services

*Number of Days Working from Home for University Graduates Globally*

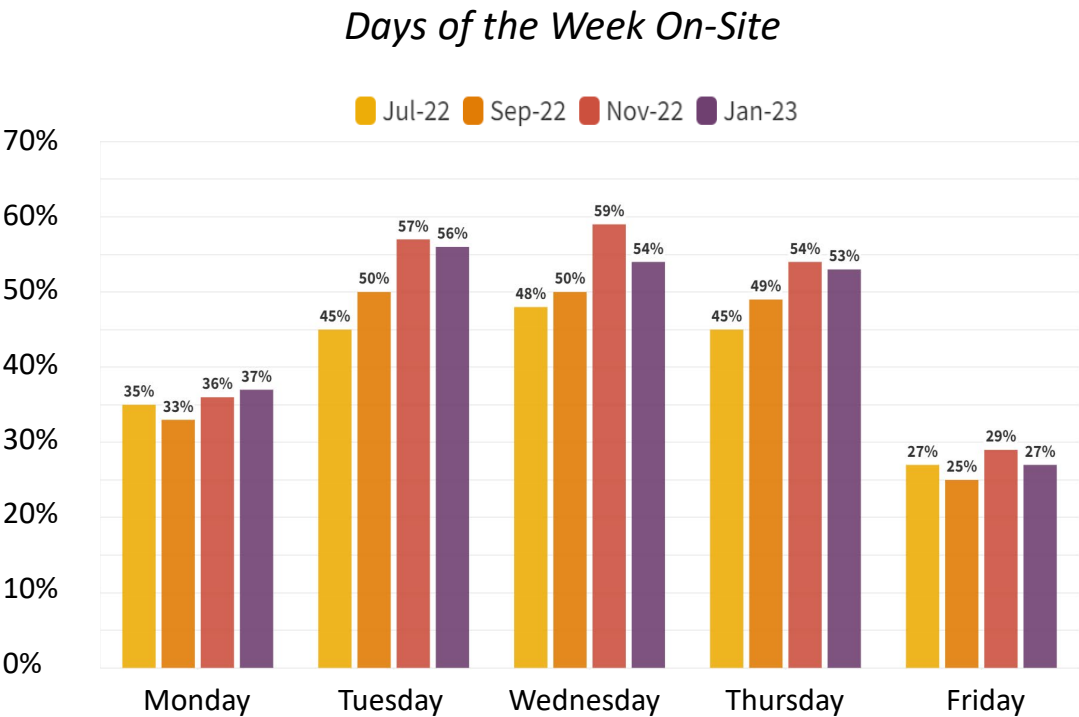
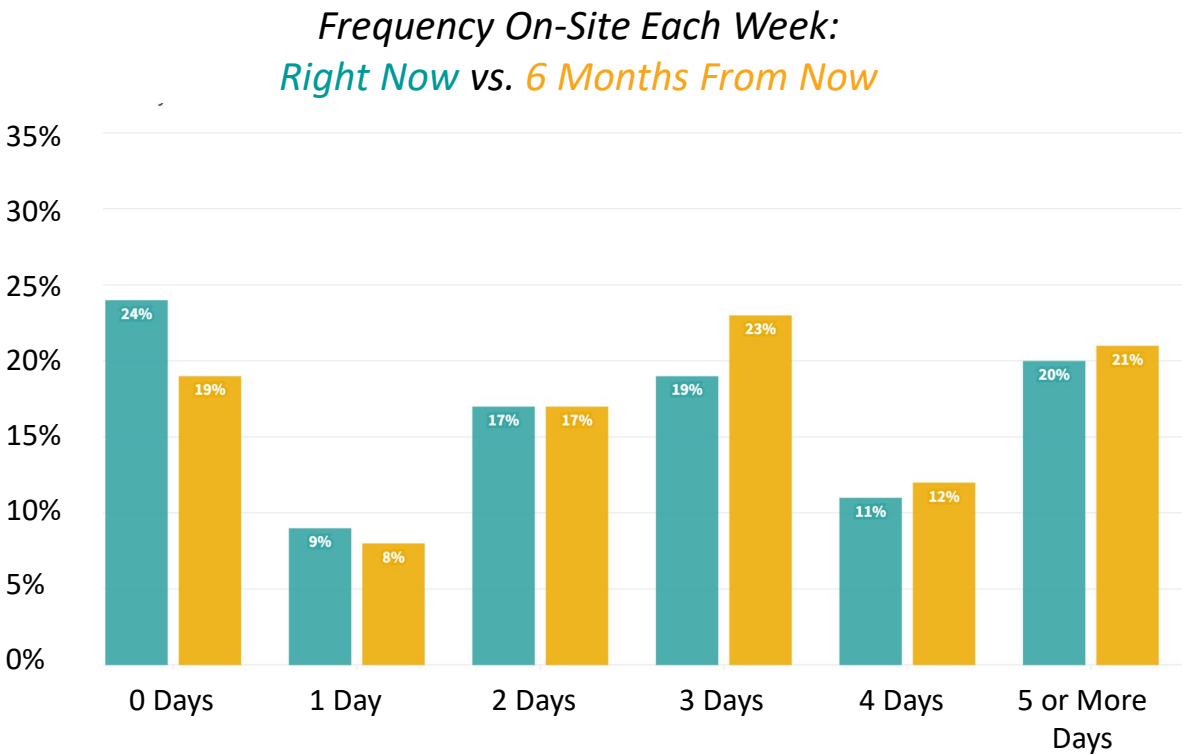


*Number of Days Working from Home by Sector (US only)*



# Bay Area On-Site Work Trends

- Average two to three days per week
- Tuesday, Wednesday, and Thursday most common



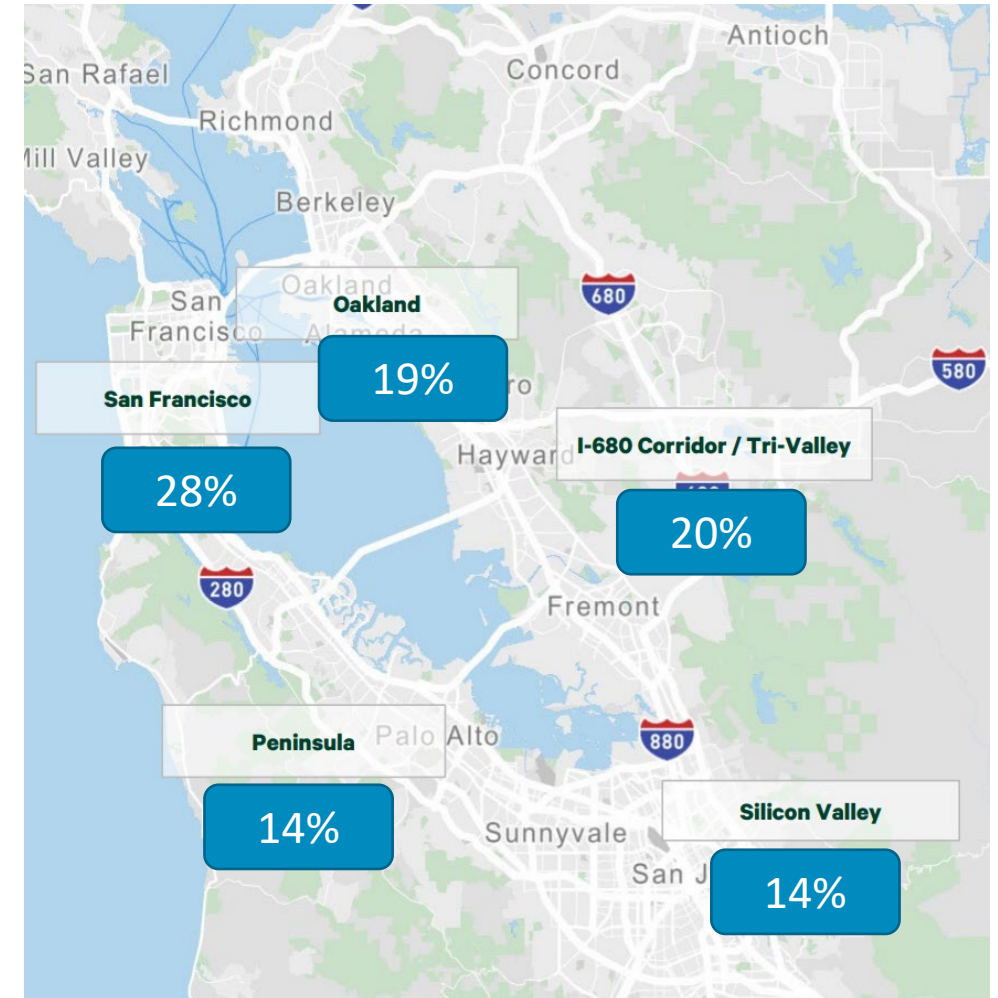
Source: January 2023 Bay Area Council (BAC) Employer Network Poll Results

# Office Market Trends

- High office vacancy rates in San Francisco and regionally
- Survey of Bay Area employers\* indicates :
  - 32% have reduced office space ↓
  - 21% plan to reduce total office space ↓
  - 11% plan to increase total office space ↑

\* Source: January 2023 BAC Employer Network Poll Results, Bay Area Council Economic Institute

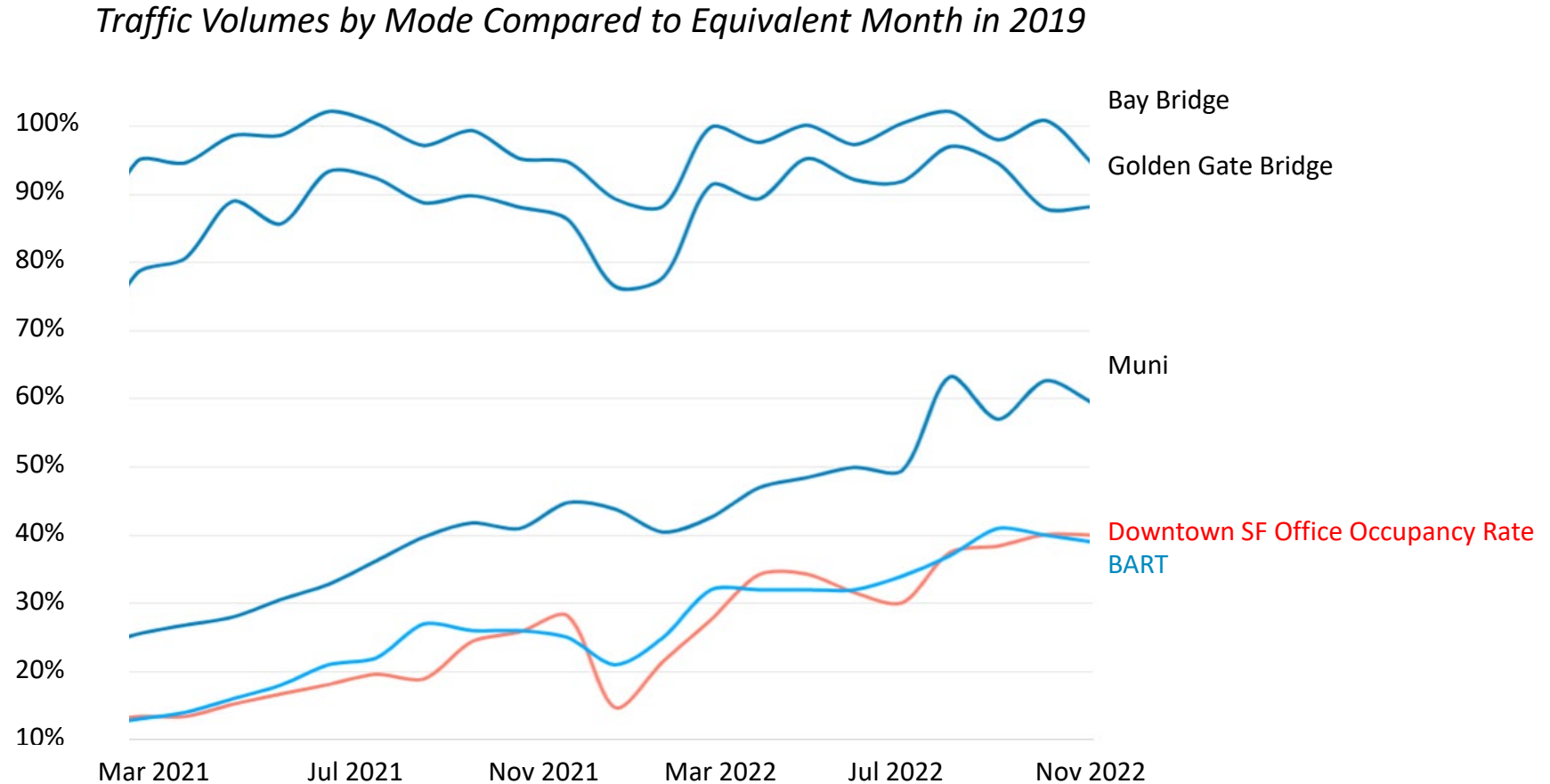
Bay Area Office Vacancy Rates



Source: CBRE Bay Area Office Snapshot (Quarter 4 2022)

# Travel Trends

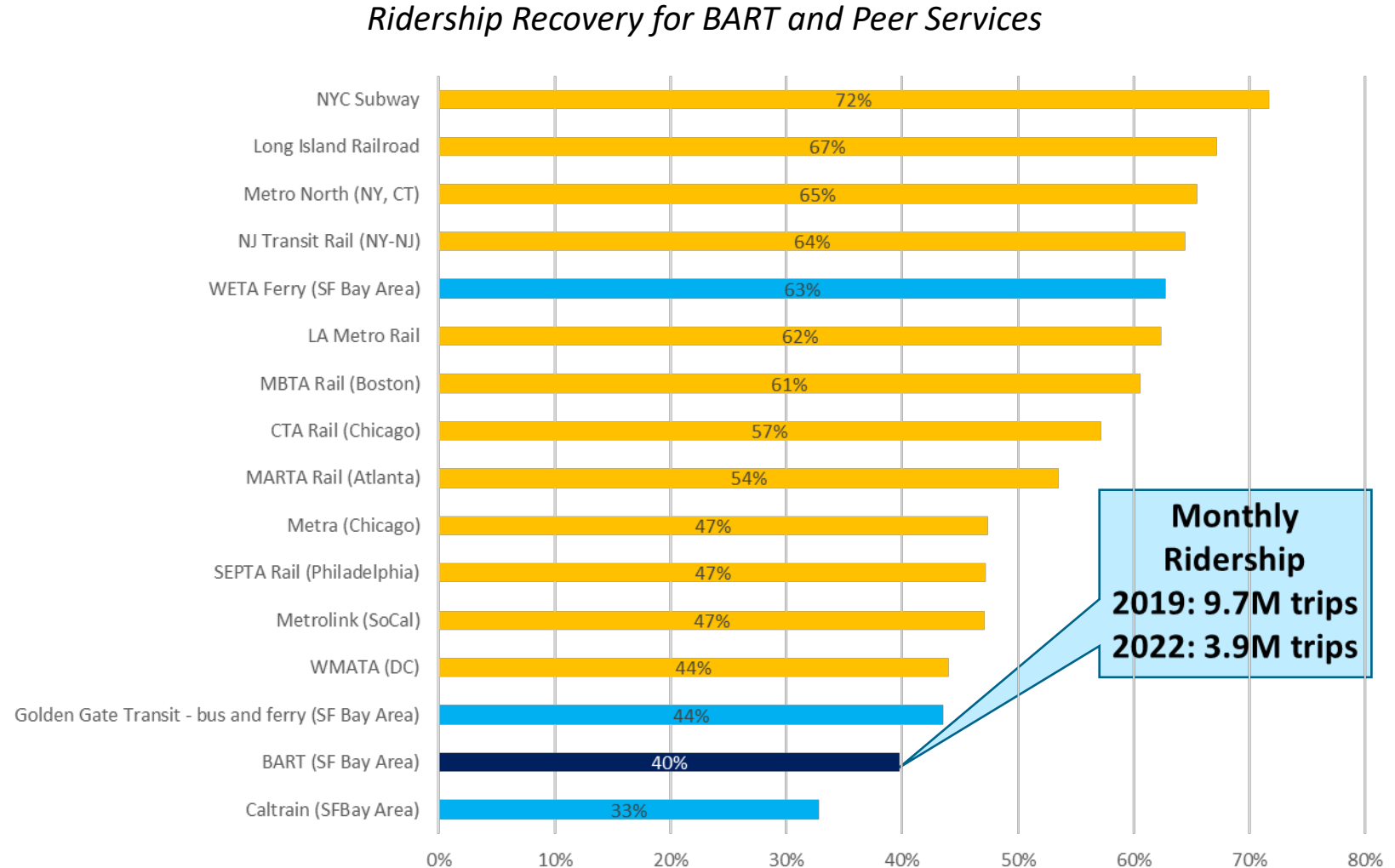
- BART ridership aligns more closely with downtown San Francisco office occupancy than other modes





# Transit Ridership Recovery

- Transit ridership has not recovered to pre-pandemic levels
- BART recovering slower than peer agencies

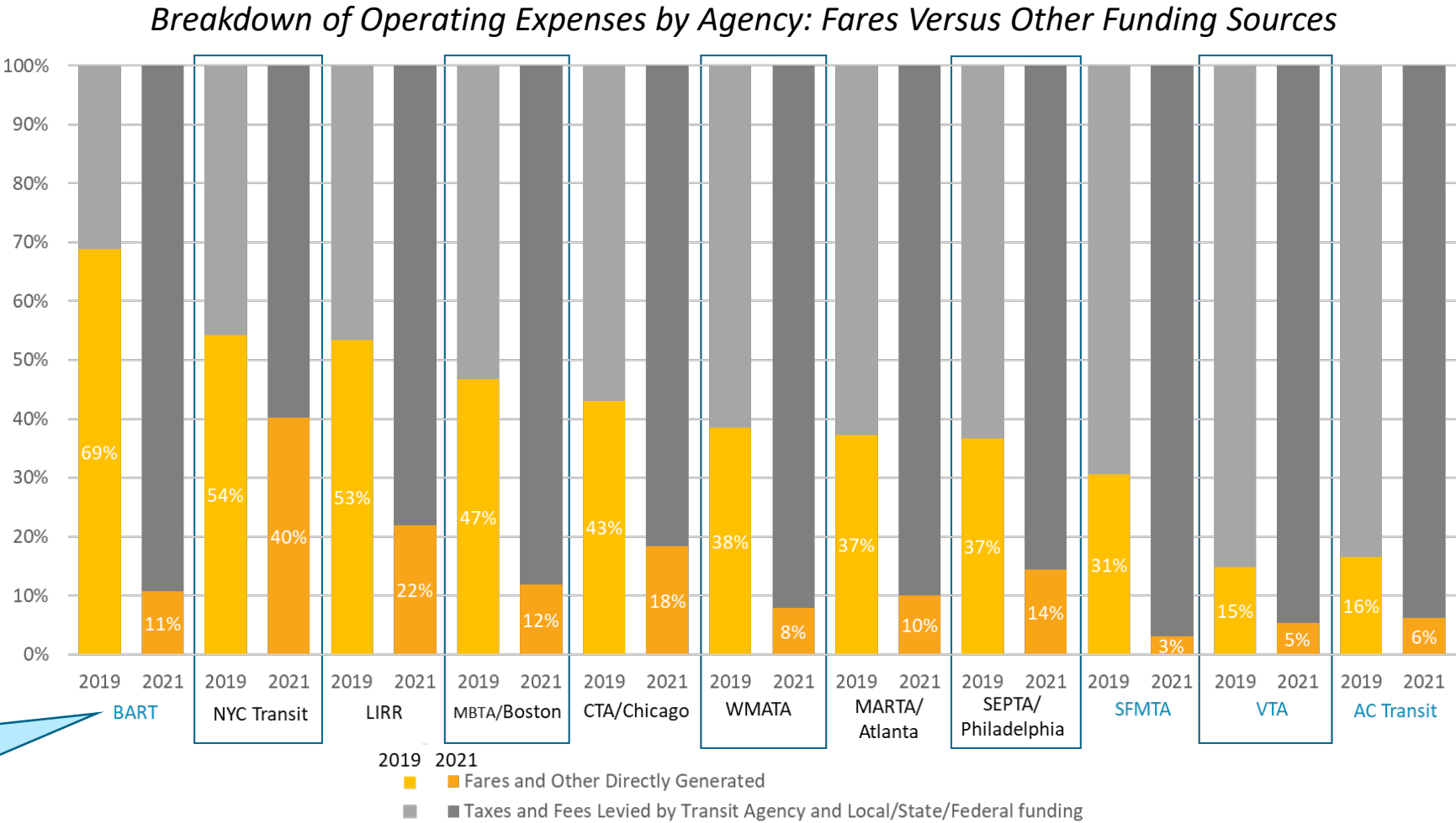


Source: National Transit Database, November 2022 compared to November 2019



# Farebox Recovery

- 2019 to 2021 farebox revenue comparison
  - Decreased for all transit agencies
  - BART had largest drop among peer agencies

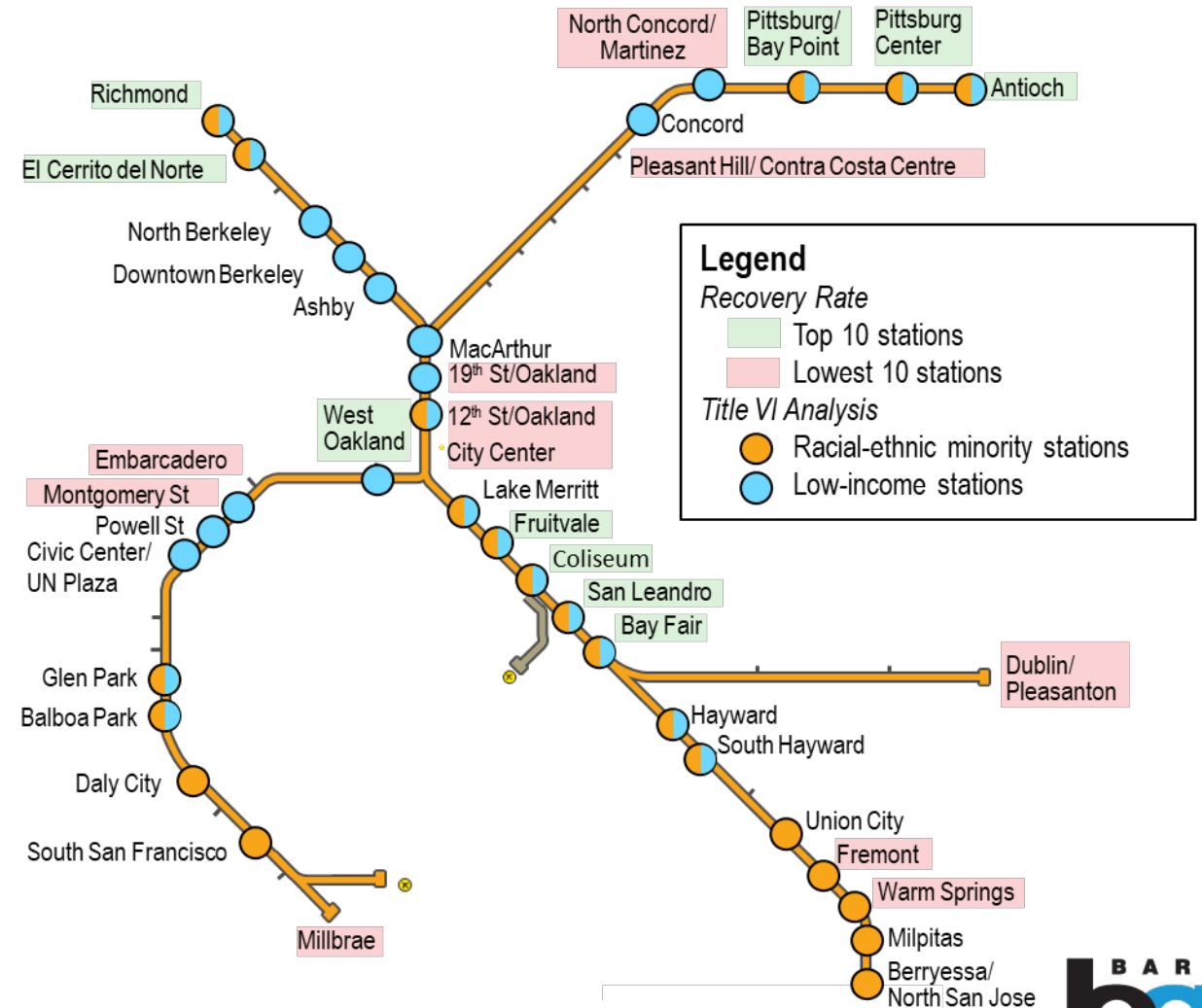


Source: National Transit Database

# BART Ridership Recovery Trends

- Stations serving people of color and low-income riders tend to have higher recovery rates
- Stations serving commute markets have the highest ridership numbers but the lowest recovery rates
- Ridership profile
  - 31% live in households with income under \$50,000
  - 44% do not have a vehicle
  - 67% identify as non-white
  - 49% are ages 25 to 44
  - 7% have a disability

Station Ridership Rate of Recovery and BART Title VI Analysis

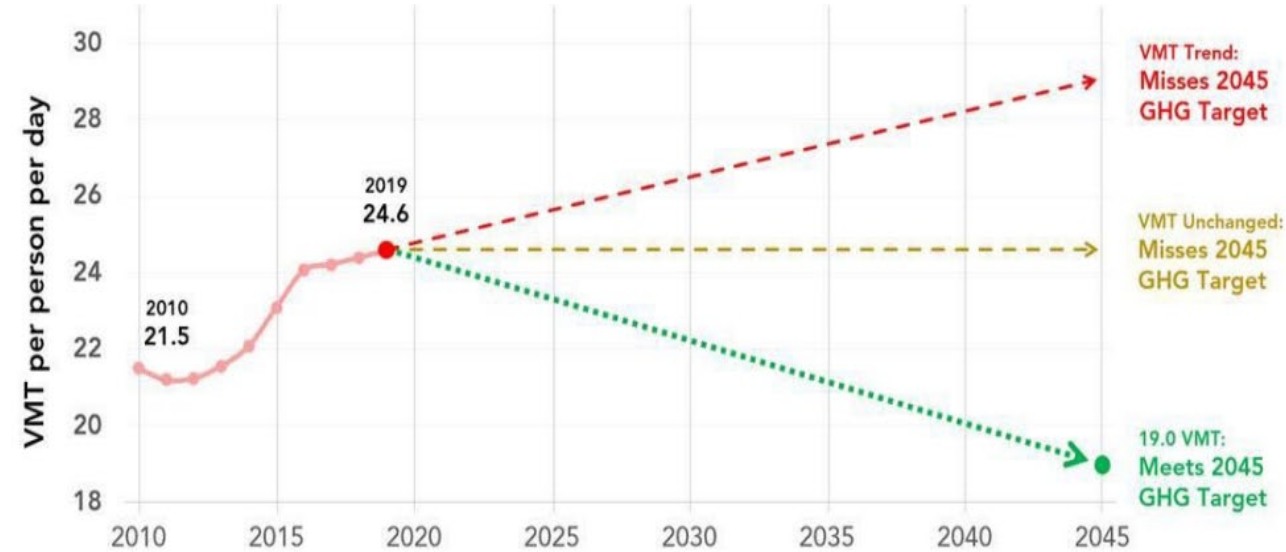


Sources: BART average monthly ridership from December 2022 and December 2019, BART Title VI 2022 Triennial Update

# Climate Policy

- State looking to reducing vehicle miles traveled (VMT) to lower greenhouse gas (GHG) emissions
  - Air Resources Board GHG target for 2045<sup>1</sup>
    - Zero emission vehicles not sufficient
    - Public transit must be a viable alternative
  - State Transportation Agency<sup>2</sup>
    - Investment framework prioritizes VMT reducing projects
- Pre-pandemic, BART was pivotal to State/Region's VMT reduction:
  - Half of regional transit passenger miles
  - A quarter of statewide transit passenger miles

