Improving the Customer Experience

Board Workshop

February 27, 2025

BART Continues to Evolve

- The BART brand has evolved over the years responding to economic and cultural shifts

- We spent decades expanding the system

- Overcrowding, aging infrastructure, work stoppages, high-profile policing and crime incidents, and the homeless and drug crisis shaped the narrative and context of the past 15 years and our response plans

- In 2020, we had to scale back service in response to stay-at-home orders, then rapidly scale up service

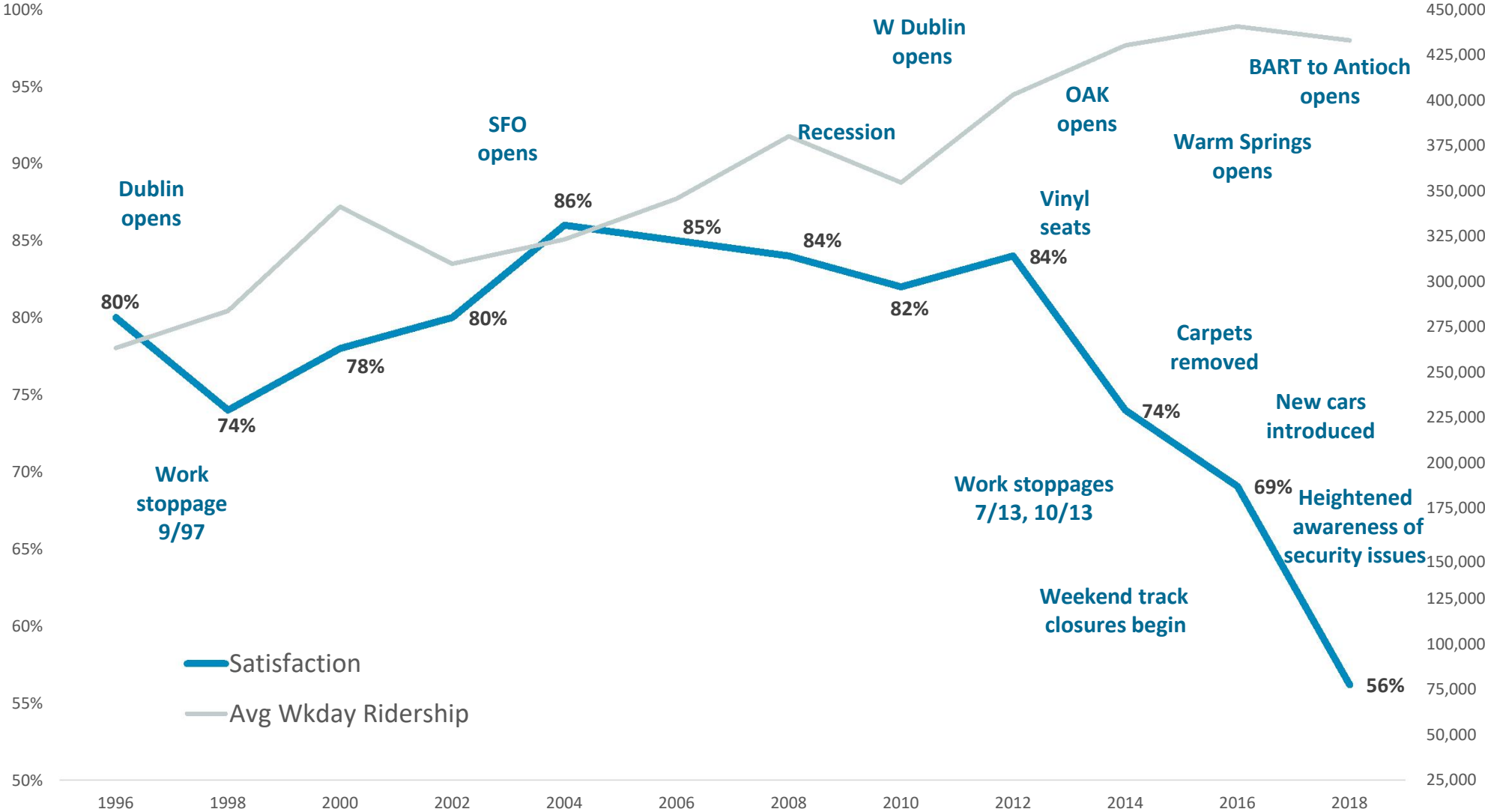- The pandemic forced us to double down on basic rider improvements and try new things

