

Rebecca Saltzman for BART Board, District 3

Green Party of Alameda County Candidate Endorsement Questionnaire 2016

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1. Please give a summary of your background and qualifications for the office of BART Board.

I have served for the past four years as BART Director, District 3. I chair the BART Labor Negotiations Review Committee and the Administration Committee, and I co-chair the BART-AC Transit Interagency Liaison Committee. I also serve on the Alameda County Transportation Commission, the Capitol Corridor Joint Powers Authority, the BART Environmental/Sustainability Committee, and the BART Strategic Finance Committee.

Before I was elected, I spent years as a public transit and policy advocate, coalition builder, grassroots organizer, and manager with local, state, and national issue-based organizations. For the past five years I have worked as the Government Affairs Manager for the California League of Conservation Voters, the non-partisan political action arm of California's environmental movement. In that role, I coordinate Green California, a network of over 100 environmental, public health, and social justice organizations that work together to influence the state legislature and other regulatory bodies to make decisions that protect our air, water, and environment. Before that, I worked for a year managing several local candidate campaigns. And previous to that, I worked for more than four years as Chief of Staff for Americans for Safe Access, a medical marijuana advocacy organization.

I served as Vice-Chair of the Oakland Bicycle and Pedestrian Advisory Committee from 2011-2013, where I advised the City of Oakland on pedestrian and bicycle policy and infrastructure. In 2011, I received the League of Women Voters of Oakland's Making Democracy Work Award in recognition of my work and commitment to increasing citizen engagement in local government.

2. (For incumbents) How would you assess your own job performance? Please give some specific examples of accomplishments and setbacks?

In my first term I have focused on three priority areas, and I have made significant progress in all three areas:

Sustainability: My top priority has been keeping the BART system running reliably and sustainably. Much of BART's infrastructure is more than 40 years old, and it must be replaced or repaired. In the past four years we more than doubled the percentage of the capital budget spent on system reinvestment, including new train cars, track repairs, and modernized, cleaner stations. I have also worked on improving BART's environmental sustainability through investments in energy efficiency and renewable energy.

Access: BART parking lots are entirely full, so BART must focus on making it easier for riders to get to BART by transit, biking, and walking. I have advocated for and supported increased secure bike parking at stations and investments in pedestrian infrastructure. I co-chair the BART-AC Transit Interagency Liaison Committee, which is focused on making the systems work better for riders who use both BART and AC Transit. I have also strongly supported making BART trains and stations accessible for all.

Equity: In my first term, I helped pass BART's affordable housing policy, which mandates that at least 20% of housing at BART developments be affordable and sets a systemwide goal for 30% affordable housing.

More of my accomplishments are detailed in the answers questions below. An area where there have been setbacks for the entire agency has been labor relations, and details about the work I've done to overcome those setbacks can be found in my answers to questions 16 and 17.

3. How would you go about leading change that would result in better coordination between BART and other transit providers, especially AC Transit? What could BART do to improve it's coordination? Can you share some ideas about what you would do differently?

I would continue to lead on coordination with AC Transit. In my first year on the BART Board, I worked with BART Board President Tom Radulovich to restart the BART-AC Transit Interagency Liaison Committee, which had not met in several years. Since then, I've served as co-chair to this committee, and we are focused on making the systems work better for riders who use both BART and AC Transit. Together, BART and AC Transit launched increased weekend late night bus service, which runs when BART must do critical repair work on the system. With the Metropolitan Transportation Commission, the agencies recently completed a pilot program to offer increased discounts for riders transferring between the systems. Based on the pilot results, BART and AC Transit may seek funding to turn this into a permanent program. AC Transit is in the process of expanding its service, and for the first time, BART did robust outreach to BART riders in stations and through social media to promote this service. In the first phase of the service expansion, AC Transit also began testing timed transfers at BART stations on two lines. I plan to continue the work of this committee and would like BART to increase coordination with other transit agencies in the region.

