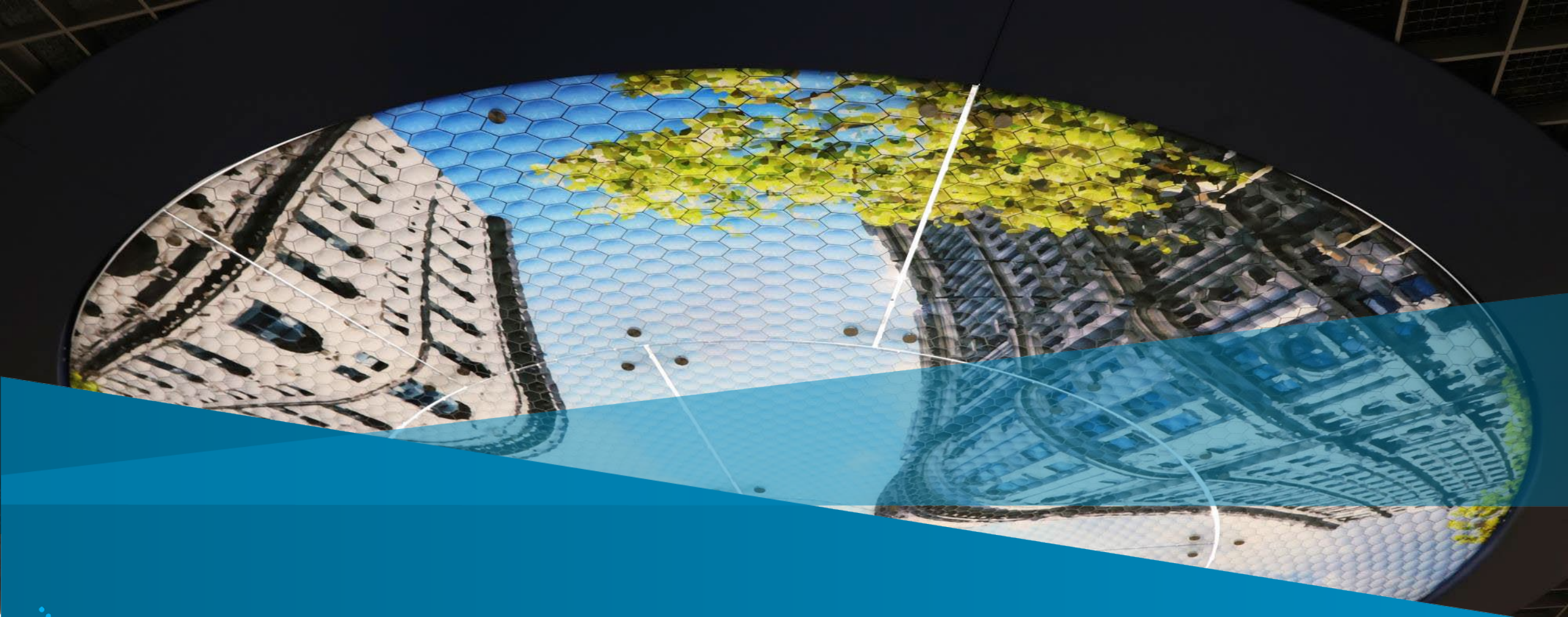


San Francisco Bay Area Rapid Transit District

Board Workshop 2023





Improving Customer Experience

Board Workshop

February 23, 2023



Presentation Overview



 Customer Satisfaction Survey Target Issues

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.

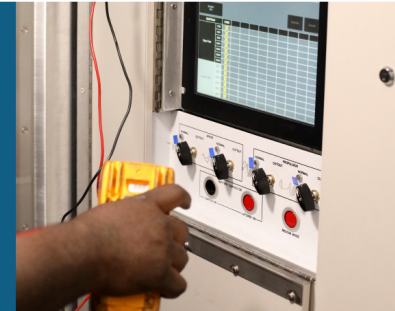
Are you a whiz at fixing phones? Do you love fiddling with the toaster? Does Grandma always call you when the lights go out?
Become a Train Car Electrician!

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 and search for "Transit Vehicle Electronic Technician."