2018 overcrowded conditions, aging fleet

2025 new escalators, bright lights, bikes allowed on escalators

Satisfaction Trends and Ridership: 1996 – 2018

Progress and Accountability

- We've made strategic decisions and identified target areas based on rider surveys and feedback from the public

- These decisions have set industry standards across the country:

  - Measure RR investments

  - Progressive policing

  - New fleet of train cars

  - Focus on quality-of-life initiatives

  - Reopened restrooms

  - Reimagined service plan with clock-face schedules

  - Reducing fare evasion and providing discounts

  - Addressing harassment
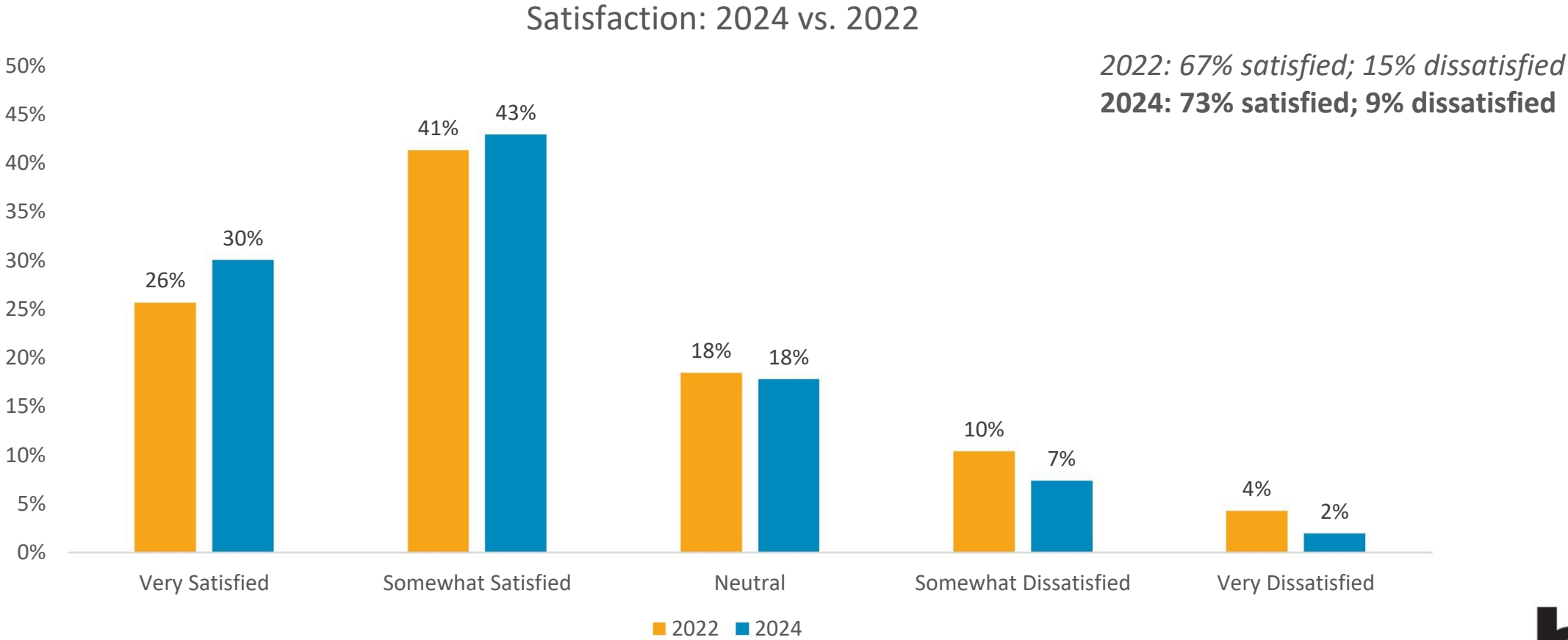
  - Labor peace and partnership

Satisfaction

- 73% are very or somewhat satisfied with BART, up six percentage points from 2022

