



Rider & Public Experience



February 8 - 9, 2018

BART Board Workshop 2018



“Rider & Public Experience” Agenda

- Quality of Life on BART
 - Customer Feedback
- Quality of Life Initiatives
 - Impact of Homelessness on Riders and System
 - Partnerships for Public Safety
 - BART Police Department Recruitment, Hiring Efforts and Patrol Deployment Study
 - Public Conduct Campaign
 - Station Cleaning Program
 - Fare Evasion
- Service Reliability
- Discussion



Customer Feedback





The word cloud is a visual representation of text data. It shows the frequency of words/themes in respondents' verbatim comments, by relative size. Larger size of the words/themes, indicates that they appear more frequently in respondents' comments. Source: Online survey of BART riders, Fall 2017. N=1,090



Customer Service Complaints

In 2017 there were 534* total complaints regarding quality of life, 5.5% of total complaints received

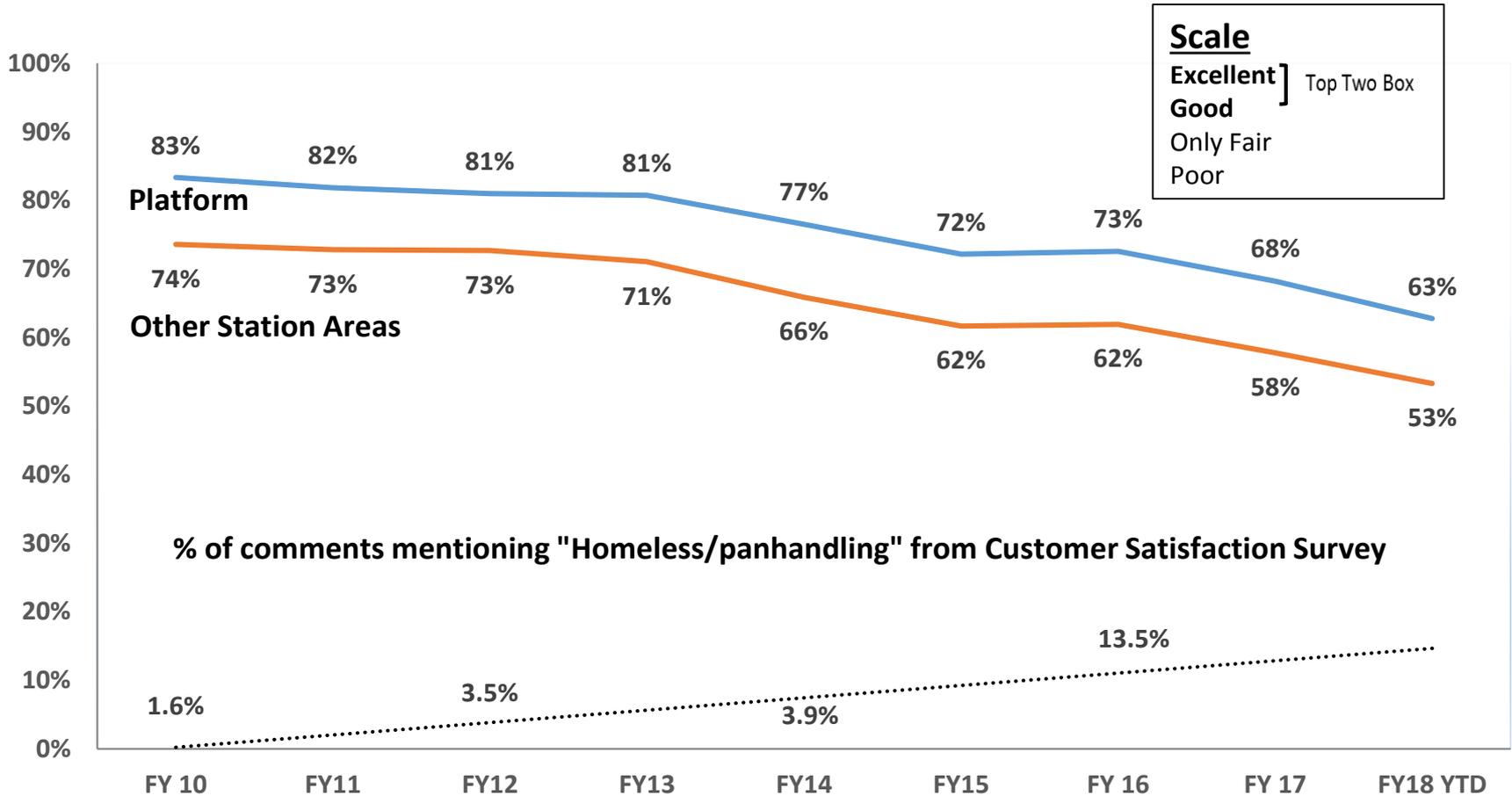
- 404 complaints of “transients”
- 99 complaints of “unclean individuals”
- 31 complaints of individual with “mental health issues”

* Does not include complaints classified under “need for police intervention” regarding the categories listed above



Station Cleanliness

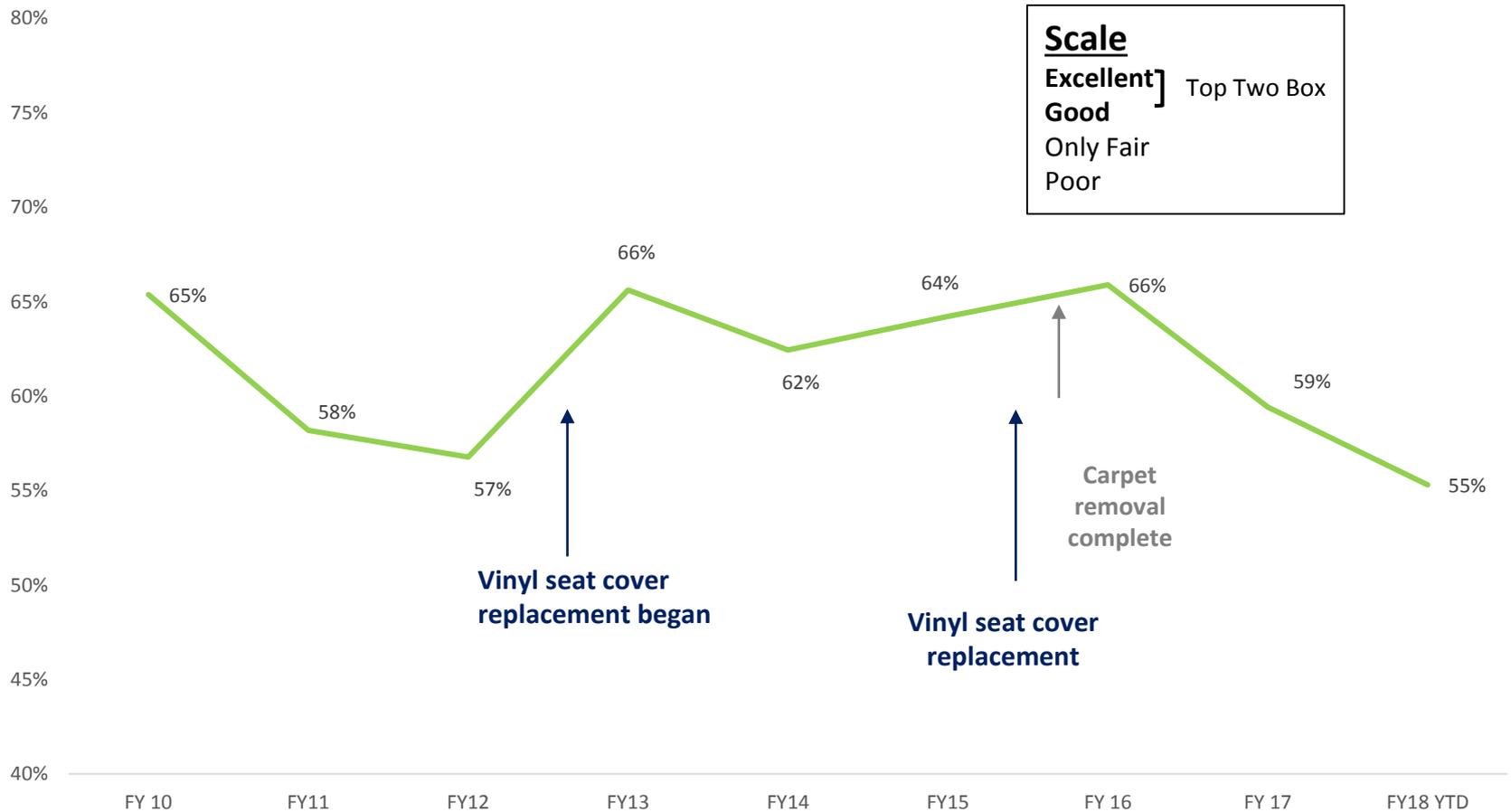
Top two box rating (Excellent & Good)