*Potential Trajectories of Vehicle Miles Traveled*



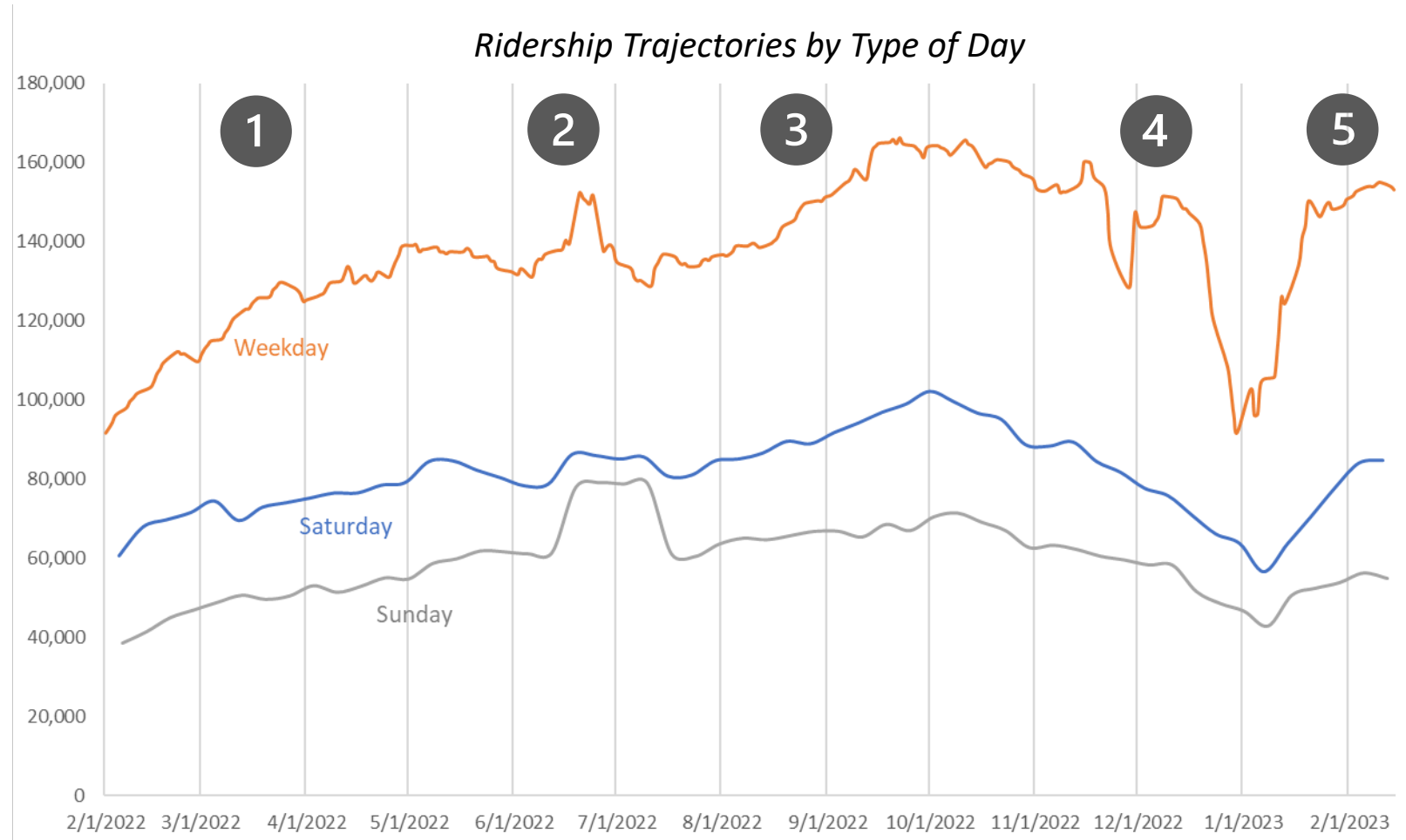
*Source: 2022 Draft Scoping Plan, Air Resources Board*

# Financial Outlook



# Current Ridership

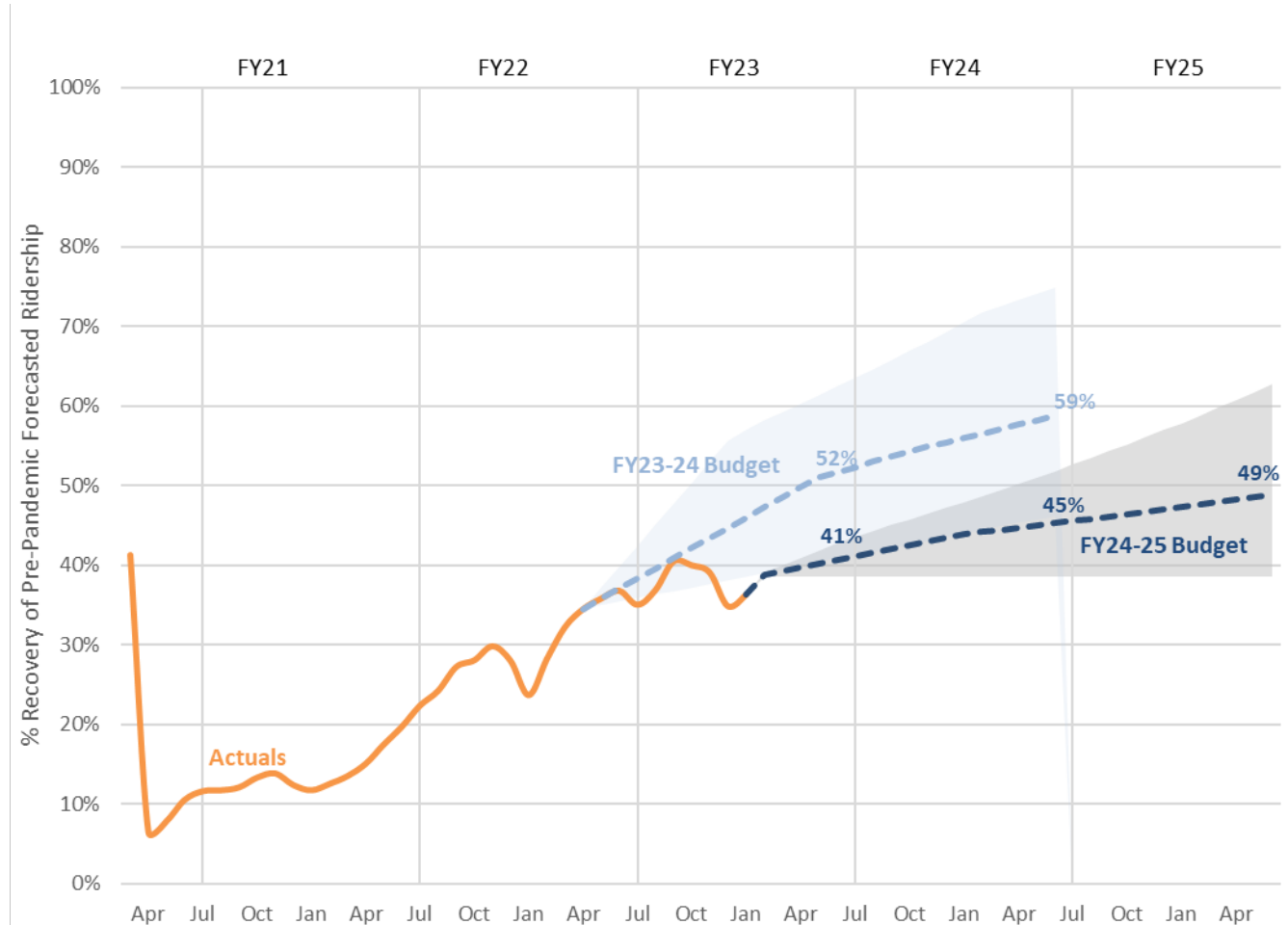
- 1 Large growth after COVID surge (spring)
- 2 Little growth through the summer
- 3 Large growth in the fall
- 4 Steady decline through the new year
- 5 Post-holiday rebound



# Near-term Ridership Outlook

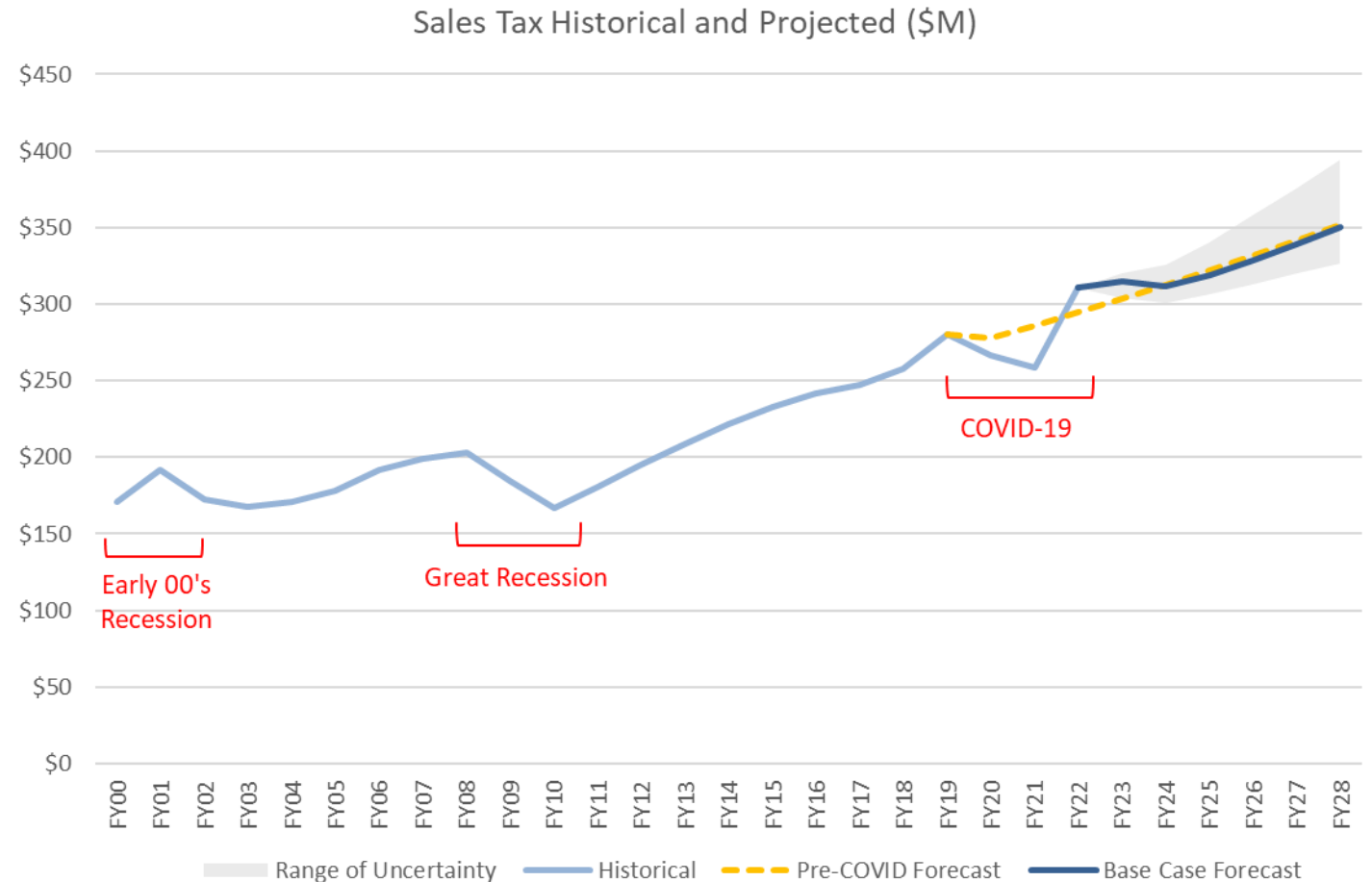
- FY23 year-to-date trending below budget
- Most companies are operating under “new normal”<sup>1</sup>
- Forecast assumptions
  - Small increase in commute market due to further return-to-office
  - Slow recovery in transit mode share for all trip markets
- Forecast results
  - Downgraded ridership forecast for FY24-25 budget

*BART Ridership Recovery Projections*



# Sales Tax

- Sales tax is now BART's single largest sustained operating revenue source
- Projections assume:
  - Strong recent growth
  - Future slowdown during FY24 FY25 budget period
  - 3% annual growth after 2025
- Sales tax is subject to economic cycles



# Operating Sources

Source	Near-term assumptions	Medium/Long-term assumptions
<b>Fares</b>	Reduced expectations for ridership recovery; Fare increase (January 2024)	High uncertainty
<b>Sales Tax</b>	Slowdown	3% annual growth after 2025
<b>Property Tax</b>	Stable, consistent with county government forecasts where available	2% annual growth (below historic due to reassessment of commercial real estate)
<b>State Transit Assistance</b>	Lower in FY24 due to expiration of “hold harmless” provision	Recovery proportional to fare revenue recovery
<b>State Low Carbon Fuel Standard</b>	Weak due to low market prices	High uncertainty

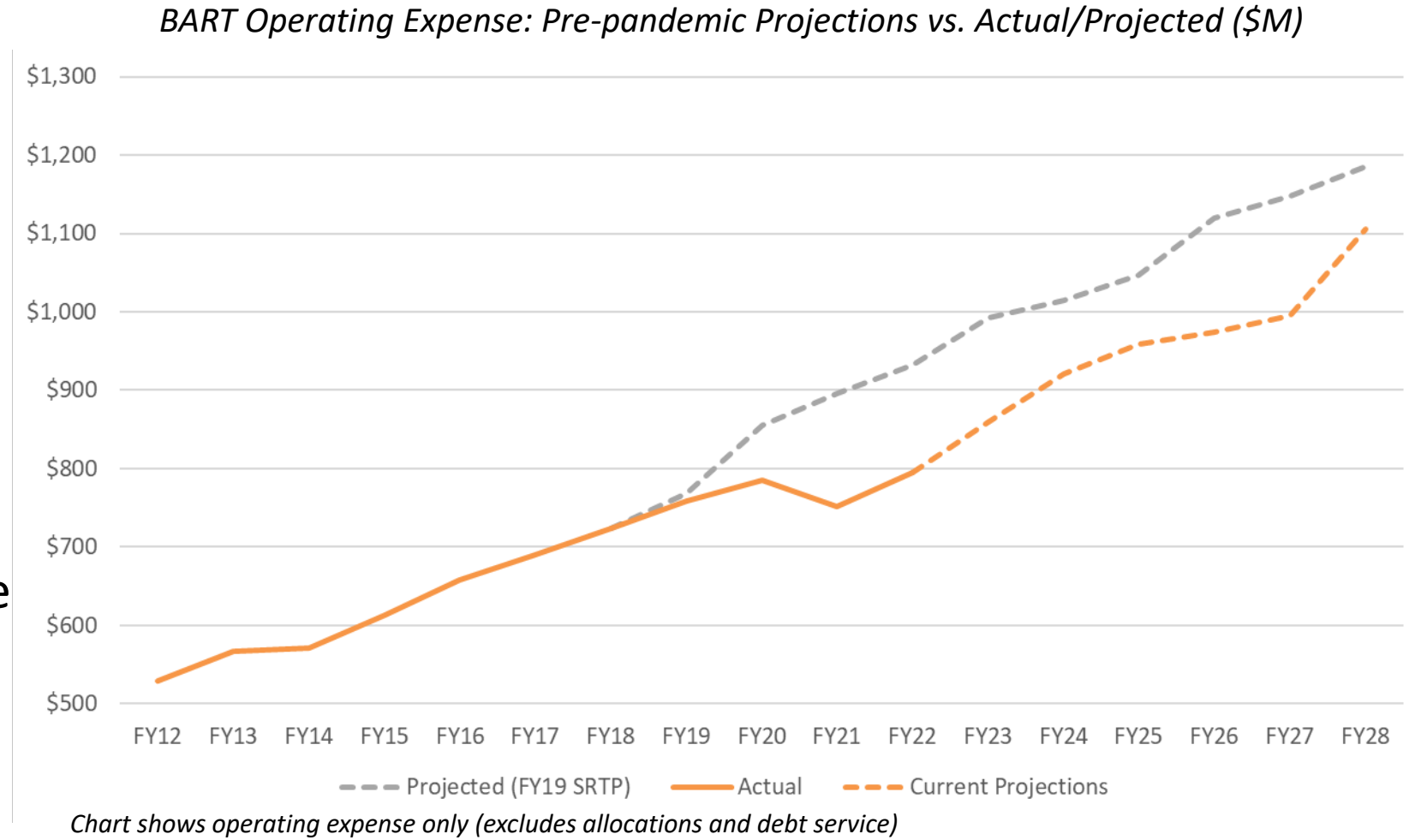


# Operating Expenses

- Expense outlook is stable
  - Assumed vacancy rate decreases steadily
    - 10% (FY23); 7.5% (FY24); 5% (FY25 and thereafter)
  - Wages
    - Negotiated labor agreements for increases through FY25
    - 2% annual escalation thereafter
  - Fringe benefits
    - Increase with staffing assumptions
    - Third-party projections of retirement and other costs
  - Non-labor costs
    - 2% annual escalation beginning in FY25
  - Debt service and allocations
    - 2% escalation and other increases in accordance with capital program commitments
- Tradeoff: balancing service quality while reducing costs

# Operating Uses: Actual and Projected

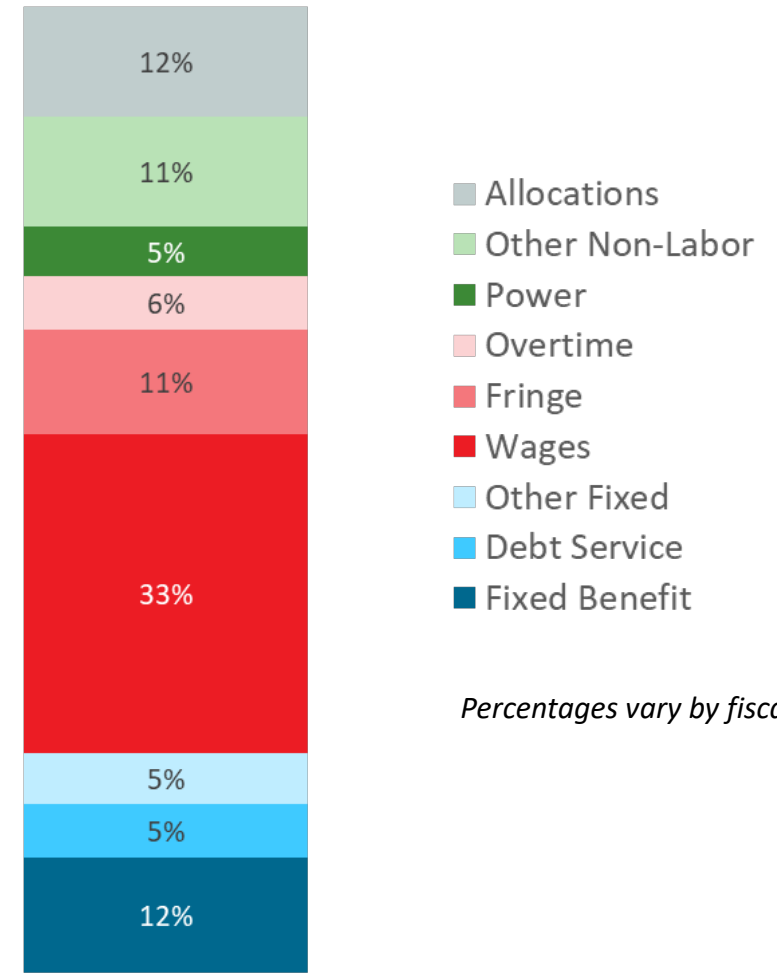
- More service than pre-pandemic
  - Berryessa extension
- Controlled costs
  - Same number of train operators
  - Limited operating budget-funded overtime



# Expense Detail

- • Allocations
  - Capital commitments, Board policies
- ■ ■ • Fixed costs
  - Must be paid regardless of service
    - Retirement liabilities, debt service, contractual obligations, etc.
- ■ • Non-labor costs
  - Primarily determined by service levels
    - Traction power, supplies, inventory, tools, fuel, etc.
- ■ ■ • Wages and fringe benefits
  - Primarily determined by head count and collective bargaining agreements

*FY24 Pro Forma Budget Breakdown*



*Percentages vary by fiscal year*

# Operating Outlook

- Key assumptions
  - Current service schedule
    - Additional service increases would increase deficit
  - Core Capacity service changes in FY28
  - Allocations schedule
    - Near-term needs of priority capital projects
    - Other capital program commitments

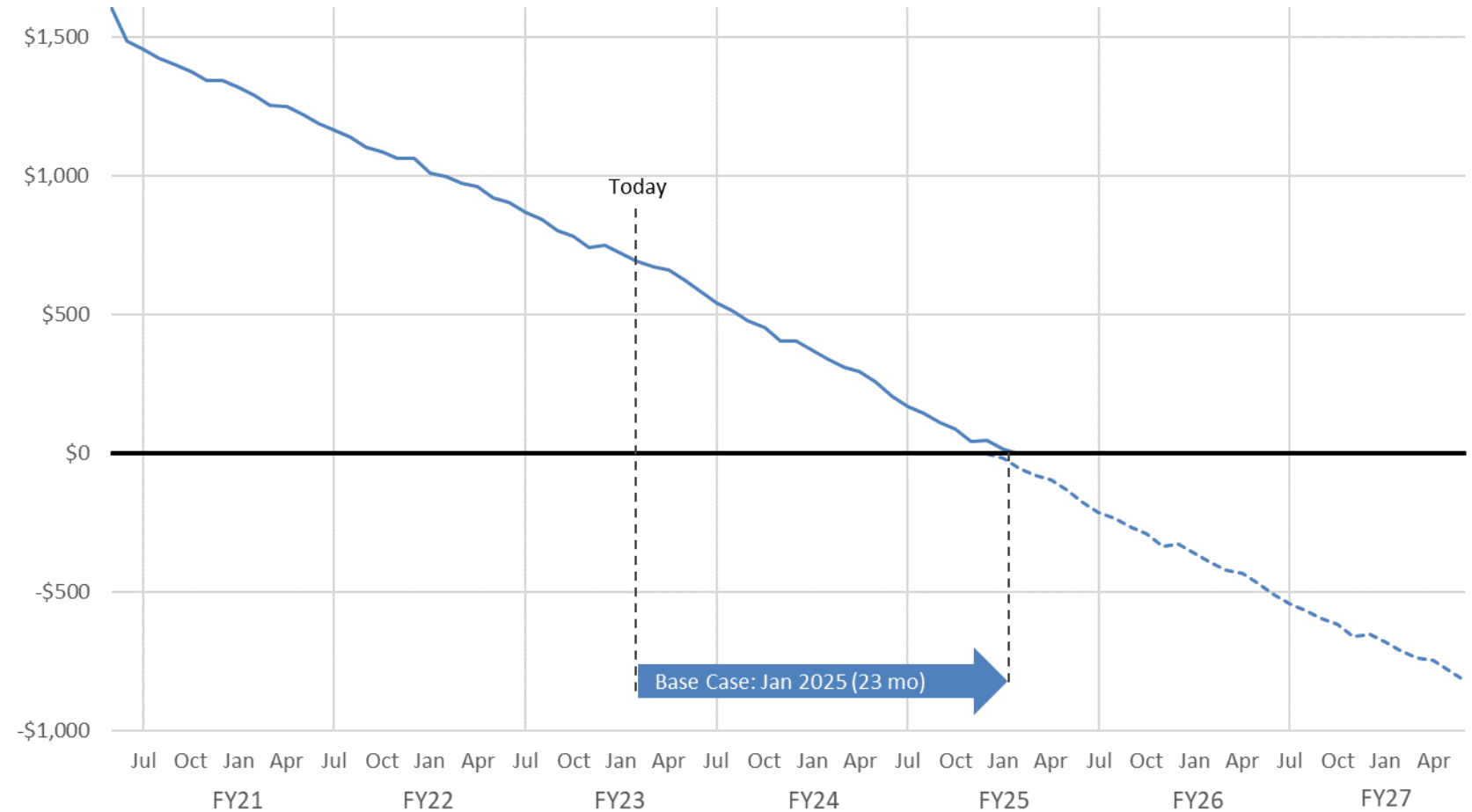
*Operating Outlook Base Case (\$M)*

	FY23	FY24	FY25	FY26	FY27	FY28
Operating Revenues	222	270	301	320	352	397
Financial Assistance	469	460	472	487	502	521
<b>Total Regular Revenues</b>	<b>691</b>	<b>730</b>	<b>772</b>	<b>807</b>	<b>854</b>	<b>918</b>
Operating Expense	860	921	959	975	995	1,105
Debt Service & Allocations	152	184	162	166	170	156
<b>Total Uses</b>	<b>1,012</b>	<b>1,106</b>	<b>1,121</b>	<b>1,141</b>	<b>1,165</b>	<b>1,261</b>
<b>Operating Result</b>	<b>(321)</b>	<b>(376)</b>	<b>(349)</b>	<b>(334)</b>	<b>(311)</b>	<b>(343)</b>
Total Federal Assistance	321	376	206	0	0	0
<b>Total Net Result</b>	<b>0</b>	<b>0</b>	<b>(143)</b>	<b>(334)</b>	<b>(311)</b>	<b>(343)</b>

# Projected Federal Assistance Expenditures

*Federal Aid Expenditure and Deficit Forecast (\$M)*

- \$914M (57%) out of \$1.6B used through February 2022
- \$25M to \$30M average monthly utilization rate over previous six months



# Conclusions

- Ridership outlook
  - Revised downward based on:
    - Recent actuals
    - Survey results
  - Result: Fare revenue substantially lower
- Updated forecast projects:
  - Federal funding expected to be fully spent by January 2025
  - Total deficit of \$140M for FY25
  - Thereafter, operating deficits exceed \$300M per year

# Next Steps

- FY24 and FY25 preliminary budget
  - Staff will propose measures to minimize FY25 deficit
  - To be released on March 31
- Measures evaluated will include:
  - Limiting new expenses
  - Implementing strategic expense reductions while maintaining service quality
  - Reviewing capital allocation timing and amounts
  - Exploring options for additional revenues and financial assistance
- Short- and long-term funding strategy after the workshop break

# Discussion



# Morning Break

- **Agenda Topics**

- Look Ahead
- Regional Context and Financial Outlook
- **Financial Stability: Near- and Long-term Strategy**
- Working Lunch: Customer Satisfaction Survey
- Improving Customer Experience
- Workshop Wrap Up

Time to Next Presentation

10:00

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type: None ▼

 Breaktime for PowerPoint by Flow Simulation Ltd.