4. Where do you stand on the proposed extension of BART service to Livermore? Further into Contra Costa County (for example Brentwood)? How would you ensure that the Board proceeds responsibly in whatever direction it goes, on these proposed expansions?

BART is currently studying an extension to Livermore. The environmental impact report is considering multiple options, including a full BART extension, bus rapid transit, and an enhanced bus. Livermore does need improved transit service, particularly since it is a major jobs center with multiple large employers, and BART has significant capacity for reverse commutes to the East Bay. It is not clear to me that a full BART extension to the center of the highway will serve these commuters though so I am very interested in seeing the results of the study in relation to bus options. For future potential extensions, including into Contra Costa, BART should consider bus options, which can be more efficient when there is less ridership demand. In future decisions on extensions, the Board must consider not just the initial capital costs but also the operations, maintenance, and future capital reinvestment needs. The Board must also consider how an extension will impact service on the current system.

How do your priorities compare with the BART Board's historic planning and priorities for expansion? Which do you prioritize, expanding the system or increasing capacity within the core? What is the logic behind your prioritization?

Historically, BART has focused a lot of money, time, and energy on expanding the system. My focus, and the more recent focus of the Board and management, has been on reinvesting in the core system. Most of BART's infrastructure is more than 40 years old, and it must be replaced or repaired. It does not make sense to expand the BART system at the expense of maintaining the current system, even for those being served by the extension because those riders also will depend on the core system operating reliably.

5. How would you work to minimize the financial impact of the San Jose extension on the core system?

BART has a fair agreement with Santa Clara County, which does a much better job minimizing financial impact than past agreements have done. Santa Clara County is paying not only for the construction of the extension, but also for the impacts on the core system. For example, Santa Clara County is paying for a portion of the new BART cars and for a substantial portion of the expansion of the Hayward maintenance complex, where the new BART cars will be received and serviced. Santa Clara County is also paying for the operations and maintenance costs. I have been tracking the initial capital costs closely and once operations begin I will ask for periodic reports on costs and payments.

6. What would you do to ensure that a boondoggle project (like the Oakland Airport Connector) would not happen again?

As I stated above, in future decisions on extensions, the Board must consider not just the initial capital costs but also the operations, maintenance, and future capital reinvestment needs. The Board must also consider how an extension will impact service on the current system. It does not make sense to invest significant funds into an extension if that new extension will connect to a core system that is not functioning well due to a lack of reinvestment.

7. Does BART still need a systems expansion department? Why or why not?

BART does not have a systems expansion department, and I do not think it needs one since system expansion is only one part of planning at BART. BART has a planning department that plans for various BART projects, including expansions, station modernization, and transit-oriented development.

8. Are you satisfied with employee safety? If not, have you any proposals to increase employee safety? Please include your thoughts and proposals regarding employee safety, including Train Operators' workplace injuries, and assaults on Station Agents.

In the past several budgets, the BART Board has invested significant funds into safety measures and additional staffing to ensure the safety of trackside workers. I strongly supported these investments. Still, we have a lot of work to do on employee safety. Recently, there have been several attacks on BART frontline employees. BART workers should never have to put up with threats, hostile behavior, or violence. To that end, I have asked for comprehensive updates about attacks on frontline BART employees, how they are being reported, and what is being done to prevent these attacks. I also recently saw in BART's quarterly performance report that recurring workplace injuries have increased, so I've asked for a report on that. After the Board receives these reports, I will work closely with BART unions and management to address these problems.

9. BART has identified \$17 billion needed to keep facilities in a state of good repair. How do you plan to generate funds to maintain BART in a state of good repair?