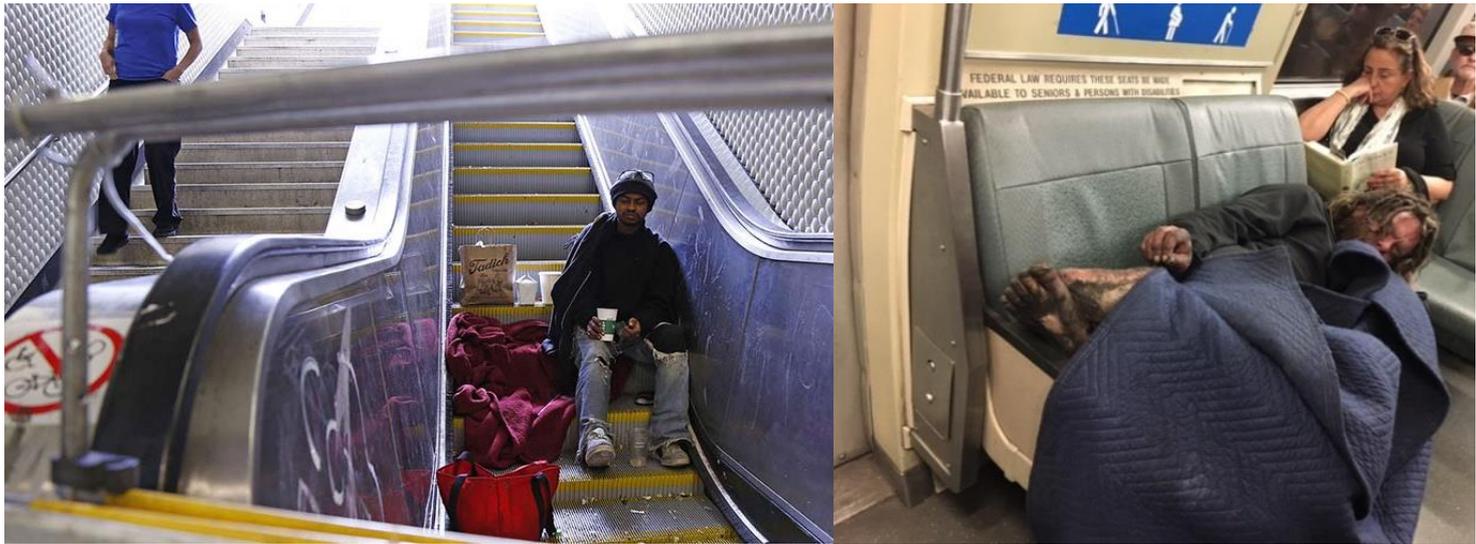
Train Interior Cleanliness

Top two box rating (Excellent & Good)





Impact of Homelessness on Riders and System





Homelessness Problem Identification

- Homeless is a national issue ~ 554,000 individuals (1/2017).
 - West Coast grew by 14%
 - ¼ of homeless population in CA = 134K
 - 92K of 134K (68%) unsheltered (CA) vs. 5K of 90K (5%) unsheltered (NY) – lack of affordable housing options cited as biggest factor
- This social issue that has manifested at our stations and on our trains; many transit operators struggling with this issue.
- Homeless initiatives in NYC, LA, Chicago, London between social service and transit.
- Point-in-time count last month. 2018 data should be available in 3-4 months.



Homelessness Problem Identification

SF tourist industry struggles to explain street misery to horrified visitors

By Heather Knight | January 29, 2018 | Updated: January 30, 2018 6:00am

BART is not alone

32



Photo: Jessica Christian, The Chronicle



Homelessness Problem Identification

Counts at Market St. Stations

Dates	5 – 7 AM	2 – 4 PM	8 – 10 PM	Total
09/12/2017	50	22	45	117
10/10/2017	28	33	55	116
11/14/2017	57	39	23	119
12/12/2017	68	41	29	138
01/09/2018	79	40	40	159

- FY18 Q2 – Passenger Environment Survey Team boarded 576 train cars = 402 cars weekdays + 174 cars weekends.
 - Weekdays = 2-3 transient riders (2.4) per 10 cars, Weekends = 5-6 transient riders (5.5) per 10 cars



Partnerships for Public Safety





Homeless Initiative Framework + Strategies

- BART Districtwide approach in all four counties
- Tailored strategies for different BART zones: stations, trackway, yards and remnant parcels
- Strategies -
 - Engage + Support - develop partnerships, connect to services
 - Engineer + Maintain – secure, harden, increase cleaning and connect to public restrooms
 - Enforce + Monitor – ordinances, citations, arrests, proof of payment, stay-away orders, LEAD SF

Location	Engage + Support	Engineer + Maintain	Enforce + Monitor
Non-Stations / Right-of-Way <ul style="list-style-type: none"> Along tracks (incl. East Bay Greenway) 	<ul style="list-style-type: none"> Contact local jurisdictions and ascertain willingness to assume ownership – need to know their intentions 	<ul style="list-style-type: none"> Identify & Secure Property (incl. better fencing) 	<ul style="list-style-type: none"> No Camping Ordinance (DRAFT) No Trespassing Ordinance
Yards (Concord, Richmond, Daly City, HMC)	<ul style="list-style-type: none"> Contact local jurisdictions and ascertain willingness to assume ownership – need to know their intentions 	<ul style="list-style-type: none"> Identify & Secure Property (incl. better fencing) 	<ul style="list-style-type: none"> No Camping Ordinance (DRAFT) No Trespassing Ordinance
Remnant parcels	<ul style="list-style-type: none"> Contact local jurisdictions and ascertain willingness to assume ownership – need to know their intentions 	<ul style="list-style-type: none"> Identify & Secure Property (incl. better fencing) 	<ul style="list-style-type: none"> No Camping Ordinance (DRAFT) No Trespassing Ordinance
Stations: Outside Paid Area <ul style="list-style-type: none"> Parking lots / Intermodal Areas 	<ul style="list-style-type: none"> Connect to services Identify & Request to Keep Moving 	<ul style="list-style-type: none"> Lighting Cameras Signage 	<ul style="list-style-type: none"> Identify & Request to Keep Moving No Camping Ordinance (DRAFT) No Trespassing Ordinance Warnings/Citations/Arrests
Plazas	<ul style="list-style-type: none"> Connect to services SF HOT LEAD SF Program Station Retail / Activation Partner with local jurisdictions <ul style="list-style-type: none"> SF Oakland Fremont Berkeley Other Alameda Contra Costa 	<ul style="list-style-type: none"> 16th St. Plaza <ul style="list-style-type: none"> Added M-F day cleaning shift Increased steam cleaning (3-4 hours / night) Signs in elevators Continue contributions toward SFDPW Pit Stop (street restroom) Continue and Expand SFDPW Pit Stop (monitored street restroom) 	<ul style="list-style-type: none"> Identify & Request to Keep Moving LEAD SF Program Intervene & Prevent No Camping Ordinance (DRAFT) No Trespassing Ordinance Warnings/Citations/Arrests
Inside stations	<ul style="list-style-type: none"> Connect to services SF HOT Station Retail / Activation 	<ul style="list-style-type: none"> Street Entrance Barriers Head Houses Zamboni Cleaning Station Brightening / Steam Cleaning 	<ul style="list-style-type: none"> Identify & request to Keep Moving LEAD SF Program Elevator Attendants Warnings/Citations/Arrests
Stations: Paid Area / Platforms	<ul style="list-style-type: none"> Connect to services SFHOT LEAD SF Program 	<ul style="list-style-type: none"> Re-open underground restroom pilots @ Powell & 19th Hardening – Fare Evasion Cameras Steam Cleaning 	<ul style="list-style-type: none"> Elevator Attendants in SF Proof of Payment Stay Away Order Code of Conduct Warnings/Citations/Arrests
On Board Trains	<ul style="list-style-type: none"> Connect to services Coordinate with local jurisdictions / service providers (Alameda, Contra Costa, etc) 		<ul style="list-style-type: none"> Proof of Payment Code of Conduct Warnings/Citations/Arrests