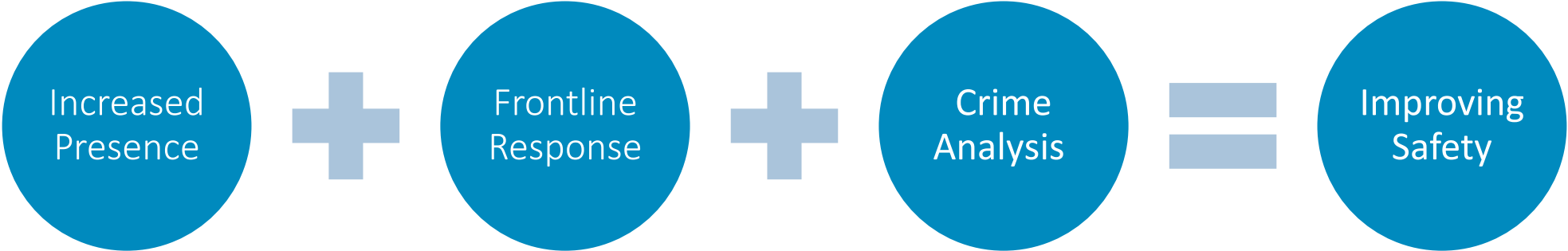


Improve Public Safety



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

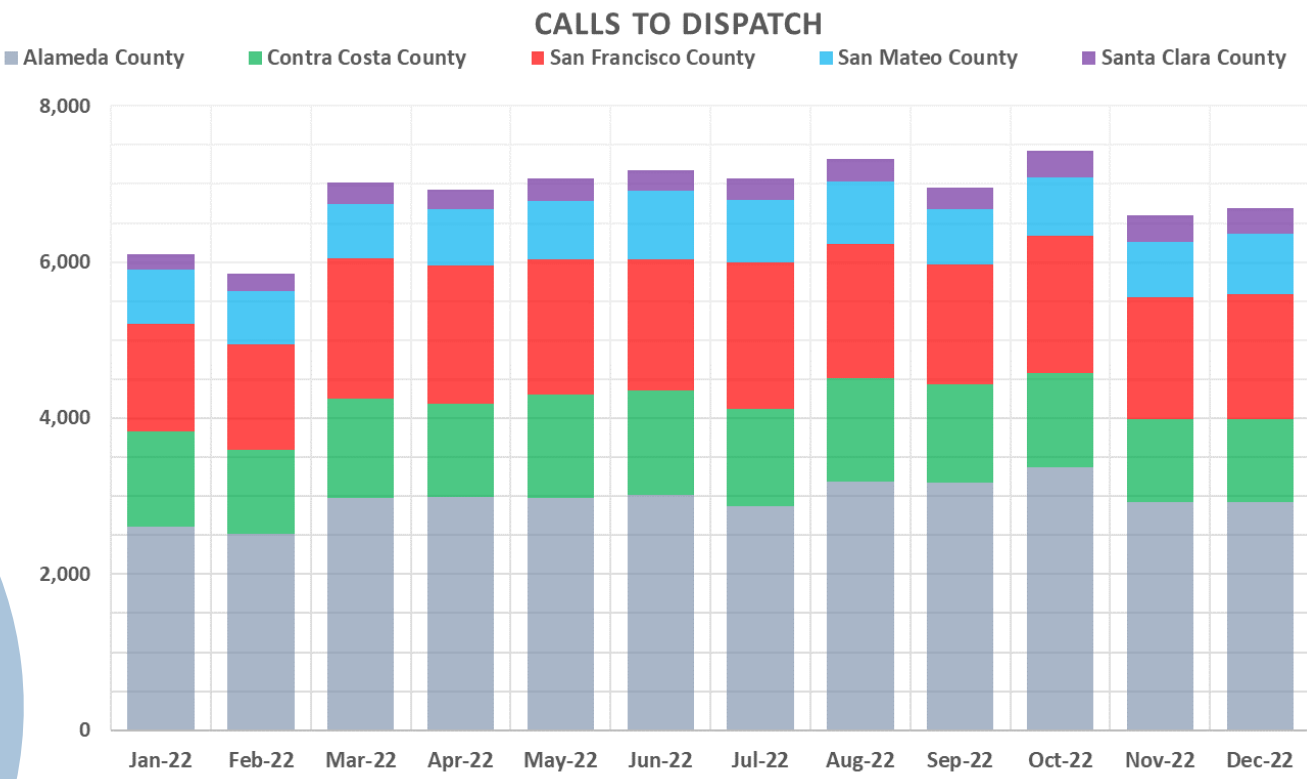
- Initiated new deployment strategies to address
 - Riders' safety concerns
 - Quality of life issues during hours of operation
- New patrol deployment begins March 2023
 - Officers predominantly on trains and in stations and will be more visible to riders
 - Other safety staff throughout all service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