Addressing state of good repair has been one of my top priorities at BART. We have been generating funds to meet this need in several ways. We have invested hundreds of millions of dollars from BART's general operating fund to capital reinvestment. We also have prioritized reinvestment through other funds, to the point that this year system reinvestment accounted for 67% of BART's capital budget. Alameda County Measure BB, passed two years ago, includes some funding for BART state of good repair, and BART has asked Contra Costa and San Francisco Counties to help fund the purchase of new rail cars. BART has a \$3.5 billion bond on the ballot this November, of which 90% would go to state of good repair. Some other potential sources of funding for state of good repair are:

- **Federal funding:** In the past BART had focused on asking the federal government for funds for extensions. BART has shifted this focus and will be aggressively pursuing federal funds for system reinvestment. For example, recently, BART and the City of Oakland were successful in receiving a federal grant to reinvest in and modernize the 19th Street BART station.
- **Metropolitan Transportation Commission:** The MTC is paying for a significant portion of the new BART cars, and BART will continue to pursue MTC funds.
- **State funds:** BART has been successful in securing some cap and trade funds and high speed rail connectivity funds for state of good repair and will continue to pursue these funds. BART has been advocating for more funding for transit from the state, and if the special session on transportation is successful this year, BART would use funds from this source for state of good repair.

10. What kind of cost savings do you suggest for BART?

One of the top opportunities for long term cost savings at BART is energy procurement and efficiency. In my second term I will push the BART board to adopt a goal to reach 100% renewable energy and a plan to get there. Non-renewable energy prices fluctuate, and energy costs are a significant portion of BART's budget. Renewable energy, especially on-site solar, will reduce energy costs. BART also must invest in energy efficiency, and the agency has started to do this, making investments in energy efficient lighting replacement in three of the last four budget cycles.

11. What is your opinion of the MTC and its funding priorities for transit?

MTC has recently focused more on transit and smart growth development, which is a move in a better direction. However, too much money in the region is still spent on highway expansion and highway express lanes. Part of the problem is that BART and AC Transit do not have seats on the MTC so the agencies do not have an equal voice in the decisions made there. BART and AC Transit advocated for a change in federal law to require MTC to have seats for BART and/or AC Transit, but MTC fought this change and won. In my second term, I will continue to advocate for these two transit agencies to gain a stronger voice at the MTC.

12. What will you do to ensure that housing development on BART-owned properties provides below market rate (i.e. "affordable") housing, allowing low-income folks (who are the most transit dependent) the ability to live within walking distance to BART?

I helped pass BART's affordable housing policy, which mandates that at least 20% of housing at BART developments be affordable and sets a systemwide goal for 30% affordable housing. In my second term, one of my priorities will be offering reduced BART fares for low income riders. Many people in the Bay Area have moved further from the urban core to find more affordable housing and now have long and expensive BART or car trips to work. We need to

make BART affordable to all.

13. Would you support a regional plan for back up in the event of a BART interruption of service? What would that be?

Yes. It is difficult and may be impossible for other transit systems to fully replace BART service when there is an interruption, but it is important for transit agencies to plan together for service disruptions or disasters. When there have been disruptions in the past, BART has worked closely with bus and ferry providers on increased service, particularly transbay service, and has informed BART riders about these services.

14. What will you do to expand "owl service" or to run BART 24hrs per day, the way NYC can run their trains 24 hrs per day?

BART does critical maintenance work in the middle of the night so with the current system, that does not have duplicative tracks as New York's system does, it is not possible to run 24 hour service. However, I am committed to BART providing as much service as possible. Last year, the BART Board approved a budget allocation to study maintenance efficiencies, with one goal being the expansion of service until a bit later (possibly 30 minutes) at night. That study is currently underway. Additionally, BART and AC Transit launched increased weekend late night bus service two years ago, increasing service frequency from every 30 minutes to every 20 minutes.

15. What do you think about the pilot plan for bikes on BART at all hours?

I think allowing bikes on BART at all hours has mostly been successful, though the Board does receive some complaints about it. BART does have several plans for decreasing conflicts between bicycles and passengers on BART cars. The new train cars will have bike racks for three bikes, which will allow bicyclists to store their bicycles out of the way of other passengers. BART is also working on adding straps to current BART cars to attach bikes so they are more stable. BART surveys of bike riders have shown that many would prefer to leave their bikes at their origin stations so the BART Board has invested in more secure bike parking – bike lockers and bike stations. BART is also working closely with Bay Area Bike Share on the coming expansion to provide more bike options for BART riders.