Satisfaction: 2024 vs. 2022

2022: 67% satisfied; 15% dissatisfied
2024: 73% satisfied; 9% dissatisfied

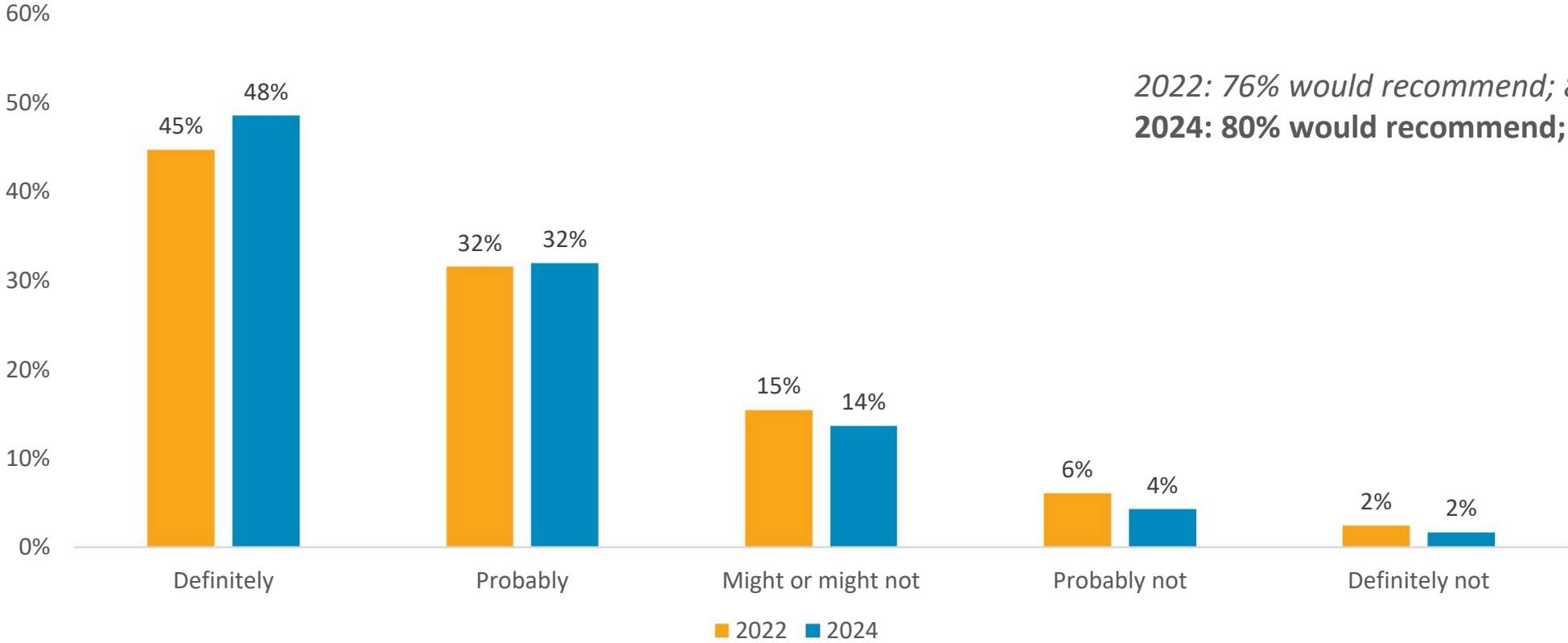|	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied
2022	26%	41%	18%	10%	4%
2024	30%	43%	18%	7%	2%

■ 2022 ■ 2024

Note that the 2022 "bottom two box" score of 15% is impacted by rounding.