Entrance Barriers/Canopies



Baseline (12.21.2015) vs. Recent (12.04.2017)

Embarcadero	232 vs. 89
Montgomery	125 vs. 78
Powell St.	196 vs. 131
Civic Center	188 vs. 68



San Francisco Homeless Outreach Team (SFHOT) Metrics

- Overview

- Partnership with San Francisco Municipal Transportation Agency (SFMTA) and Department of Homelessness + Supportive Housing (DHS)
- Launched 11/14 from M-Th, 7 – 4
- 4 downtown SF stations
- One team of 2 outreach workers
- Monthly reports to BART + SFMTA

- Metrics

- Outreach attempts and successful engagements
- Services/referrals offered and accepted
- Metrics aligned with DHS
- Data from 11/14/2017 to 1/31/2018





San Francisco Homeless Outreach Team (SFHOT) Metrics

Date: November 14, 2017 – January 31, 2018

Total No. of Encounters/Contacts	258
Total No. of Refusal of Services (R.O.S.)	89
Total No. of Referrals	128
Total No. of Connections	266

Types of Services: Homeless Related (Shelter, Resource Center, Emergency Food, Clothing), Mental Health, Substance Use, Medical, etc.



SFHOT Successes



William
(Powell Street Station)



Warren
(Powell Street Station)



Gladys
(Civic Center Station)



Pit Stop Partnership

- Funding contributions to Pit Stops at 16th St. & Powell St.
- Goal: provide restroom access for BART customers and reduce public urination and defecation on BART property
- Restroom upgrades at Powell St. and 19th St. (2019)
- Handouts for customers + non-customers; signage in elevators
- 2017 – BART Customers = 5,206 @ 16th and 2,426 @ Powell St.
- Working with Public Works for more funding at 16th St. and Powell St., with possible new opening at Montgomery



PIT STOP BATHROOMS

San Francisco Public Works operates the Pit Stop Program, which provides clean and safe public toilets in San Francisco's most impacted neighborhoods. The program utilizes both portable toilets, which are tracked to and from the sites daily after overnight servicing at a remote location, and the semi-permanent JCDecaux self-cleaning toilets. All the Pit Stop facilities are staffed by attendants who help ensure that the toilets are well maintained and used for their intended purpose.

Below are Pit Stop locations near downtown San Francisco BART stations.

Near Civic Center/UN Plaza Station

- Grove & Larkin Streets — Daily
9 am to 8 pm
- UN Plaza — Daily
9 am to 8 pm



Near Powell Street Station

- Market St. above Hallidie Plaza — Daily
9 am to 8 pm



Near 16th Street Mission Station

- 16th & Capp Streets — Monday-Friday
11 am to 6 pm
- 16th & Mission Streets — Daily
9 am to 8 pm





Elevator Attendants (Pilot Partnership)

- Goal: monitor and discourage undesirable elevator activities
- 6 month pilot partnership with SFMTA & Hunters Point Family (HPF)
- Street & platform elevators
- Civic Center + Powell (HPF)
- Montgomery + Embarcadero (ATU/SEIU Pilot Program)
- Daily from 5 am – 1 am
- User data
- Rollout Spring 2018





BART Police Department Recruitment, Hiring Efforts and Patrol Deployment Study





BPD and SFPD Partnerships: Patrols

- 1 Joint patrol per week – Weds. / dayshift hours at the Civic Center BART Station
- Primarily reduce drug-related offenses/ related calls-for-service
- SFPD officers have increased patrols of the U.N. Plaza (above the Civic Center station) and Powell / Market Street areas (above Powell Street station)
- Recently re-opened BPD office at the Civic Center Station
 - Fully equipped office
 - Increased officer availability/visibility while remaining “on beat”





BPD Welfare Checks

2016:

- 9,878 calls for welfare checks
- 985 of which were canceled
- Officers conducted 8,893 welfare checks

2017:

- 11,826 calls for welfare checks
- 1,404 of which were canceled
- Officers conducted 10,422 welfare checks
- Calls may have been canceled, due to person leaving the area or a new information was given that no response was needed.
- The majority of welfare checks are in response to a homeless person, as opposed to a sick or injured passenger which is typically categorized as a medical call.



BPD and SFPD Partnerships: SF LEAD

LEAD (Law Enforcement Assisted Diversion):

- Began October 2017
- Reduce recidivism of low-level drug offenders
- Focused on Tenderloin (16th and Civic Center Stations)
- Access to social services
- 3rd quarter 2017: 9 pre-booking and 6 social contacts
- CSU-LB Research: \$6 M grant



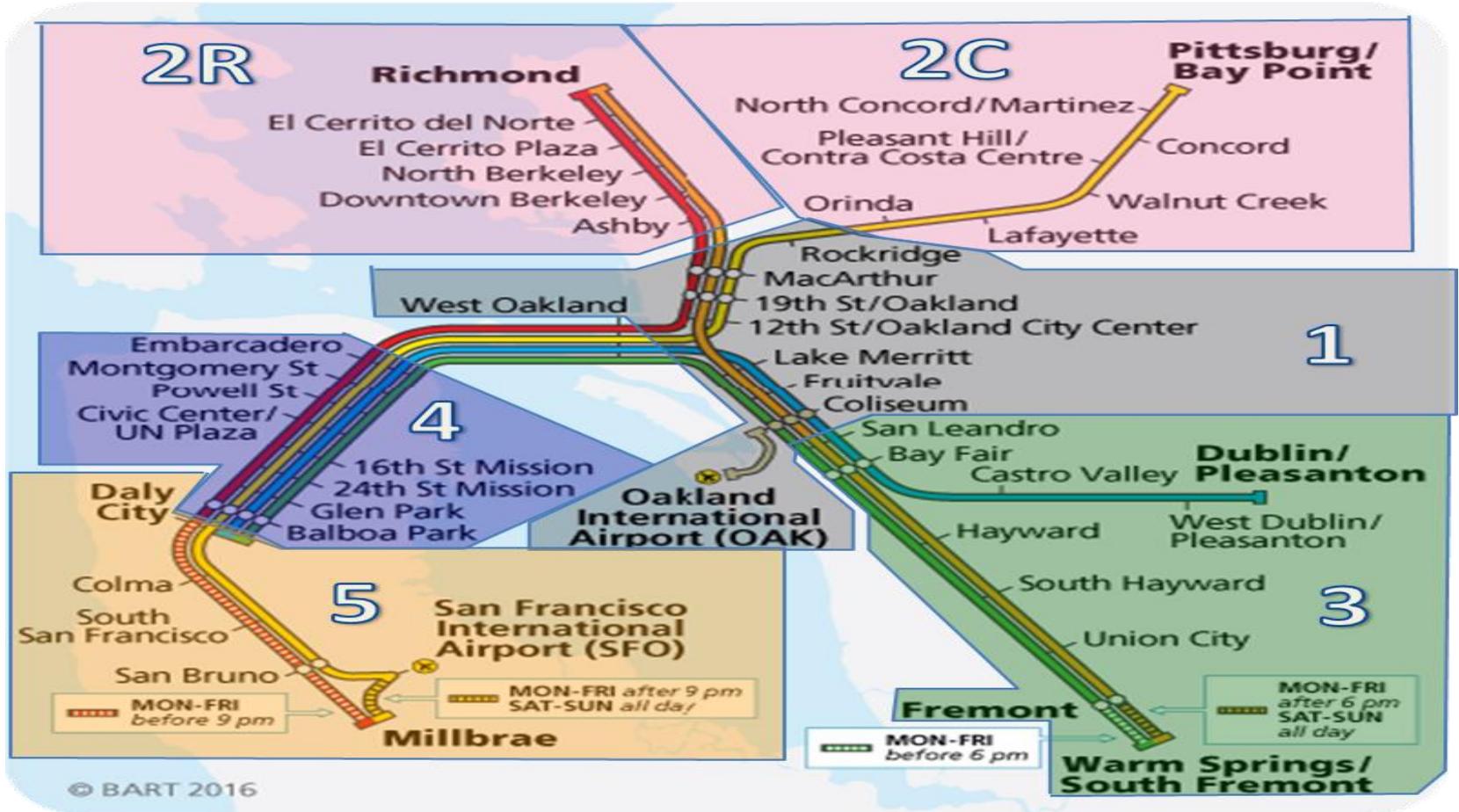


BPD Recruitment & Hiring 2017

- Hired 25 people total
 - 16 Officers
 - 4 Dispatchers (highest number since 2013)
 - 3 Community Service Officers
 - 2 Police Administrative Specialist
- Hiring & Recruiting Events: Attended 53
- Advertising:
 - Stations Train wraps
 - Trains Gyms
 - Social media Colleges
- Current Vacancies:
 - Officers: 38
 - Community Service Officer: 17

