

# ANNUAL REPORT 2018

JANUARY 2019

San Francisco Bay Area  
Rapid Transit District

Bevan Dufty, President, Board of Directors

Grace Crunican, General Manager



BUILDING A BETTER BART





JANUARY 2019





**Bevan Dufty**  
President, Board of Directors



**Grace Crunican**  
General Manager

This Annual Report communicates progress toward our Strategic Plan goals and indicators, and reflects our values of transparency, accountability and data-driven decision making.

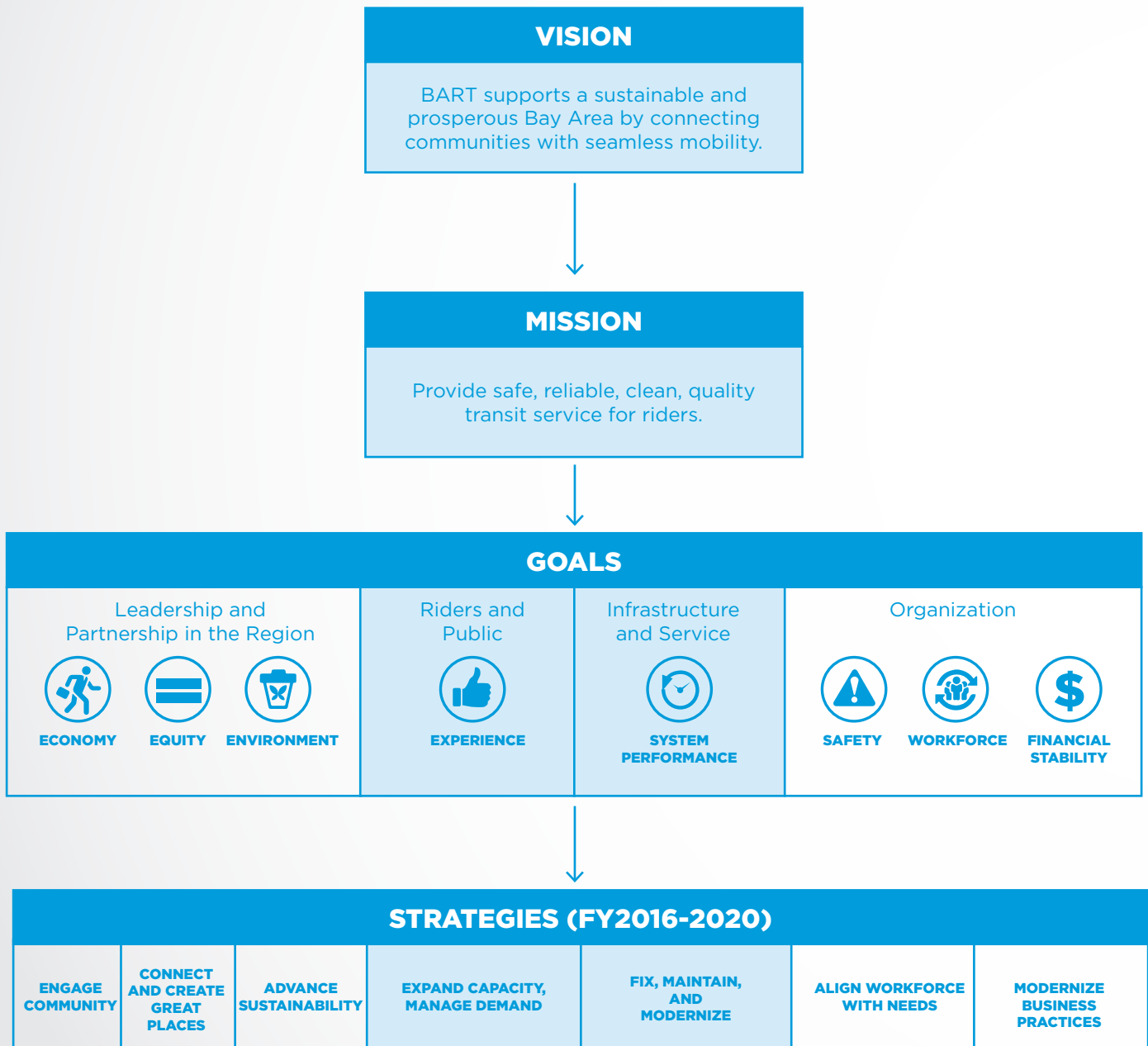
In 2018, we made major changes in how we clean stations and trains, and we're pleased to report recent improvement in customer ratings for cleanliness. On-time performance has also improved due to Measure RR funded system rehabilitation, quality maintenance, and attention to incident management.

We're also working to make BART safer. We recently kicked off a safety and security initiative that will expand police staffing, enhance our network of surveillance cameras, and increase public safety outreach.

The year ended on a high note with a new Fleet of the Future train having served each of the BART lines, and higher than expected ridership on our new extension to Antioch.









# BART'S STRATEGIC PLAN

BART's Strategic Plan Framework lays out eight goals that guide the agency's work planning, budgeting, and performance measurement processes. This report communicates how we are progressing toward our goals by summarizing recent achievements and performance trends for key indicators associated with each goal area. A full dataset for each indicator is attached.





# STRATEGIC INDICATORS AT A GLANCE

GOAL AREA	STRATEGIC INDICATOR	RECENT PERFORMANCE (2018 or FY2018 unless otherwise noted)	LONG TERM BENCHMARK	EVALUATION
 <b>SYSTEM PERFORMANCE</b>	<b>On-time performance:</b> Percent of customers arriving on time	92%	92%	●
	<b>Escalator availability:</b> Percent of street and platform escalators in service	89% street	95% street	○
		96% platform	96% platform	●
 <b>EXPERIENCE</b>	<b>Customer satisfaction:</b> Percent of customers who are very or somewhat satisfied	56%	85%	○
 <b>SAFETY</b>	<b>Crime:</b> Crimes against persons per million riders	3.5	2	○
 <b>WORKFORCE</b>	<b>Turnover:</b> Percent of employees in critical positions departing within the year	10%	6%	○
 <b>FINANCIAL STABILITY</b>	<b>Efficiency:</b> Change in the operating cost per passenger mile of service (FY17-18) compared to typical inflation	6%	2.2%	○
 <b>ECONOMY</b>	<b>Development near BART:</b> Housing units and commercial square feet approved for development on BART property (3-year annual average, 2016-2018), compared to Board-adopted target*	133 housing units 65,000 commercial square feet	800 housing units/year 110,000 commercial square feet/year	○
 <b>EQUITY</b>	<b>Minority ridership:</b> Ratio of minority riders to minority residents in the region	1.0	1.0	●
 <b>ENVIRONMENT</b>	<b>Low-carbon electricity:</b> Percent from low and zero carbon sources compared to Board-adopted 2025 target	96%**	90%	●
	<b>Sustainable access:</b> Percent of riders walking or biking to BART	Increasing***	Continue to increase	●

- Benchmark met or exceeded
- ◐ Benchmark not met but within 5%
- Benchmark not met by more than 5%

\* Benchmark is based on the annual progress required to meet the Board-adopted target set for 2025.

\*\*Based on 2017, most recent year available.