16. Do you believe that public sector unions should have the right to strike? Please explain your answer.

Yes. The right to strike is a worker's right. Some transit agencies have banned the right to strike, but still have not prevented work stoppages. In New York transit workers went on strike even though the right had been banned, and more recently, in San Francisco Muni

workers went on a sick out during contract negotiations. This had huge impacts on Muni operations. Agencies, including BART, must work with unions on productive negotiations to avoid future strikes.

As an elected Director, what is your role in regards to contract negotiations? If elected, what will you do to ensure good faith bargaining efforts on the part of District Staff? What role do you believe the media should play during negotiations? BART engaged in negative campaigning against its employees in the 2013 negotiations. Do you support such messaging, and if not, what would you do to reverse that? What will you do to improve relations with workers at BART? What would you do to ensure the voice of workers is heard, as well as that of management?

Improving labor relations at BART is one of my top priorities. After the 2013 labor negotiations, the BART Board decided to do something new; we formed a Board committee to focus on improving labor relations and negotiations. I chair this committee, and we've been working for the past two and a half years on improving relations, communications, and trust. We commissioned an outside report to review what happened in 2013 and to recommend how to move forward. We have been working since then to implement the 63 recommendations in the report. This work – and the significant work put in by unions and management outside of the committee – helped lead to the successful negotiations this year of a new labor contract. Still, there is much work to be done, and we plan to continue the work of the committee, along with union leadership and BART management, in the coming years.

My role in negotiations is to work with the Board to develop goals for negotiations and to ensure that management is bargaining in good faith to reach these goals. My role is also to meet and talk with BART unions regularly to hear their perspective on how the negotiations are going.

During the 2013 negotiations, I talked to management very frequently and urged them to bargain in good faith. I also talked to BART labor unions frequently to get updates that informed my conversations with management. I would do this again in the future. However, I believe the Board needs to do a lot more than this in future negotiations. We need to publicly set a tone at the beginning of negotiations and publicly say that we expect management to bargain in good faith.

I think that negotiations should happen at the negotiating table and not in the media, and unfortunately this is not what has happened in the past at BART. This year, when the media was not involved in negotiations at all, and neither management nor unions disparaged each other publicly, the negotiations went much more smoothly. My goal for future negotiations – and this is something that the report the Board commissioned recommended – is for BART management and labor unions to work together to provide updates to the media during negotiations, but not to disparage each other to the media.

17. Regarding the 2013 strike (including the hiring of Thomas Hock of Veolia Transportation) -- do you think the Board should have handled it any differently? Please explain.

The BART Board, management, and unions could have worked together to avoid the strikes in 2013. I detailed in question 16 the work I did and plan to do to have productive negotiations in the future and to avoid strikes. I regret that I and the board voted to hire Thomas Hock.

18. Please give an example (if applicable) of when you took a position different than management's position. Please describe how you, as a Director, will be independent from management.

I have been independent from management since I was elected to the BART Board and plan to continue to be. I frequently ask detailed questions and challenge BART management to do better. One example of taking a different position than management is on contracting with outside vendors. BART contracts out a significant amount of work, and I have frequently been critical of this practice. Sometimes, for very specific, one-time work, contracting out can make sense for the agency. However, sometimes it is used for work that is ongoing that could be done by BART employees. I have voted against some of these contracts and have worked with management and BART unions to decrease contracting out.

19. How can you help strike a better balance between community service police and BART police, in terms of safety and funding?

Currently, there are more sworn BART police officers than community service officers. I support adding more community service officers to strike a better balance and to provide more coverage throughout the BART system. In this year's budget, the BART Board approved hiring four more community service officers. I supported this and will support similar initiatives in the future.