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San Francisco Bay Area Rapid Transit District

# Board Workshop 2023



# Financial Stability: Short- and Long-Term Strategy

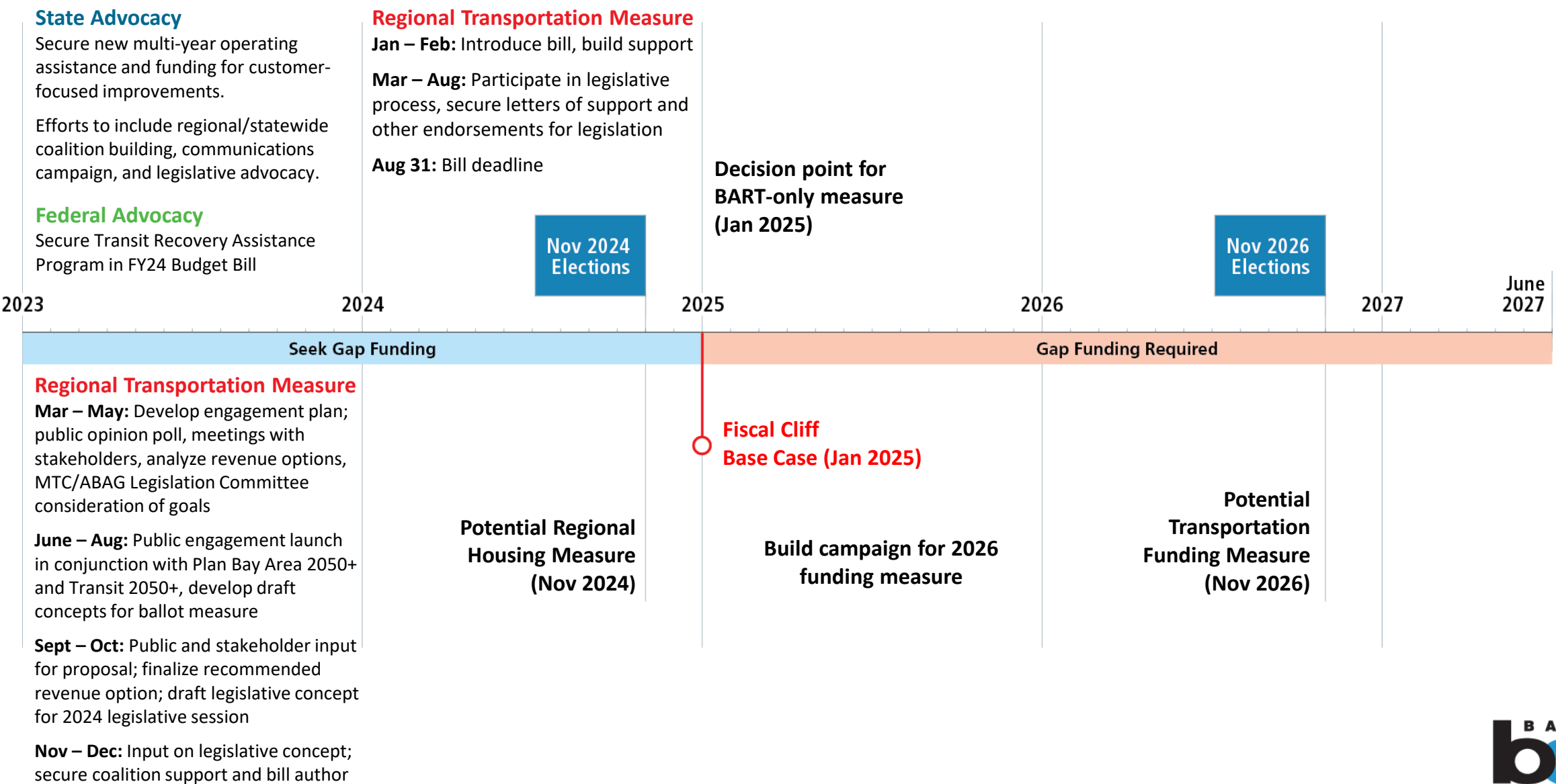
Board Workshop

February 23, 2023

# Presentation Overview

- Multi-Year Outlook for Short and Long-Term Funding
- Statewide Strategy (California Transit Association)
- Long-Term Regional Strategy (Metropolitan Transportation Commission)
- Education Campaign

# Multi-Year Outlook for Short- and Long-Term Funding



# Statewide Strategy

## Presented by the California Transit Authority



# Approach to Addressing Transit Operations Funding Shortfall

February 23, 2023

CaliforniaTransit  
Association



# State Budget Development Timeline

Michael Pimentel

*Executive Director*

California Transit Association





# Timeline

- **January 10:** Governor releases proposed FY 2023-24 state budget
- **February – May:** Budget subcommittees hold hearings on proposed FY 2023-24 state budget
- **May 15:** Governor releases “May Revise” of proposed FY 2023-24 state budget / may not matter from a revenue projection standpoint
- **May - July:** Budget subcommittees/budget committees hold hearings on “May Revise,” budget adjustments, approve FY 2023-24 state budget
- **July 1:** Start of FY 2023-24
- **July – September:** Continued action on main budget bill and trailer bills

CaliforniaTransit  
Association



# Organizing Structure for Budget Advocacy – Transit Ops. Funding

Michael Pimentel

*Executive Director*

California Transit Association



# Association's Subcommittee

- **Goals**

- Define budget request (funding source, distribution mechanism, etc.)
- Advise on strategy, tactics, negotiations
- Ensure coordination across regions-agencies/stakeholders

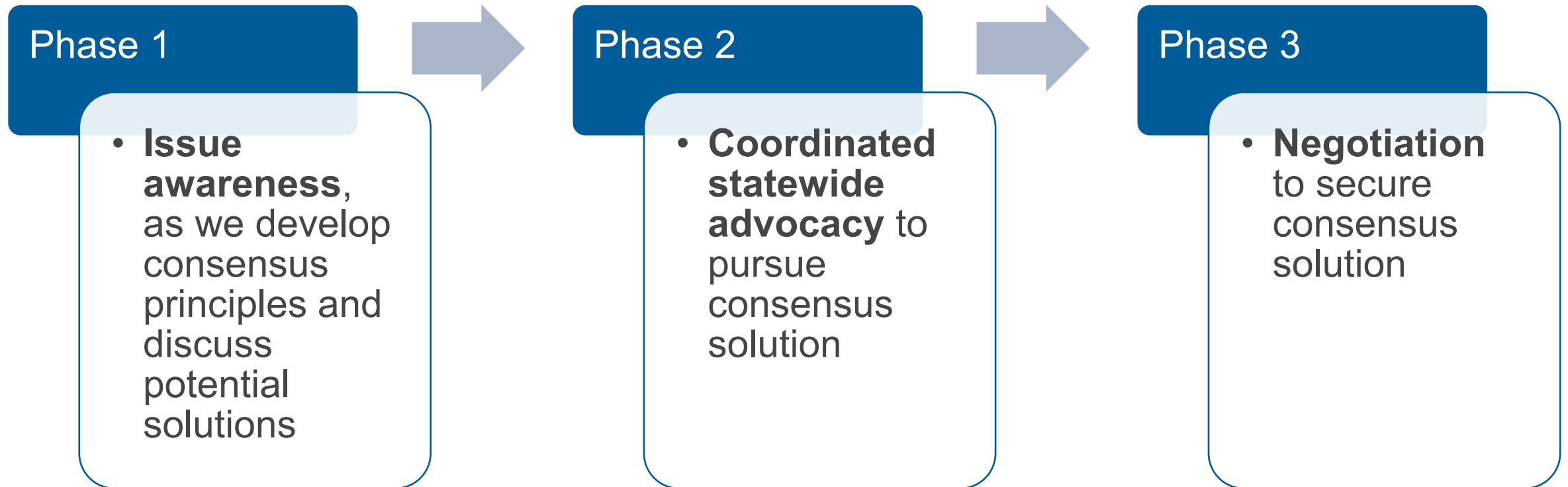
- **Composition**

- 15 members total – Chaired by Sharon Cooney (San Diego MTS)
- All members appointed by Executive Committee Chair Karen King
- All members sourced via survey from Executive Committee and/or State Legislative Committee
- Establishes geographic and modal balance

# Subcommittee Roster

Name	Title	Organization
Sharon Cooney	CEO ( <b>Chair</b> )	San Diego Metropolitan Transit System
Beverly Greene	Executive Director of External Affairs, Marketing & Communications ( <b>Vice Chair</b> )	Alameda - Contra Costa Transit District (AC Transit)
Kate Breen	State and Federal Government Affairs Manager	San Francisco Municipal Transportation Agency
Amanda Cruz	Director of Government and Community Relations	San Francisco Bay Area Rapid Transit District
Adam Barth	CEO	Stanislaus Regional Transit Authority
Alex Davis	Senior Manager, Government Relations	Metrolink
Devon Ryan	Government and Community Affairs Officer	Peninsula Corridor Joint Powers Board (Caltrain)
Georgia Gann Dohrmann	Assistant Director, Legislation	Metropolitan Transportation Commission
Jerry Estrada	General Manager	Santa Barbara MTD
Jim Lawson	Chief of External Affairs	Santa Clara Valley Transportation Authority
Kate Miller	Executive Director	Napa Valley Transportation Authority
Kristin Jacinto	Manager, State and Federal Relations	Orange County Transportation Authority
Michael Turner	Executive Officer, Government Relations	Los Angeles County Metropolitan Transportation Authority
Michelle Overmeyer	Director of Planning and Innovation	Monterey-Salinas Transit
Seamus Murphy	Executive Director	San Francisco Bay Area Water Emergency Transportation Authority

# Phased Approach



# Phase 1: Issue Awareness

*Timeline:* November 2022 – March 2023

*Tactics:*

- Meetings with Administration, key legislators, and stakeholders
- Activation of legislative champions
- Standing meetings with policy & budget committee staff
- Earned media
- Limited digital advocacy campaign

## **Role of Subcommittee:**

- 1) Share information
- 2) Review survey results
- 3) Establish consensus principles, solution
- 4) Provide oversight on strategy, tactics

# Issue Awareness in Practice

## December 21 Pre-Budget Letter



Connecting us.

December 21, 2022

The Honorable Gavin Newsom  
Governor  
State of California  
State Capitol, Suite 1173  
Sacramento, CA 95814

The Honorable Toni Atkins  
President Pro Tempore  
California State Senate  
State Capitol, Room 205  
Sacramento, CA 95814

The Honorable Anthony Rendon  
Speaker  
California State Assembly  
State Capitol, Room 209  
Sacramento, CA 95814

### Re: California Transit Association's Fiscal Year 2023-24 Budget Priorities

Dear Governor Newsom, President pro Tempore Atkins, and Speaker Rendon:

On behalf of the 85 transit and rail agency members of the California Transit Association, I want to inform you of our Association's budget priorities for the Fiscal Year (FY) 2023-24 State Budget. While we understand the state is in a precarious fiscal situation, we believe there exists ample opportunity to work with you on moving our agenda forward to ensure that public transit agencies can continue to bring riders back to our systems & enhance mobility options, grow & maintain our services, further the state's environmental objectives, and support good paying jobs.

**Appropriate Committed Transit Funding:** First, thank you for providing an unprecedented level of General Fund investment in public transportation infrastructure in the FY 2021-22 and 2022-23 budgets, as well as for the commitment to continued investments in our systems. Importantly, the FY 2022-23 budget identifies an additional \$4 billion for public transportation infrastructure in FY 2023-24 and FY 2024-25. Despite the potential for the state to face a worsened fiscal position, we believe it is critical that this funding be appropriated in the coming fiscal years. This investment is critical to completing transit capital projects statewide, leveraging additional federal funds, and potentially helping to address other Association priorities. We wholeheartedly support the inclusion of the identified \$2 billion in the FY 2023-24 budget and look forward to working with your offices on the distribution of these funds once appropriated.

**Support Transit Operations Funding:** As you know, transit and rail agencies across California have significantly benefited from the emergency funding bills passed by the United States Congress and the statutory relief passed by the State Legislature in 2020 and 2021. While this emergency funding and statutory relief, has allowed California transit and rail agencies to continue to deliver vital service, including to those vulnerable communities and essential workers that have historically comprised the core of our ridership, it was authorized with the assumption that our pandemic-related ridership challenges would be short-lived. While ridership has started to rebound, some transit agencies are still facing ridership levels (and farebox revenues) well-below pre-pandemic levels driven by several factors, including continued remote-work flexibility and rider concerns over their health & safety. Agencies also face increased operating costs stemming from increased inflation and supply-chain issues, as well as increased costs for vehicles, locomotives, and vessels to bring zero-emission technology online. As such, without additional support from the state, some of California's largest and most vital transit systems may soon be tasked with cutting services or increasing fares. We are requesting the Administration and the Legislature work with the Association to address operating funding challenges, while exploring ways to improve operations and bring riders back to California's transit systems. Additionally, we are requesting that the Administration and the Legislature extend the statutory relief provided to California's transit agencies through Fiscal Year 2024-25.

**Provide Access to Homelessness Resources:** As transit agencies work to bring back riders, our Association continues to hear concerns about the growing homelessness problem on our systems and the threat to public safety that comes with it. Individuals experiencing homelessness frequently shelter in stations and on trains & buses. A recent study released by the [University of California](#) found that approximately 85 percent of transit agencies described homelessness as a challenge and nearly 50 percent of transit agencies described an increase in individuals experiencing homelessness on their systems due to the pandemic. Possibly related to this increase, transit agencies have seen a growing number of crimes committed against passengers & operators and growing concerns from riders that they no longer feel safe on transit systems. In recent budgets, the Administration and Legislature have dedicated significant funding supporting programs for individuals experiencing homelessness and mental health issues. However, transit agencies have unfortunately been precluded from directly applying for and receiving these funds and have instead had to rely on coordination with local agency partners, which has proven challenging, especially for regional transit systems serving multiple jurisdictions. As such, we believe that transit agencies should be eligible for, or provided with, a dedicated source of funding for addressing homelessness and that the state provide guidance to current funding recipients to require better coordination with transit agencies to create more meaningful and successful partnerships.

**Sustain Investments in Zero-Emission Transit Fleets:** Finally, the Association and our members continue to transition the state's transit fleet to zero-emission and greatly appreciate the continued investments in buses, rail, and ferries for these purposes. We strongly supported the multi-year state investment in zero-emission fleets and the infrastructure necessary to support the deployment of these new technologies included in the FY 2022-23 budget. These investments help facilitate early compliance with ARB's innovative clean transit (bus) regulation, commercial harbor craft (ferry) regulation, and pending zero-emission locomotive

(rail) regulation; expand access to zero-emission mobility broadly; drive purchase orders at California-based manufacturers, and better position California transit agencies to be competitive for federal funding. We request that the FY 2023-24 budget continue to invest in these technologies and continue to dedicate funds solely for the benefit of California's public transportation systems.

Thank you for considering our budget priorities and we look forward to meeting with your offices soon to discuss the above in more detail as we work collaboratively to find solutions to the issues our public transportation agencies are facing. If you have any questions about our budget priorities, please contact me at [michael@caltransit.org](mailto:michael@caltransit.org) or 916-446-4656 x1034.

Sincerely,

Michael Pimentel  
Executive Director

cc: The Honorable Nancy Skinner, Chair, Senate Budget and Fiscal Review Committee  
The Honorable Lena Gonzalez, Chair, Senate Transportation Committee  
The Honorable Phil Ting, Chair, Assembly Budget Committee  
The Honorable Laura Friedman, Chair, Assembly Transportation Committee  
Mr. Toks Oluwalanmi, Secretary, California State Transportation Agency  
Members, Executive Committee, California Transit Association  
Members, State Legislative Committee, California Transit Association



# Issue Awareness in Practice (Cont.)

## Immediate Budget Response



FOR IMMEDIATE RELEASE

January 10, 2023

Contact: Erik Mebust, [erik.mebust@sen.ca.gov](mailto:erik.mebust@sen.ca.gov) 916-995-0692

### Senator Wiener's Statement on Critical Need for Public Transportation Funding in State Budget

**SACRAMENTO** – Senator Scott Wiener (D-San Francisco) released the following statement regarding the critical need for public transportation funding in the state budget:

“Governor Newsom proposed a difficult budget today, which accounts for our significant deficit. While I fully understand the tough choices we have to make, we must not let our public transportation systems go over the impending fiscal cliff and enter a death spiral — where budget shortfalls lead to service cuts that lead to ridership drops that lead to further budget shortfalls and service cuts. The State must serve as a financial back-stop against this fiscal cliff to ensure our transit systems survive.

“Unfortunately, the Governor’s proposed budget does not address the transit fiscal cliff; instead it cuts and defers transit capital funds, which will make it even harder for these systems to meet future needs, including California’s climate goals.

“COVID-19 was the perfect storm for our public transportation systems. It eviscerated ridership at a time when decades of under-funding and other structural issues made our transit agencies over-reliant on fares. Ridership has increased since pandemic lows, but it hasn’t returned to pre-pandemic levels. Many agencies are now facing disastrous funding shortfalls when federal relief money runs out in the near future.

“Allowing our transit systems to deteriorate and fall apart is simply not an acceptable option for California. Millions of Californians depend on public transportation to get to work, school, the doctor, the supermarket, or family. Transit isn’t optional. It’s an essential public good and an essential tool in meeting California’s ambitious climate goals and avoiding even worse traffic congestion.

“The State must step in to bridge the gap until these agencies can secure more sustainable sources of funding and until ridership recovers. I look forward to working with my colleagues, the Governor, transit agencies, and other stakeholders to ensure this absolutely vital service continues uninterrupted.”

CAL MATTERS

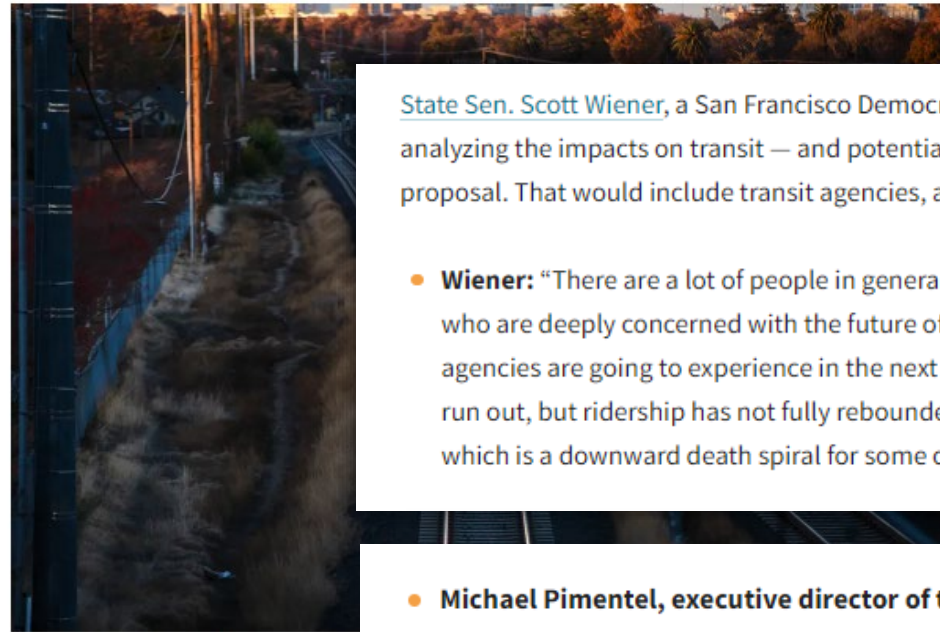
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ABOUT US



## Will California budget cuts take transit off track?



A Sacramento Regional Transit light rail train in Sacramento on Nov. 30, 2022.

[State Sen. Scott Wiener](#), a San Francisco Democrat, [let it be known Thursday](#) that he is analyzing the impacts on transit — and potentially forming a “big coalition” to fight the proposal. That would include transit agencies, advocates and others in the Legislature.

- **Wiener:** “There are a lot of people in general, and a number of people in the Legislature, who are deeply concerned with the future of transportation given the fiscal cliff that agencies are going to experience in the next one to two years as federal emergency funds run out, but ridership has not fully rebounded yet. It could lead to significant service cuts, which is a downward death spiral for some of these agencies.”

- **Michael Pimentel, executive director of the California Transit Association:** “We’re going to be working with the Legislature throughout this budget process to identify a path forward to restoring the proposed cuts — but also to address this operational funding shortfall that agencies across the state are facing.”



# Issue Awareness in Practice (Cont.)

## Legislative Budget Response Letter



January 18, 2023

The Honorable Toni G. Atkins  
Senate President Pro Tempore  
California State Senate

The Honorable Nancy Skinner  
Chair, Senate Budget Committee  
California State Senate

Honorable Maria Elena Durazo  
Chair, Budget Subcommittee No. 5  
California State Senate

The Honorable Anthony Rendon  
Speaker of the Assembly  
California State Assembly

The Honorable Phil Y. Ting  
Chair, Assembly Budget Committee  
California State Assembly

Honorable Steve Bennett  
Chair, Budget Subcommittee No. 3  
California State Assembly

Dear Pro Tempore Atkins, Speaker Rendon, Senator Skinner, Assemblymember Ting, Senator Durazo, and Assemblymember Bennett,

We write to express concern about the major proposed funding reductions for public transportation in the Governor's recently released FY 2023-24 budget proposal. We also write to formalize our call for the state to provide sorely needed transit operations funding as part of next fiscal year's budget. California's transit agencies are facing major funding shortfalls - in some cases, as early as this coming year - that would seriously impact the ability of these systems to maintain service for Californians, including our most vulnerable residents who are transit-reliant. The state budget must provide sorely needed transit operations funding to help agencies avoid these shortfalls as federal emergency funding ends and as agencies' fare revenue recovers.

Transit agencies across California are at risk of drastic service cuts due to large near-term operating budget shortfalls. For some agencies, these budget shortfalls pose an existential threat to their long-term viability. These budget shortfalls are driven by three main factors:

1. Ridership trends throughout the state have not recovered to pre-pandemic levels due in part to changed commute patterns and the increased prevalence of remote work. While ridership continues to rebound, that rebound has been slow.
2. Operating and capital costs are rising due to inflation.
3. Federal emergency relief funds - provided during the pandemic to sustain transit agencies - are set to run out - for some in the coming fiscal year.

Pro Tempore Atkins, Speaker Rendon, Senator Skinner, Assemblymember Ting, Senator Durazo, and Assemblymember Bennett  
January 18, 2023  
Page 3

We understand the state is projecting a budget shortfall and that difficult choices must be made. However, allowing the state's transit systems to unravel would have long-term, possibly irreversible, devastating impacts on California's transportation system and climate goals. Transit is an essential service for millions of Californians as they go about their daily lives - whether going to work, school, home, doctor's appointments, grocery shopping, or any other number of trips. As we noted earlier, transit is also an essential tool in meeting California's ambitious climate goals and avoiding increased traffic congestion by reducing vehicle miles traveled per capita.

Given the pressing and potentially disastrous consequences that could result from a failure for the state to help transit agencies bridge the gaps in funding needs until a long-term revenue source is identified, we reiterate the need for the budget to address operating funding challenges while exploring ways to improve operations and bring riders back to California's transit systems. The state's budget should also honor and restore previously committed TIRCP funds for transit projects to help avoid additionally stressing transit agency budgets. Additionally, the budget should extend statutory relief provided to California's transit agencies through Fiscal Year 2024-25.

Thank you for considering our perspective on this critical issue.

Sincerely,

Scott Wiener  
Senator, 11<sup>th</sup> District

Wendy Carrillo  
Assemblymember, 52<sup>nd</sup> District

Ben Allen  
Senator, 24<sup>th</sup> District

Miguel Santiago  
Assemblymember, 54<sup>th</sup> District

Catherine Blakespear  
Senator, 38<sup>th</sup> District

Mia Bonta  
Assemblymember, 18<sup>th</sup> District

# Issue Awareness in Practice (Cont.)

## Sustained Budget Response

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**OPINION**

### California transit agencies need more state support



BY MICHAEL PIMENTEL POSTED 02.02.2023

**TWITTER**  
**FACEBOOK**  
**EMAIL**

**OPINION:** In 2022, the State of California invested a historic \$8 billion in transit and rail capital projects to build a stronger, more equitable, and more sustainable transportation network for the future. Facing a \$22.5 billion “budget problem,” the Fiscal Year (FY) 2022-23 State Budget released by Governor Newsom on January 10 proposes to reduce this investment by \$2 billion. Critically, the budget is silent on the looming and pandemic-induced operations funding crisis faced by agencies statewide. Without dedicated operations funding, some of the state’s largest transit agencies will have to reduce service, lay off staff, and defer maintenance and modernization programs.

California public transit agencies survived the pandemic because of unprecedented federal action – which provided \$69.4 billion nationwide through the CARES Act, CRRSA Act, and the American Rescue Plan – as well as state statutory relief. These emergency measures, reflecting federal and state leaders’ understanding of the essential service provided by transit agencies, were intended to bridge the shortfalls in transit revenue until ridership recovered. Ridership still has not recovered to pre-pandemic levels. A survey by the University of California Institute of Transportation Studies (UC ITS) found that more than half of the state’s transit agencies are still relying on federal funding. This federal funding and state statutory relief is running out and the state must act.

**FACT:**  
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of our oil  
resulting  
in higher  
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 **California Transit Association**  
@CalTransit

READ NEW OP-ED: CA's public transit agencies are facing catastrophic funding crisis. We are urging Governor Newsom & Legislature to restore transit capital cuts, provide ops funding & extend state statutory relief. By @mpimentel88 in @Capitol\_Weekly:



capitolweekly.net  
California transit agencies need more state support - Capitol Weekly  
Without dedicated operations funding, some of the state’s largest transit agencies will have to reduce service, lay off staff, and defer maintenance and...

# Issue Awareness in Practice (Cont.)

## January 25 Budget Response Letter

January 25, 2023

The Honorable Toni G. Atkins  
Senate President Pro Tempore  
California State Senate

The Honorable Nancy Skinner  
Chair, Senate Budget Committee  
California State Senate

The Honorable María Elena Durazo  
Chair, Budget Subcommittee No. 5  
California State Senate

The Honorable Anthony Rendon  
Speaker of the Assembly  
California State Assembly

The Honorable Phil Y. Ting  
Chair, Assembly Budget Committee  
California State Assembly

The Honorable Steve Bennett  
Chair, Budget Subcommittee No. 3  
California State Assembly

RE: California Transit Association's Response to Proposed FY 2023-24 Budget

Pro Tempore Atkins, Speaker Rendon, Senators Skinner and Durazo, and Assemblymembers Ting and Bennett:

On behalf of the 85 transit and rail agency members of the California Transit Association, I write to inform you of the Association's significant concerns with the proposed reductions to transit and transportation spending included in the Governor's proposed FY 2023-24 budget, and to further elevate our member agencies' requests for operations funding assistance to address near-term funding shortfalls and to support transit agencies in their recovery from the COVID-19 pandemic. We respectfully request that the Legislature address these priorities in concert with the Administration and the Association as the budget process proceeds.

The proposed \$297 billion budget for FY 2023-24, which projects a \$22.5 billion deficit, contains several troubling cuts to transportation funding programs. Among these cuts is the proposed reduction of \$2 billion in funding previously committed to the Transit and Intercity Rail Capital Program (TIRCP) – a proposal that includes a conditional trigger, allowing for these funds to be restored if the state's fiscal outlook improves. At a time when many transit agencies face near-term budget shortfalls due to dwindling federal emergency relief funds, inflationary pressures, and stagnating ridership, we believe it is critical that the state maintain transit funding at the levels that were agreed to as part of 2022's transportation spending package. This funding would allow transit agencies to continue to make progress on the state's environmental, mobility, and equity objectives. We additionally observe that this investment in the TIRCP was a key element of the budget discussions that ultimately led to the historic \$11 billion commitment to transit, active transportation, climate adaptation and high-speed rail in the FY 2022-23 Budget

Connecting us.

Act. This carefully crafted agreement was wholeheartedly supported by our member agencies and deserves to be upheld not only for the reasons previously stated, but also because (as discussed at the time of its enactment) [this funding primes](#) transit agencies to take advantage of the generational investment provided by the federal Bipartisan Infrastructure Law. Now is not the time to cut funding for transit agencies.

As you know, at the height of the COVID-19 pandemic, transit agencies statewide were fortunate to receive emergency funding from the federal government, as well as statutory relief from the State of California. This relief has been critical to transit agencies and the communities they serve, as it supported day-to-day transit operations, allowed transit agencies to implement enhanced public health protocols in response to the pandemic, and provided transit agencies with a runway to re-envision their services and regrow ridership. Unfortunately, this relief will soon lapse as federal emergency funding is exhausted by transit agencies and state statutory relief expires at the end of FY 2022-23.

As transit agencies continue to rebound from the long-lasting effects of the COVID-19 pandemic on commute patterns, ridership, and capital and operations costs, we believe it is crucial that the state explore solutions to provide transit agencies with the funding necessary to continue day-to-day operations without having to reduce services or increase fares, while also providing funding to transit agencies to implement programs and strategies geared toward bringing riders back. Through our engagement with our member agencies and survey data we have collected from them this year, the Association stands ready to advise and support the Administration and Legislature in these deliberations. Additionally, we believe it is vital that the state extend the statutory relief provided to transit agencies by additional two years – through FY 2024-25 – as this extension would allow more time for transit operations to recover, stave off unwarranted and counterproductive shifts in transit funding, while also allowing agencies to continue operations without service impacts. From the data we have collected, more than 80 percent of responding agencies noted that such relief has been helpful in maintaining their service and ridership.

In summary, we request the Administration and Legislature work with the Association to restore capital funding for transit agencies, provide flexible funding for operations, and extend statutory relief through FY 2024-25. We thank you for supporting transit agencies throughout the pandemic and for considering our budget requests. We look forward to meeting with your offices soon to discuss them in more detail as we work to find solutions to the issues our public transportation agencies are facing. If you have any questions about our requests, please contact me at [Michael@caltransit.org](mailto:Michael@caltransit.org) or (916)-446-4656 x1034.