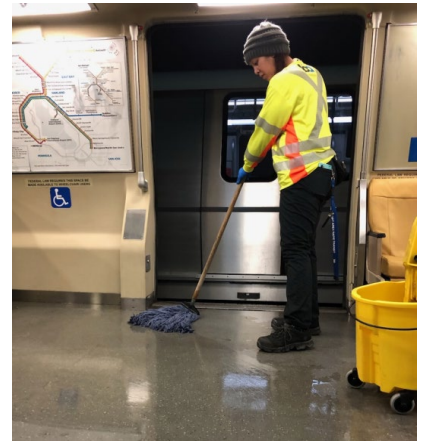


Improve Cleanliness



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

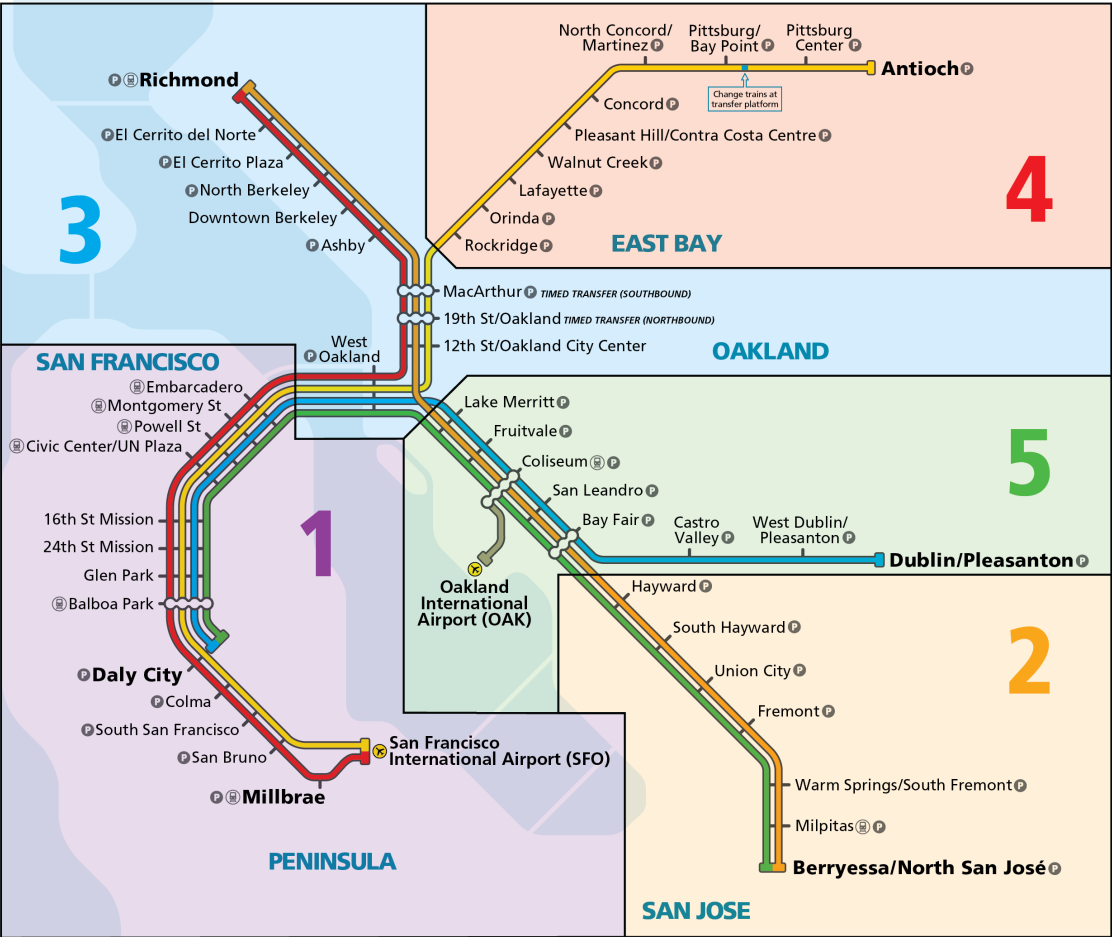


End-of-line cleaning teams: quick-clean during turn-around



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