20. Discuss the reforms for BART police since Oscar Grant. Do you feel these changes are adequate?

BART has made significant reforms in policing since Oscar Grant was killed. A new police chief was hired, and many changes were made to police practices and training. BART formed a new citizen advisory board to oversee the police and policing policies. BART also created the Office of the Independent Police Auditor, which is independent of the police department, and the Independent Police Auditor reports directly to the BART Board. When riders have complaints or concerns about BART police, they can now turn to the OIPA or the citizen advisory board to ask for independent review. These changes have been very positive, and there is still more work to do to ensure police policies are fair and are being followed.

21. What are your thoughts on having an armed BART police force?

Unfortunately there are many people in our society that have guns, due to inadequate gun control laws, so BART police should be armed but must also be trained to only use any kind of force as a last resort.

22. Other ideas you have to provide better service? (To reduce noise?)

The noise is a factor of design of the cars and rail design. The new cars will be much quieter, as they have a different wheel profile, and the doors are sealed more tightly, so as to not allow the noise in. Still, it will be many years before BART phases out all of the old cars. BART is focused on replacing track, and new track is quieter because it has not yet become corrugated by years of wheels rolling over it.

Besides reducing noise, there are several things BART could do to improve the rider experience. Here are some ideas I have:

Restoring 15 minute headways for off-peak service. I requested a report on this last year and found that it would be very difficult to do with the current amount of cars BART has. Once the new cars start arriving, I will again advocate for this and make it a top budget priority.

Ensuring escalators and elevators are working. The BART Board has invested significant funds into improving escalators and elevators in the past few annual budgets. Currently, BART is doing an overhaul of elevator flooring. There is still much more work to do on this to ensure accessibility to BART stations.

Improving signs at all BART stations so it is clear where elevators, escalators and stairs are, and so it is easy to find transit connections. This is something BART has been working on and has improved at several stations. I will continue to work towards improved signage at all stations.

Adding electronic BART train arrival screens at the concourse level of BART stations so that riders know how much time they have before their train arrives. This has happened at a few stations and BART has plans to add them to several more.

Working with AC Transit on better timed transfers between BART and buses. BART and AC Transit have begun work on this, and I look forward to working on this more in my second term.

23. Will you oppose two-tier systems in pay or benefits at BART?

I generally oppose two-tier systems. However, the California Public Employees' Pension Reform Act (PEPRA) instituted changes throughout California that includes a two-tier system for pension contributions and benefits. PEPRA is currently being legally challenged for its applicability to transit agencies. If PEPRA is upheld, BART, like other public agencies in

California, must adhere to PEPRRA.

24. Please describe your viewpoint on Transit Oriented Development.

I am a strong supporter of transit-oriented development (TOD), and on the BART Board I have supported several TOD projects at BART stations and near BART stations. In BART District 3, one TOD project is currently being constructed – a 100% affordable housing development at San Leandro BART station – and I am involved in the planning process for the Bay Fair BART station area. I am currently working with the City of El Cerrito on studying a TOD project at the Plaza station, which will include housing, retail, and potentially a public library. Bay Area residents want to live near transit, and demand has outpaced growth, so we must build more housing and jobs near transit. This will reduce greenhouse gas emissions and help preserve open space.

25. Please describe the sources of the financial contributions your campaign has received. Please identify any sources from which or from whom you would not accept donations.

Most of my campaign contributions have come from individuals, including friends, family, transit advocates, community leaders, and elected officials. Some contributions have come from businesses and labor unions. I would not accept contributions from the oil or tobacco industries.

26. What endorsements have you received thus far?

Organizations

- Amalgamated Transit Union Local 1555**
- American Federation of State, County and Municipal Employees (AFSCME) Local 3993**
- Building and Construction Trades Council of Alameda County**
- East Bay Stonewall Democratic Club**
- East Bay Young Democrats**
- League of Conservation Voters of the East Bay**
- Sierra Club**
- Transport Oakland**

Elected Officials

- State Controller Betty Yee**
- Assemblymember Bill Quirk**
- Former Assemblymember Nancy Skinner**
- Alameda County Supervisor Nate Miley**
- Contra Costa County Supervisor John Gioia**
- BART Board President Tom Radulovich**
- BART Director Nicholas Josefowitz**
- BART Director John McPartland**
- BART Director Robert Raburn**
- AC Transit Board President Chris Peeples**