Recommend to a Friend

- 80% would recommend BART to a friend of out-of-town guest, up four percentage points from 2022
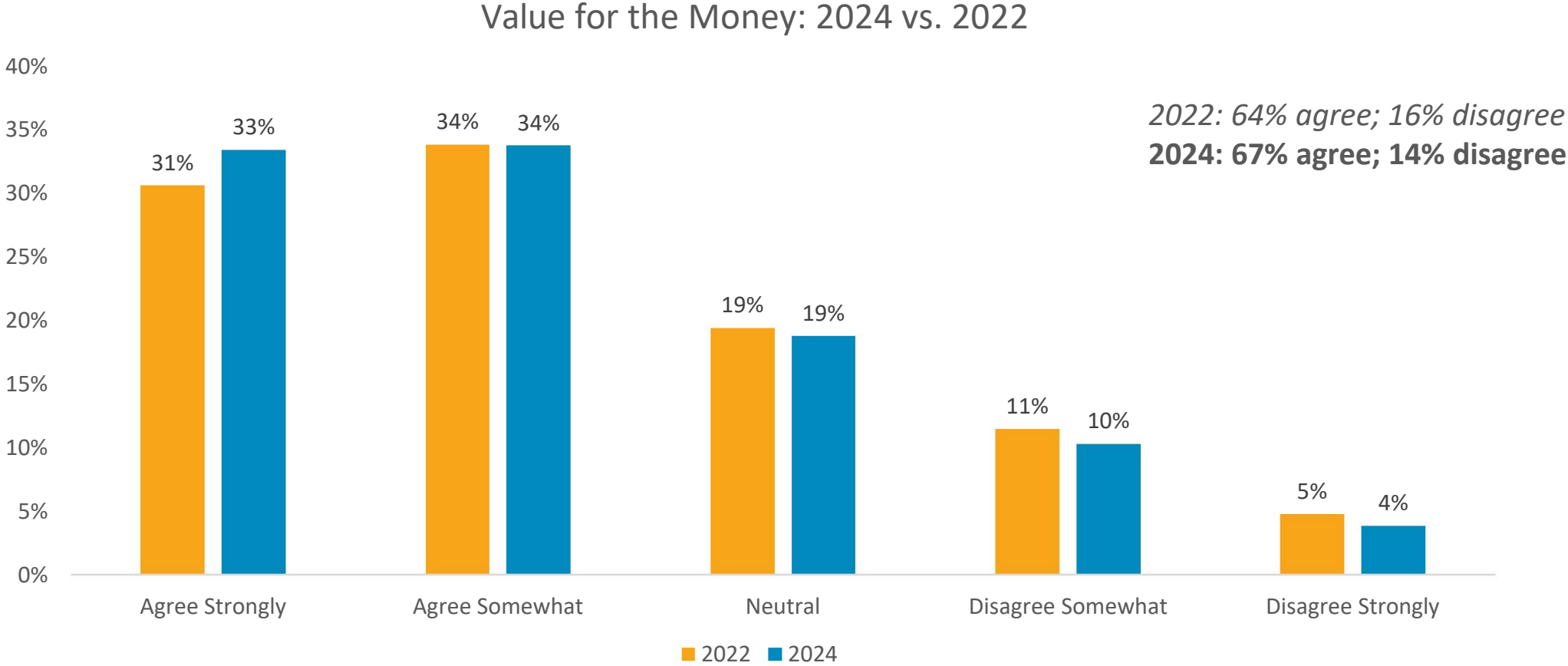
Recommend to a Friend: 2024 vs. 2022

2022: 76% would recommend; 8% would not
2024: 80% would recommend; 6% would not

	Definitely	Probably	Might or might not	Probably not	Definitely not
2022	45%	32%	15%	6%	2%
2024	48%	32%	14%	4%	2%

■ 2022 ■ 2024

Note that the 2022 "top two box" score of 76% is impacted by rounding.

Value for the Money

- 67% agree that BART is a good value for the money, up three percentage points from 2022

Value for the Money: 2024 vs. 2022

2022: 64% agree; 16% disagree
2024: 67% agree; 14% disagree

	Agree Strongly	Agree Somewhat	Neutral	Disagree Somewhat	Disagree Strongly
2022	31%	34%	19%	11%	5%
2024	33%	34%	19%	10%	4%