Station Cleaning Strategy

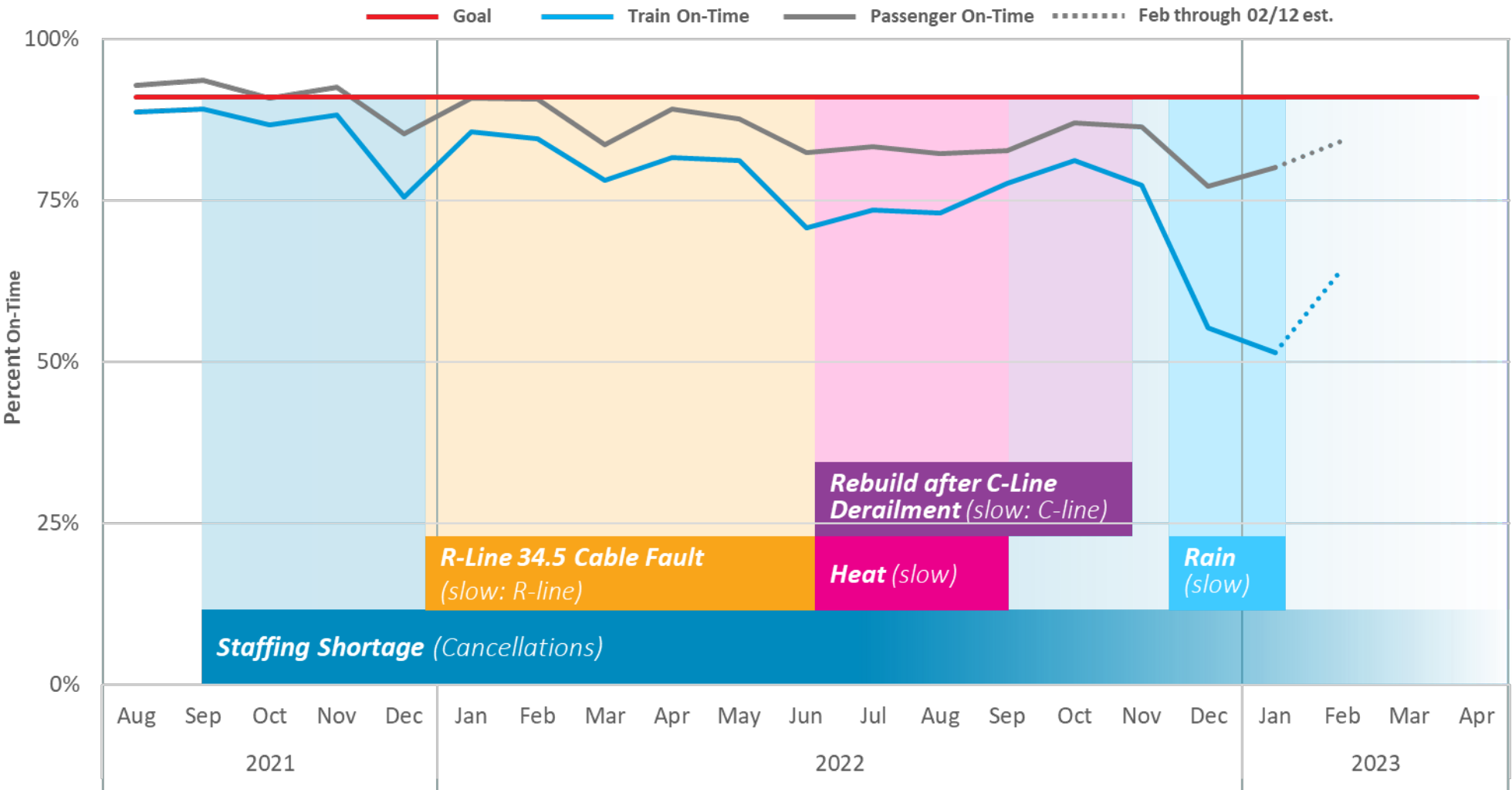


- Station Cleaning 5-area strategy continues to provide good oversight
- Standardized program for new hire and re-certification training
- What's new?
 - Deploying deep-clean teams to heavily used stations throughout the system