- ☒ **AC Transit Board Vice President President Elsa Ortiz**
- ☒ **AC Transit Director Greg Harper**
- ☒ **Former AC Transit Director Rocky Fernandez**
- ☒ **Albany Mayor Peter Maass**
- ☒ **Albany City Councilmember Nick Pilch**
- ☒ **Berkeley City Councilmember Jesse Arreguin**
- ☒ **Berkeley City Councilmember Laurie Capitelli**
- ☒ **Berkeley City Councilmember Lori Droste**
- ☒ **Berkeley City Councilmember Darryl Moore**
- ☒ **Berkeley City Councilmember Kriss Worthington**
- ☒ **Former Berkeley City Council Member Mim Hawley**
- ☒ **El Cerrito Mayor Pro Tem Janet Abelson**
- ☒ **El Cerrito City Councilmember Gabriel Quinto**
- ☒ **Former El Cerrito City Councilmember Ann Cheng**
- ☒ **Oakland Mayor Libby Schaaf**
- ☒ **Oakland City Councilmember Abel Guillen**
- ☒ **Oakland City Councilmember Dan Kalb**
- ☒ **Oakland City Councilmember Rebecca Kaplan**
- ☒ **Piedmont City Councilmember Teddy Gray King**
- ☒ **Piedmont City Councilmember Tim Rood**
- ☒ **San Leandro Mayor Pauline Cutter**
- ☒ **San Leandro City Councilmember Jim Prola**
- ☒ **Former San Leandro Mayor Stephen Cassidy**
- ☒ **East Bay Municipal Utility District Director Andy Katz**
- ☒ **East Bay Municipal Utility District Director Doug Linney**
- ☒ **Oakland Unified School District Director Jody London**
- ☒ **Berkeley Rent Board Commissioner James Chang**
- ☒ **Berkeley Rent Board Commissioner Alejandro Soto-Vigil**
- ☒ **Former Berkeley Rent Board Commissioner Igor Tregub**
- ☒ **Antioch City Councilmember Monica Wilson**
- ☒ **Belvedere City Councilmember Mordechai Winter**
- ☒ **Richmond City Councilmember Jael Myrick**
- ☒ **San Francisco City College Trustee Thea Selby**
- ☒ **California Democratic Party Controller Hilary Crosby**
- ☒ **Alameda County Democratic Central Committee Member Michael Barnett**
- ☒ **Contra Costa Democratic Central Committee Member Diddo Clark**
- ☒ **Contra Costa Democratic Central Committee Member Carolyn Phinney**

Appointed Officials

- ☒ **Jonathan Bair, Former Oakland Bicycle and Pedestrian Advisory Committee Chair**
- ☒ **Brian Beall, Albany Social & Economic Justice Commissioner**
- ☒ **Chris Hwang, Oakland Bicyclist & Pedestrian Advisory Commissioner**
- ☒ **Andy Kelley, Berkeley Public Works Commission Chair**
- ☒ **Christopher Kidd, Oakland Bicyclist & Pedestrian Advisory Commissioner**
- ☒ **Steven Murphy, Berkeley Planning Commission Chair**

George Perezvelez, BART Police Citizen Review Board Member & Berkeley Police Review Commission Chair

Dan Schulman, Former Oakland Landmarks Preservation Advisory Board Member

Kenya Wheeler, Oakland Bicyclist & Pedestrian Advisory Commissioner

Community Leaders

Gene Anderson, Oakland

Janet Cox, Oakland

Joseph Elford, San Francisco

Emilene Fearn, Oakland

Jason Gohlke, San Francisco

Jeremy Gong, Oakland

Donald Lathbury, Berkeley

Carter Lavin, Oakland

David Madson, Albany

Max Perrey, Chair, Sierra Club Marin Group

Robert Piper, Berkeley

Joyce Roy, Oakland

Lateefah Simon, Oakland

Sunny Tong, San Mateo

Robert Washington, Oakland