■ 2022 ■ 2024

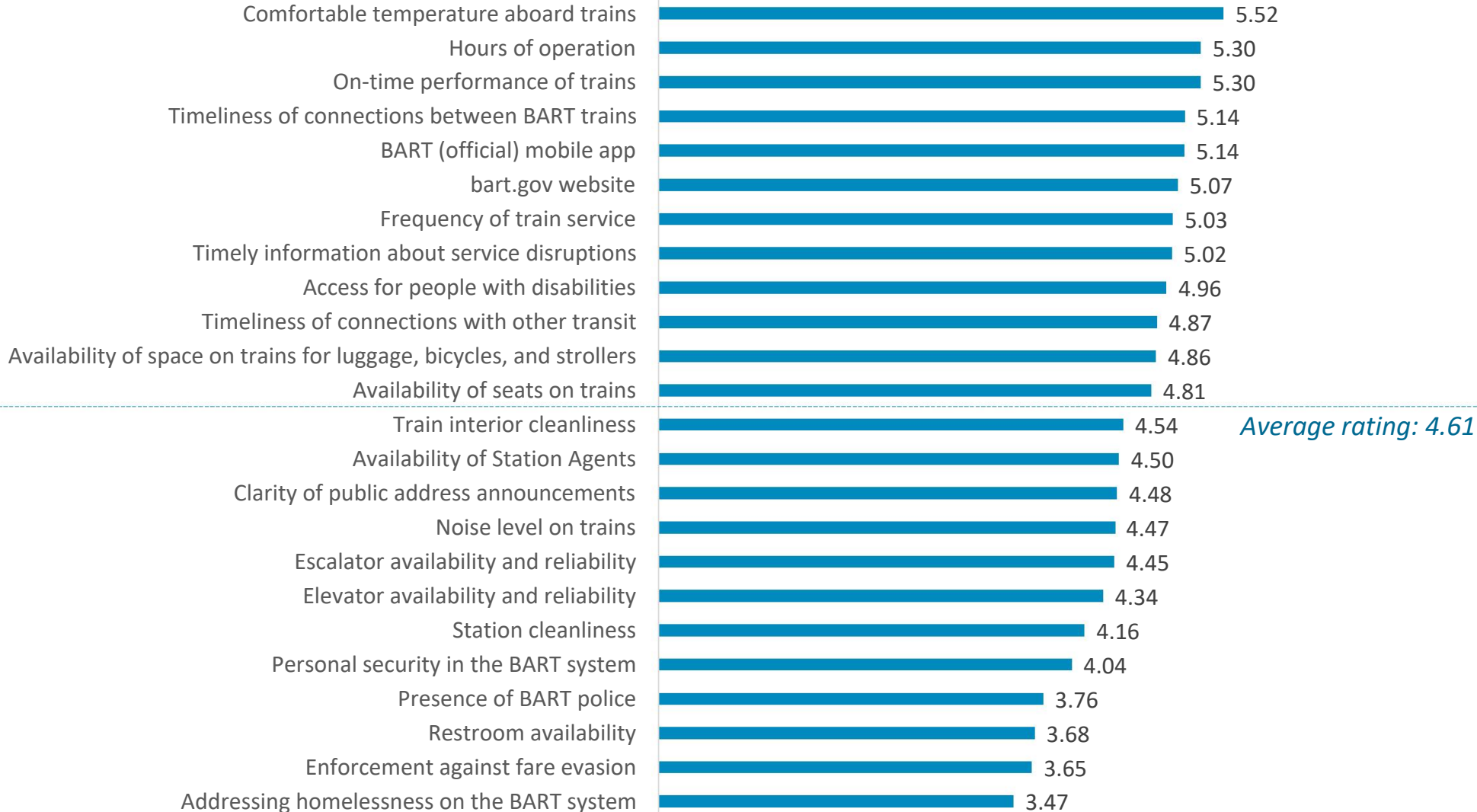*Note that the 2022 "top two box" score of 64% is impacted by rounding.*