\*\*\* The share of riders walking or bicycling to BART (active access) increased from 35% in 2008 to 44% in 2015 based on BART's Station Profile Survey. BART's Board of Directors set a target to reach 52% by 2025

*See attached data book for details.*



# SYSTEM PERFORMANCE

## LAST YEAR'S ACCOMPLISHMENTS - MEASURE RR

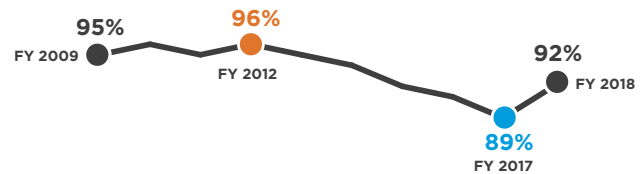
Passed by 71% of BART District voters in 2016, Measure RR is helping improve system performance by rebuilding critical system infrastructure.

- Replaced 22 miles of track to improve overall reliability.
- Reprofiled 231.6 miles of track to reduce railway noise and give our passengers a quieter ride.
- Completed a major overhaul of critical track section near the West Oakland and 12th Street Stations.
- Replaced five miles of 34.5 kV electrical cable system in downtown Oakland to provide safe and reliable power for trains.
- Received bidder proposals to upgrade BART's train control system to reduce delays and increase capacity in the Transbay Tube.
- Advertised contract for fabrication and installation of forty-one escalators at the four downtown San Francisco Stations to improve escalator up-time and reliability.
- Completed hearing loop installation at agent booths in the Lake Merritt and 12th Street Stations and the Customer Service Center at Lake Merritt Station to improve accessibility for customers with hearing loss.

### System Performance Strategic Indicators

● Highest value ● Lowest value

#### DAILY CUSTOMER ON-TIME PERFORMANCE



#### STATION ELEVATORS IN SERVICE





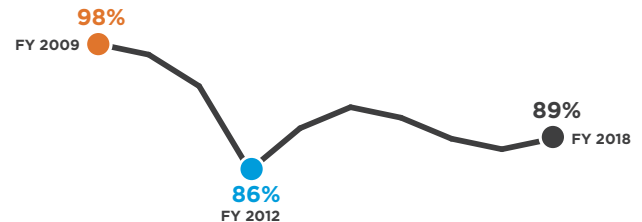
- Began study of a second Transbay Rail Crossing that would aim to double BART's bay crossing capacity and provide crowding relief among other benefits. Released an initial request for proposals to obtain consultant services for strategic advising & program management to support the work.
- Began design of an expansion of the Hayward Maintenance Complex that will house the Fleet of the Future train cars.
- 26 contracts advertised, and 22 contracts awarded.
- \$164.3 million spent on Measure RR activities through December 2018.
- Committed nearly \$100 million in funding to small businesses since Measure RR inception.

Next year, we will be doubling down on RR-funded system renewal projects, including a major earthquake retrofit of the Transbay Tube. To allow sufficient time to complete the work, we will be running less service on Sundays (24-minute frequencies all day) and opening the system an hour later starting February 11, 2019. The late opening will shorten the Transbay Tube retrofit project timeline by four months and provide a 12% cost savings. We have arranged for partner agencies to provide connecting bus services for the 2,900 riders who rely on BART that first hour.

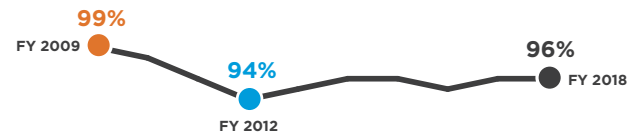
## System Performance Strategic Indicators

● Highest value ● Lowest value

### STREET ESCALATORS IN SERVICE



### PLATFORM ESCALATORS IN SERVICE



# CUSTOMER ON-TIME PERFORMANCE IMPROVED TO 92% DURING FISCAL YEAR 2018 DUE IN PART TO MEASURE RR-FUNDED SYSTEM REHABILITATION



## PERFORMANCE TREND SPOTLIGHT ON TIME PERFORMANCE IMPROVES

BART's customer on-time performance improved to 92.4% during Fiscal Year 2018, up from 89.2% the prior year. The improvement is attributed to greater Measure RR funded system rehabilitation, quality maintenance, and attention to incident management. For example, to reduce delays in the Transbay Tube, we implemented a new strategy of proactively positioning technicians at Embarcadero and West Oakland Stations during commute periods so they can quickly respond to mechanical issues on trains. Since this approach was implemented, the average minutes of delays due to failures has dropped by 45%.





# CUSTOMER EXPERIENCE

## LAST YEAR'S ACCOMPLISHMENTS:

- **Elevator attendant pilot program implemented:** We partnered with the San Francisco Municipal Transportation Agency to bring elevator attendants to the Civic Center and Powell Street Stations. The pilot program is staffed through Hunters Point Family, a community-based organization. About 90,000 people a month use the attended elevators at both stations, and misuse is down to almost zero. More than 700 people have sent in comments praising the program, which will continue through June 30, 2019.
- **More Fleet of the Future vehicles put into service:** Thirty new Fleet of the Future train cars are now in service, offering cooler, quieter, and cleaner rides to BART customers. By spring of 2019 we expect to have a new car delivery rate of 10 cars per month.
- **Screeching noise reduced:** We've converted 95 percent of our fleet wheels and 40 percent of the rails to a new profile that together help to reduce the screeching noise frequently heard on BART. In the worst areas of the system, interior train car noise measurements decreased from 95dB to 75dB, similar to the difference between standing next to a lawnmower versus a dishwasher. Average customer noise complaints have decreased by 73 percent since the effort began.

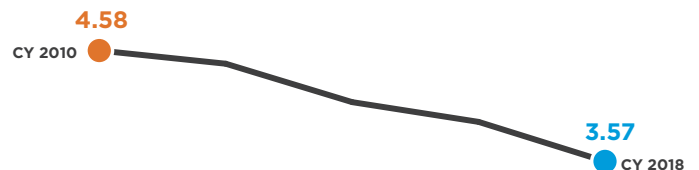
## Customer Experience Strategic Indicators

● Highest value ● Lowest value

### % OF CUSTOMERS WHO ARE SATISFIED



### AVG. CUSTOMER RATING FOR STATION CLEANLINESS



- BART mobile application launched:** With the launch of the official BART app, riders can view real-time train departures, plan trips from end-to-end, and personalize preferences by saving their favorite trips and stations. New features including carpool parking payment are expected to be added next year.
- BART Board established art fund:** BART’s Board of Directors established ongoing funding for art programs by allocating a small percentage of the construction costs of certain capital improvement projects and \$200,000 of operating monies per year to support maintenance of the art collection and temporary programming. With this investment, customers can expect a higher quality station experience through visual and performing arts.
- New escalator canopies opened:** We opened three new canopies this fall at Powell, Civic Center and Downtown Berkeley Stations, which also got a brand-new plaza. Measure RR funded contracts will be awarded early next year to build more canopies above the remaining 22 entrances for the four downtown San Francisco stations and to replace 40 escalators at those stations. The canopies include a grille that locks at the street level, protecting the escalators during the overnight hours. Since the 19th Street Station pilot canopy project was completed in 2015, escalator downtime at that entrance has dropped by about 30 percent. We anticipate similar improvement in San Francisco.