Sincerely,



Michael Pimentel  
Executive Director

The Honorable Gavin Newsom, Governor, State of California  
Toks [Cristobal](#), Secretary, California State Transportation Agency  
Mark Tollefson, Undersecretary, California State Transportation Agency  
Members, Executive Committee, California Transit Association  
Members, State Legislative Committee, California Transit Association

# Issue Awareness in Practice *(Cont.)*

- Participation in Assembly and Senate Budget Committee Hearings (1/18, 2/8)
- Standing Meetings with Consultants for Transportation, Budget Committees (1/4, 1/18, 1/25, 2/10; Ongoing)
- Meeting with Senate Budget Sub. 2 Chair Josh Becker (1/31) [Staff]
- Meeting with CalSTA Secretary Toks Omishakin (2/10)
- Meeting with Budget Sub. 3 Chair Steve Bennett (2/22)
- Meeting with Assembly Speaker Anthony Rendon (2/24) [Staff]
- Panel Participation in Joint Hearing of Transportation Committees on Transit Operations (2/27)



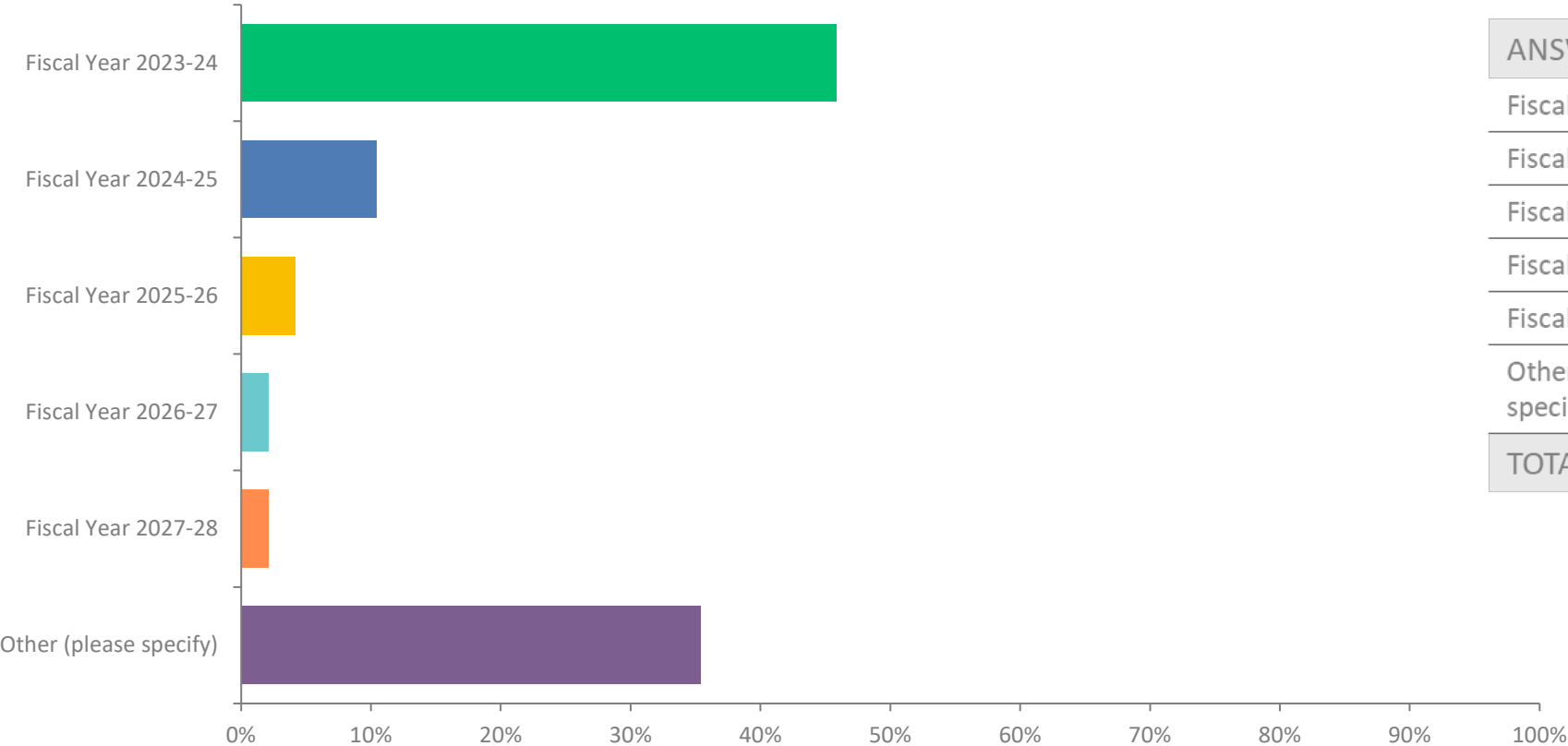
# Remaining Work of Subcommittee

*Ongoing (as of 2/15/23)*

- Remediation of results from Association-wide survey
- Establishment of consensus principles to inform budget request
- Coordination across regions-transit agencies

# Association Survey Results (As of 2/15)

Please identify in which state fiscal year your agency projects to fully expend the federal COVID-19 relief funding you received.



ANSWER CHOICES	RESPONSES
Fiscal Year 2023-24	45.83%
Fiscal Year 2024-25	10.42%
Fiscal Year 2025-26	4.17%
Fiscal Year 2026-27	2.08%
Fiscal Year 2027-28	2.08%
Other (please specify)	35.42%
TOTAL	

Preliminary

# Association Survey Results (As of 2/15)

Please identify in which state fiscal year your agency projects to fully expend the federal COVID-19 relief funding you received. [\(Responses from 20 largest survey respondents\)](#)

FY 2022-23 (Captured in 'Other')	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
<ul style="list-style-type: none"> <li>Los Angeles County Metropolitan Transportation Agency</li> <li>Metrolink</li> <li>Orange County Transportation Agency</li> </ul>	<ul style="list-style-type: none"> <li>Alameda-Contra Costa Transit District</li> <li>Fresno Area Express</li> <li>Golden Gate Bridge, Highway, and Transportation District</li> <li>Long Beach Transit</li> <li>Riverside Transit Agency</li> <li>San Francisco Municipal Transportation Agency</li> <li>San Mateo County Transportation District</li> <li>Santa Cruz METRO</li> <li>Stanislaus Regional Transit Authority</li> </ul>	<ul style="list-style-type: none"> <li>Omnitrans</li> <li>Sacramento Regional Transit District</li> <li>San Francisco Bay Area Rapid Transit District</li> </ul>	<ul style="list-style-type: none"> <li>Foothill Transit</li> <li>Monterey-Salinas Transit</li> <li>North County Transit District</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>San Diego Metropolitan Transit System</li> <li>Santa Clara Valley Transportation Authority</li> </ul>

Preliminary

# Association Survey Results (As of 2/15)

- As transit agencies statewide exhaust federal relief, operating deficits begin
  - Deficits begin in FY 2023-24, increase significantly in FY 2024-25
- **NOTE:** Depletion of federal relief not sole driver of operating deficits
  - Capital Costs (vehicles, parts/materials)
  - Operating Costs (labor, risk management/insurance, fuel)
  - Economic downturn (out-years)

Preliminary



# Immediate Next Steps

1. Transit Operations Funding Subcommittee to continue to meet weekly to:
  - a) Finalize consensus principles
  - b) Review final survey results
  - c) Begin to review potential solution / identify consensus solution
2. Association staff to continue to meet with Administration, legislators, stakeholders
3. Association staff to share consensus solution with Association leadership, members; external stakeholders; legislative champions

# Phase 2: Coordinated Statewide Advocacy

*Timeline:* March 2023 – September 2023

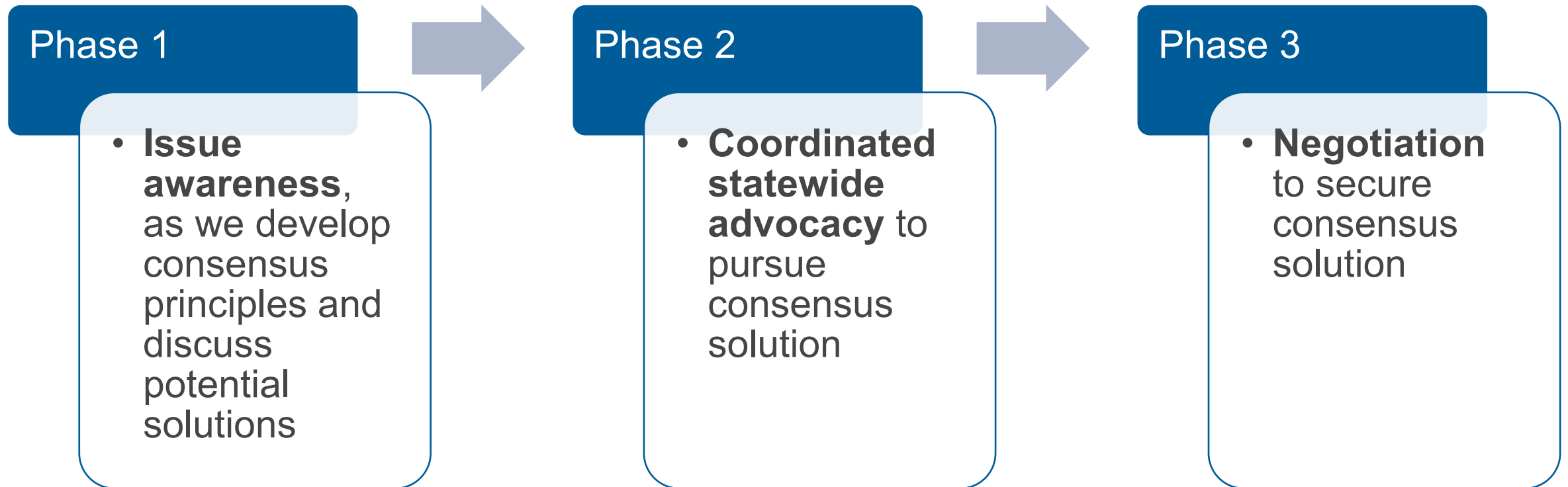
*Tactics:*

- Building and activation of legislative and stakeholder coalitions
- Continued meetings with Administration, key legislators, and stakeholders
- Continued standing meetings with policy & budget committee staff
- Earned media & coordinated public affairs program
- Heightened digital advocacy campaign

## **Role of Subcommittee:**

- 1) Share information
- 2) Steer coalition
- 3) Provide oversight on strategy, tactics

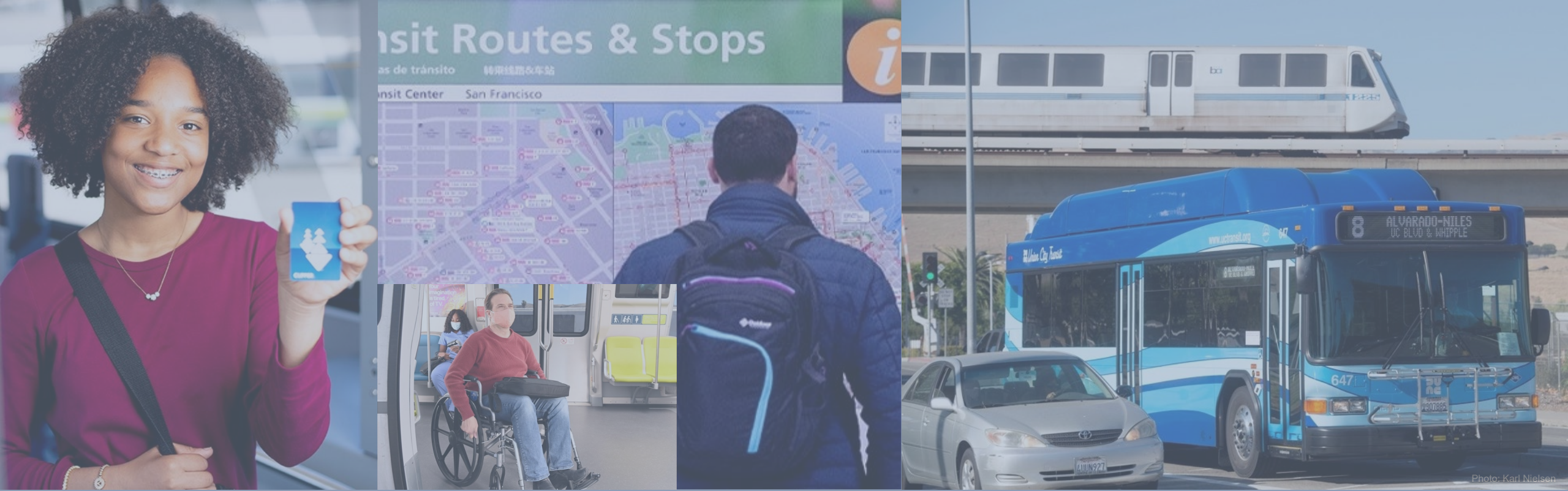
# Phased Approach



# Presenter Information

Michael Pimentel  
*Executive Director*  
*California Transit Association*  
[michael@caltransit.org](mailto:michael@caltransit.org)  
916-446-4656 x1034

# Long-Term Regional Strategy Presented by the Metropolitan Transportation Commission



# Saving Transit Service: Understanding the Bay Area's Transit Operating Fiscal Crisis

Presentation to Bay Area Rapid Transit (BART) Board of Directors

February 23, 2023



# Overview



Regional Overview of Transit's Ridership and Financial Challenges since Pandemic



Outlook for Transit Agencies Over the Coming Years



Regional Initiatives to Enhance the Transit Experience & Expand Transit Ridership



A Regional Approach to a Looming Transit 'Fiscal Cliff'



Photo: Jim Mauer





# **Regional Overview of Transit's Ridership and Financial Challenges since Pandemic**

Photo: Karl Nielsen



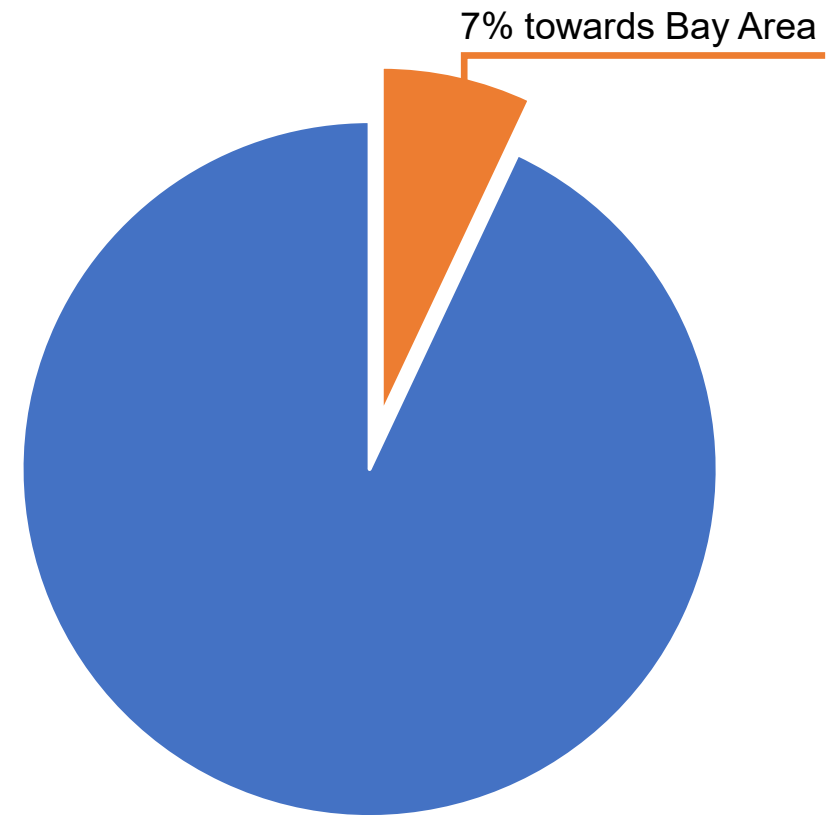


# Federal Funds Have Been a Lifeline for Transit Service Since 2020; \$4.4 Billion in Bay Area



These funds have been critical for agencies dependent on passenger fares, bridge tolls, and parking revenues. Without federal relief the Bay Area would not have a functioning regional transit system.

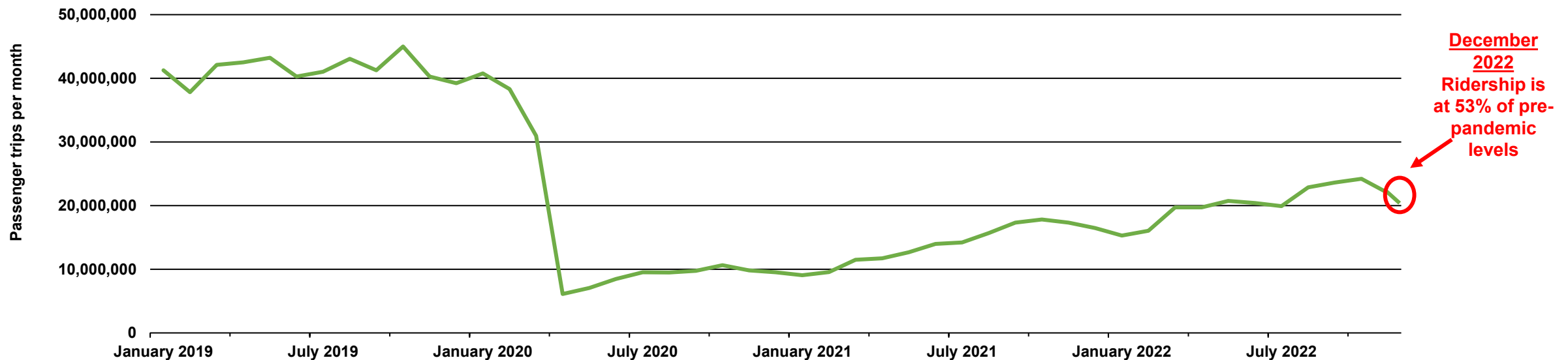
**\$68 billion provided nationwide**





# Transit Ridership – All Bay Area Operators

Transit ridership across the Bay Area remains at only 53% of pre-pandemic levels. But **over 20 million passenger trips were still taken on transit during the month of December 2022.**



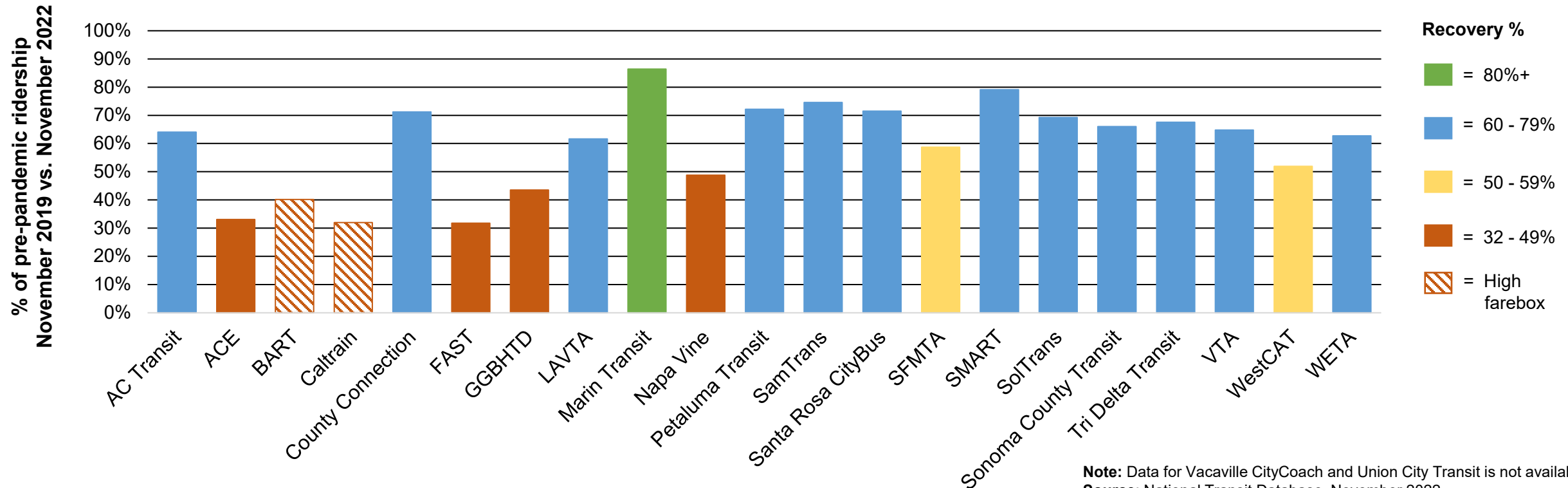
Source: National Transit Database



# Ridership Recovery Varies Greatly by Operator



Ridership recovery by operator generally reflects the type of destinations served and the demographics of riders of each agency. Operators primarily serving riders without access to other modes of transportation have seen the most robust recovery.





# Outlook for Transit Agencies Over the Coming Years

Photo: Karl Nielsen



# The (Pre-Pandemic) Revenue Models of Bay Area Transit Operators



## User Fee Focused

Fares, Tolls, Parking Revenues

*Example Operators*  
BART, GGBHTD

## Sales Tax Dominates

Sales Taxes = 70% of Operations Rev.

*Example Operators*  
VTA, SamTrans

The financial position that Bay Area transit operators find themselves in today is closely tied to the type of **pre-pandemic revenue model** used by the agency to support operators

## Mix of Tax-Based Sources

Property/Parcel Taxes, Sales tax

*Example Operators*  
AC Transit, Marin Transit

## Unique Funding Mix

City General Fund, Special Agreements, MOUs

*Example Operators*  
SFMTA, WestCAT, ACE

Transit operators' **business model** (*the type of service they provide and the demographics of riders they target*) is also key to understanding their current financial position



# A Challenged Business Model



## Population Loss

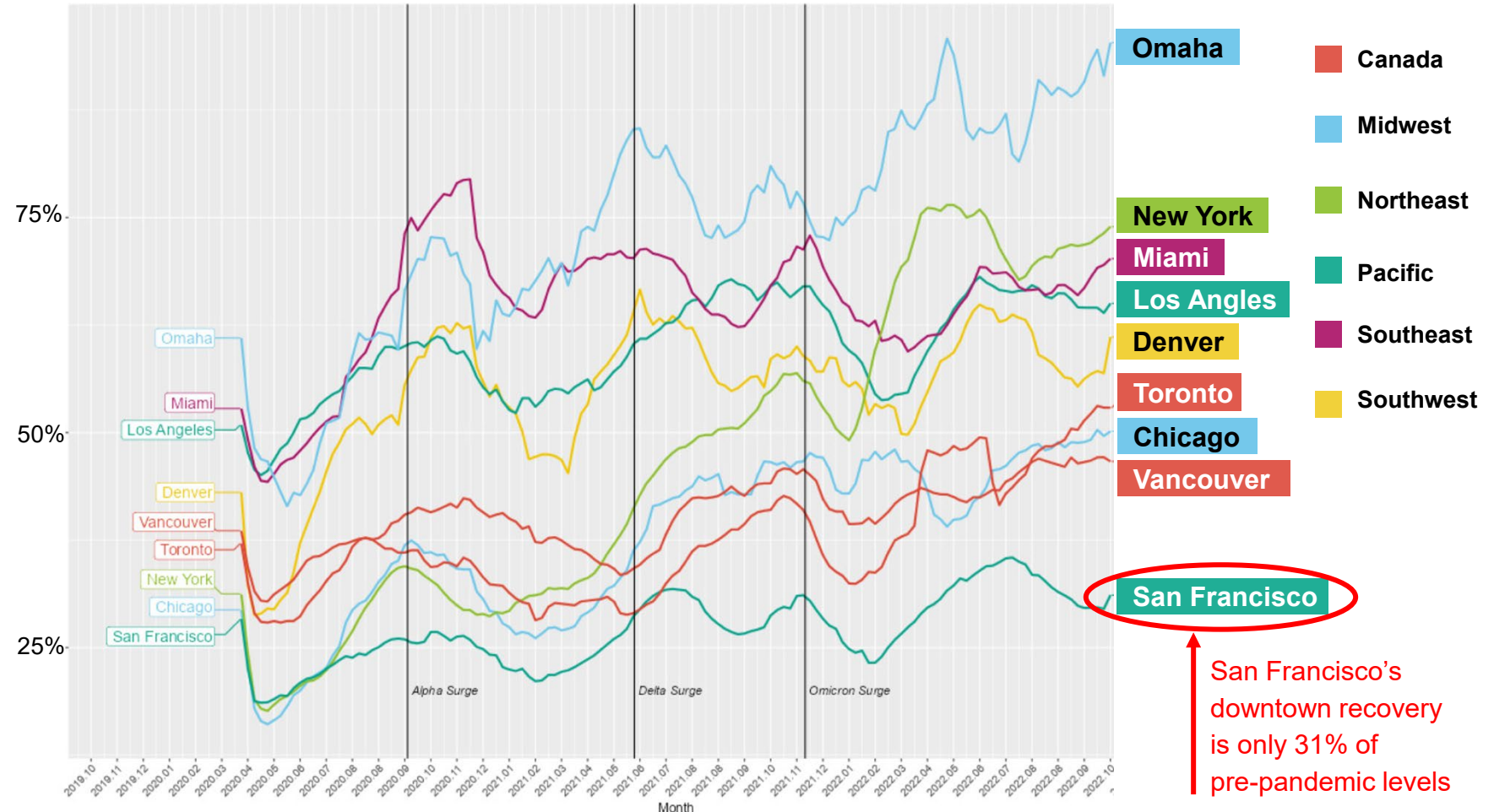
150,000 fewer people lived in the Bay Area 2022 than in 2015\*



## Workplace Changes

Downtown SF and Oakland have the *lowest rate of office in-person occupancy* in North America\*.

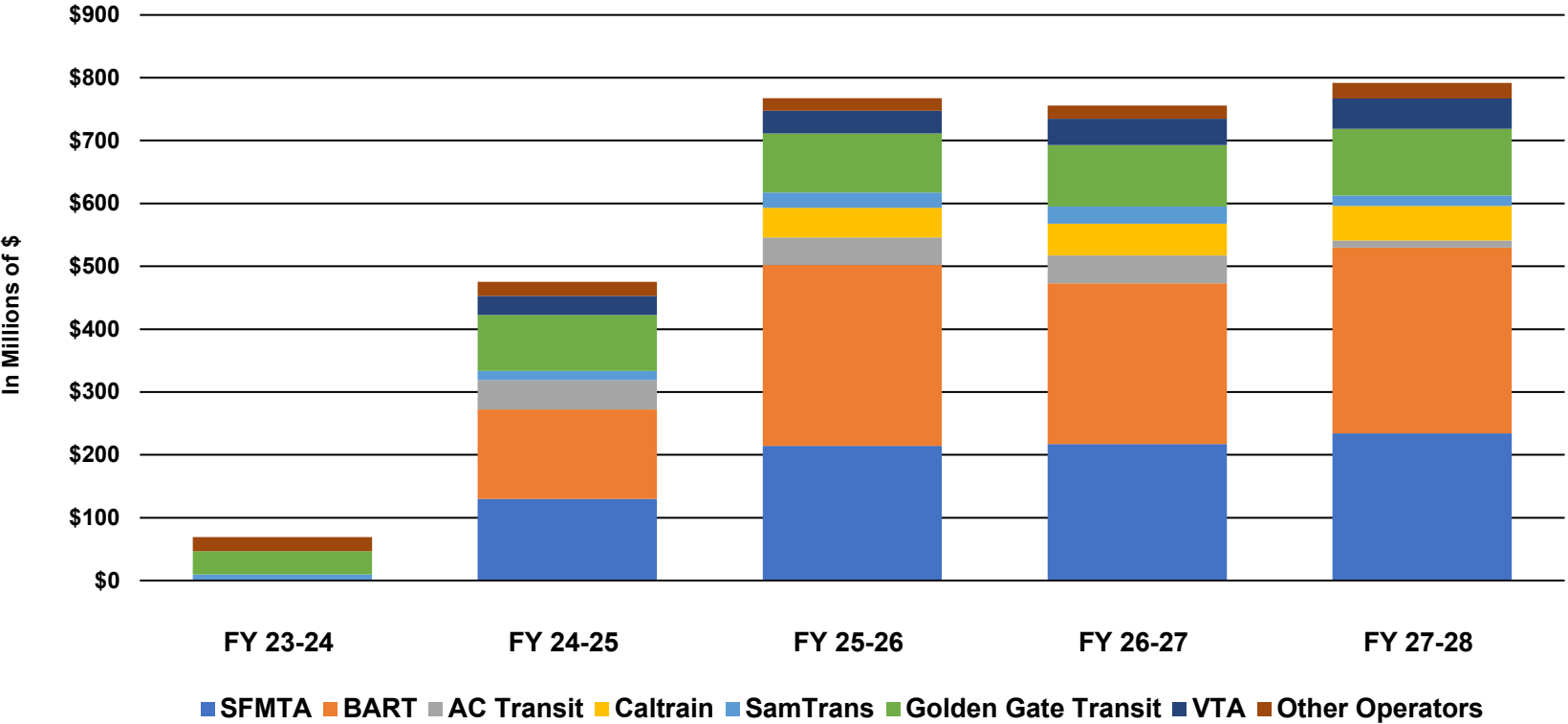
UC Berkeley Downtown Recovery Quotient Trajectories in 9 Select North American Cities\*



San Francisco's downtown recovery is only 31% of pre-pandemic levels

\*Sources: UC Berkeley/U of Toronto - [Downtown Recovery Study](#); [CA Dept. of Finance](#)

# Forecast of Annual Operating Shortfalls by Operator



Bay Area transit operators anticipate a cumulative operating shortfall of between \$2.5 - \$2.9 billion over next five years

This range of potential shortfalls reflects the uncertainty of the coming years. The lower end of the range would require making hard decisions like delaying the zero-emission bus transition, canceling key Vision Zero safety projects on streets, and delaying customer facing repairs for assets like escalators.