Satisfaction Trends and Ridership: 1996 - 2024
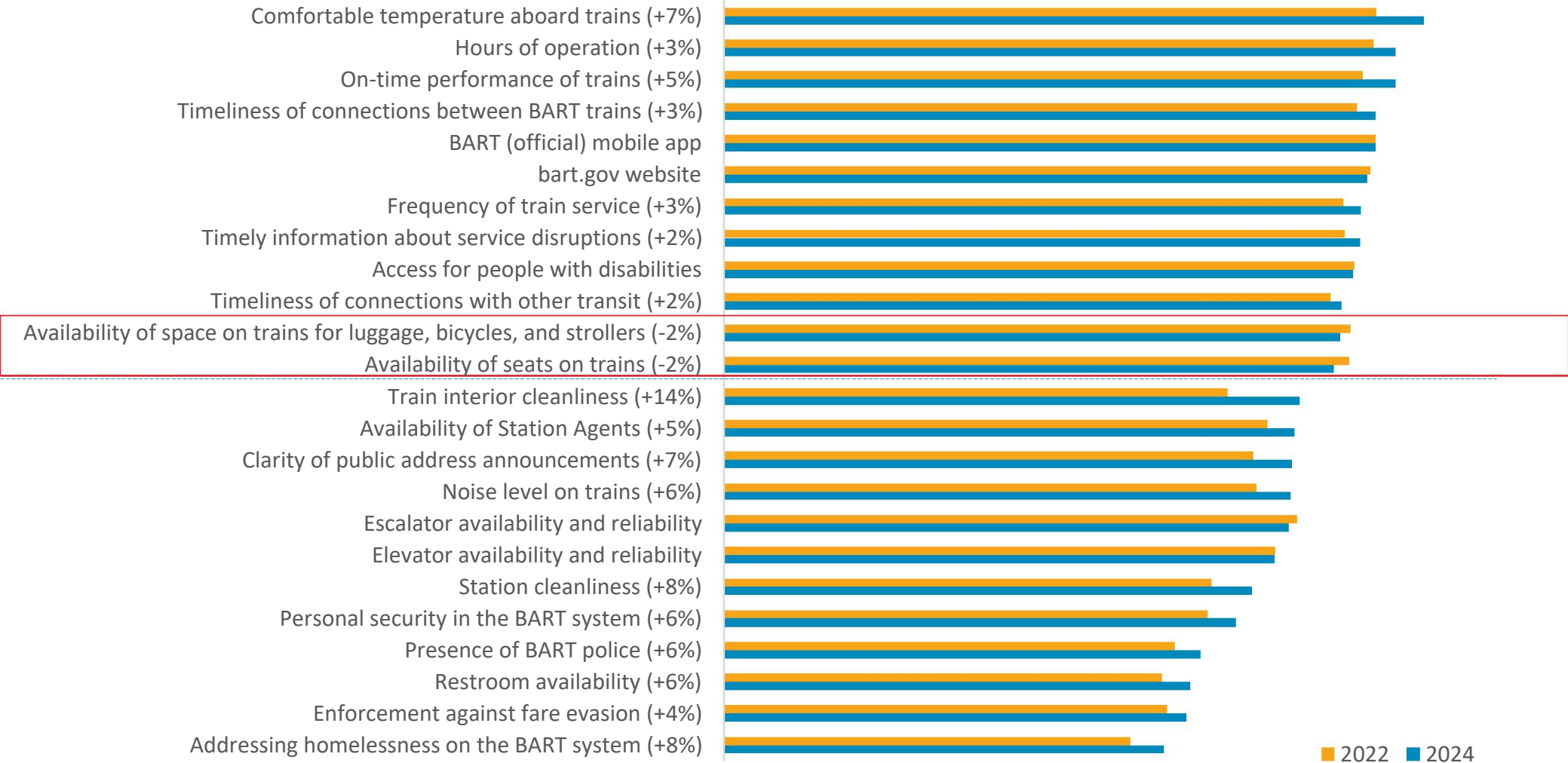

8

Service Attribute Ratings

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

Attribute	Rating
Comfortable temperature aboard trains	5.52
Hours of operation	5.30
On-time performance of trains	5.30
Timeliness of connections between BART trains	5.14
BART (official) mobile app	5.14
bart.gov website	5.07
Frequency of train service	5.03
Timely information about service disruptions	5.02
Access for people with disabilities	4.96
Timeliness of connections with other transit	4.87
Availability of space on trains for luggage, bicycles, and strollers	4.86
Availability of seats on trains	4.81
Train interior cleanliness	4.54
Availability of Station Agents	4.50
Clarity of public address announcements	4.48
Noise level on trains	4.47
Escalator availability and reliability	4.45
Elevator availability and reliability	4.34
Station cleanliness	4.16
Personal security in the BART system	4.04
Presence of BART police	3.76
Restroom availability	3.68
Enforcement against fare evasion	3.65
Addressing homelessness on the BART system	3.47