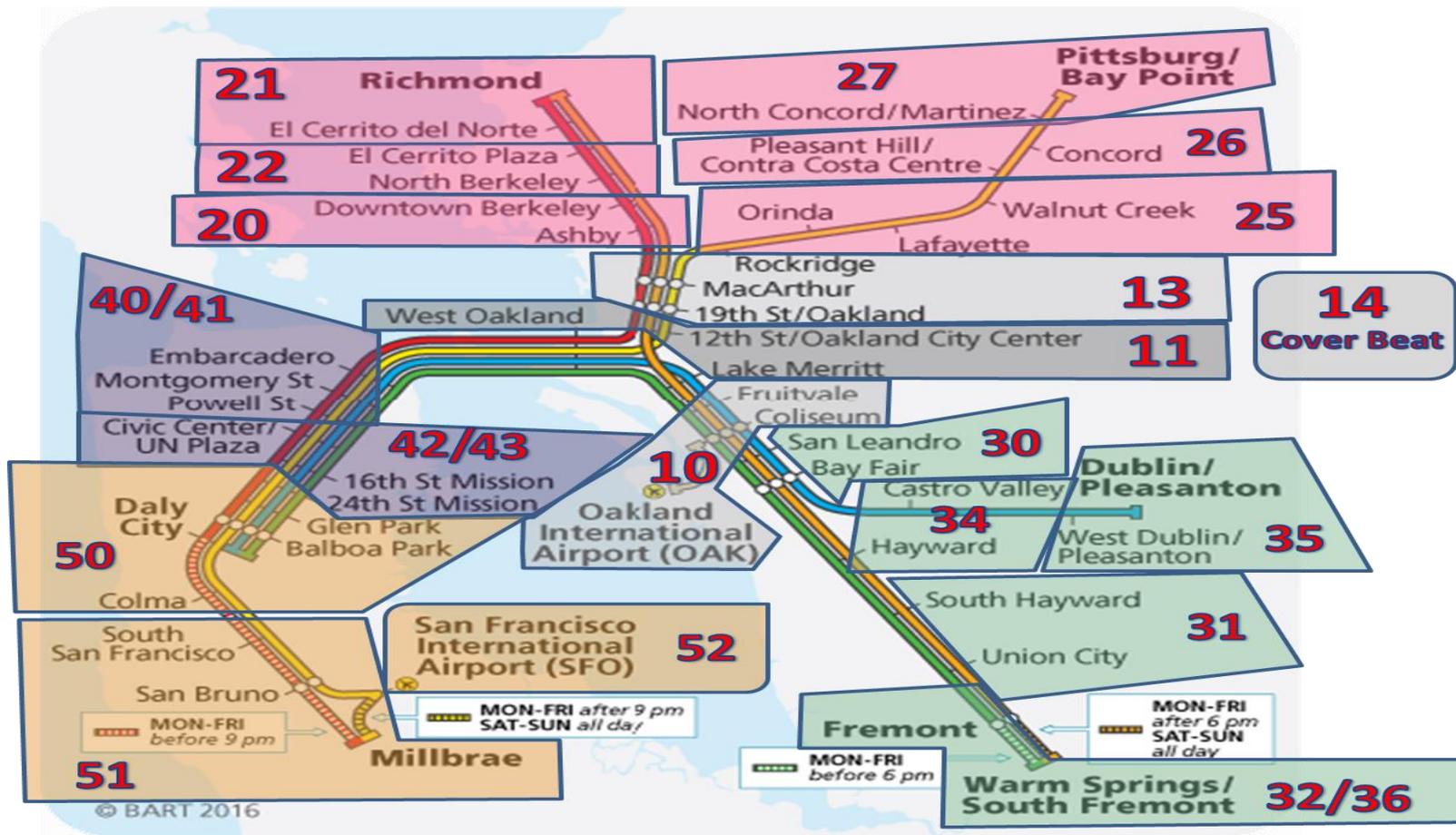


BPD Deployment: Patrol Zones





BPD Deployment: Patrol Beats





Public Conduct Campaign





Public Conduct Campaign

- Develop and post ordinance signs in stations and on trains to support enforcement
- Raise customer awareness – accessible, eye-catching, get people talking, be more aware of surroundings
- Worldwide inspiration – NYC, Seattle, Vancouver, Toronto, Brisbane
- Partnership with CA College of the Arts
- Fare evasion, safety + security, littering, vandalism, backpack etiquette
- Rollout this month, with potential for new opportunities

Code of Conduct

- No Smoking No Vaping
- No Eating No Drinking
- Proof of Payment
- 24-hour Surveillance
- No Littering
- Headphones Only
- No Bike Riding
- No Vandalism

Public Safety

- No Strollers on Escalators
- Watch the Gap
- Do not Text and Walk
- Hold onto Escalator Handrails
- Wait behind Platform Edge Tiles
- Report Unattended Items

Assisted Evacuation

- Make yourself known to Station Agent or Operations Control Center (OCC) by using Elevator Intercom or White Courtesy Phone
- Ask for assistance from other BART Riders or call 911
- During Station evacuation, Station will be checked and swept by Station Agent, OCC, BART Police Officers, and/or First Responders

Prohibited Behavior:

- Bikes on Escalators
- Bikes on First Train Car
- Possessing Hazardous or Explosive Materials
- Animals unless enclosed in Carrying Case or Service Animals
- Public Urination or Defecation
- Restroom Access without Ticket
- Sitting on Stairs or Exit Path
- Skateboarding
- Spitting
- Tampering with Equipment
- Carrying Unlawful Weapons
- Vending without a Permit
- Aggressive Panhandling

Violations to any rules mentioned above while on BART property is subject to one or more of the following: CA Public Utilities Code §99170; CA Penal Code Section 19.8, 171.7, 374.4, 369k, 594, 640 and 647; CA Vehicle Code Section 21513. Violations may result in up to one year imprisonment, fines of up to \$50,000, and/or community service; or the maximum penalty allowed by law.

BART Police: (510) 464-7000 For Emergency call 911

I'M NOT A BATHROOM

Keep elevators clean for those who need them. Okay?



Station Cleaning Program





TRA Phase I Study Findings:

- Develop Standard For Station Cleanliness
- Establish a Robust Training Program
- Audit to Ensure Results
- Deal With Homelessness Problem
- Narrow Scope for System Service Workers and increase number of cleaners
- Engage Customers



Additional M&E Observations:

- Tools and equipment
- Attendance
- Span of control
- Staffing Plan
 - Ownership & Accountability
- Leadership effectiveness



Establish Standard of Cleanliness

- Pay Attention to the Obvious – floors, stairs, elevators, station equipment
- Secure certification from ISSA – Worldwide Cleaning Industry Association
- Develop Standard Operating Procedures for all cleaning activities
- Develop daily work plans for employees
- Upgrade and expand equipment
- Develop inventory system to ensure cleaning supplies available in all stations



Establish Training Program

- Hiring a dedicated Employee Development Specialist
- Develop training curriculum based on ISSA Standards
- Develop process to monitor and measure
- Provide two levels of Industry Best Practice Training & Certification to all cleaning personnel
- Provide Annual Training:
 - Safety
 - Customer Service
 - Standard Procedures
 - Process for documentation of work; Maximo



Audit for Results

- Quality Assurance Audits to Standard Operating Procedures
 - Develop and track non-compliance
 - Track and report on corrective actions
- Regular management inspection of stations
 - Document, track and report
- Annual review of procedures for effectiveness
 - Updates as appropriate
 - Track and report
- Monitor for and address trends
- Move System Service into Maximo
- Develop and track KPIs to drive performance



Measure Performance

- New Key Performance Indicators
 - Percent of tasks completed by route
 - Equipment up time
 - Absenteeism
 - Quality Audit Non-Conformity / Corrective Actions
 - Manager Inspections completed
 - Annual procedure review/ revision (% complete)
 - Passenger Environmental Survey
 - Customer Satisfaction Survey