## Customer Experience Strategic Indicators

● Highest value ● Lowest value

### AVG. CUSTOMER RATING FOR TRAIN INTERIOR CLEANLINESS



### AVERAGE NUMBER OF TRAIN CARS IN THE WESTBOUND A.M. TRANSBAY TUBE 6-10 AM



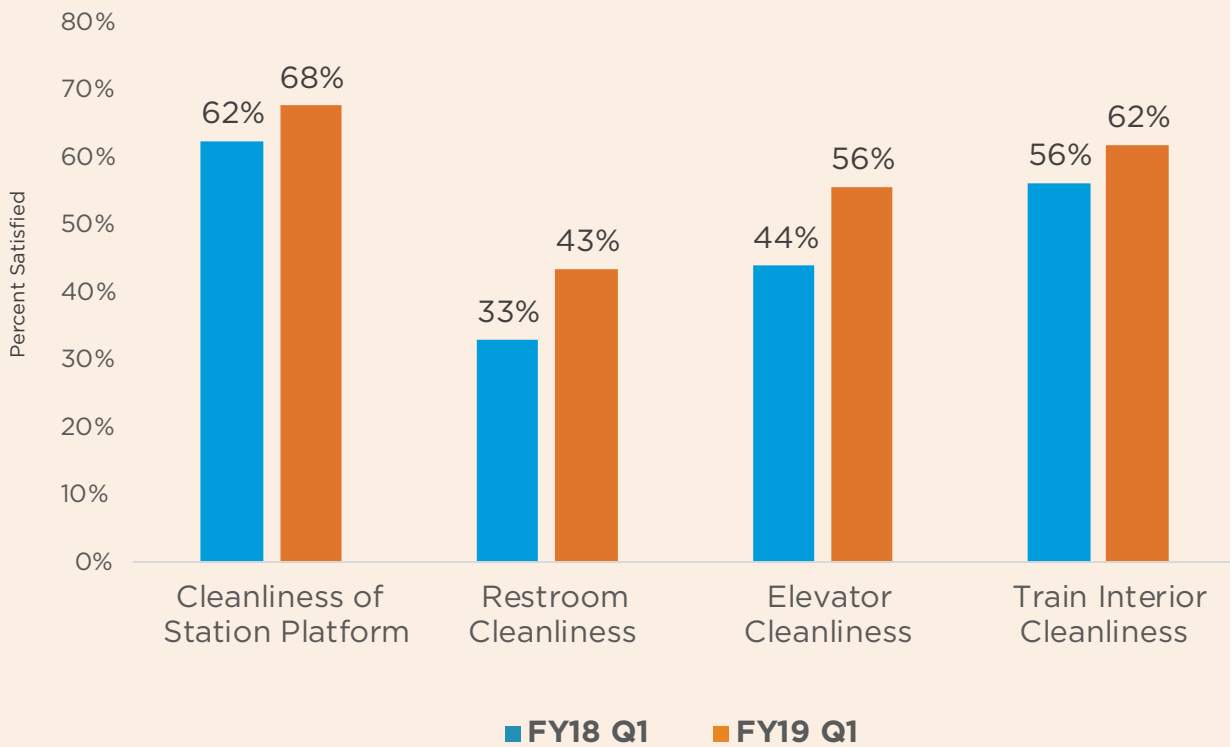


**30 NEW FLEET OF THE FUTURE  
TRAIN CARS ARE NOW IN SERVICE,  
OFFERING COOLER, QUIETER,  
AND CLEANER RIDES TO BART  
CUSTOMERS.**



## PERFORMANCE TREND SPOTLIGHT CUSTOMER CLEANLINESS RATINGS

Responding to customer concerns about cleanliness, we implemented a new approach to cleaning stations, including establishing new standards, implementing more rigorous cleaner training programs, and conducting daily inspections. Customer ratings for platform, elevator, and train interior cleanliness have begun trending upwards since the program was implemented.

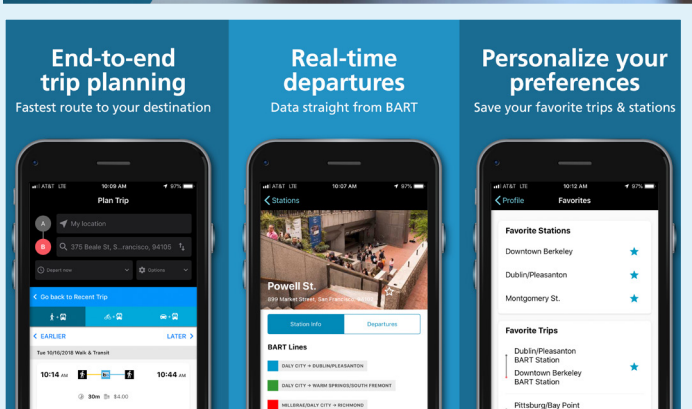
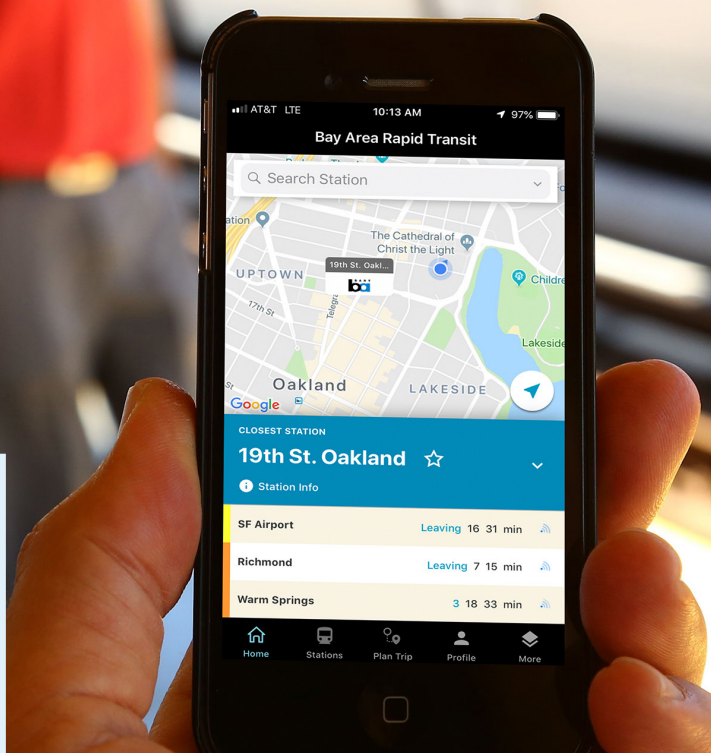


Source: BART Passenger Environment Survey. This survey is performed on a rolling basis, while BART's Customer Satisfaction Survey is performed every 2 years.

# THE NEW BART MOBILE APP OFFERS REAL TIME DEPARTURES AND TRIP PLANNING, WITH MORE FEATURES ON THE WAY

The official **BART** app has arrived.