**Note:** Amounts shown in table represent high end of possible shortfall forecast.  
**Source:** Operator forecasts provided the California Transit Association

# Key Themes from Short Range Transit Plans


*Fiscal and operating challenges vary dramatically across operators*

1. Farebox dependent operators remain acutely vulnerable to sluggish ridership recovery
2. 100% of pre-pandemic revenues would not be sufficient to restore 100% of pre-pandemic service
3. Fiscal cliff is not the only challenge. For some agencies, operator recruitment and retention are as significant a challenge, if not more so, than fiscal ones when it comes to restoring transit service to levels operated pre-pandemic



Photo: Karl Nielsen





# **Regional Response: Implement Transit Transformation Action Plan to Enhance Transit Experience & Expand Ridership and Secure New Revenue**

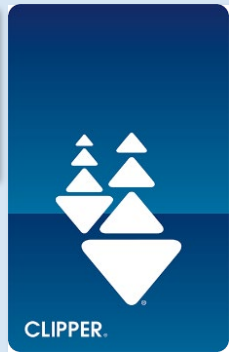
Photo: Joey Kotfica



# Creating a Better, More Integrated Transit System: Implementing the Transit Transformation Action Plan (TAP)

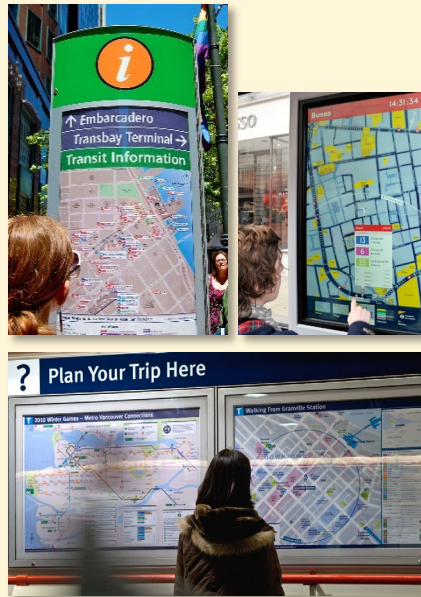
## I. Fares and Payment

Simpler, consistent, and equitable fare and payment options.



## II. Customer Information

Make transit easier to navigate and more convenient.



## III. Transit Network

Transit services managed as a unified, efficient, and reliable network.



## IV. Accessibility

Transit services for older adults, people with disabilities, and those with lower incomes are coordinated efficiently.



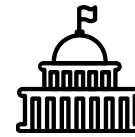
## V. Funding

Use existing resources more efficiently and secure new, dedicated revenue to meet funding needs.





# Coordinated Advocacy



**MTC, Transit Operators, Advocates, Business Community, Labor:** Working together to advocate in Sacramento and tell the story of transit riders and why protecting service is critical to California

“Backbone” committee of MTC, transit agencies, and community organizations collaborating to an unprecedented degree around “fiscal cliff”

State funding advocacy **today** is laying a foundation for a broad coalition to advocate for a regional measure **tomorrow**

Coordinating with other regions and CA Transit Association



# Making the Case

*Addressing the Five Year \$2 Billion+ Shortfall*



## Key Message:

State action needed for transit to survive & thrive

- Protect existing capital funding commitments
- Provide new source of operating funding on multi-year basis

**Presentations to Bay Area Legislative Caucus**

**Earned Media Coverage (KQED, TV)**

**Social Media/All Aboard Website**

**Joint letter with 50 organizations, online petition**



January 18, 2023

The Honorable Nancy Skinner  
Chair, Senate Budget and Fiscal Review Committee  
California State Senate

The Honorable Phil Ting  
Chair, Assembly Committee on Budget  
California State Assembly

Dear Chair Skinner & Chair Ting,

As you begin budget negotiations this year, the undersigned organizations request your support to help the state's public transit systems avoid looming cuts to critical transit service that millions of Californians rely upon and that is foundational to our state's climate strategy. These potential cuts reflect the lingering impact of the COVID-19 pandemic, which has devastated transit operating budgets as a result of diminished ridership as well as higher costs arising from inflation. While the Governor's proposed budget for FY 2023-24 does not specifically address this need and in fact proposes \$2 billion in reductions to public transit capital that the Legislature approved last year, we look forward to engaging with your budget subcommittees to ensure that this year's final budget bill provides additional transit operating assistance to sustain critical transit service riders depend upon and fund proven strategies to attract new riders and help lessen financial challenges in the future.

**A Strong Public Transit System is Vital to Creating an Equitable, Economically Vibrant and Climate Friendly Future**

Based on 2021 U.S. Census data, almost 60 percent of California residents who commute via public transit have a household income below \$35,000. Over half a million California households own no vehicle and count on public transit for their daily needs, including access to K-12 education and college. Public transit is an economic lifeline for these residents, especially seniors and persons with disabilities. Yet residents of all income levels also depend on transit to access their jobs and maintaining the viability of the transit systems is essential for the future of the state's economy and quality of life. Public transit also supports good-paying jobs, employing over 31,000 California workers statewide in FY 2021.

When it comes to climate change, California prides itself on being a global leader. The state has taken a two-pronged strategy to reduce transportation-related emissions – the largest

# Transit is Foundational to California's Equity & Climate Goals

- Ridership may be down, but almost **24 million transit trips** are still being taken monthly on Bay Area transit systems.
- Transit riders are disproportionately low-income and people of color, even more so today than pre-COVID as many higher income riders are commuting less or not at all.
  - **Cutting transit disproportionately harms the most vulnerable**
- Transit is **essential** to state's climate goals
  - State's own plans note that reducing vehicle miles traveled is essential to reducing greenhouse gas emissions and transit must *improve* to achieve these goals.
  - **Decarbonizing the vehicle fleet won't happen fast enough to achieve California & region's climate goals.**

# Coordinating Regional Advocacy with Statewide Partners

In partnership with California Transit Association, MTC and Bay Area transit agencies are pursuing a two-pronged approach to advocacy to ensure transit **survives and thrives**.

1. Address budget shortfalls that would lead to unacceptable service cuts and/or layoffs (“transit service preservation”).
2. Advance strategies to retain and attract riders (“retooling for the future”).

Strategies for navigating the challenging state fiscal environment:

- Pursue multi-year package that minimizes negative impact on General Fund.
- Pursue multiple revenue options so cost is borne across different sources/programs.



# Regional Measure Update

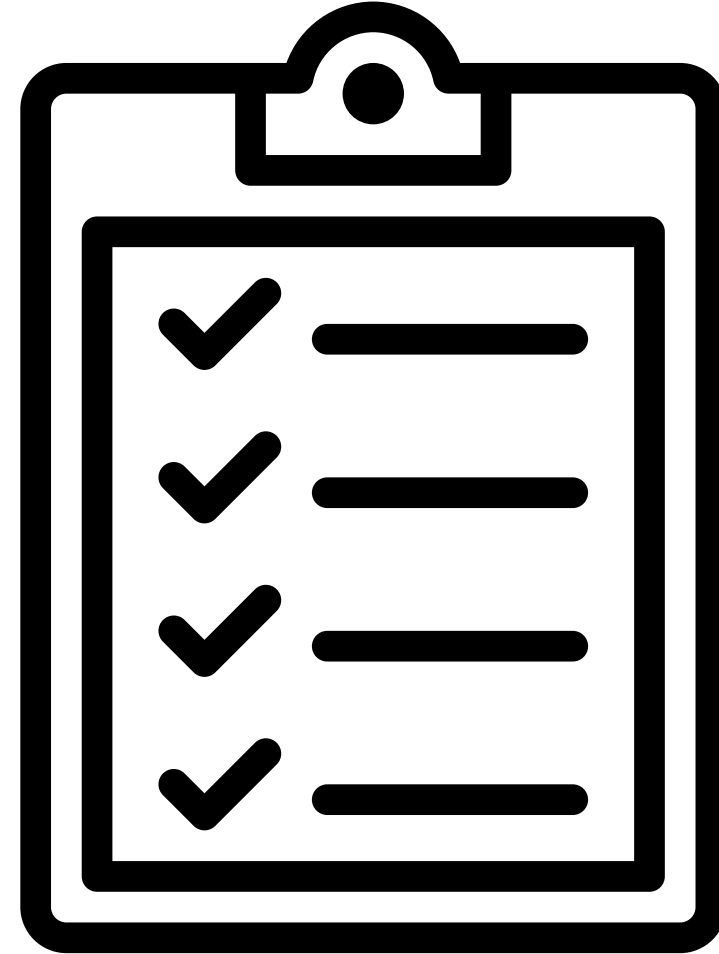
- **Transportation Measure:** Focus is on outreach and analysis this year to inform enabling legislation in 2024.
  - Measure is intended to be placed on ballot in 2026.
  - State funding advocacy strategy aims to bridge the funding gap.
- **Housing Measure:** Staff directed to begin preparations for placement of a general obligation bond on November 2024 ballot via existing authority provided to the new Bay Area Housing Finance Authority (BAHFA).
- **Polling:** Over the next month, MTC will conduct a poll to inform transportation measure enabling legislation and overall voter perspectives.





# 2023 Action Items for Transportation Measure

1. Polling (1st round this March)
2. Analysis of revenue options
3. Further stakeholder engagement
4. Public engagement
5. Agreement on goals of measure
6. Coalition building
7. Drafting of legislation & securing legislative champions

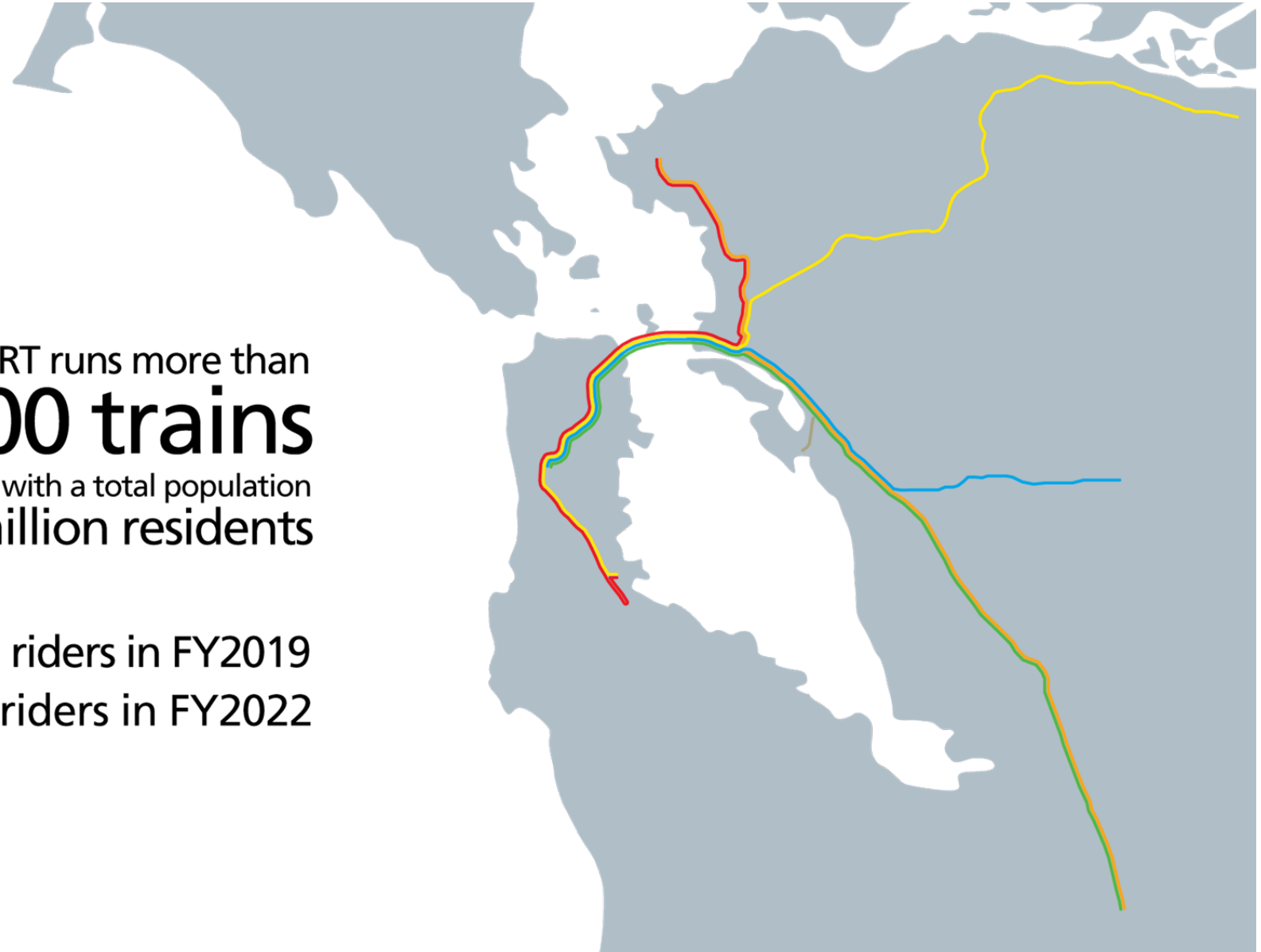


# Education Campaign

# BART is the Backbone of the Bay Area

Every year, BART runs more than  
**215,000 trains**  
serving 5 counties with a total population  
of over 6 million residents

118.1 million riders in FY2019  
34.5 million riders in FY2022



# Consequences of not Funding BART

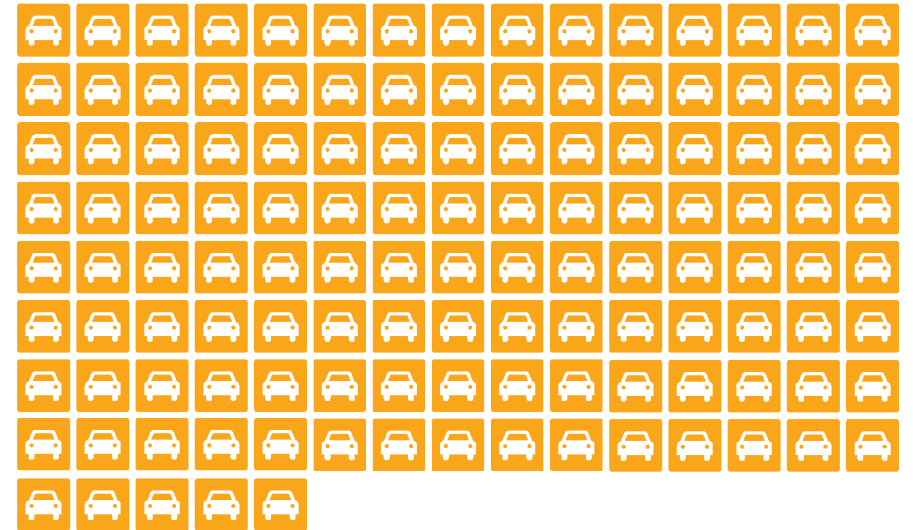
Even those who ride BART infrequently or not at all would be affected by:

- Higher levels of traffic for those who drive
  - More time driving, more collisions, and less productivity
  - Lower quality of life
  - Limited transit for special events (ballgame, concert)
- Deep economic impacts including layoffs
- Increased carbon emissions

## Every car in a BART train



moves as many people as  
**125 cars** (1.6 people per car)



# Communities Most Devastated

- Transit dependent populations will be left to fend for themselves



**People with disabilities**



**People with low income**



**People without vehicles**



**Youth aged 17 and under**



**Seniors aged 55 and over**



**Visitors and Tourists**



**People of color**



**Service workers**



**Nightlife industry**



**Supercommuters**

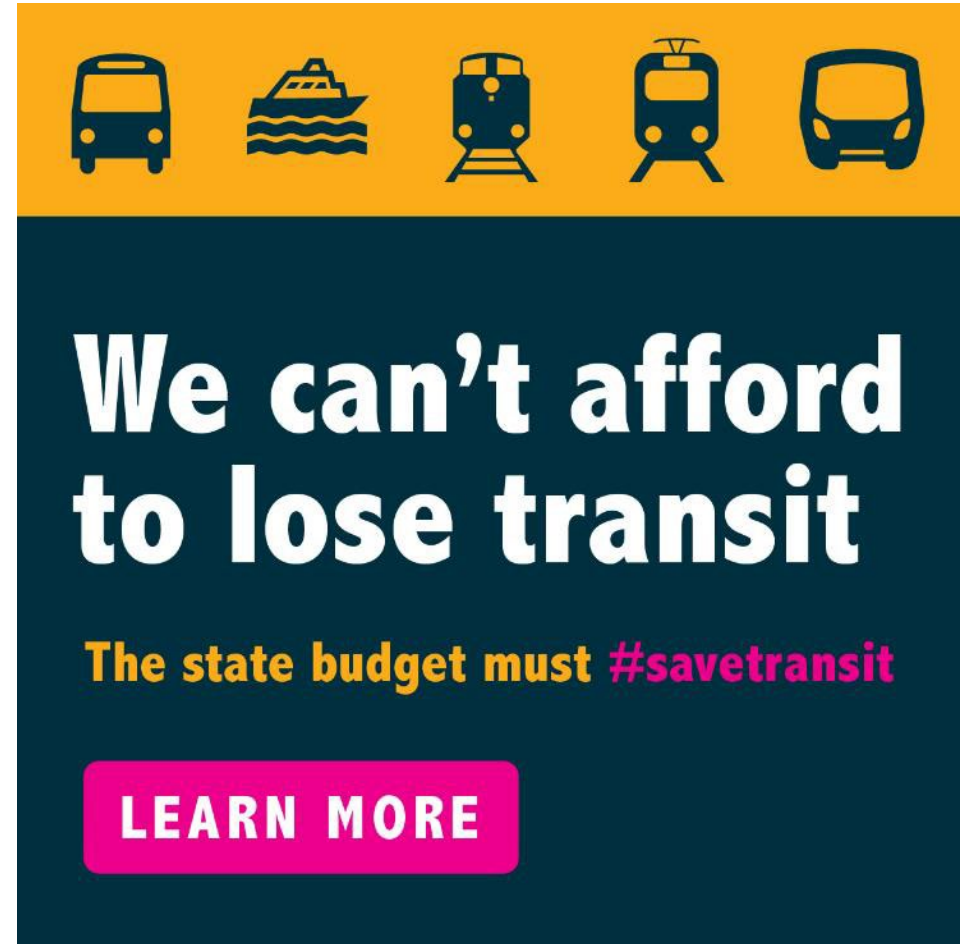
# Survive and Thrive

- Beyond survival, money to save transit will be used to:
  - Improve safety and prevent harassment
  - Deep clean and hire more cleaners
  - Increase frequency on weekends
    - Additional operating funding and staffing above current levels required
  - Improve transfers and regional transit coordination



# Education Campaign

- Joint regional education effort among transit agencies for consistent messaging
  - Slogan: We Can't Afford to Lose Transit
- Joint website: **AllAboardBayArea.com**
- BART website: **bart.gov/savetransit**
  - *Don't Let BART Go Broke* fact sheet





# Discussion

# Lunch Break

- **Agenda Topics**

- Look Ahead
- Regional Context and Financial Outlook
- Financial Stability: Near- and Long-term Strategy
- **Working Lunch: Customer Satisfaction Survey**
- Improving Customer Experience
- Workshop Wrap Up

Time to Next Presentation

15:00

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San Francisco Bay Area Rapid Transit District

# Board Workshop 2023



# 2022 Customer Satisfaction Survey: Results and Areas of Focus

Board Workshop

February 23, 2023

# Presentation Overview

- Background
- Three key questions
- Satisfaction trends and ridership
- Attribute ratings
- Quadrant chart
- Trip characteristics and demographics
- Verbatim comments

# Background

- Objectives
  - Gauge current levels of customer satisfaction
  - Obtain feedback on specific service attributes
  - Prioritize areas that need improvement
  - Obtain demographics of current riders
    - Compare to 2020 and 2018 (pre-COVID) demographics

# Methodology

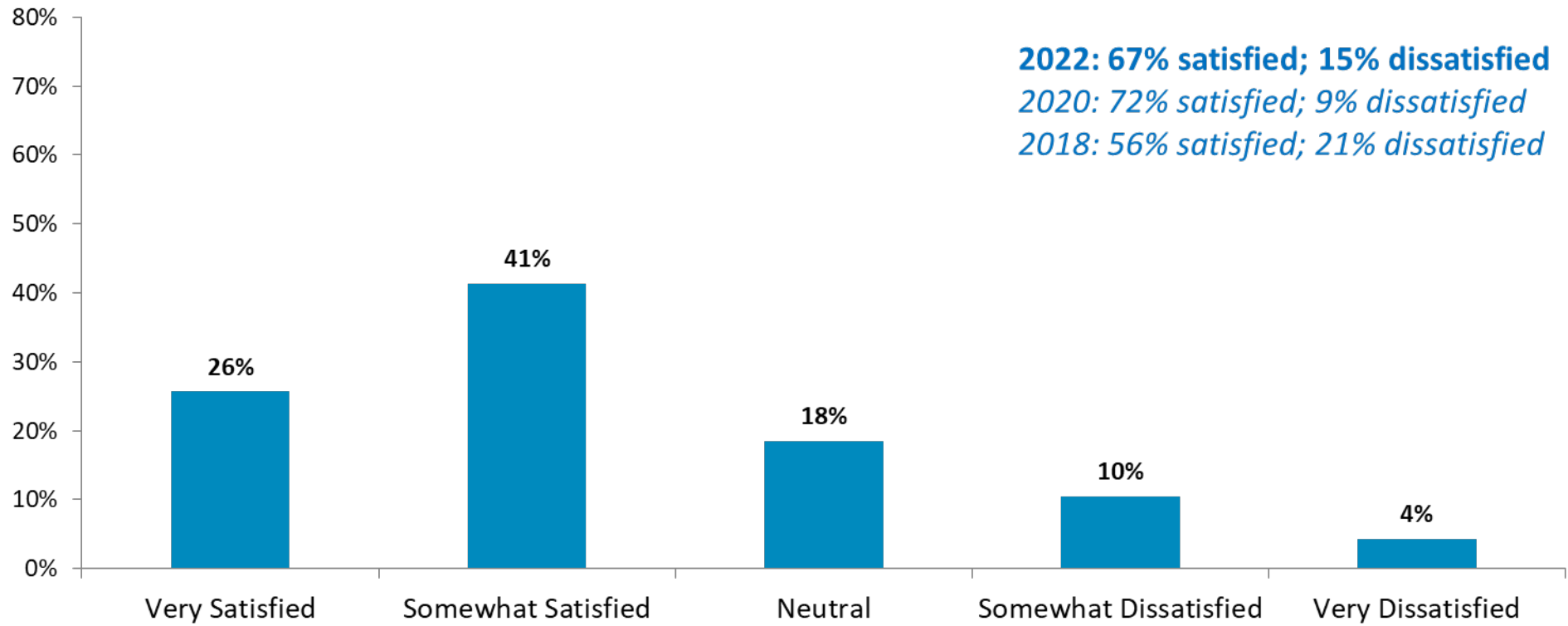
- Questionnaires distributed onboard representative sample of runs
  - 99 weekday runs, 31 Saturday runs, and 17 Sunday runs (147 total)
- Majority collected onboard (83%)
  - Completed online (11%); mailed-in (6%)
- Survey fielded primarily in October
  - Supplemental surveying in November
- Questionnaire available in English, Spanish and Chinese
- Sample size: 3,022
  - Sample size in 2020: 2,969
- Caveat about comparisons to previous years
  - 2020 had low ridership, different rider demographics
  - 2018 had very high ridership