Improve System Performance



Look Back: 2022 Challenges to Meet Performance

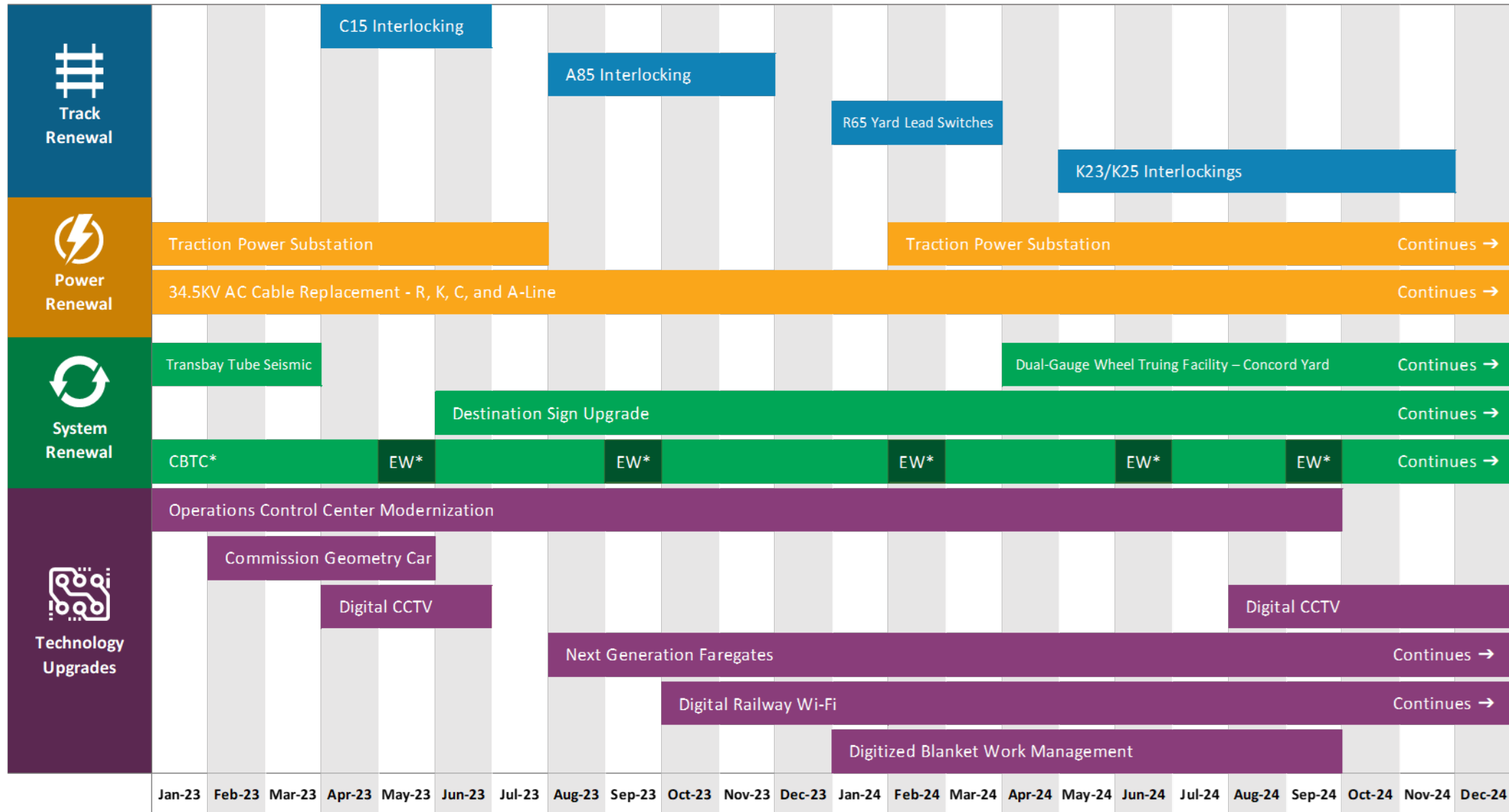


2023 Strategies: Staffing and Recruitment

- 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

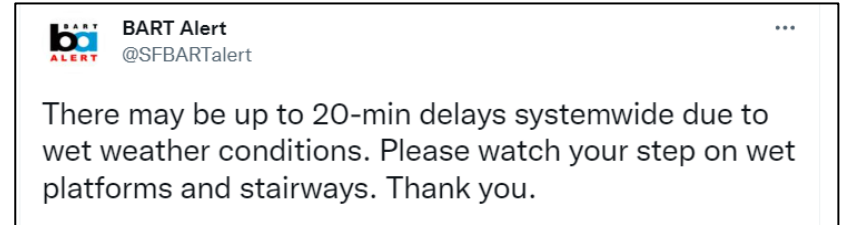
- Project goals
 - Deter fare evasion
 - Reduce maintenance
 - Modernize aesthetic
- Procurement process: on target to request Board approval to award in late March