Exclusive features for hassle-free travel







# SAFETY

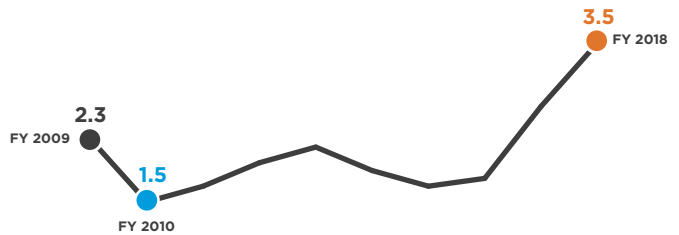
## LAST YEAR'S ACCOMPLISHMENTS:

- Safety and security action plan approved:** BART's Board of Directors approved phased implementation of a new Safety and Security Action Plan that will boost enforcement and increase public safety outreach over the next five years. The plan also includes investing an estimated \$17.5 million to install emergency call boxes with a direct line to police dispatch on every platform and expand and improve BART's robust network of surveillance cameras. BART's new Surveillance Technology Ordinance requires public disclosure of how BART will use data collected by the cameras.
- Safety grant received:** In September 2018, the Department of Homeland Security awarded BART \$6.8 million in Transit Security Grant Program (TSGP) funding. The grant will pay for continued police patrols on trains travelling through BART's busiest stations, interoperable radio communications systems and for upgraded security cameras at Powell St., Civic Center and 16th St. Stations.
- New BART Police Contract to boost officer retention and recruitment:** The BART Board of Directors agreed to a labor package that brings officers' salaries closer to the Bay Area average, making BART employment more attractive to the shrinking pool of qualified applicants. An important provision of the agreement allows BPD to hire outside contractors to assist with background checks for officer candidates, which will reduce the length of time it takes to complete a full background check for prospective officers while maintaining the department's stringent hiring standards.

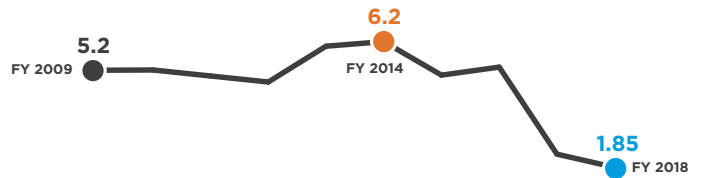
## Safety Strategic Indicators

● Highest value ● Lowest value

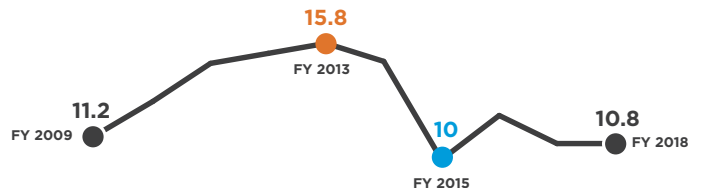
### CRIMES AGAINST PERSONS ON THE BART SYSTEM PER MILLION RIDERS



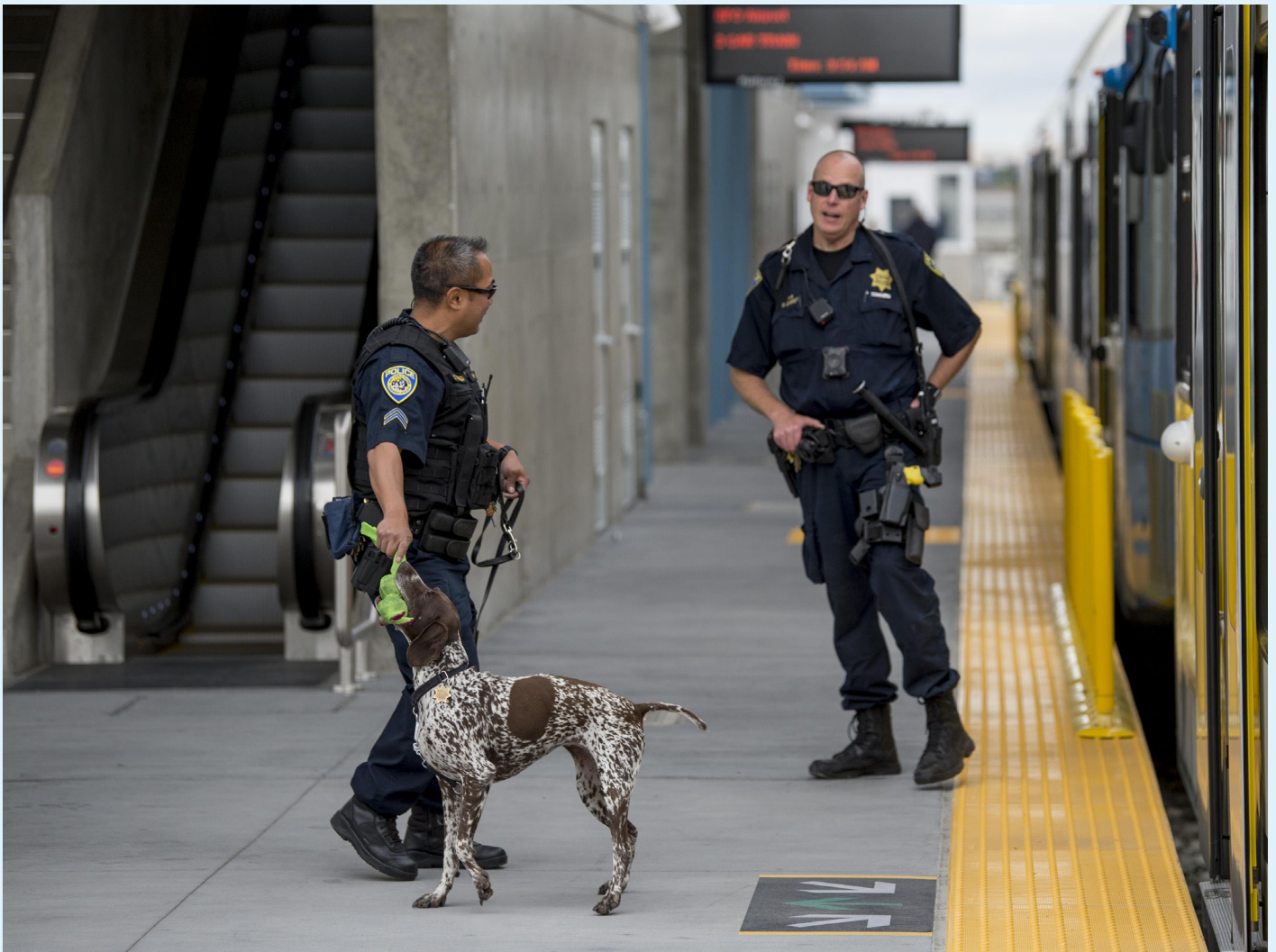
### SAFETY INCIDENTS PER MILLION PATRONS



### EMPLOYEE INJURIES



**BART'S BOARD OF DIRECTORS APPROVED A SAFETY AND SECURITY PLAN THAT WILL EXPAND ENFORCEMENT PRESENCE, ENHANCE BART'S ROBUST NETWORK OF SURVEILLANCE CAMERAS, AND INCREASE PUBLIC SAFETY OUTREACH.**



## CLEANING UP BART 2018 BY THE NUMBERS

BART's Quality of Life initiative aims to improve safety & cleanliness on the BART system through a four-pronged strategy: fare evasion prevention, refocus on cleaning, enhanced safety and security, and homeless outreach.