Deal with Impacts of Homeless Problem

- Dedicated cleaners at stations
- Develop station community with Station Agents, Cleaners and Police – facilitate monthly meetings
- Structures/ System Service partnership to address platform level filth and odors
- Put more resources at worst stations



Narrow Scope /Add Cleaners

- Clear expectations/ Accountability
 - Daily task sheet
 - Bring System Service into Maximo (work plans)
- Ownership/ Reduce loss time traveling
 - More dedicated Station Ownership
 - Less multiple station coverage
- Full staffing – authorized to fill 21 vacancies

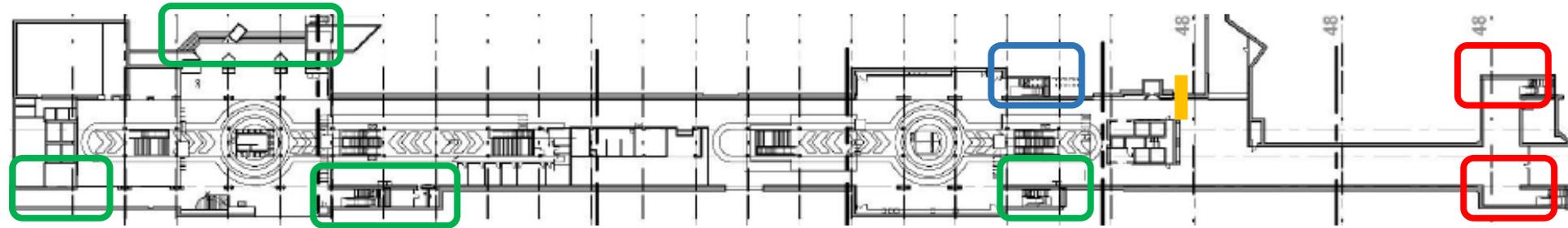


Resource Efficiency Management

- Evaluate low use station areas
 - Passenger counts
 - By time of day (hourly)
- Focus on reduction of known problem areas
- Modify hours of access to best serve customers
- Redirect resources: high volume/ high impact



Powell Street Pilot Proposal



Open Normal

New Barrier to control Early/Late Opening

Late Open/ Early Close

Closed for Project



Engage Customers

- PES Scores/ Customer Satisfaction Survey
 - Analysis data
 - Address trends
- Leadership monthly station visits
 - To engage customers/ hear their concerns
 - AGM Operations, Chief MEO, Assistant Chief MEO, Superintendent, Assistant Superintendents, Police



Upgrade Tools & Equipment

- Conduct comprehensive inventory
 - Expand where warranted
- Perform condition assessment
 - Upgrade as appropriate
 - Example: Floor scrubbing machines on M line
- Standardize tooling and supplies
 - Across stations
- Establish effective supply system
 - Local satellite storage rooms on each line



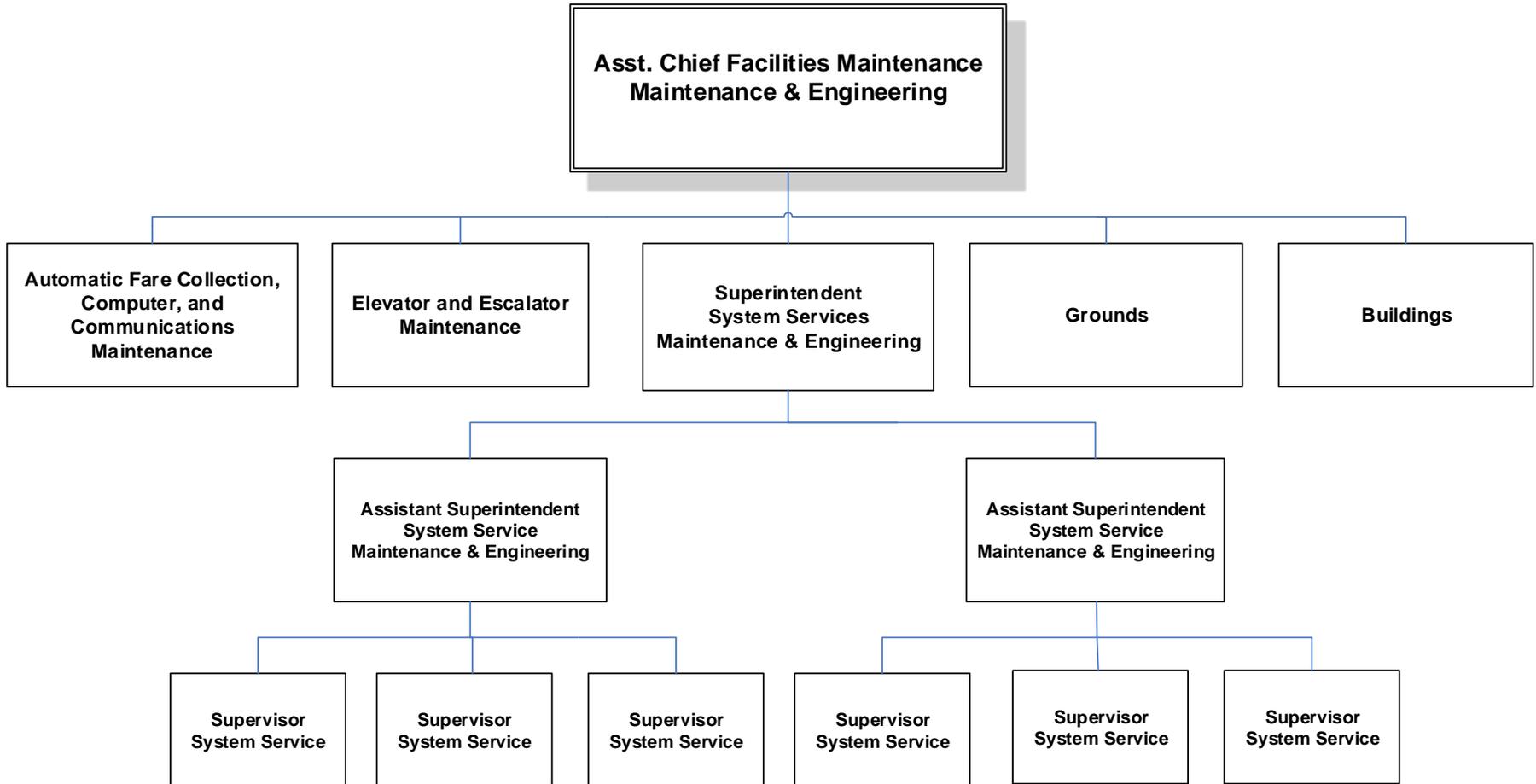


Address Attendance Issues

- FY17 Unscheduled Absenteeism Rate – 12.3%
 - Sick – 9.3%
 - FMLA – 3.0%
- Goal – 3%
- Strategies for Improvement
 - Setting expectations
 - Daily attendance review with supervisors
 - Counseling employees/providing appropriate resources
 - Tracking and taking appropriate corrective actions



Establish Appropriate Span of Control





Restructure Staffing Plan

- Issues to address:
 - Lack of ownership
 - Loss of productivity by moving employees
 - Over resourcing some stations, under resourcing others
 - Low employee morale
 - Lack of sense of station community



Staffing: Station Sizing (Usage)

Very High:

- Embarcadero
- Montgomery
- Powell
- Civic center

High:

- 16th Street
- 24th Street
- 12th Street
- 19th Street
- MacArthur

Medium

- Daly City
- Millbrae
- Warm Springs
- Ashby
- Berkeley
- Del Norte
- Richmond
- West Oakland
- Rockridge
- Bay Point
- Coliseum
- Bay Fair

Lower:

- Glen Park
- Balboa
- Colma
- So SF
- San Bruno
- So Hayward
- Hayward
- Union City
- Fremont
- Milpitas
- Berryessa

Lower:

- No Berkeley
- El Cerrito Plaza
- Orinda
- Lafayette
- Walnut Creek
- Pleasant Hill
- Concord
- Lake Merritt
- San Leandro
- Castro Valley
- W. Dublin
- Dublin



Staffing Level by Station Group

- Very High
 - 3 dedicated cleaners Day & Swing Shifts (min. 2 per shift/ 7 days)
 - 6 dedicated cleaners Grave Shift (Wednesday - Sunday)
- High
 - 2 dedicated cleaners Day & Swings Shifts (min. 1 per shift/7 day)
- Medium
 - 1 Dedicated cleaner Day Shift (M-F)
 - 1 Dedicated cleaner 5 day/week Swing Shift
 - Weekend Coverage at least one shift
- Lower
 - 1 Dedicated cleaner Day Shift (Monday – Friday)
 - Shared Swing Shift and weekend coverage
- Underground Stations
 - 3 Dedicated Structures Workers (Wednesday - Sunday)