# Satisfaction

- 67% are very or somewhat satisfied with BART, while 15% are dissatisfied

***Overall, how satisfied are you with the services provided by BART?***



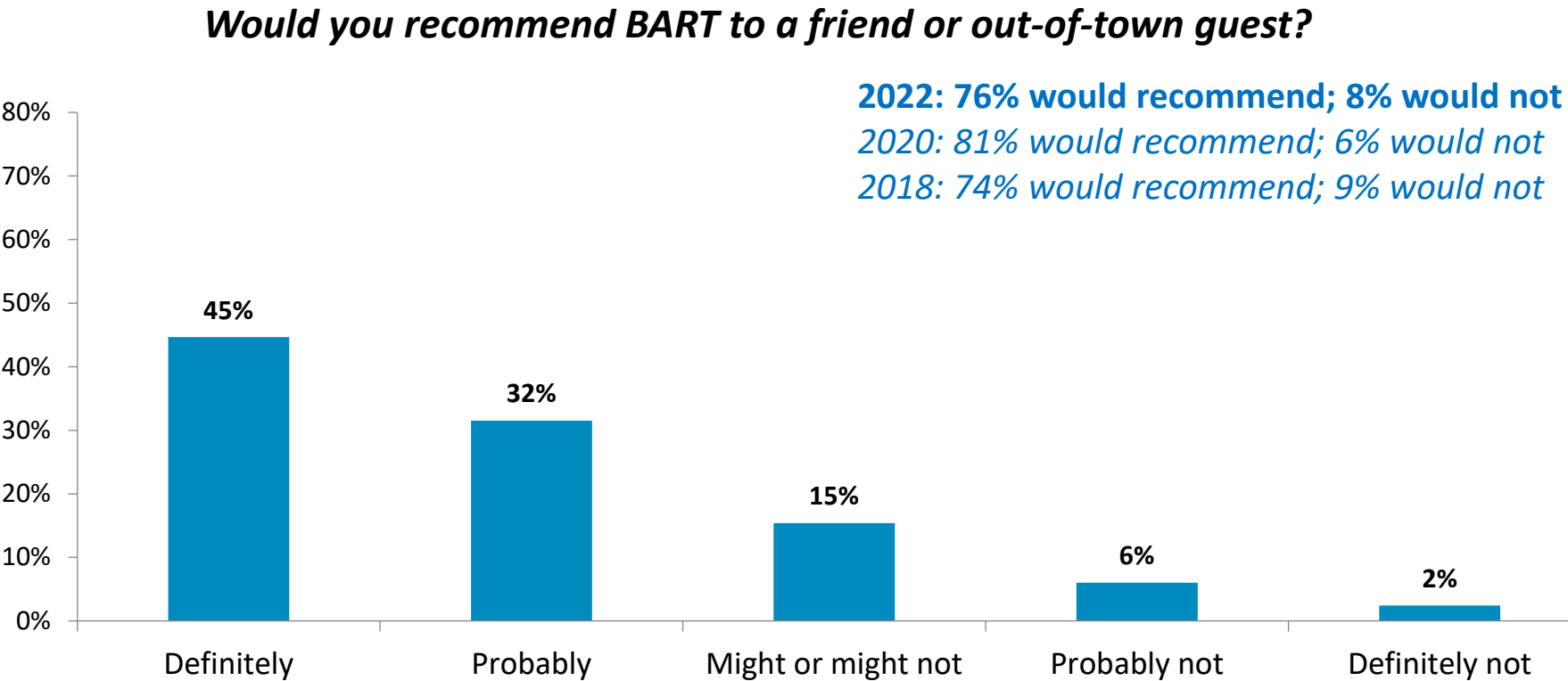
**2022: 67% satisfied; 15% dissatisfied**  
*2020: 72% satisfied; 9% dissatisfied*  
*2018: 56% satisfied; 21% dissatisfied*

n: 3,012

*Note that the Bottom 2 Box score of 15% is impacted by rounding.*

# Recommend to a Friend

- 76% would recommend BART, while 8% would not

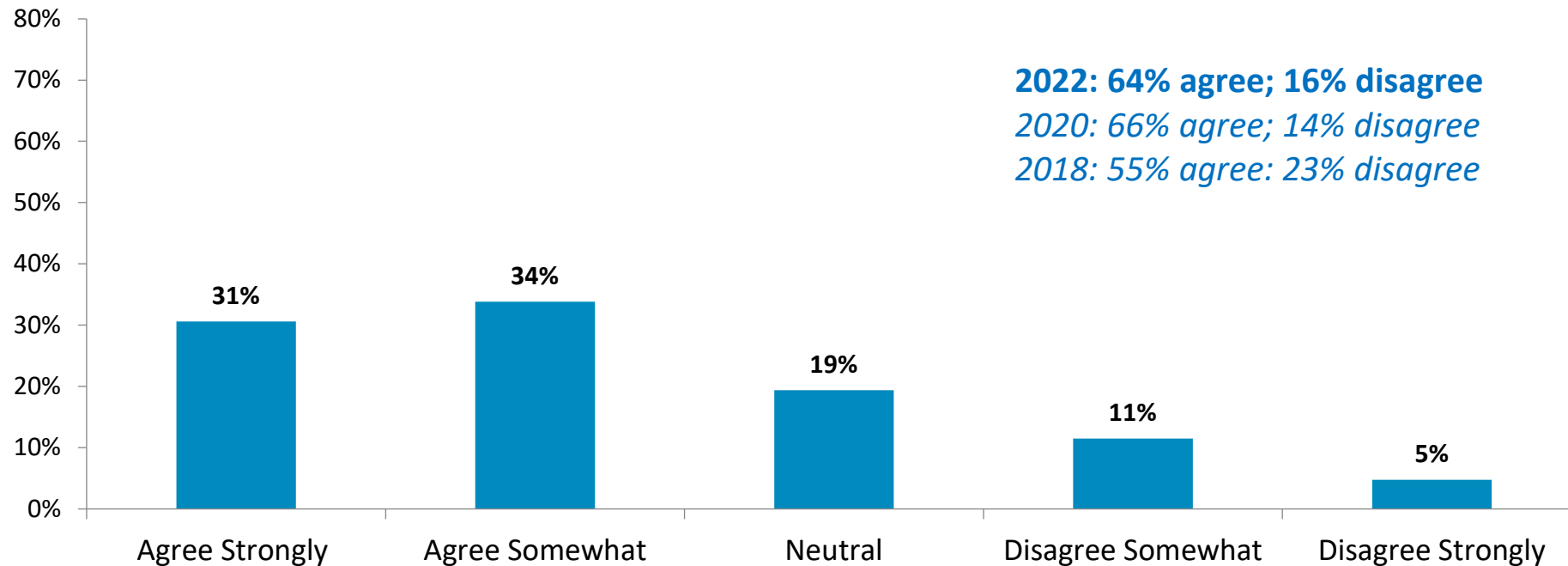


*n: 3,013*  
*Note that the Top 2 Box score of 76% is impacted by rounding.*

# Value for the Money

- 64% agree that BART is a good value for the money

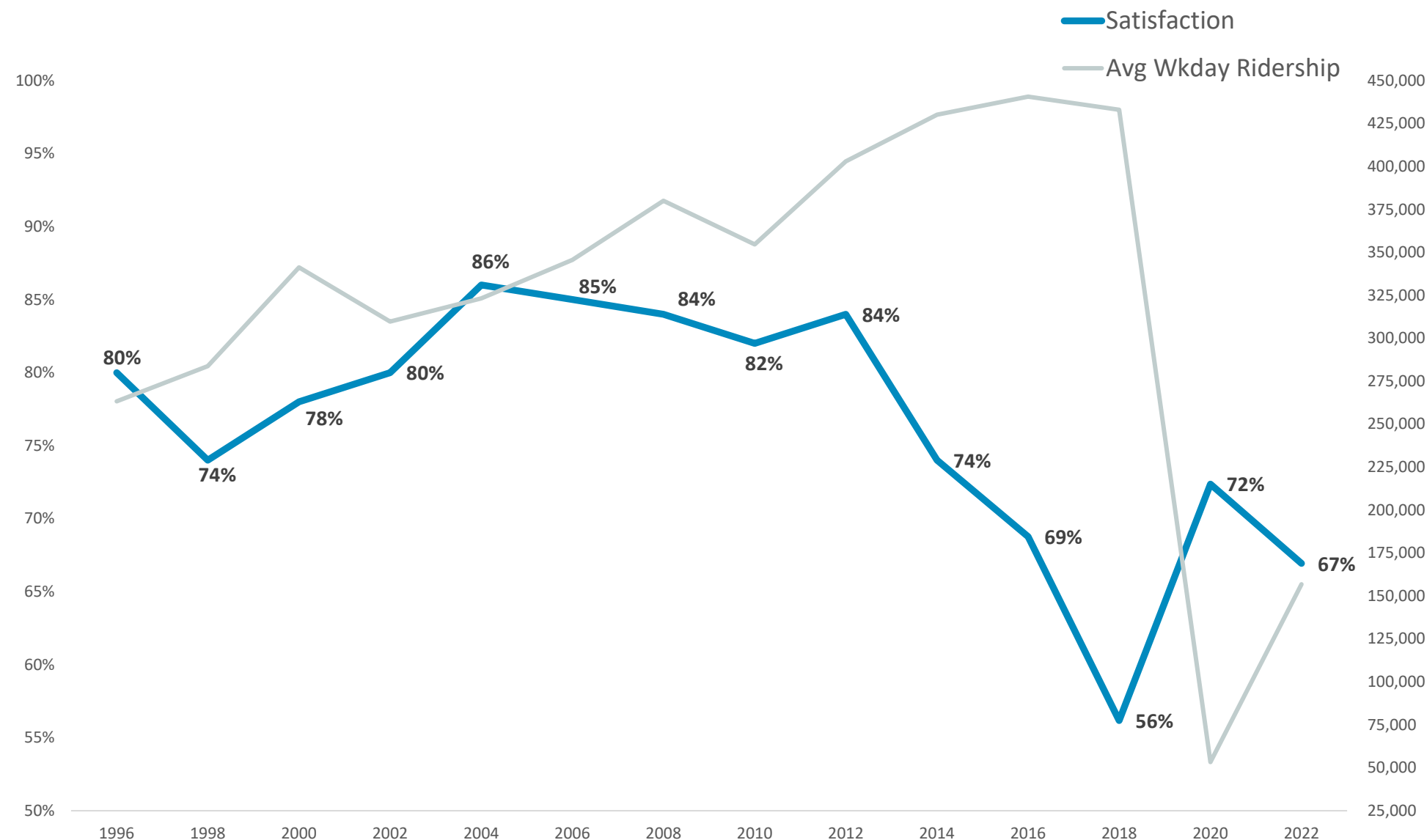
*To what extent do you agree with the following statement:  
"BART is a good value for the money."*



n: 2,984

Note that the Top 2 Box score of 64% is impacted by rounding.

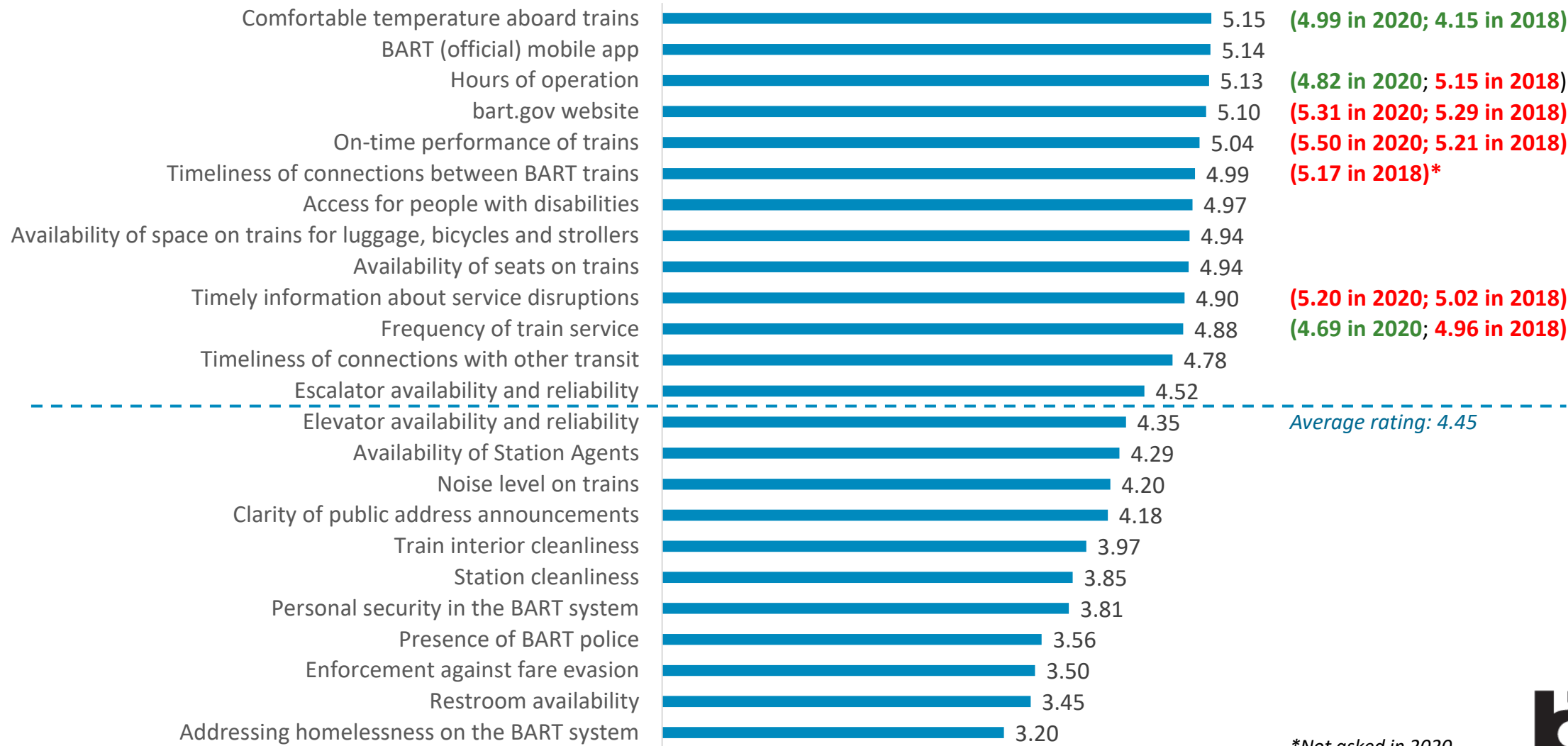
# Satisfaction Trends and Ridership



# Service Attribute Ratings

*Please help BART improve service by rating each of the following attributes.  
“7” (excellent) is the highest rating, and “1” (poor) is the lowest rating.*

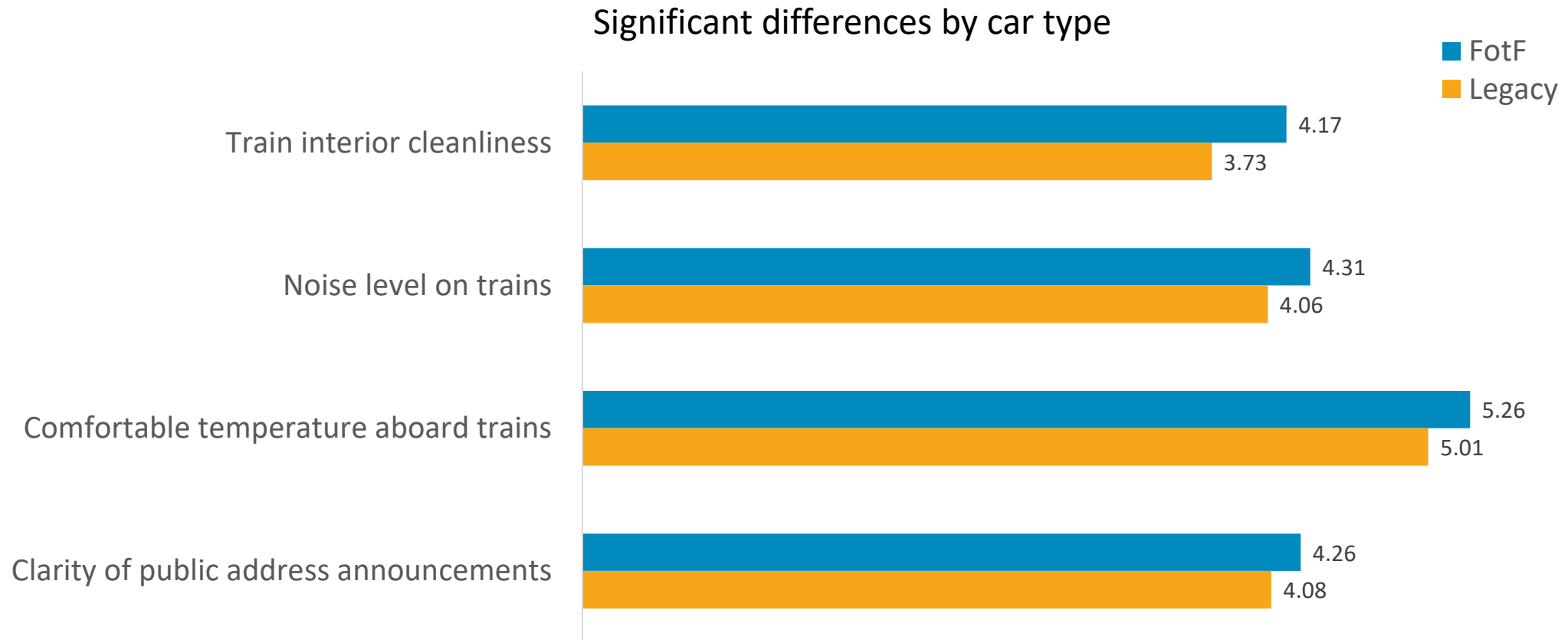
## Selected prior ratings



\*Not asked in 2020

# Service Attribute Ratings by Car Type

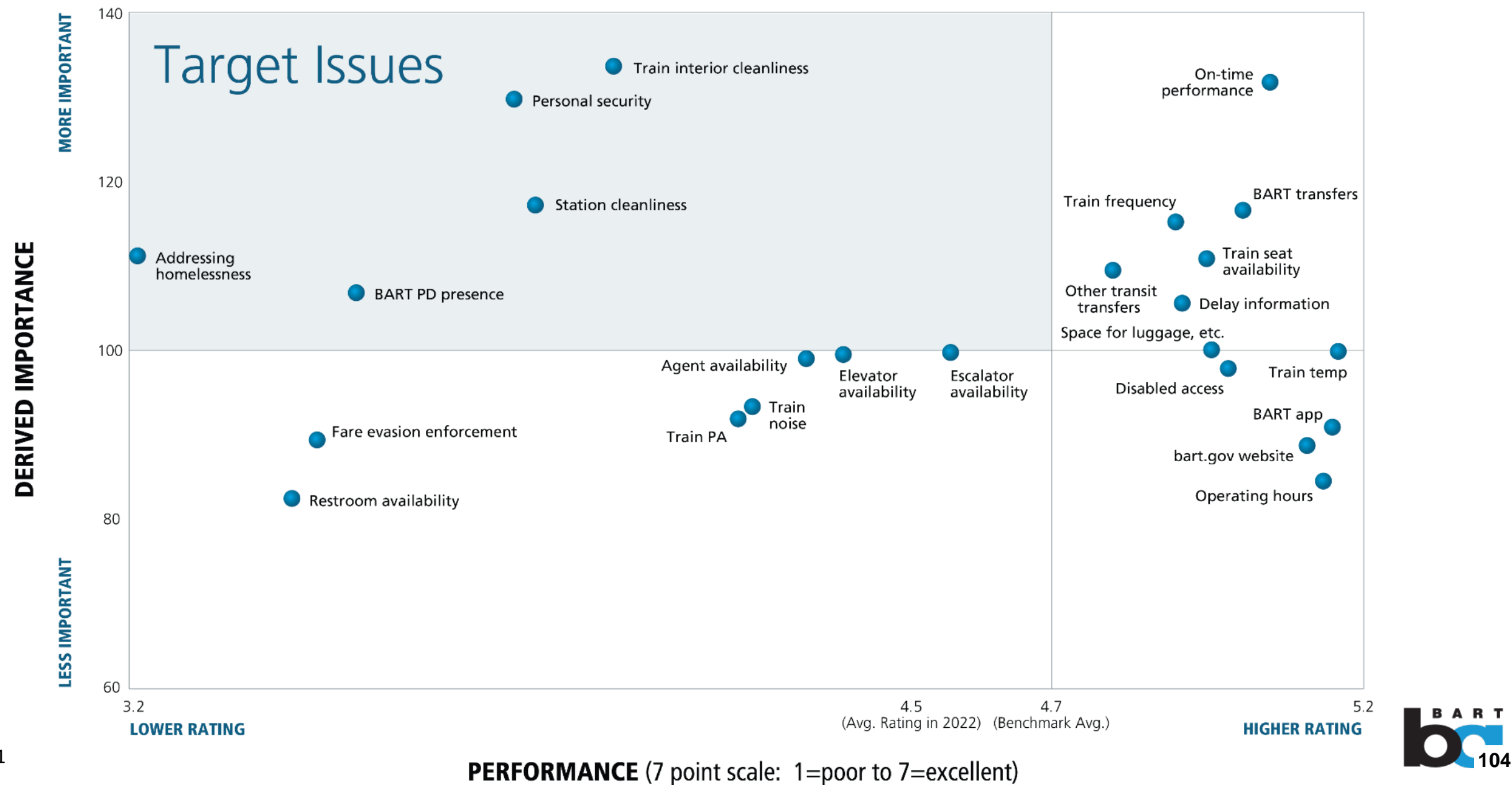
- Customers surveyed onboard Fleet of the Future (FotF) cars rated four train-related attributes significantly higher than customers onboard Legacy cars\*



*\*Station cleanliness was also rated higher by those surveyed on Fleet of the Future cars*



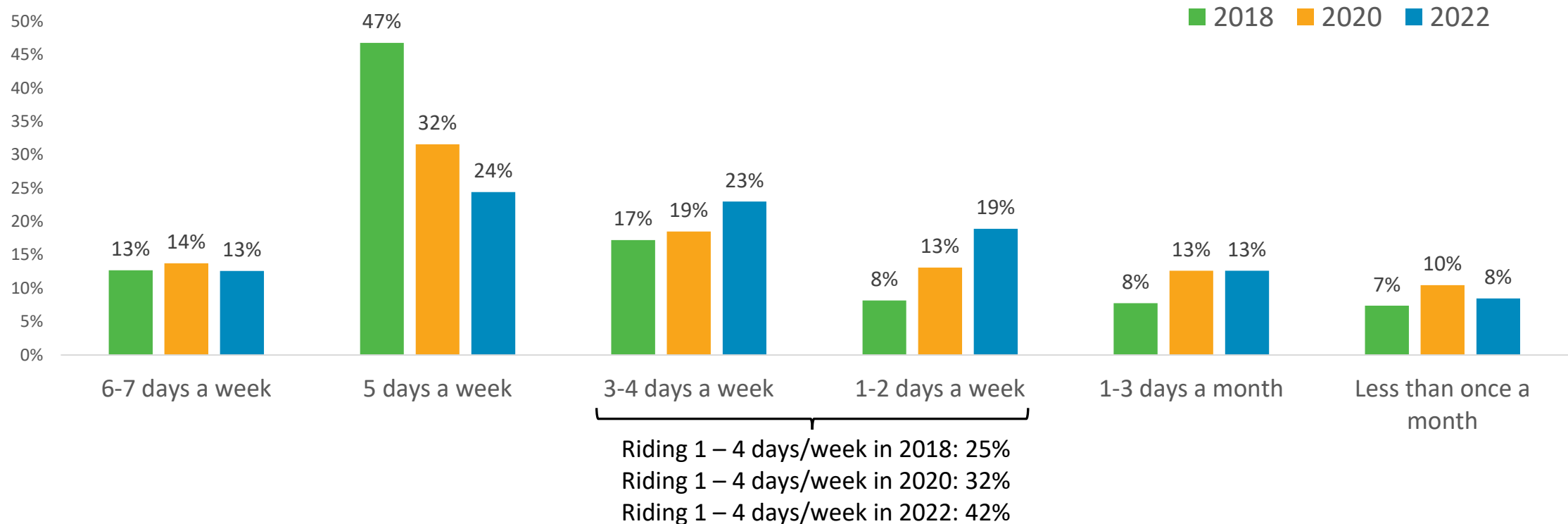
# 2022 Quadrant Chart



# Frequency of BART Ridership

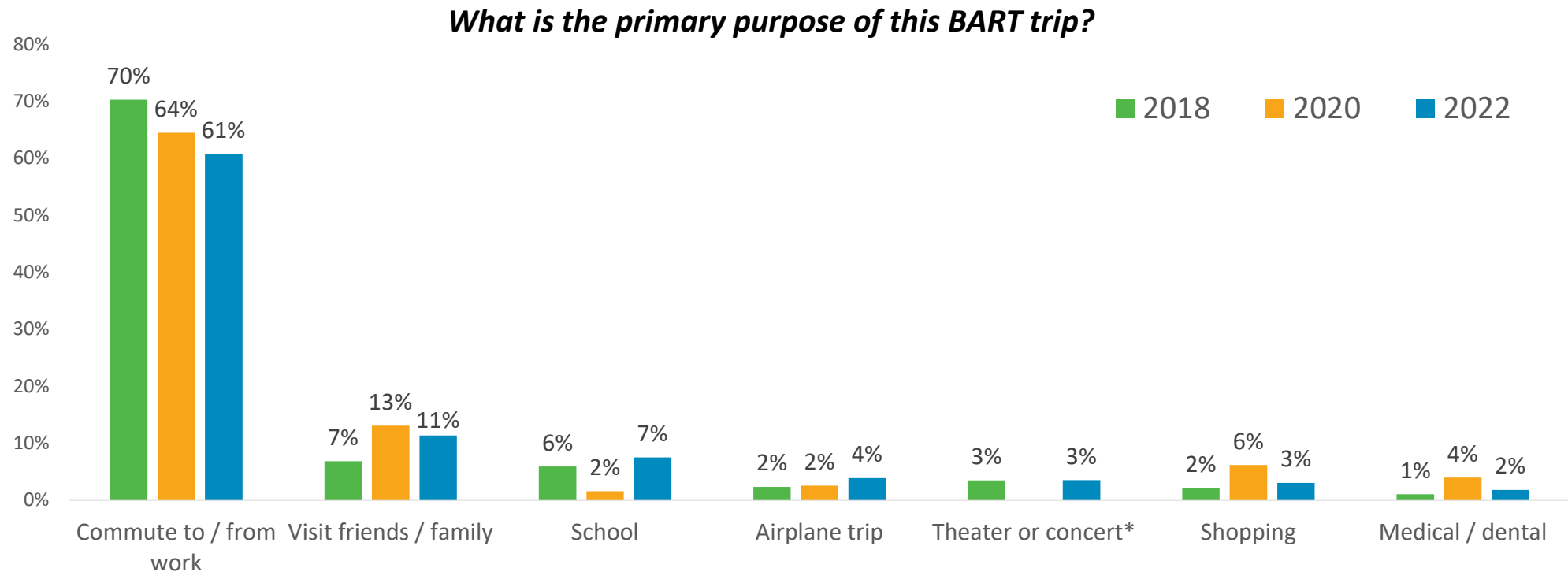
- There has been a dramatic decline in five-day-per-week riders
- Those riding one to four days per week now comprise 42%

*How often do you currently ride BART?*



# Primary Trip Purpose

- Compared to 2018, commute trips declined 10 percentage points (ppts), while visiting friends/family trips increased five ppts

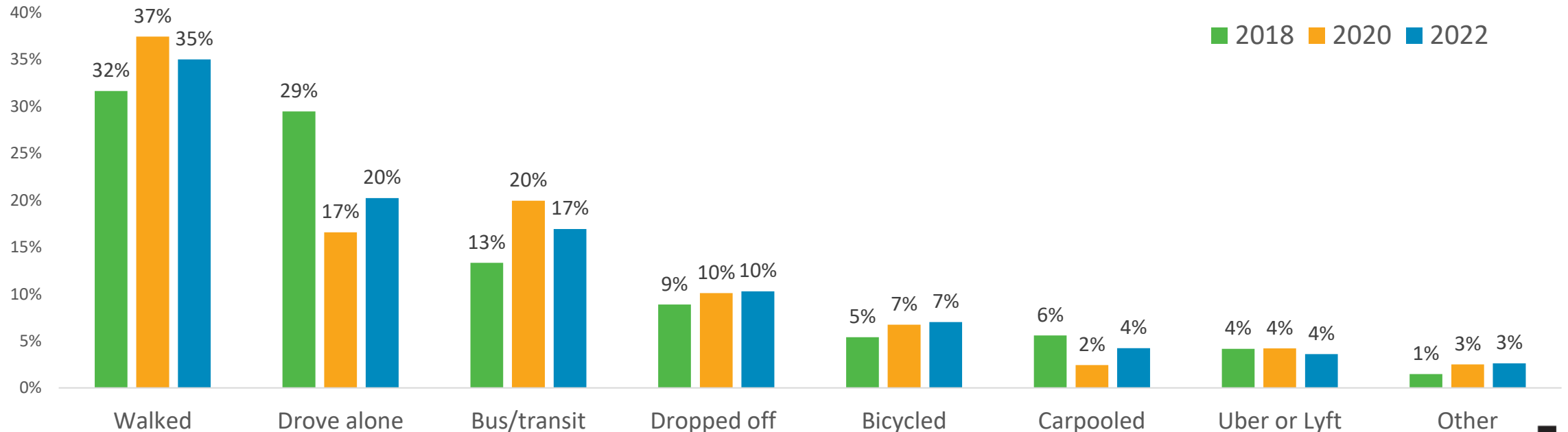


*\*Due to limited events taking place during the 2020 survey, "Theater or concert" was not listed on that year's survey  
Note the 10 ppt decline in commute trips and the 5 ppt increase in visiting family/friends trips are impacted by rounding.  
Other trip purposes not shown on this chart accounted for 8% of trips in all three years.*