### Fare evasion enforcement & prevention

- 2,517 fare evasion citations
- 6,101 Proof of payment citations
- 7 alarmed service gates
- 2 elevators enclosed
- 4 stations with raised railings



### Refocus on cleaning

- Station cleaner positions increased to 148
- New in-depth 32-hour certification program created
- 60% of cleaners completed certification; 100% completion expected by spring 2019



### Safety and Security

- 24 Police Officers hired
- 8 Community Service Officers hired
- 8 Additional fare inspectors approved for hire



### Homeless Outreach

- 703 homeless contacts
- 537 referrals of homeless to services
- 66 referrals to the Law Enforcement Alternative Diversion program
- 80,000 uses of pit stop toilets near downtown stations

Notes: Fare evasion and proof of payment citation data is through November 2018. Homeless contacts and referrals reflect data Nov 2017-Oct 2018. Pit stop toilets usage data reflects Jan-Oct 2018. About 16% of pit stop users are BART riders.





# WORKFORCE

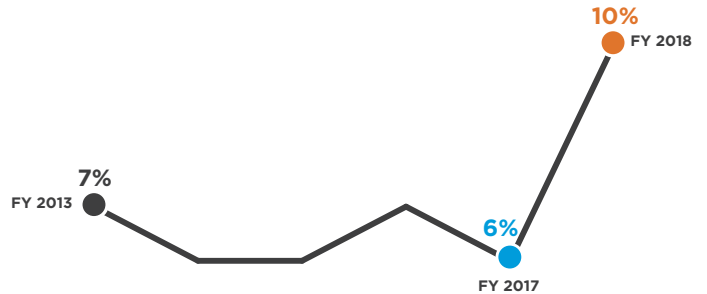
## LAST YEAR'S ACCOMPLISHMENTS:

- Expanded police hiring:** In our continued efforts to increase police presence on the system, we hired 24 police officers, breaking the record for police hiring set in 2017. The Board of Directors also recently voted to allow hiring of 8 additional fare inspectors and expansion of Proof of Payment enforcement teams to nights and weekends.
- New training program helps cleaners shine up their skills:** To address customer concerns around cleanliness, we implemented more rigorous training for new cleaning staff that includes 32 hours of training time and certification from the Cleaning Management Institute, an internationally recognized association dedicated to high industry standards.
- Program to develop new workers for hard-to-fill positions shows results:** Responding to a shortage of qualified workers for technical BART positions, we initiated the Transit Career Ladders Training Program, which develops college students for careers at BART, in 2016. As of early December 2018, we had offered, promoted, or hired 35 individuals from the program, the majority in hard-to-fill positions.
- BART Leadership Academy launched:** We launched a new Leadership Academy in partnership with the Mineta Transportation Institute that prepares mid-level managers for future leadership positions at BART. With a large share of BART's workforce expected to retire in the next few years, this program will help ensure a smooth transition to the next generation of BART management.

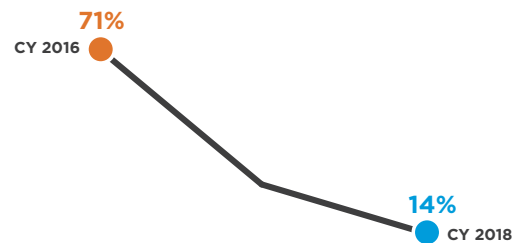
## Workforce Strategic Indicators

● Highest value ● Lowest value

### TURNOVER RATE OF EMPLOYEES HIRED TO CRITICAL POSITIONS



### % JOB GROUPS IN WHICH PLACEMENT GOALS FOR MINORITIES HAVE BEEN MET



### % JOB GROUPS IN WHICH PLACEMENT GOALS FOR FEMALES HAVE BEEN MET



**NEW CLEANING HIRES NOW  
RECEIVE MORE ROBUST TRAINING  
INCLUDING 32 HOURS OF  
INSTRUCTION AND CERTIFICATION  
FROM THE CLEANING  
MANAGEMENT INSTITUTE**





# FINANCIAL STABILITY

## LAST YEAR'S ACCOMPLISHMENTS:

- Ramped-up efforts to fight fare evasion:** In Fiscal Year 2018, we alarmed service gates at seven stations, enclosed elevators at two stations, and raised railings at four stations. Early in 2018, we initiated a proof-of-payment program and began issuing citations. As of fall 2018, more than 6,000 citations had been issued.
- Growth in Clipper use delivers efficiencies:** Clipper use grew from 69 to 83 percent of BART trips between November 2017 and November 2018 after a new surcharge for magnetic stripe tickets was implemented. This is reducing the time staff spend maintaining old faregate components and processing cash payments, allowing time to be spent on higher priority efforts. We are developing strategies to reach 100% Clipper penetration in the future, which will create further efficiencies.
- Strategic hiring freeze helps control costs:** In 2016, BART management created a hiring review panel as a way to control costs. The panel has focused on hiring for the most essential positions, approving a limited number of new hires and only strategic replacement of vacated positions.

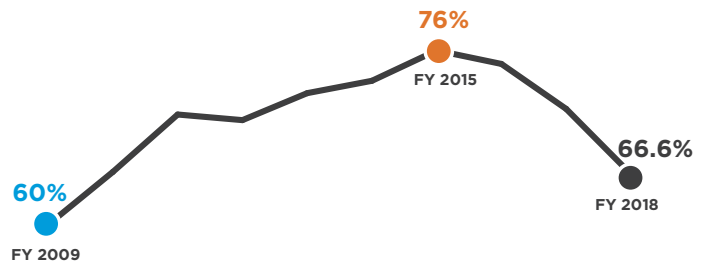
## Financial Stability Strategic Indicators

● Highest value ● Lowest value

### OPERATING COST PER PASSENGER MILE



### % OPERATING COSTS COVERED BY FARES



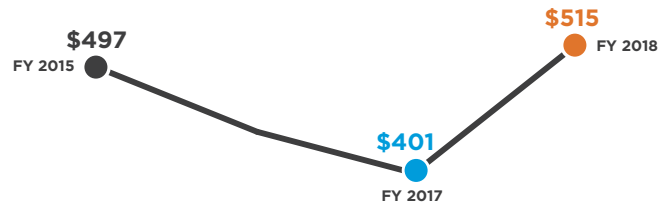


- Inventory efficiency process kicks off:** We initiated a review of the agency’s inventory system to help increase the financial performance of our inventory investments. The goal is to improve our process by increasing the efficiency of inventory use, providing quicker response to changes in demand, and shorter order-to-delivery cycle times.
- New advertising contract awarded:** We negotiated a new advertising contract that provides BART with a one-time signing bonus of \$10 million and \$150 million in base payments over the next 10.75 years. It also provides \$25 million in capital investment for digital ad screens that are forecasted to increase revenue to BART by an additional \$112 million over the life of the contract. These revenues will help underwrite BART services to the public.
- Office of Performance & Audit created:** During 2018, the General Manager created a new Performance Innovation division that is responsible for promoting and advancing efficiency, effectiveness, and economy through continuously monitoring, managing and improving business performance throughout BART.