Supervisory routes:

One:

- Embarcadero
- Montgomery
- Powell
- Civic center
- 16th Street
- 24th Street
- Glen Park

Two:

- Balboa
- Daly City
- Colma
- So SF
- San Bruno
- Millbrae
- So Hayward
- Union City
- Fremont
- Warm Springs
- Milpitas
- Berryessa

Three:

- Ashby
- Berkeley
- N. Berkeley
- El Cerrito Plaza
- Del Norte
- Richmond
- 12th Street
- 19th Street
- West Oakland

Four:

- Orinda
- Lafayette
- Walnut Creek
- Pleasant Hill
- Concord
- N. Concord
- Bay Point
- Rockridge
- MacArthur

Five:

- Lake Merritt
- Fruitvale
- Coliseum
- San Leandro
- Bay Fair
- Hayward
- Castro Valley
- W. Dublin
- Dublin
- OKS
- OSA
- LMA



Route Staffing Levels

- One: 58 SSWs, 6 FWs, 2 Supervisors
 - Two: 23 SSWs, 2 FWs, 1 Supervisor
 - Three: 22 SSWs, 3 FWs, 1 Supervisor
 - Four: 19 SSWs, 2 FWs, 1 Supervisor
 - Five: 26 SSWs, 2 FWs, 1 Supervisor
- Total 148 SSWs, 15 FWs, 6 Supervisors



Develop Leadership / Supervision

- Establish expectations and standards for all jobs
 - Develop procedures for supervisory tasks
 - Provide training
- Create best management practices
 - Define key performance indicators
 - Increase field supervision time
 - Regularly coach and counsel
- Provide quarterly performance reviews
 - Drive ownership and accountability



Fare Evasion





Fare Evasion Control

- Station Hardening
- Proof of Payment Enforcement
- Measuring Fare Evasion



February 8 - 9, 2018



BART Board Workshop 2018





Station Hardening *Completed*

Embarcadero

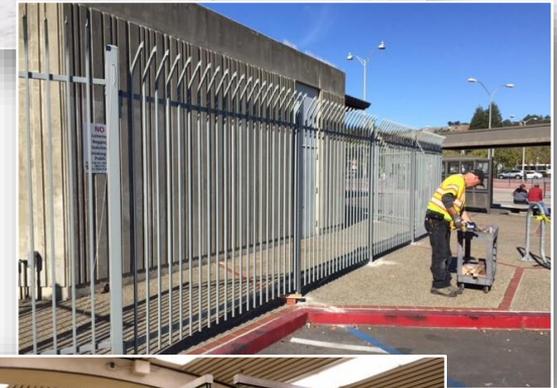
- Service gates relocated; converted to emergency exits
- Gates signed, alarmed, and video monitored

South Hayward

- Platform fences (prevent access from wayside)
- Paid area extended to encompass platform elevator

Berkeley (Downtown)

- South paid area with high barriers and higher exit-only service gate
- Clipper-only fare gates



Observed impact include increased awareness, reduced evasion, and clear definition of paid area boundary



Station Hardening

In Process and Planning

Station Modernization

Fare evasion resistance is incorporated into all designs

- El Cerrito del Norte
- Oakland 19th Street
- Powell St.

Barrier & Gate improvement

- Civic Center (in process)
- Balboa Park
- Richmond
- Coliseum
- MacArthur
- Daly City

Elevator Enclosure

4 AFG's on order

- Berkeley (in process)
- Coliseum
- Balboa Park
- Bay Fair
- Montgomery



Proof of Payment

**CSO fare inspectors hired, trained, and on the job
Enforcement policies are in place**

- Outreach
- Fine administration
- Community service

Handheld fare media readers

Signage installed throughout system



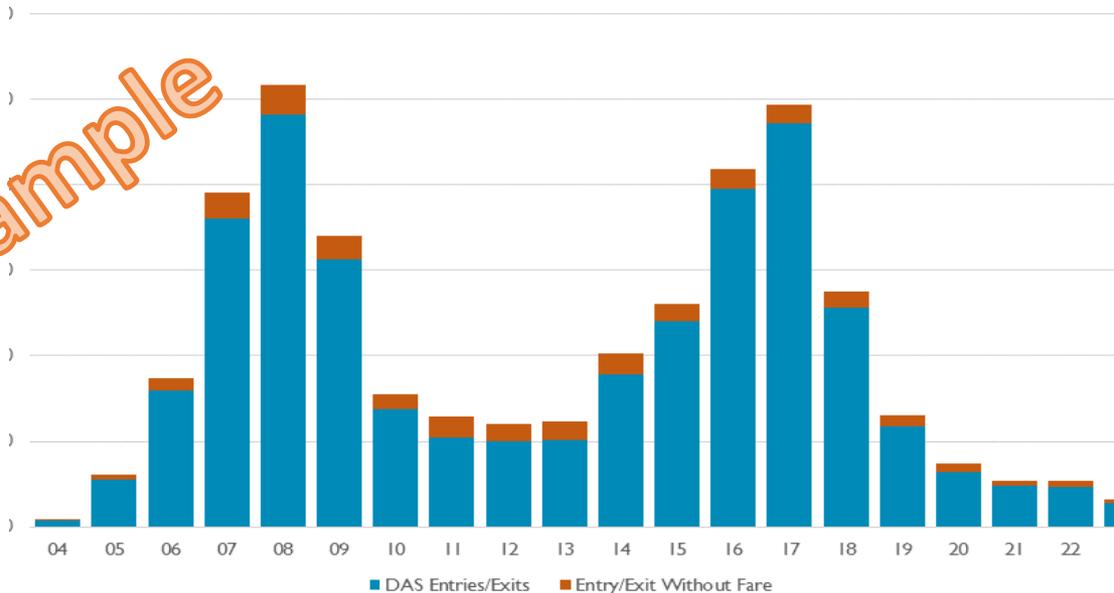


Pilot: Measuring Fare Evasion

- Piloting new Video Analytics software; uses existing camera feeds to count people
- Compare entry/exit counts with recorded fare gate transactions
- Proof of concept: One fare gate array at Civic Center

Civic Center - M40_GA_NI GateArray Activity

Sample



Quantifying fare evasion will lead to advising enforcement and measuring value of investments



Quality of Life – Key Initiatives

- Entrance Barriers
- SFHOT
- Station Cleanliness
- Station Brightening
- Fare Evasion
- Staffing