# Station Access Mode

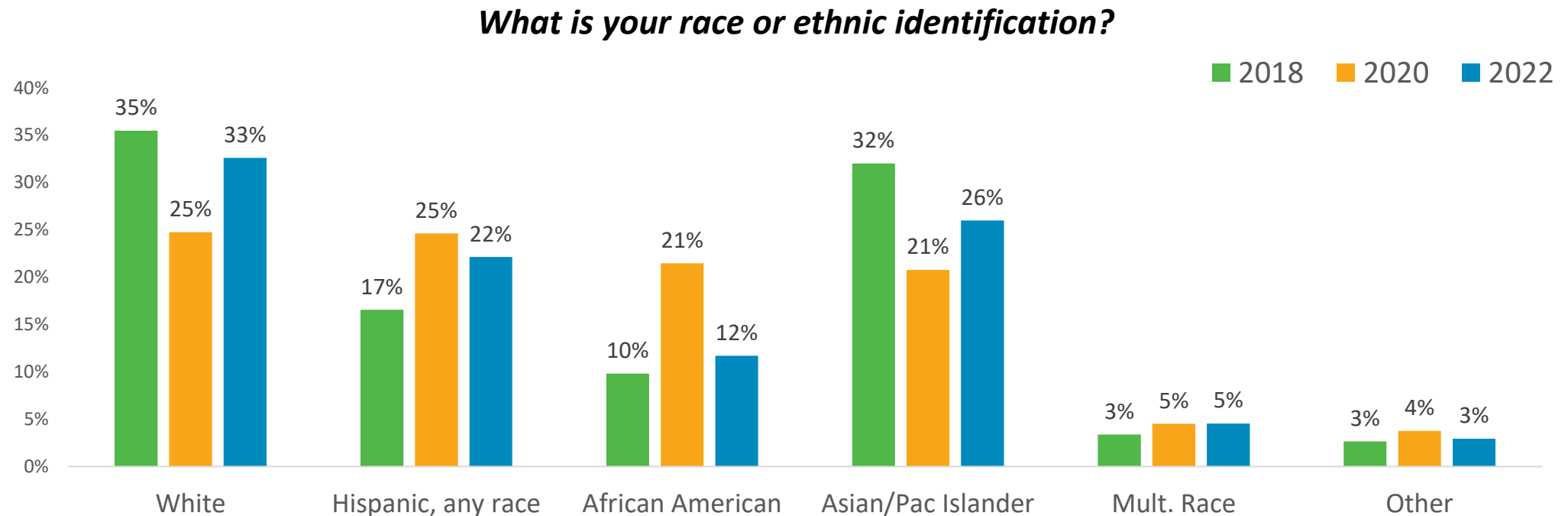
- Compared to 2018, driving alone dropped nine pts; taking transit, walking, and bicycling increased (four, three, and two pts, respectively)
- Compared to 2020, driving alone and carpooling increased, while walking and taking transit decreased

*How did you travel between home and BART today?*



# Demographics: Race

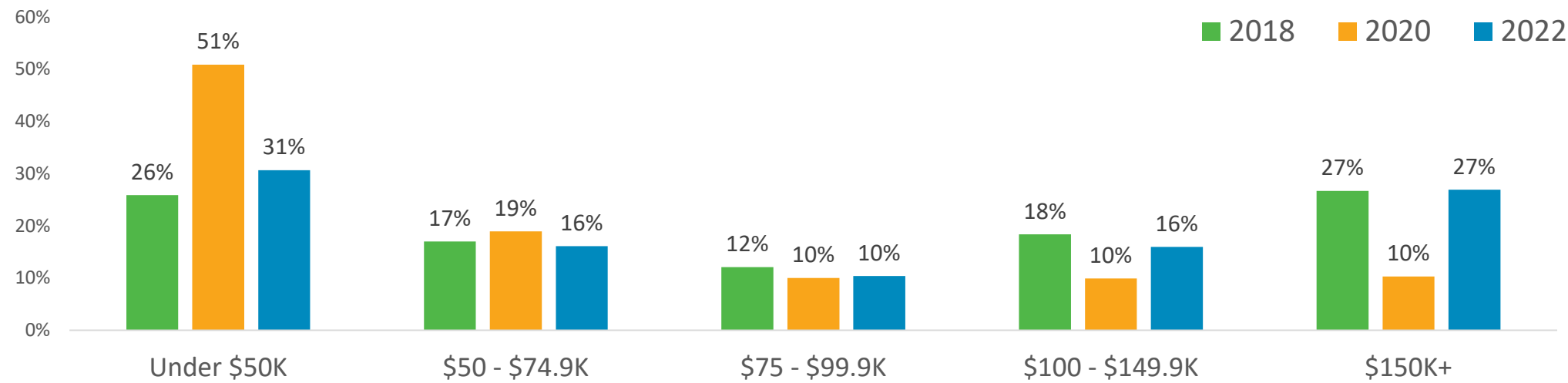
- Compared to 2018, the percentage of Hispanic riders has increased while the percentage of Asian riders has decreased
- Note that in 2020 there were dramatic shifts in racial demographics



# Demographics: Household Income

- Though riders' income levels are higher than in 2020, they are skewing lower compared to 2018

*What is your total annual household income before taxes?\**



***Low-income estimates, taking both household income and household size into account:\*\****

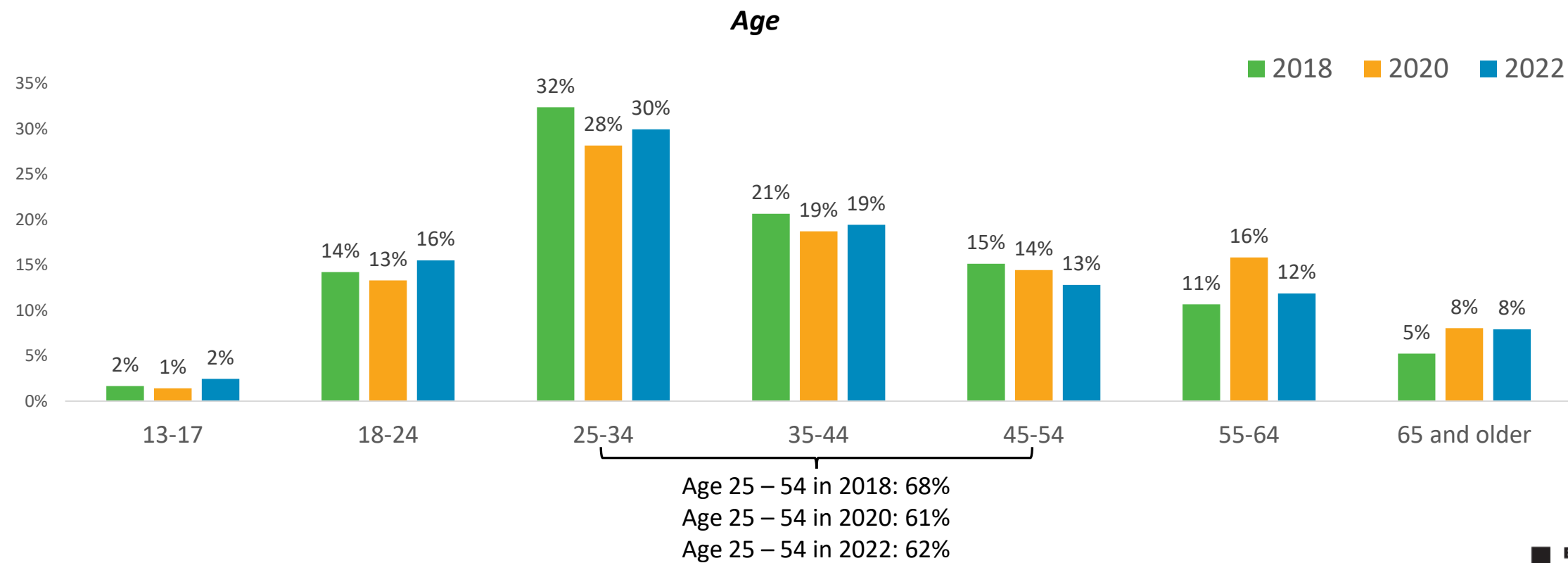
2018: 20% low-income  
2020: 41% low-income  
2022: 29% low-income

*\* Income comparisons in chart have not been adjusted for inflation.*  
*\*\*These estimates approximate 200% of the Dept. of HHS's poverty guidelines, which are adjusted annually. For reference, a household of four with annual household income under \$55,500 would be considered low-income using the guidelines. The corresponding survey category is under \$60,000.*



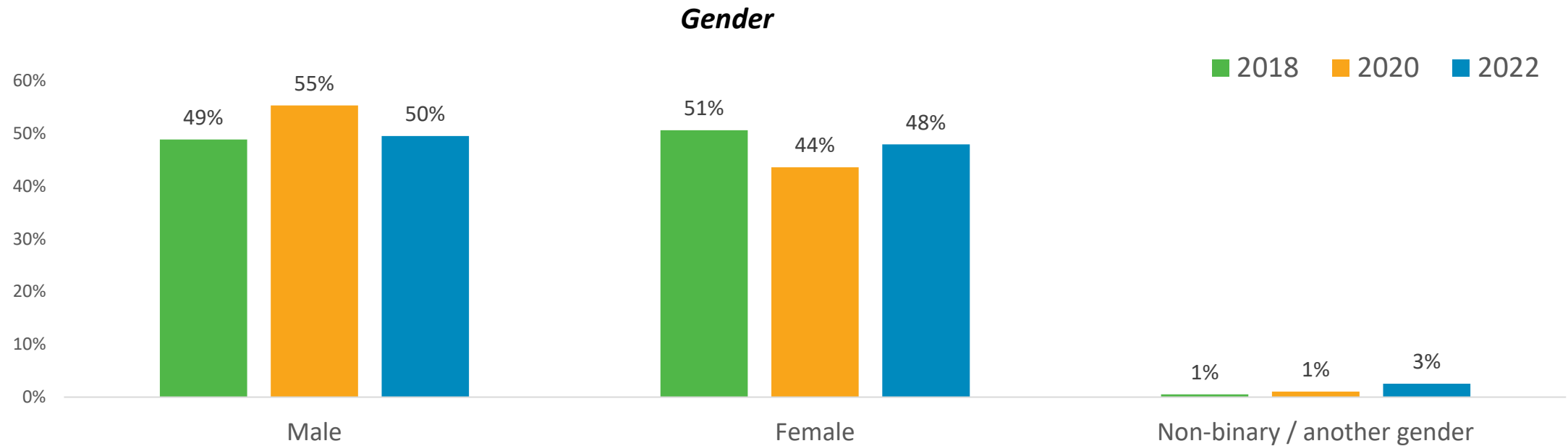
# Demographics: Age

- The percentage of riders in the 25 to 54 age group has dropped since 2018, from 68% in 2018 to 62% in 2022



# Demographics: Gender

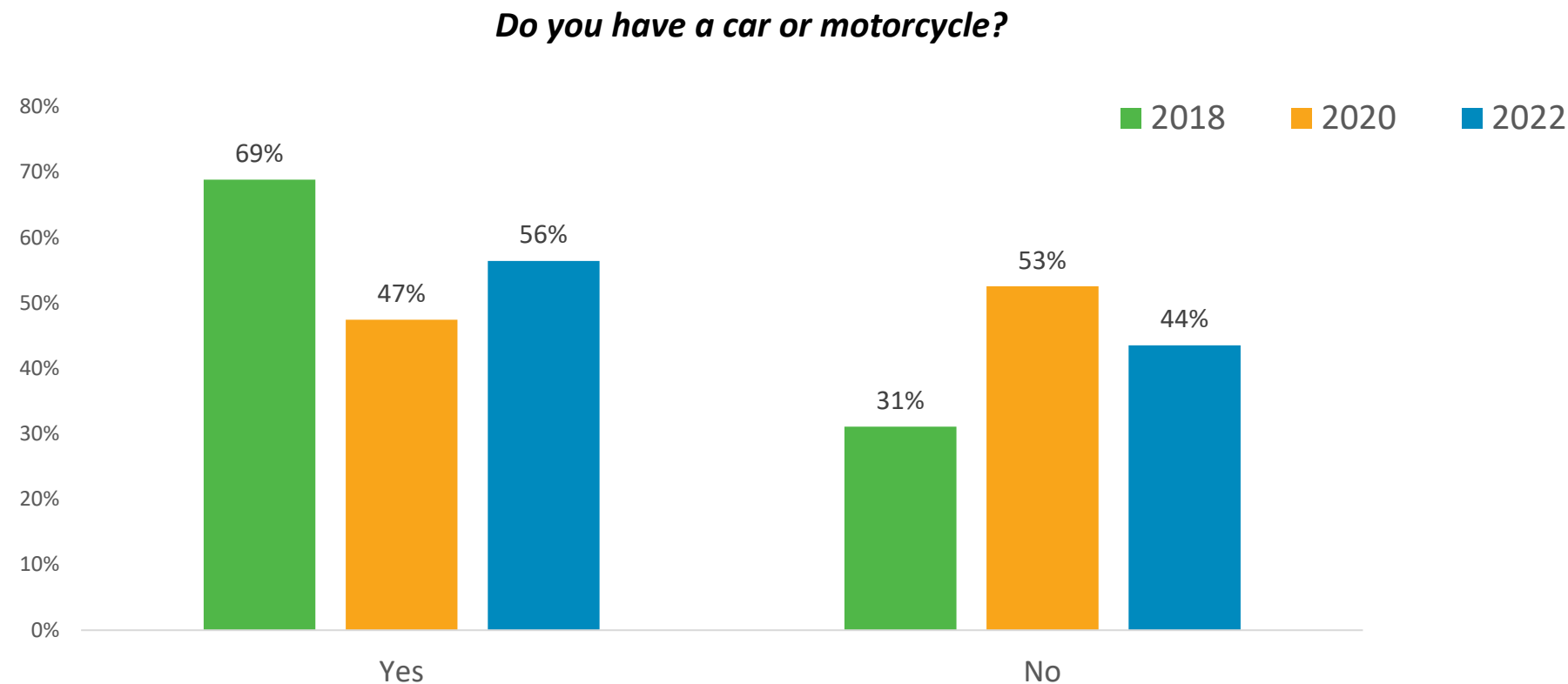
- The gender split is fairly even in 2022 in contrast to the male skew in 2020
- Compared to 2018, the percentage of female riders has declined slightly and the percentage of non-binary/another gender riders has increased\*



*\*Note that the gender response options were modified in 2022, which may account for some of the increase in the non-binary/another gender responses.*

# Demographics: Vehicle Ownership

- While the percentage of riders with vehicles has increased since 2020, it has decreased substantially from 2018



# Verbatim Comments

## Related to Target Issues



# Verbatim Comments: Cleanliness

- *Some stations and trains are better kept than others. But overall much cleaner than pre-pandemic.*
- *Cleanliness, homelessness, security are the major problems. Train breakdowns & delays are rising.*
- *San Francisco stations & stairwells are filthy & smell of urine*
- *Civic Center is terrible, do not recommend people take BART to visit me. Smells bad and lots of unwell people.*
- *If the trains felt cleaner, I would ride BART 10x more*
- *Some older trains and traveling later at night are a total mess w/ people dropping trash and smoking*

# Verbatim Comments: Personal Security / Crime / Police

- *Not feeling safe is the #1 reason I don't usually take BART.*
- *BART is too scary for many people to use. Sad but true.*
- *Would love for BART to feel safer, esp. for women, esp. @ night w/ low train frequency. I'd take it more often if so.*
- *Rider for 25 years. Its pretty bad. Not safe. Don't feel comfortable with wife and teen daughter riding alone. No one cares about fare evasion. Way too many people in the system who shouldn't be.*
- *BART feels unsafe. Almost every visit there is someone who acts threatening or is smoking or on drugs.*
- *As I fill out this survey, I'm sitting next to a piece of aluminum foil that was used to smoke heroin.*
- *BART is essential and I would feel better, safer if police were visible regularly.*
- *Need more police in evenings especially after 7:30 pm*
- *Increase security personnel patrolling the trains will probably help address people shouting in trains, thank you.*
- *Mentally ill people are constantly in the stations disrupting things, smoking cigarettes in the station and harassing people. Same goes for the trains. Out of everything that could possibly be improved on BART, safety and enforcement is the #1 thing for me.*

# Verbatim Comments: Addressing homelessness

- *The admittedly difficult issue of homeless and mentally ill passenger disruption is out of hand and worsening. Many riders feel uncomfortable at best and threatened at worst. It would seem that ridership, and therefore revenue, are negatively impacted.*
- *I take BART for convenience, but I wouldn't otherwise. Trains are often disgusting homeless shelters and dangerous.*
- *I've seen some improvement in homeless management on the trains, but it is still unpleasant to bring my family to the SF stations. Waiting 20+ minutes with folks wandering the platform with dogs and bags of stuff, especially when an odor follows them. It's frustrating to watch them smoke/urinate/shout randomly and watch my girls wince or recoil -- I know it's not BART providing poor support for them, but it means every trip I have to re-convince my family that it's safe or worth the hassle. The combination of extremely long time between trains and the presence of people who make you uncomfortable is a very bad combination for transit usage.*
- *Security, cleanliness are major concerns. There should be case managers or some type of ambassadors to address the concerns of the homeless population that utilizes the trains for shelter.*



# Discussion

# Afternoon Break

- **Agenda Topics**

- Look Ahead
- Regional Context and Financial Outlook
- Financial Stability: Near- and Long-term Strategy
- Working Lunch: Customer Satisfaction Survey
- **Improving Customer Experience**
- Workshop Wrap Up

## Time to Next Presentation

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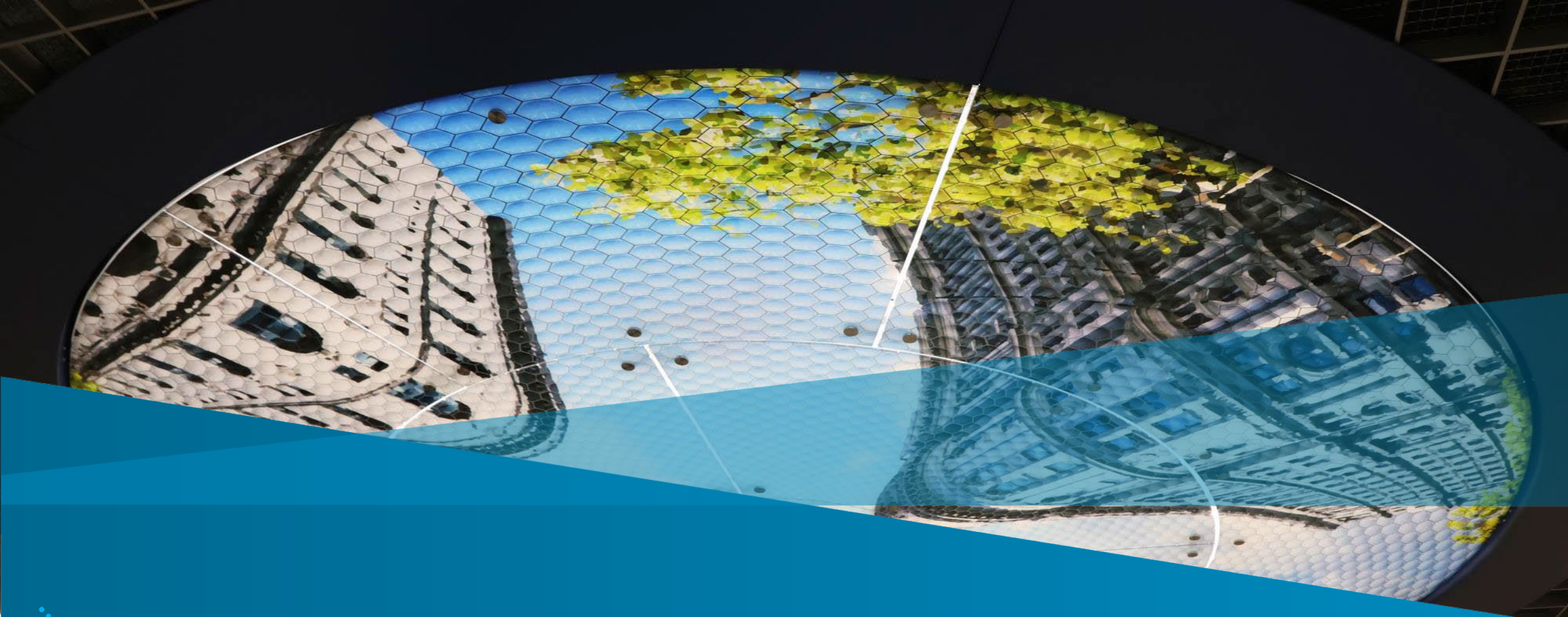
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San Francisco Bay Area Rapid Transit District

# Board Workshop 2023



# Improving Customer Experience

Board Workshop

February 23, 2023

# Presentation Overview



# Address Staffing



# Staffing Challenges



- Hiring and retention is a critical need
- Adequate staffing is a common theme in improving customer experience
- Insufficient staffing can challenge ability to provide safe, clean & reliable service



# Improved Staffing Strategies

- The HR Talent Acquisition Team fully staffed
  - Implementing new recruitment strategies
  - 340 Total New Hires/Re-Hires (FY23 YTD)
- Ongoing initiatives
  - Focus on high-volume positions
    - Expand eligibility lists
    - Build bench
  - Collaborate with BART Police Department (BPD) on recruitment and retention initiatives
  - Modernize practices
    - Implement Applicant Tracking System
    - Reassess hiring priorities
    - Update sourcing strategies
  - Explore recruitment strategy around the recent Big Tech layoffs

**FY23 Priority vacancies filled/retained**

Position	Net
Crisis Intervention Specialist (CIS)	+2
Electrician	+8
Police (including Academy)	-7
Rail Operations Controller	+1
Station Agent	+19
Station Cleaner	+15
Train Operator	+23
Car Cleaner	+21

# Expand Outreach for Hard-to-Fill Positions

- Partner with BART Communications
  - Enhance recruiting and outreach materials
- Initial targets for recruitment
  - Transit Vehicle Mechanic (TVM)
  - Transit Vehicle Electronic Technician (TVET)
  - Rail Operations Controller
  - Engineering
  - Key support functions
- Promote career mobility
  - Example: Utility Worker (car cleaners) to TVET upgrade program

## ROLL WITH US



Let's go.

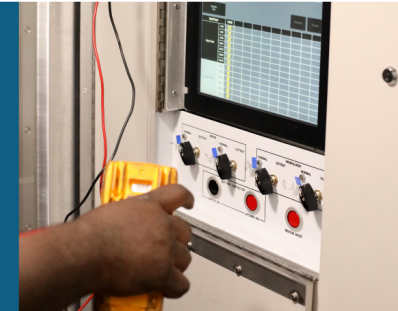
Are you a whiz at fixing phones? Do you love fiddling with the toaster? Does Grandma always call you when the lights go out?  
**Become a Train Car Electrician!**

### SALARY RANGE

**\$38.33–\$50.10**  
an hour

"The roof is the ceiling. You can start at the lowest possible job and get to the highest-level job."

— Michael Thomas,  
BART Train Car Electrician



Train Car Electricians fix the analog and digital electronics on our trains. It's a hands-on, challenging career with support for growth and advancement.

- Premier medical, dental, and vision benefits
- CalPERS retirement program
- Free BART transportation for employees and dependents

**BART is an Equal Opportunity employer.**

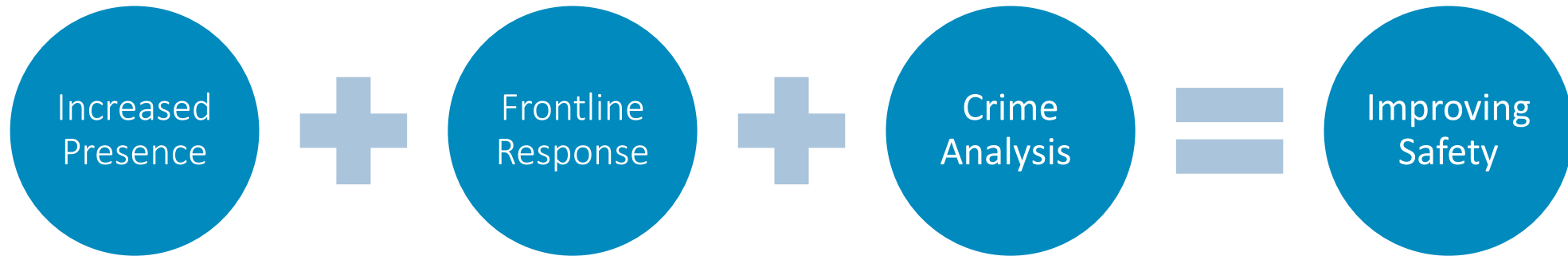
Join the team that moves the Bay Area. For more information, visit [bart.gov/jobs](http://bart.gov/jobs) and search for "Transit Vehicle Electronic Technician."

# Improve Public Safety



# Path to Improving Public Safety

- Mission
  - Ensure a safe environment in our transit system
  - Have highly visible presence of safety staff to deter crime
  - Earn public confidence by partnering with stakeholders and communities
- Create and implement innovative and progressive policing strategies



# Increased Presence

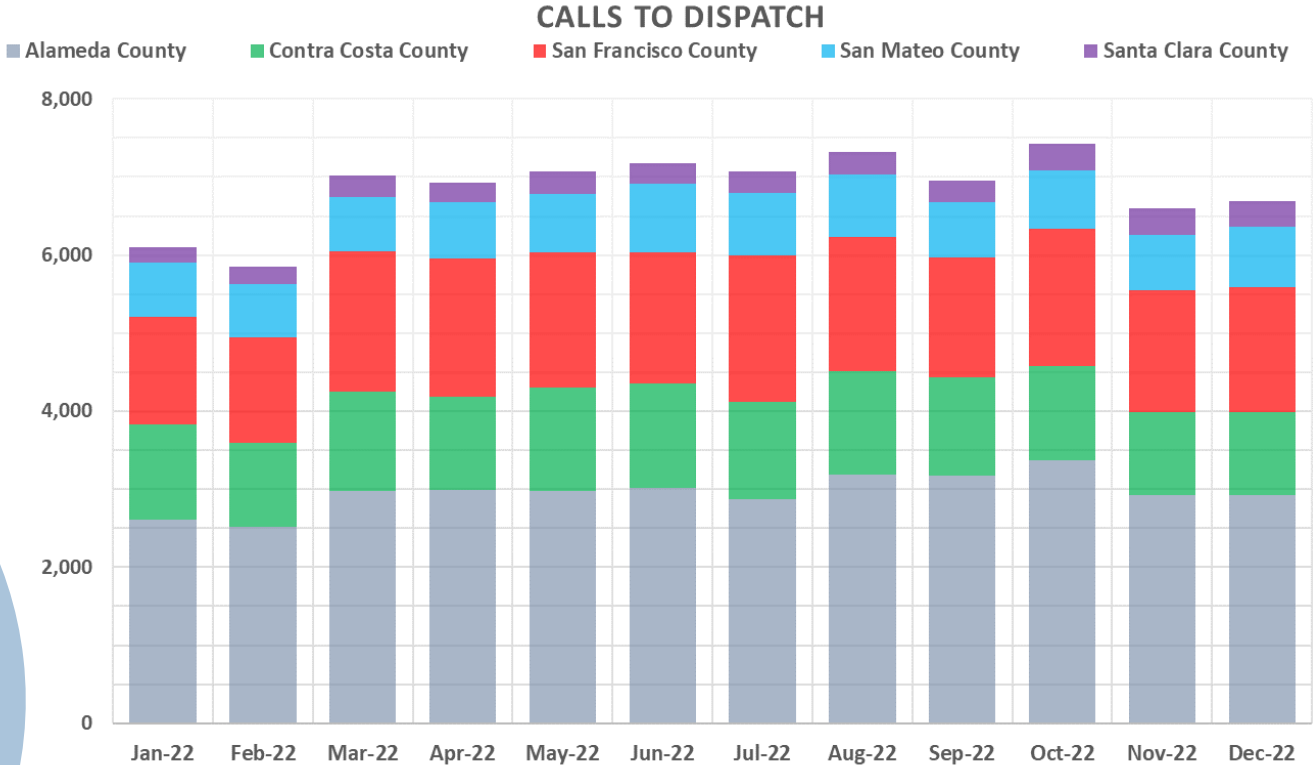
- Initiated new deployment strategies to address
  - Riders' safety concerns
  - Quality of life issues during hours of operation
- New patrol deployment begins March 2023
  - Officers predominantly on trains and in stations and will be more visible to riders
  - Other safety staff throughout all service hours
    - Ambassadors
    - Crisis Intervention Specialists
    - Fare Inspectors on trains



# Frontline Response



# Crime Analysis





# Regional Challenge: Sworn Officer Staffing

- Challenge for Bay Area agencies
  - High vacancy rates
    - Vacancy rates are 13 to 20%
    - Median is roughly 14%
  - Increase of voluntary separations from departments
- BART's sworn officer vacancy rate is 14.6%



# Recruitment and Retention

- Challenges

- Extremely competitive labor market for sworn officers in the Bay Area
- More BPD officers have resigned recently
- Ongoing risk of higher-than-normal voluntary separations

- Targeted Initiatives

- Recruit using aggressive public outreach and signing bonuses
- Retain existing sworn staff by reducing voluntary separations

**Sworn Officer Turnover Analysis**

Fiscal Year	Retirements	Voluntary Separations	New Hires	Net Impact on Headcount
2018	-9	-2	+22	+11
2019	-10	-7	+37	+20
2020	-11	-6	+52	+35
2021	-16	-12	+30	+2
2022	-10	-11	+19	-2
2023*	-7	-13	+13	-7