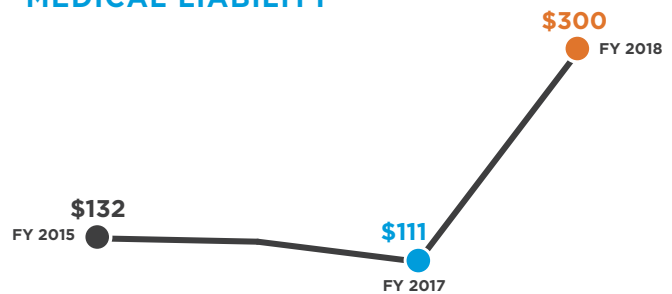
## Financial Stability Strategic Indicators

● Highest value ● Lowest value

### \$ MILLIONS IN UNFUNDED PENSION LIABILITY



### \$ MILLIONS UNFUNDED RETIREE MEDICAL LIABILITY



# **CLIPPER USE GREW FROM 69 TO 83 PERCENT OF BART TRIPS OVER THE LAST YEAR, REDUCING THE TIME STAFF SPEND MAINTAINING OLD FAREGATE COMPONENTS AND PROCESSING CASH PAYMENTS**



Source: Noah Berger, MTC



# ECONOMY

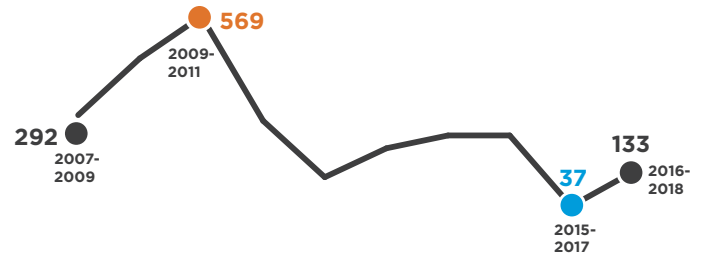
## LAST YEAR'S ACCOMPLISHMENTS:

- BART extension to Antioch opens:** BART to Antioch opened in May 2018, and the Antioch Station, one of two new stations, has already exceed initial ridership projections with 3,050 daily weekday riders. Responding to high parking demand, we increased the number of available spaces by about 35 through restriping, and have identified funding to almost double the amount of parking spaces (to about 1,800) and implement additional access improvements by fall 2020.
- Transit Oriented Development Program advances:** Eight transit-oriented development projects at seven stations were under construction in 2018, totaling 1,800 new housing units and 450,000 square feet of commercial space. Six additional projects advanced through the planning process, and developer solicitations were issued for two others. Highlights include:
  - » *Richmond Business Hub groundbreaking:* Developers broke ground on 10,000 square feet of commercial space on BART property at the Richmond Station. The development, which will house a local business incubator and eateries, is part of a plan to revitalize Downtown Richmond.

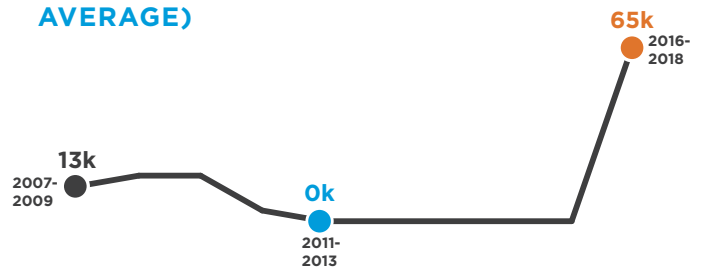
## Economy Strategic Indicators

● Highest value ● Lowest value

**AVG. ANNUAL # HOUSING UNITS APPROVED FOR DEVELOPMENT ON BART PROPERTY (3-YEAR ROLLING AVERAGE)**



**AVG ANNUAL COMMERCIAL SQUARE FOOTAGE APPROVED FOR DEVELOPMENT ON BART PROPERTY (3-YEAR ROLLING AVERAGE)**



**AVERAGE WEEKDAY RIDERSHIP**



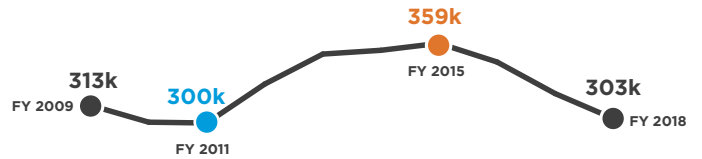


» *MacArthur Station area development:* Developers broke ground on one project (the MacArthur Station Residences, including 402 residential units and 10,000 square feet of retail) and neared completion of another (MacArthur Commons, consisting of 383 residential units and 24,500 square feet of retail). Work also began on a major upgrade to the station plaza, which will include improved seating, lighting, and bicycle parking.

## Economy Strategic Indicators

● Highest value ● Lowest value

### AVERAGE WEEKEND RIDERSHIP



### DISADVANTAGED BUSINESS ENTERPRISE GOAL

[See data book](#)



**THE BART TO ANTIOCH  
EXTENSION OPENED IN MAY, 2018  
QUICKLY EXCEEDING RIDERSHIP  
PROJECTIONS**



DEVELOPERS BROKE  
GROUND ON THE  
**MACARTHUR STATION  
RESIDENCES**, THE FIRST  
RESIDENTIAL HIGH-RISE  
TOWER ON FORMER  
BART PROPERTY.







# EQUITY

## LAST YEAR'S ACCOMPLISHMENTS:

- Homeless outreach program expands:** Since late 2017, BART, Muni, and the City of San Francisco have funded two full time homeless outreach team (HOT) employees focused on Powell and Civic Center Stations. The team has since engaged with 703 homeless individuals and provided 537 referrals to homeless services. The BART Board of Directors voted to expand the program beginning in 2019 to additional San Francisco stations and the East Bay through a partnership with Contra Costa County.
- BART wins equity trailblazer award:** BART received an Equity Trailblazer award from Equality California in recognition of its inclusion of the LGBT Business Enterprise community through policies such as the expansion of the small business program to add LGBTBE ownership as a bidding preference to qualified small businesses seeking work on BART contracts. BART's Police Department also broke ground by becoming one of the first in public transportation to establish a policy for interactions with transgender people.
- Affordable housing plan for Lake Merritt approved:** BART's Board of Directors approved a team of developers (the East Bay Asian Local Development Corporation and the Strada Investment Group) to begin planning to bring up to 500 new housing units and 500,000 square feet of retail to the Lake Merritt Station. The team's

## Economy Strategic Indicators

● Highest value ● Lowest value

### RATIO OF LOW INCOME RIDERSHIP TO LOW INCOME RESIDENTS IN THE REGION



### RATIO OF MINORITY RIDERSHIP TO MINORITY RESIDENTS IN THE REGION



strong proposals for affordable housing inclusion (44% of units), small business participation (35%), and robust community engagement helped them win out over other teams.

- Committed nearly \$100 million in funding to small businesses through Measure RR** since program inception, accounting for more than a third of total Measure RR commitments. We also completed 59 small business outreach events and processed 55 applications where firms seek to participate as Local Small Businesses on Measure RR contracts.
- Increased youth ridership after expansion of youth discount program.** Since the new 50 percent youth discount took effect in January 2018, more than 32,000 free youth Clipper cards were distributed, up 38 percent from the prior year, and Clipper youth trips increased by 260 percent.