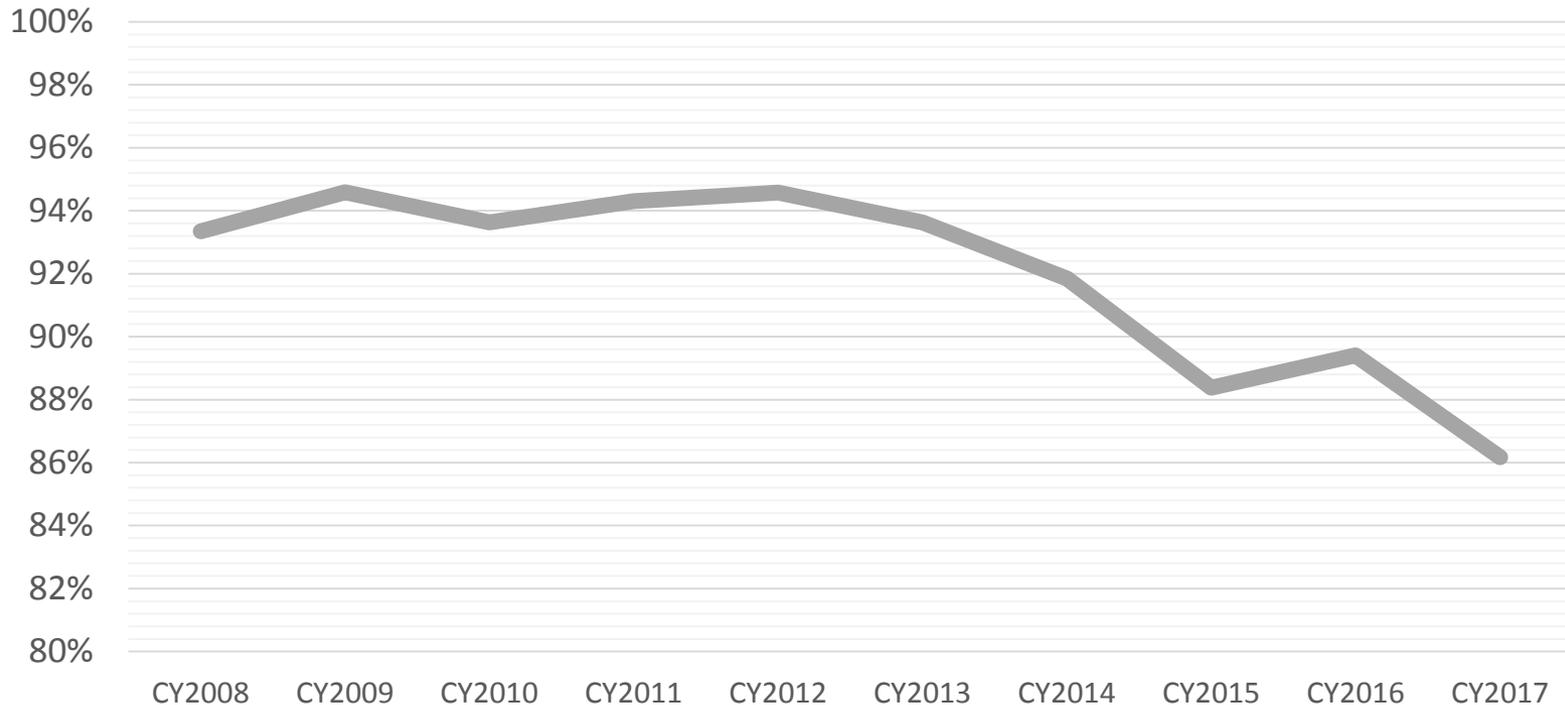
Service Reliability





Service Reliability has trended downward for several years

On Time Performance, CY2008 thru CY2017

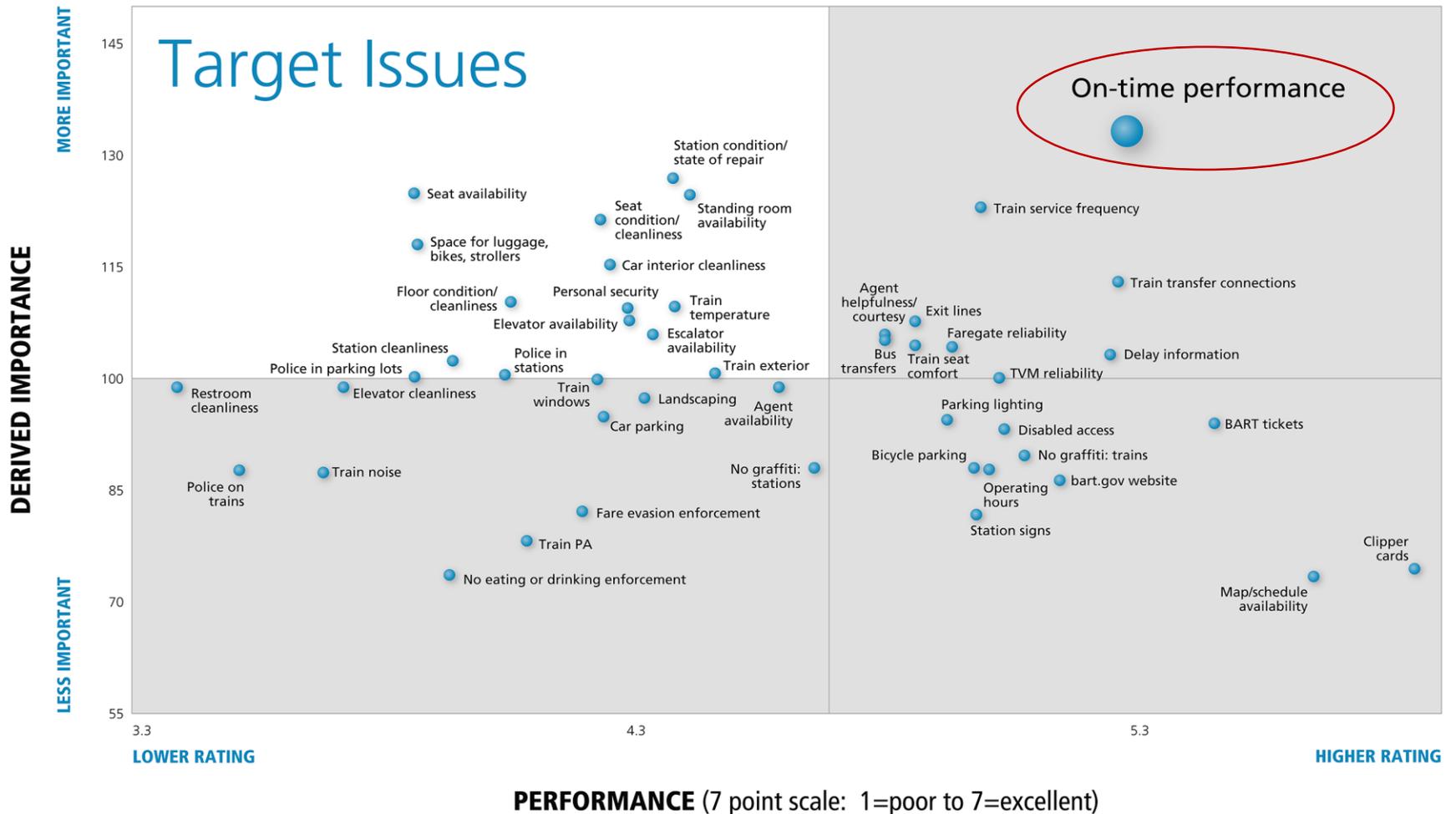


...a 6-8% drop! Is this the new normal?

What can BART do to reverse this trend?



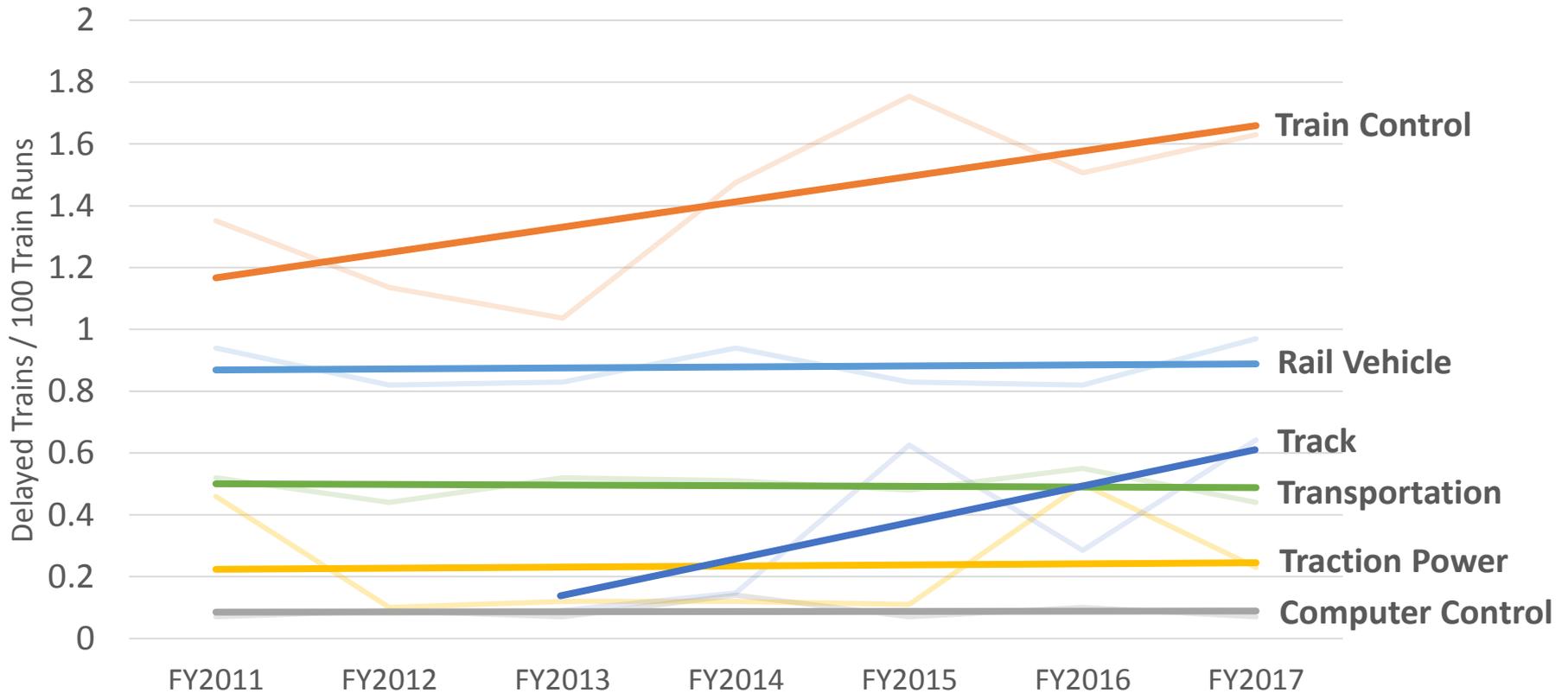
2016 BART Customer Satisfaction Survey Quadrant Chart