- Progress to enclose elevators into station paid areas
 - 12 completed
 - Balboa Park, Bay Fair, Civic Center/UN Plaza, Coliseum, Concord,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



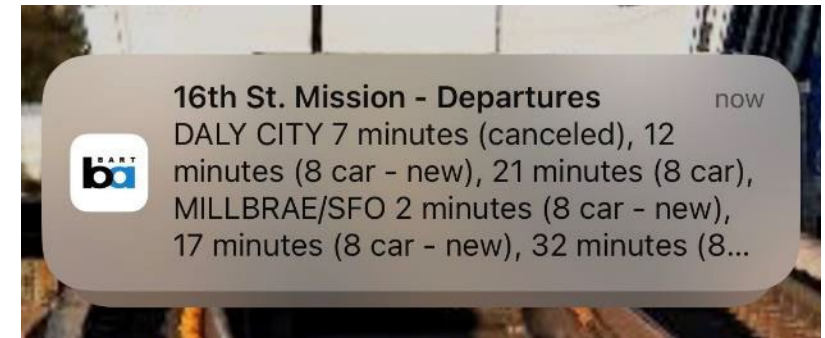
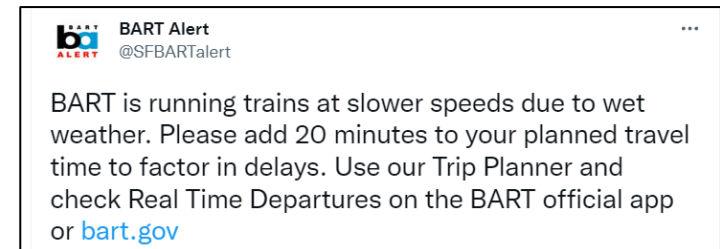
Communication about Delays

- 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:

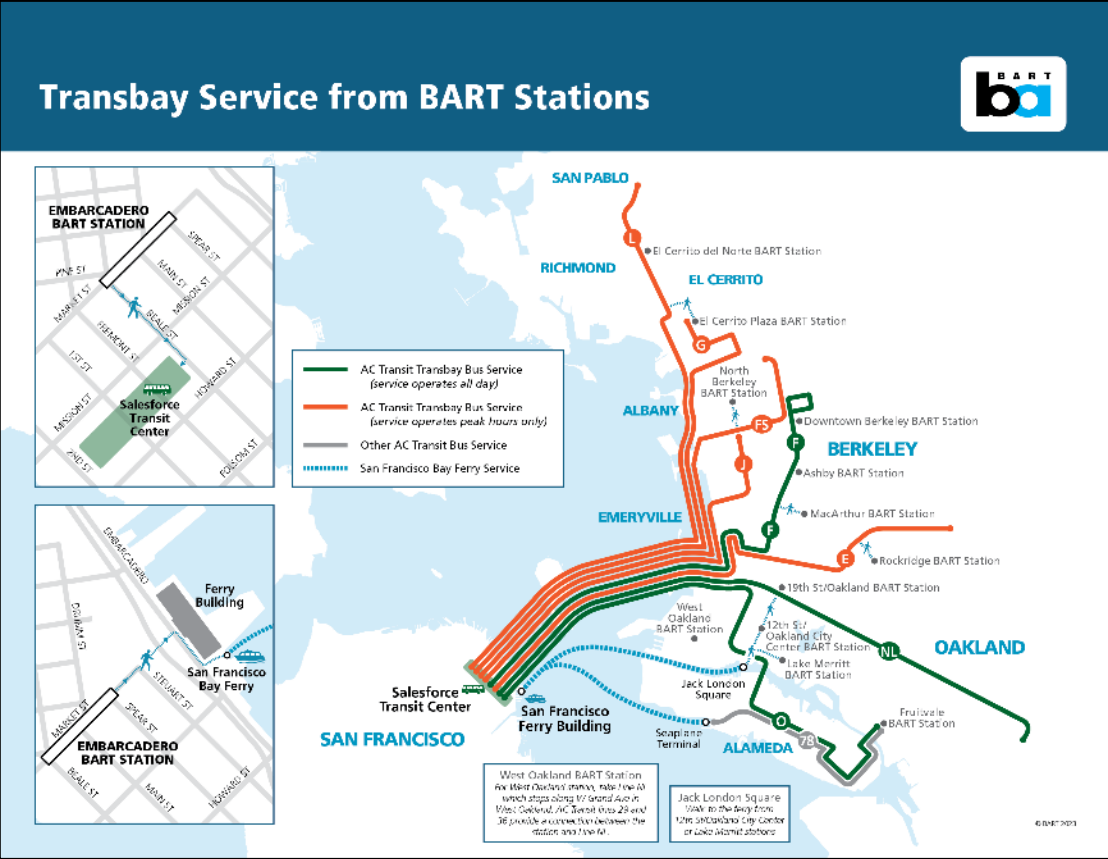


New wet weather service advisory:



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



View Transbay bus and ferry maps:
bart.gov/transbayalts



Get updates at
bart.gov/advisories



Track Shutdown Communication Improvements

Bus Bridge Details Added to BART Trip Planner

Details
Sat, 02/18/2023

11:19 AM **BridgeB** → 12:24 PM
1:05 \$ 5.85

- 11:19 AM** Walnut Creek BART Station, Walnut Creek
→ San Francisco International Airport
Operated by Bay Area Rapid Transit
5 Min, 1 stop
Alternatives every 30 Minutes
- 11:24 AM** Lafayette BART Station, Lafayette
- 11:31 AM** Lafayette BART Station, Lafayette
→ Bus Bridge
Operated by Bay Area Rapid Transit
30 Min, 2 stops
Alternatives every 30 Minutes
- 12:01 PM** Rockridge BART Station, Oakland
- 12:04 PM** Rockridge BART Station, Oakland
→ San Francisco International Airport
Operated by Bay Area Rapid Transit
20 Min, 5 stops
Alternatives every 30 Minutes
- 12:24 PM** Embarcadero BART Station, San Francisco

Month at a Glance Added

WEEKEND SERVICE CHANGES

Track rebuilding projects between Rockridge and Lafayette stations

FEBRUARY							MARCH							APRIL							MAY							JUNE						
M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su

Free buses will replace trains between the Rockridge, Orinda, and Lafayette stations on Presidents Day weekend 2/18-20

Los autobuses gratuitos reemplazarán a los trenes entre las estaciones de Rockridge, Orinda y Lafayette el fin de semana del Día de los Presidentes.
免費巴士將在總統日周末取代往返 Rockridge, Orinda 及 Lafayette 站的列車。

Free buses will replace trains between the Rockridge, and Orinda stations on the following weekends: 4/1-2, 4/15-16, 5/13-14, 5/27-29 (Memorial Day weekend), and 6/10-11

Los autobuses gratuitos reemplazarán a los trenes entre las estaciones de Rockridge y Orinda en las fechas indicadas.
在所列日期, 免費巴士將取代往返 Rockridge 和 Orinda 站的列車。

PLAN FOR 30-MINUTE DELAYS ON THESE WORK WEEKENDS.
Espere retrasos de 30 minutos los fines de semana en los que haya trabajos planificados.
周末若有工作计划, 请注意您的出行可能延误 30 分钟。



Go to bart.gov and use the Trip Planner, call the BART Transit Information Center at (510) 465-BART (2278), or get the official BART app to plan your trip.

Visite bart.gov y utilice el planificador de recorridos (Trip Planner), llame al Centro de Información sobre el Transporte de BART (Centro de Información sobre el Transporte de BART) al (510) 465-BART (2278) o descargue la aplicación oficial de BART para planificar su viaje.

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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



Time to Workshop Wrap Up

20:00

Start Stop Reset mins: 20 secs: 0
type: None ▾

 Breaktime for PowerPoint by Flow Simulation Ltd.

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