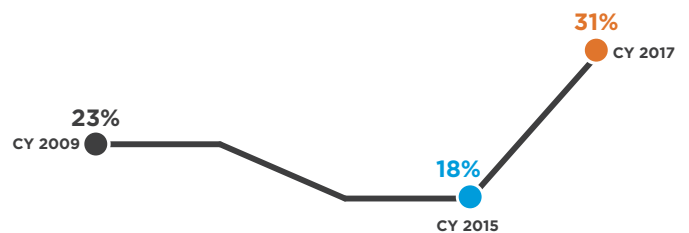
## Economy Strategic Indicators

● Highest value ● Lowest value

### CUSTOMER RATING FOR DISABLED ACCESS (1-7 SCALE)



### % OF HOUSING UNITS ON BART PROPERTY THAT ARE AFFORDABLE



# BART WON THE EQUITY TRAILBLAZER AWARD FROM EQUITY CALIFORNIA FOR CHAMPIONING LGBTQ EQUALITY







# ENVIRONMENT

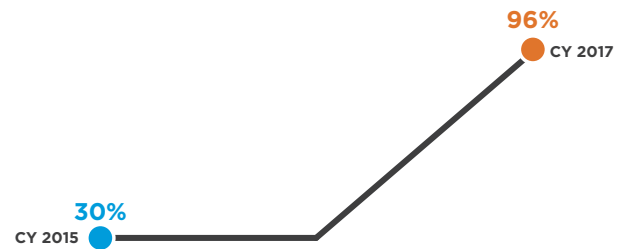
## LAST YEAR'S ACCOMPLISHMENTS:

- BART's greenhouse gas emissions reduced:** BART has always been a low-carbon form of transport, but now riding on BART is greener than ever. By transitioning our power purchases to low-carbon sources, we reduced our greenhouse gas emissions per revenue vehicle mile by 90% between 2013 and 2017. BART's electric power currently comes from 96 percent low carbon sources, and BART produces more than 20 times fewer greenhouse gases per person-mile of travel than do passenger cars and light trucks in the BART-served counties.
- On site solar comes to Antioch and Lafayette Stations:** We opened 1 megawatt of solar power facilities atop carports at both Lafayette and Antioch Stations, each enough to power 200 homes for a year. These projects support BART's commitment to achieving 100% renewable energy by 2045.
- Bikeshare expands across BART:** Ford GoBikes are now available at nearly all San Francisco, Oakland and Berkeley Stations. About a quarter of all Ford GoBike trips in the region, or approximately 45,000 trips a month, either start or end at a BART Station.
- New bike stations open in Downtown Berkeley and Pleasant Hill.** Responding to high demand for bicycle parking, we opened new bicycle stations in downtown Berkeley and Pleasant Hill, both of which feature secure indoor bicycle parking as well as a bicycle retail shop and maintenance services. Pleasant Hill's station is the first of its kind in Contra Costa County.

## Environment Strategic Indicators

● Highest value ● Lowest value

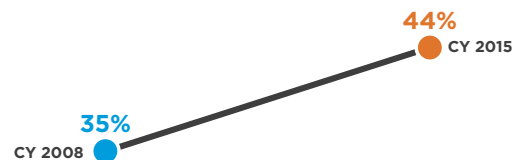
### % ELECTRICITY FROM LOW AND ZERO CARBON SOURCES



### GHG GENERATED BY BART (MT CO2E)/MILLION REVENUE VEHICLE MILES



### % RIDERS ACCESSING BART BY WALKING AND BICYCLING



# WE OPENED 1 MEGAWATT OF **SOLAR POWER FACILITIES** ATOP CARPORTS AT BOTH LAFAYETTE AND ANTIOCH STATIONS, EACH ENOUGH TO POWER 200 HOMES FOR A YEAR.





# WE OPENED **THE PLEASANT HILL BIKE STATION**, THE FIRST OF ITS KIND IN CONTRA COSTA COUNTY









**STRATEGIC  
INDICATORS  
DATA BOOK  
2019**



## SYSTEM PERFORMANCE

**Goal:** Optimize and maintain system performance

INDICATOR		FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
<b>Provide reliable service</b>											
SP1	Daily customer on-time performance	95.0%	95.7%	94.6%	95.7%	94.9%	94.5%	91.8%	91.5%	89.2%	92.4%
<b>Provide reliable station equipment</b>											
SP2	Station elevators in service	99.1%	98.5%	98.7%	98.7%	98.6%	98.0%	98.6%	98.5%	98.6%	98.3%
SP3	Street escalators in service	97.7%	96.6%	93.7%	86.2%	89.6%	92.2%	91.3%	89.5%	87.6%	88.7%
SP4	Platform escalators in service	98.8%	98.0%	96.4%	93.8%	94.8%	95.6%	95.8%	95.3%	96.0%	95.7%

SP1: Source: BART Operations (Integrated Control System & Data Acquisition System)

SP2: Source: BART Operations (Maximo maintenance database)

SP3: Source: BART Operations (Maximo maintenance database)

SP4: Source: BART Operations (Maximo maintenance database)



## EXPERIENCE

**Goal:** Engage the public and provide a quality customer experience

INDICATOR		CY09	CY10	CY11	CY12	CY13	CY14	CY15	CY16	CY17	CY18
<b>Increase customer satisfaction</b>											
EX1	% of customers who are satisfied		82%		84%		74%		69%		56%
<b>Provide clean stations and trains</b>											
EX2	Avg. customer rating for station cleanliness		4.58		4.46		4.11		3.93		3.57
EX3	Avg. customer rating for train interior cleanliness		4.41		4.49		4.28		4.25		3.65
<b>Increase peak capacity to address crowding</b>		<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
EX4	Average number of train cars in the Westbound A.M. Transbay Tube 6-10 am	666	655	665	668	670	668	670	703	721	721

EX1: Source: BART Bi-Annual Customer Satisfaction Survey. Includes % of customers who are very and somewhat satisfied with BART overall.

EX2: Source: BART Bi-Annual Customer Satisfaction Survey. Based on 1-7 rating, where 7 is best.

EX3: Source: BART Bi-Annual Customer Satisfaction Survey. Based on 1-7 rating, where 7 is best.

EX4: Source: BART Operations Planning. Reflects the average number of vehicles over the fiscal year operating in the Westbound Transbay tube on weekdays 6 am - 10 am.



## SAFETY

**Goal:** Evolve to a premier safety culture for our workers, riders, and the public

INDICATOR		FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
<b>Reduce crimes</b>											
SA1	Crimes against persons on the BART system per million riders	2.3	1.5	1.7	2.0	2.2	1.9	1.7	1.8	2.7	3.5
<b>Ensure patron safety</b>											
SA2	Safety incidents per million patrons	5.24	5.25	5.04	4.83	6.08	6.24	5.07	5.35	2.31	1.85
<b>Ensure employee safety</b>											
SA3	Employee injuries	11.2	12.9	14.8	15.3	15.8	14.9	10.0	12.2	10.8	10.8

SA1: Source: BART Police Department. Includes homicide, rape, robbery, and aggravated assault.

SA2: Source: BART System Safety. Includes safety incidents occurring in and around trains and stations. Examples include a patron slipping/falling or being struck by a train door while boarding.

SA3: Source: BART System Safety. Defined as the number of OSHA Recordable Illnesses/Injuries.