\*Partial year (Jul 2022 – Feb 2023)

# Enhanced Recruitment and Retention Efforts

- Challenge: Voluntary resignations uptick in two areas
  - New and lateral officers within the first year
  - Mid-career officers (three to 10 years experience) for other options
    - Average voluntary separation: 4.25 years of service (most recent 12 months)
- Opportunities to address the issue
  - Bonuses
    - New and lateral officers
    - Tiered over multiple years
  - Experience
    - Tie collective bargaining agreement premiums to sworn service time instead of BART service time
  - Promote lateral hires
    - Lessen the loss of seniority when coming to BART with accrual enhancements

# Address Concerns Around Homelessness



# Strategic Homeless Action Plan

- Address homelessness by:
  - Expanding BART's resources
  - Focusing on root causes
  - Centering BART as a regional partner
  - Addressing regional variation
  - Exploring creation of an associated 501(c)(3)
- Timeline
  - Key strategies presented: January 2023
  - Update on metrics: Spring 2023

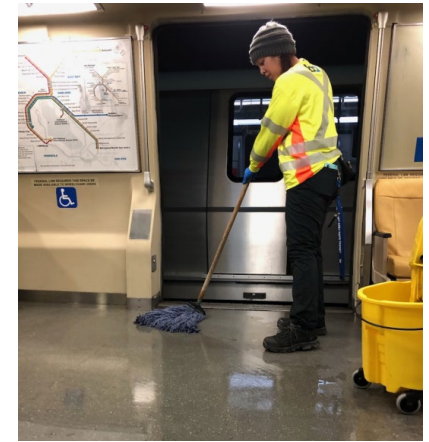
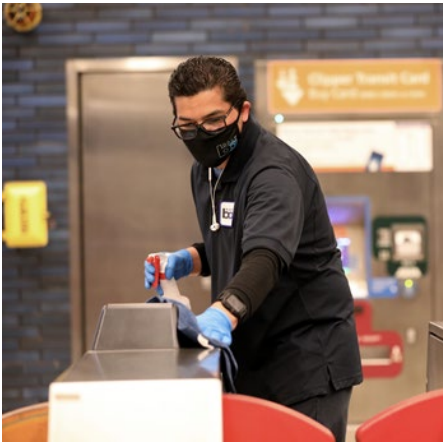


# Improve Cleanliness



# Working to Fully Staff Cleaning Crews

- 234 Rail Car Cleaner positions; 7 vacant
- 183 Station Cleaner positions; 13 vacant
- Actively recruiting and training to keep pace with promotions to Station Agent and Train Operator





# Train Cleaning Strategy



## • What's new?

- Accelerating legacy car decommissioning
- Doubled frequency of interior thorough cleaning on Fleet of the Future cars

### Legend

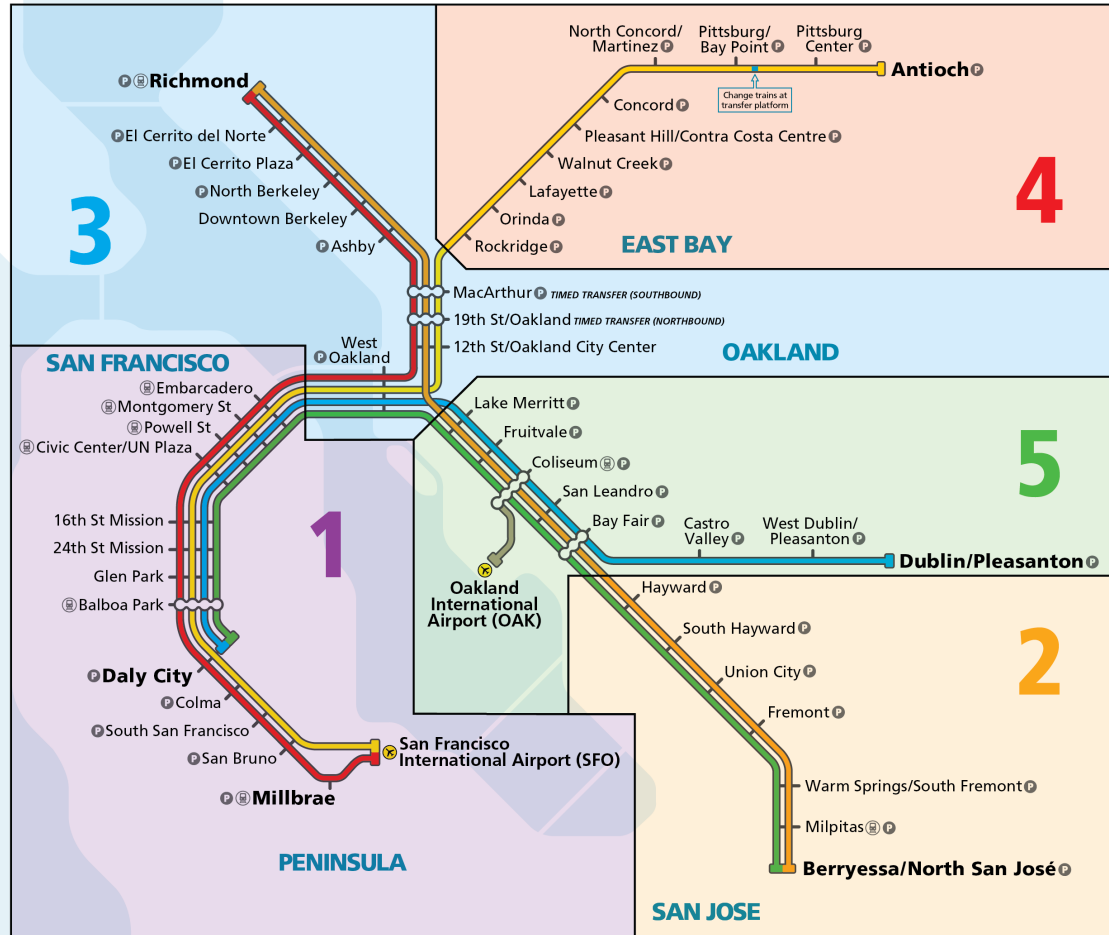


**End-of-line cleaning teams:** quick-clean during turn-around



**Yard and terminal zone cleaning teams:** clean cars during overnight storage

# Station Cleaning Strategy

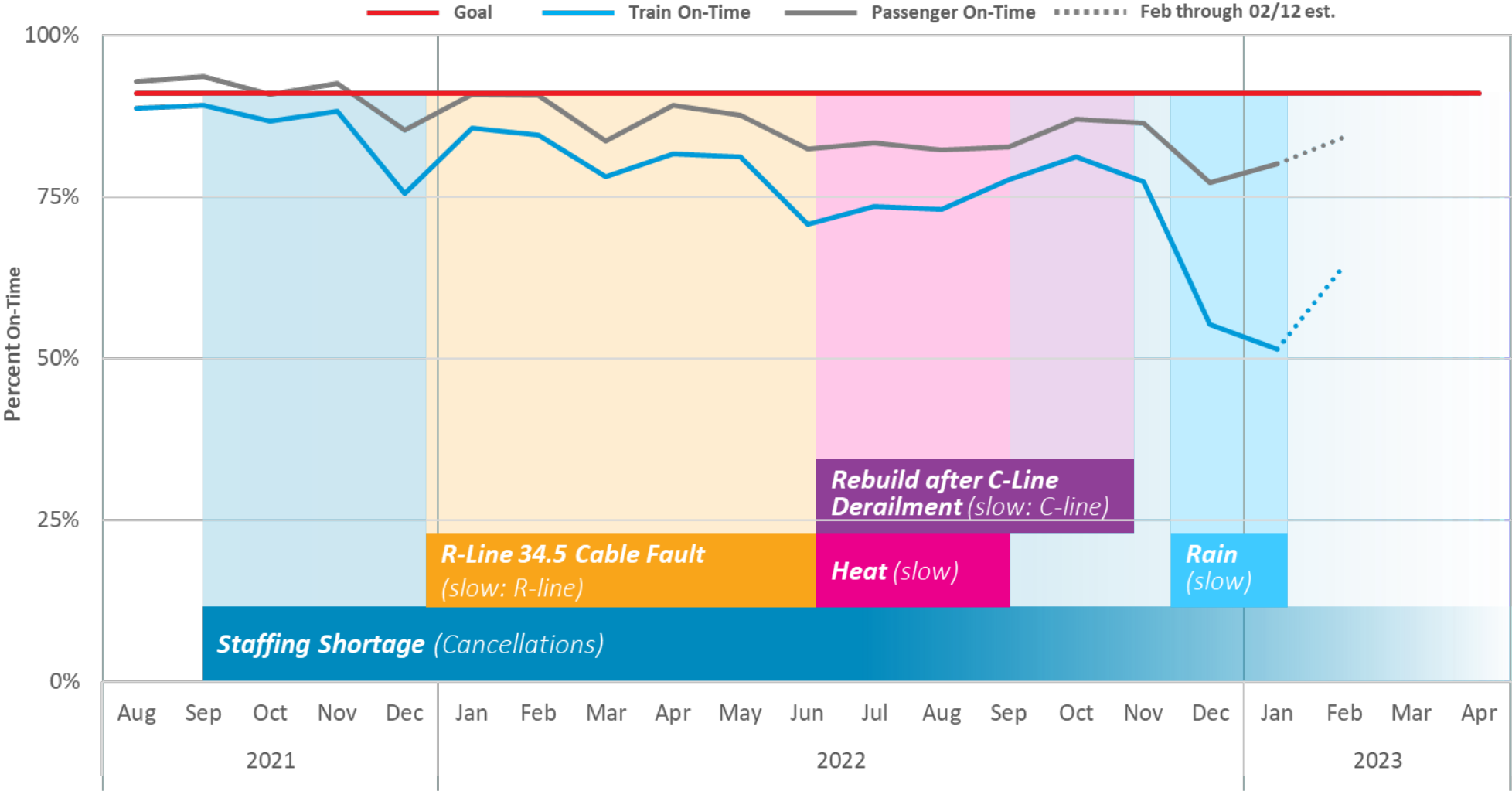


- Station Cleaning 5-area strategy continues to provide good oversight
- Standardized program for new hire and re-certification training
- What's new?
  - Deploying deep-clean teams to heavily used stations throughout the system

# Improve System Performance



# Look Back: 2022 Challenges to Meet Performance

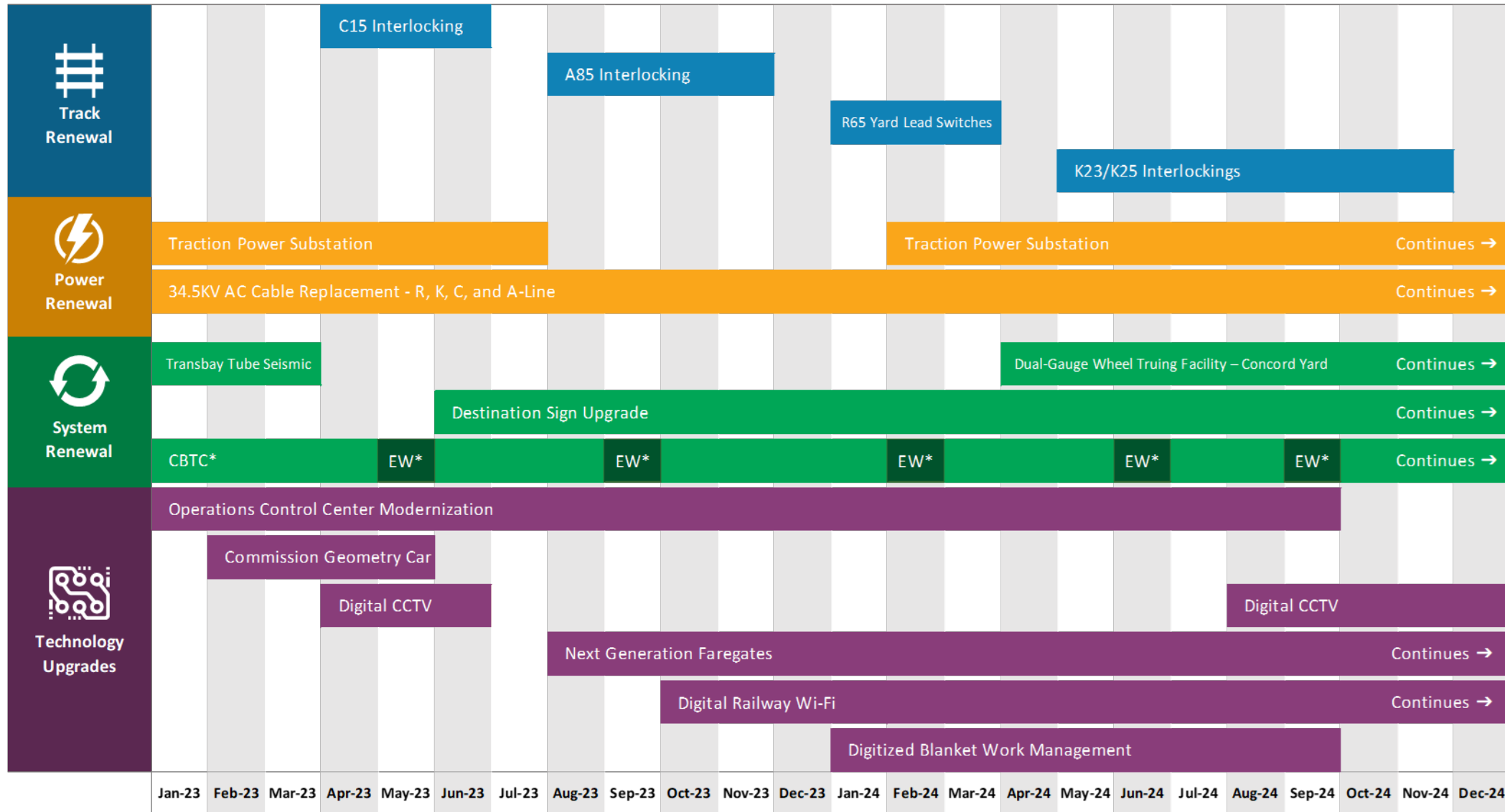


# 2023 Strategies: Staffing and Recruitment

- Train Operators
  - On pace to reach full-staffing in late 2023
  - Will address train cancellations due to staffing shortage
  - Three classes underway plus new classes starting each month
  - Full bench of qualified applicants
- Station Agents
  - On pace to reach full-staffing this Summer
  - Continued recruiting to keep pace with retirements and promotions
- Rail Controllers
  - A record seven rail controller trainees in process
- Foreworkers
  - Hiring will become a priority for 2023/2024 as Train Operators and Station Agents reach full-staffing



# 2023 – 2024 Investment in Reliability and Technology



\*Communications-based Train Control (CBTC) Enabling Works (EW)

# Highlighted Initiatives





# Update on Fleet of the Future

- 468 Fleet of the Future (FOTF) cars delivered to date
  - Over 50% of cars in service are FOTF
- 247 Legacy Cars decommissioned to date
- Reliability improvement efforts and maintenance program deliverables ongoing
- Mean Time Between Service Disruption (MTBSD): more hours = better performance
  - MTBSD measures the average operating hours between car failures resulting in service delays of 5 minutes or more
  - FOTF Fiscal Year to Date MTBSD = 8,767 hours (FY2023, year to date)
  - Legacy Fleet Record High MTBSD = 5,129 hours (FY2017)



# Update on Next Generation Faregates

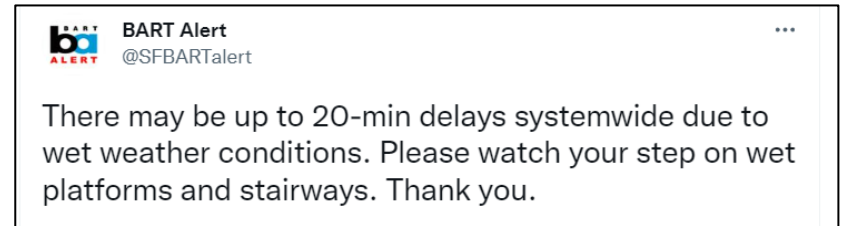
- Project goals
  - Deter fare evasion
  - Reduce maintenance
  - Modernize aesthetic
- Procurement process: on target to request Board approval to award in late March
- Progress to enclose elevators into station paid areas
  - 12 completed
    - Balboa Park, Bay Fair, Civic Center/UN Plaza, Coliseum, Concord, El Cerrito Plaza, Embarcadero, Fruitvale, Montgomery, North Berkeley, Rockridge, and Walnut Creek
  - Two scheduled for spring 2023
    - Powell Street, Orinda



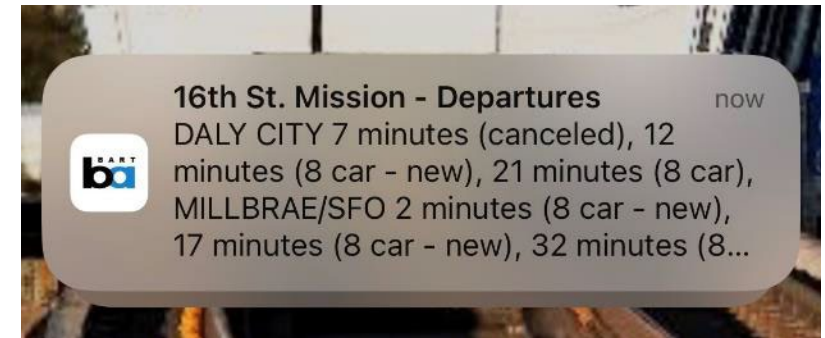
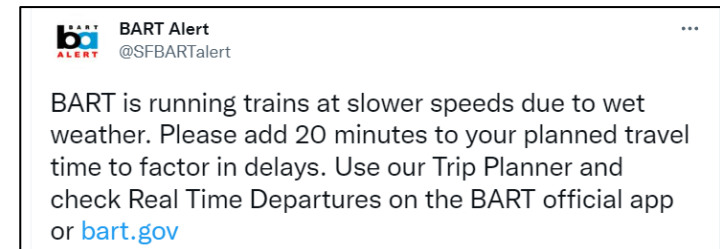
# Communication about Delays

- Update BART Service Advisory language to drive riders to our app and real time tools
- Label trains that are holding on platform digital signs to improve accuracy
- Educate riders on where to get canceled train details in advance:
  - Real time departures or Trip Planner (not BART Service Advisories)
  - Customized in-app notifications

Old wet weather service advisory:

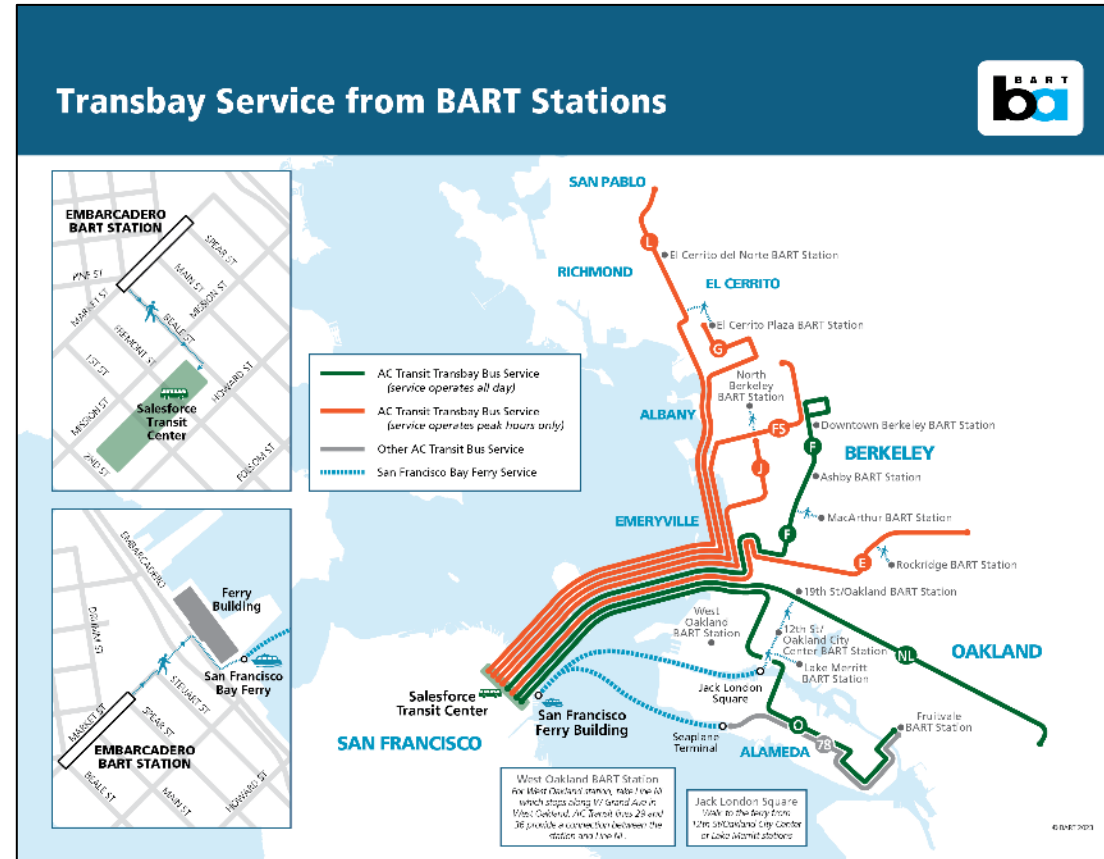


New wet weather service advisory:



# Communication about Delays

- Post A-frames during big transbay service disruptions with tools and map to plan alternative trips



**NO TRANSBAY  
BART SERVICE**

Plan travel with  
other transit:  
[bart.gov/alternatives](http://bart.gov/alternatives)



View Transbay bus  
and ferry maps:  
[bart.gov/transbayalts](http://bart.gov/transbayalts)



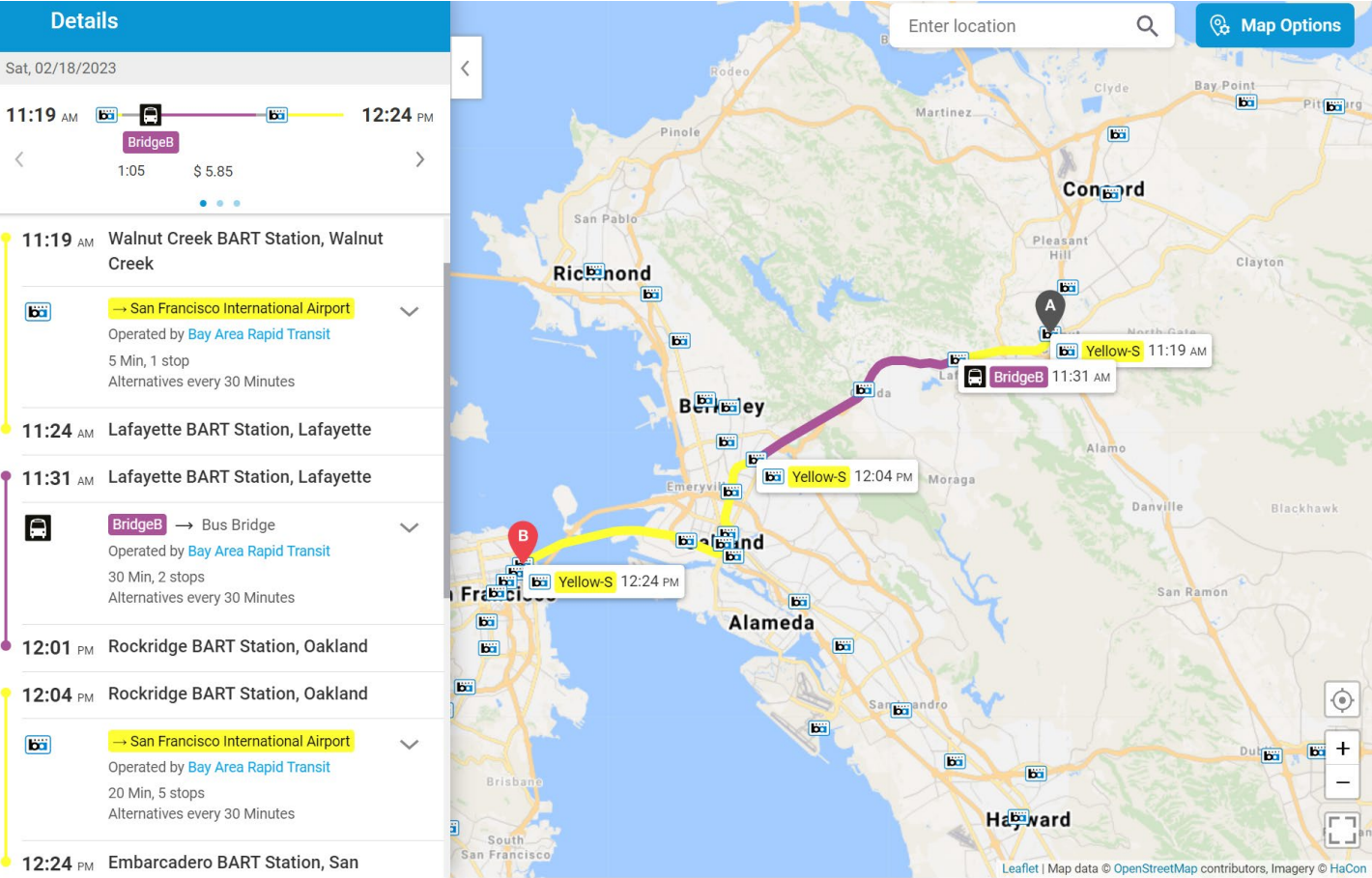
Get updates at  
[bart.gov/advisories](http://bart.gov/advisories)



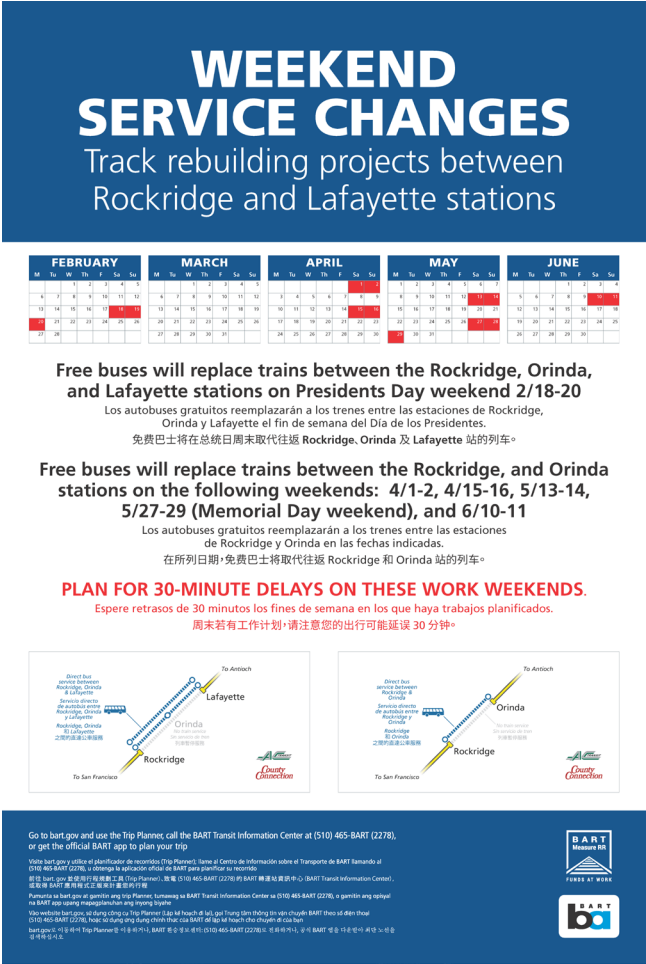


# Track Shutdown Communication Improvements

Bus Bridge Details Added to BART Trip Planner



Month at a Glance Added



# Discussion

# Fill in Survey

We want your feedback about the 2023 Board Workshop!

- Members of the public
- BART Directors
- BART staff

Go to [www.bart.gov/board2023](http://www.bart.gov/board2023)



Time to Workshop Wrap Up

# 20:00

mins:  secs:   
type:  ▼

 Breaktime for PowerPoint by Flow Simulation Ltd.

Pin controls when stopped ☒