Delay trends for Equipment

Trends of Operations Delay Categories

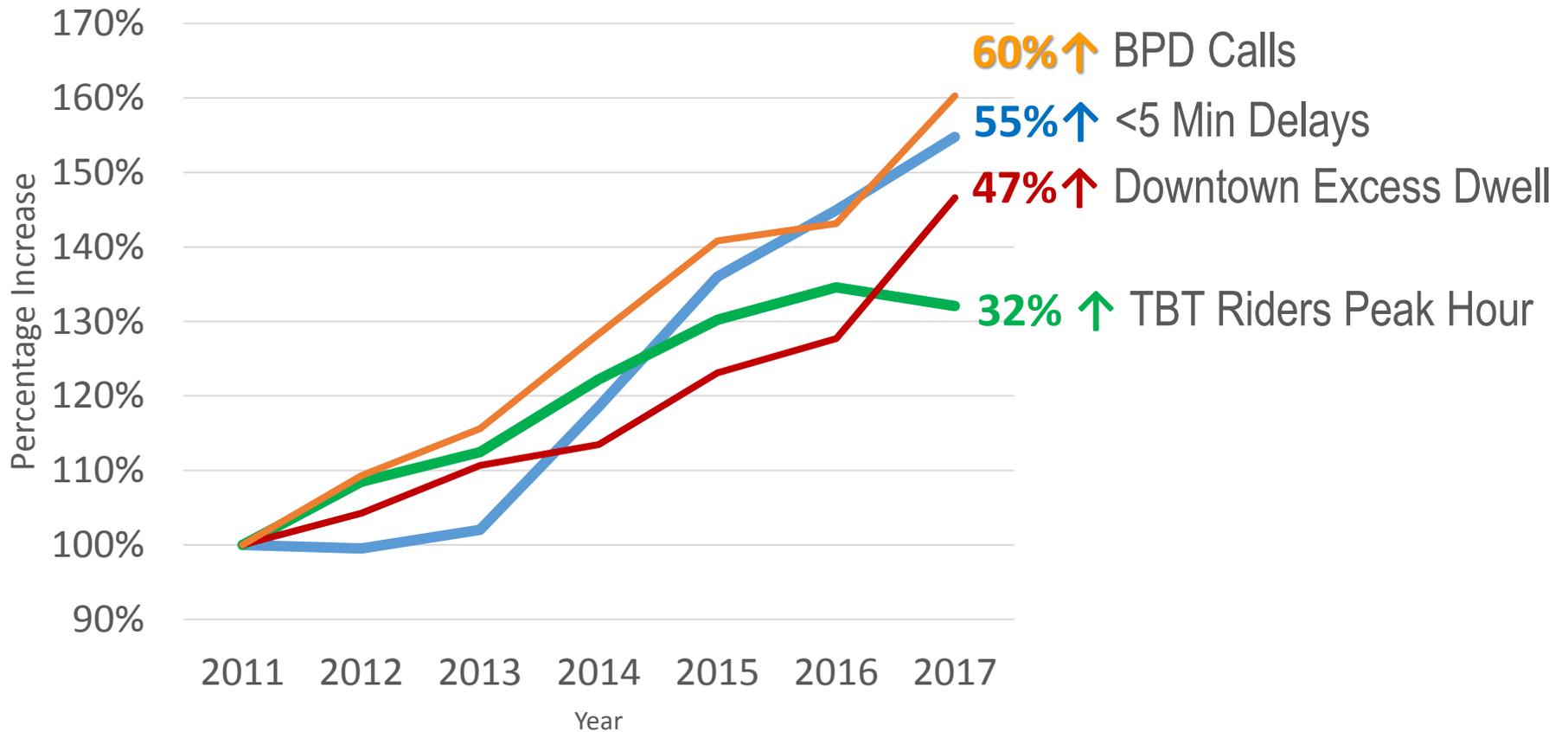


Equipment performance doesn't help explain the recent drop in OTP



Non-equipment indicators have jumped

Percentage Increase Amongst Performance Metrics over Time





Setting a New Normal: OTP > 90%

- Don't let equipment become the problem:
Good maintenance and RR provide a path to SOGR and improved OTP
- Add more "delay first-responders":
BPD officers, Mainline Tech's, and Paramedics
- Keep the plant "clean":
Attention to even small equipment issues helps avoid slow zones or road manual areas
- Train Schedules that better reflect today's realities: Dwell time and Schedule run time adjustments for February 12, 2018 schedule; anticipate increased stability and recovery



Setting a New Normal: OTP > 90%

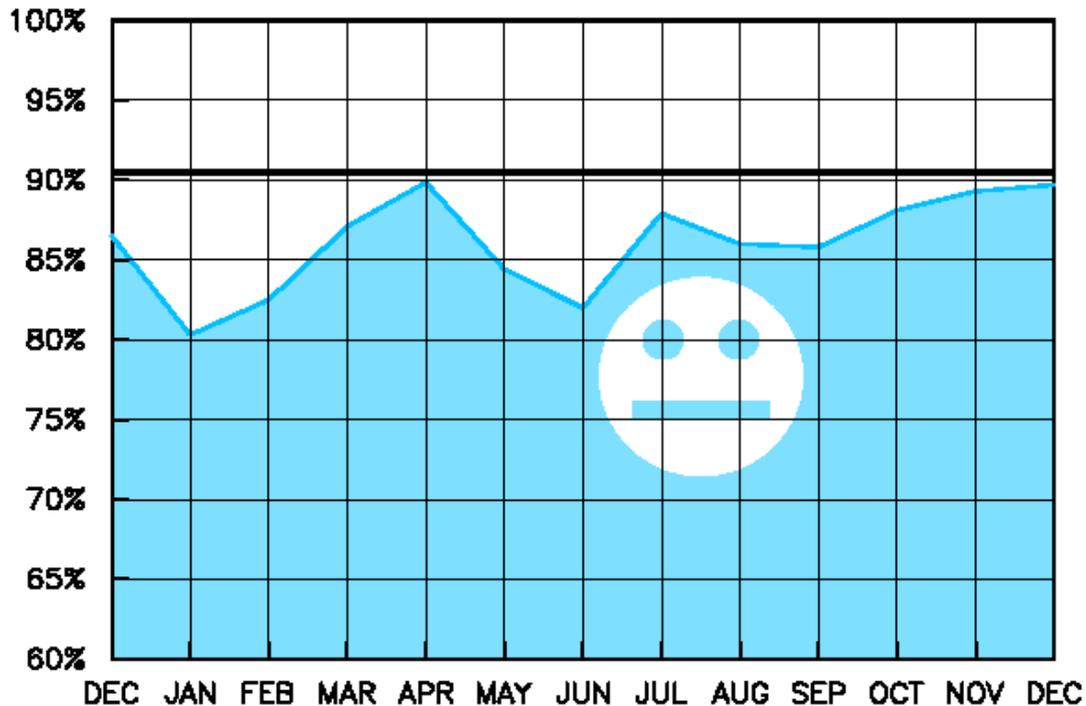
- Understand and then address sub-5 minute delays:
BART IT's "Enterprise Delay Management (EDM)" tool is a big step forward
- Get serious about dwell time control:
Extra seconds eat up a very limited schedule margin
- Expanding the fleet:
Fleet growth and three-door cars will help ease crowding and shorten dwell times



Late 2017 Gained Stability

OTP Goal: >90%

ON-TIME SERVICE





Discussion