## WORKFORCE

**Goal:** Invest in our current and future employees' development, wellness, and diversity

INDICATOR		FY13	FY14	FY15	FY16	FY17	FY18
<b>Retain Staff in Critical Positions</b>							
WF1	Turnover rate of employees hired to critical positions	7%	6%	6%	7%	6%	10%
<b>Ensure Employee Diversity</b>							
WF2	% Job groups in which placement goals for minorities have been met				CY16	CY17	CY18
WF3	% of Job groups in which placement goals for females have been met				11%	22%	11%

WF1: Source: BART Employee Relations/PeopleSoft Database. Critical positions includes electrician, elevator/escalator worker, train controller, train control electronic technician, transit vehicle electronic technician, and police officer

WF2: Source: BART Office of Civil Rights. Effective 2016, BART established seven placement goals to be used over a four-year period (2016-2019) based on the availability of minorities in the labor market for each job group, and reports progress towards these goals to the Federal Transit Administration.

WF3: Source: BART Office of Civil Rights. Effective 2016, BART established nine placement goals to be used over a four-year period (2016-2019) based on the availability of females in the labor market for each job group, and reports progress towards these goals to the Federal Transit Administration.



## FINANCIAL STABILITY

**Goal:** Ensure BART's revenues and investments support a sustainable and resilient system

INDICATOR		FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
<b>Increase efficiency</b>											
FS1-A	Operating cost per passenger mile	\$0.36	\$0.35	\$0.33	\$0.33	\$0.33	\$0.33	\$0.33	\$0.34	\$0.365	\$0.388
FS1-B	% Change from previous year	7%	-1%	-6%	1%	0%	0%	-2%	4%	7%	6%
<b>Stabilize operating revenues</b>											
FS2	% Operating costs covered by fares	60.1%	64.8%	69.9%	69.4%	71.8%	72.9%	75.6%	74.4%	70.4%	66.6%
<b>Fund post-employment benefits</b>											
FS3	\$ Millions in unfunded pension liability							\$497	\$439	\$401	\$515
FS4	\$ Millions unfunded retiree medical liability							\$132	\$129	\$111	\$300

FS1: Source: BART Financial Planning. Calculated by dividing total BART operating costs by total mileage traveled by all passengers during the year. Not inflation adjusted.

FS2: Source: BART Financial Planning. Represents the percentage of operating expenses covered by fares.

FS3: Source: Actuarial (CalPERS) Pension reports via BART Budget Department. Combines CalPERS Pension valuations for miscellaneous and safety. FY18 budget data based on 6/30/15 actuarial valuation for FY18, FY17 budget data based on 6/30/14 valuation for FY17, FY16 based on 6/30/13 valuation for FY16, etc.

FS4: Source: Actuarial (Bartel) OPEB reports via BART Budget Department. FY18 budget data based on 6/30/16 actuarial valuation for FY18, FY17 budget data based on 6/30/15 valuation for FY17, FY16 based on 6/30/14 valuation for FY16, etc.



## ECONOMY

**Goal:** Contribute to the region's economy and create economic opportunities

INDICATOR		2007-2009	2008-2010	2009-2011	2010-2012	2011-2013	2012-2014	2013-2015	2014-2016	2015-2017	2016-2018
<b>Expand Access to BART</b>											
EC1	Avg annual # housing units approved for development on BART property (3-year rolling average)	292	451	569	276	118	199	235	235	37	133
EC2	Avg annual commercial square footage approved for development on BART property (3-year rolling average)	13,033	17,033	17,033	4,000	0	0	0	0	0	65,000
<b>Increase BART ridership</b>		<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
EC3	Average weekday ridership	356,700	335,000	345,300	366,600	392,300	399,100	423,100	433,400	423,400	414,200
EC4	Average weekend ridership	312,900	300,400	299,800	328,800	351,100	353,900	359,100	345,200	321,700	303,200
<b>Support Small Businesses</b>							<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
EC5	Meet disadvantaged business enterprise goal						Met	Not Met	Met	Met	Met

EC1: Source: BART Real Estate and Property Development Department. Reflects the three-year rolling average of residential units approved for lease or sale on BART property by the BART Board of Directors.

EC2: Source: BART Real Estate and Property Development Department. Reflects the three-year rolling average of commercial square footage approved for lease or sale on BART property by the BART Board of Directors.

EC3: Source: BART fare gate data.

EC4: Source: BART fare gate data. Combines average Saturday and average Sunday ridership.

EC5: Source: BART Office of Civil Rights. BART sets a goal for the percentage of federal funds allocated to Disadvantaged Business Enterprises. The goal varies based on the availability of DBE's in the market area and other factors, and is assessed over a multi-year period. The last goal was set for federal fiscal years 2014-2016, and the current goal (17%) applies to federal fiscal years 2017-2019. The federal fiscal year runs from Oct 1st - Sept 30th.



## EQUITY

**Goal:** Provide equitable delivery of transit services, policies, and programs

INDICATOR		CY09	CY10	CY11	CY12	CY13	CY14	CY15	CY16	CY17	CY18
<b>Maintain Rider Diversity</b>											
EQ1	Ratio of low income ridership to low income residents in the region				1.2		1.1		1.1		1.0
EQ2	Ratio of minority ridership to minority residents in the region		1.1		1.0		1.0		1.0		1.0
<b>Serve Riders of Different Abilities</b>											
EQ3	Customer rating for disabled access (1-7 scale)		5.3		5.3		5.1		5.0		4.8
<b>Support Affordable Housing</b>											
EQ4	% of Housing units on BART property that are affordable	23%		23%		18%		18%		31%	

EQ1: Source Data: Customer Satisfaction Survey and the American Community Survey 1-year estimates for Alameda, Contra Costa, San Francisco, and San Mateo Counties. Low income is defined as being under 200% of federal poverty level taking into account household size.

EQ2: Source Data: Customer Satisfaction Survey and the American Community Survey 1-year estimates for Alameda, Contra Costa, San Francisco, and San Mateo Counties.

EQ3: Source: BART Biennial Customer Satisfaction Survey. Rating is on a 1-7 scale, where 7 is best.

EQ4: Source: BART Real Estate Property Development Program



## ENVIRONMENT

**Goal:** Advance regional sustainability and public health outcomes

INDICATOR		CY09	CY10	CY11	CY12	CY13	CY14	CY15	CY16	CY17	CY18
<b>Secure Energy from Sustainable Sources</b>											
EN1	% Electricity from low and zero carbon sources							30%	30%	96%	
<b>Reduce Greenhouse Gases Generated by BART</b>											
EN2	GHG generated by BART (MT Co2e)/Million Revenue Vehicle Miles					2,372	2,339	1,890	1,643	232	
<b>Offer Sustainable Access Choices</b>											
EN3	% Riders accessing BART by walking and bicycling							44%			

EN1: Source: Northern California Power Agency. Targets are from the Board-Adopted Wholesale Electricity Portfolio Policy (April 27, 2017).

EN2: Source: BART Sustainability Group. BART conducts its greenhouse gas inventory in accordance with protocols developed by the Climate Registry and Recommended by the American Public Transit Association. The inventory includes all GHGs generated from BART operations and maintenance.

EN3: Source: BART Station Profile Survey, which BART completes every 5-7 years. In, 2008, 35% of riders addressed BART by biking and walking.