Average rating: 4.61

Service Attribute Ratings

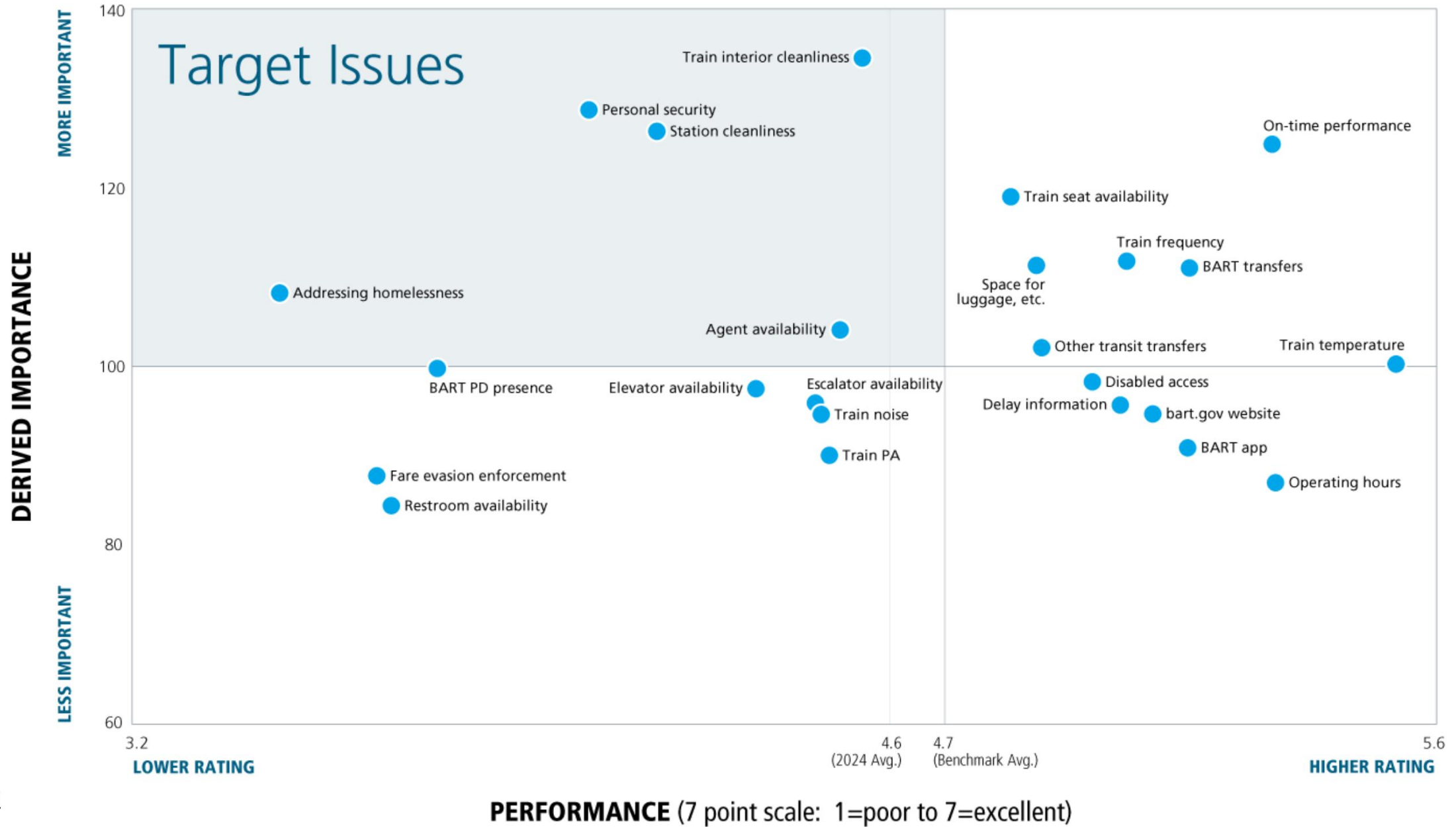- Ratings of most attributes increased vs. 2022. Only two decreased.

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

Comfortable temperature aboard trains (+7%)
Hours of operation (+3%)
On-time performance of trains (+5%)
Timeliness of connections between BART trains (+3%)
BART (official) mobile app
bart.gov website
Frequency of train service (+3%)
Timely information about service disruptions (+2%)
Access for people with disabilities
Timeliness of connections with other transit (+2%)
Availability of space on trains for luggage, bicycles, and strollers (-2%)
Availability of seats on trains (-2%)
Train interior cleanliness (+14%)
Availability of Station Agents (+5%)
Clarity of public address announcements (+7%)
Noise level on trains (+6%)
Escalator availability and reliability
Elevator availability and reliability
Station cleanliness (+8%)
Personal security in the BART system (+6%)
Presence of BART police (+6%)
Restroom availability (+6%)
Enforcement against fare evasion (+4%)
Addressing homelessness on the BART system (+8%)

Legend: ■ 2022 ■ 2024

Note: attributes that do not include changes in parentheses are statistically unchanged vs. 2022 (at the 95% confidence level).

2024 Quadrant Chart

MORE IMPORTANT — DERIVED IMPORTANCE — LESS IMPORTANT

Target Issues

- Train interior cleanliness
- Personal security
- Station cleanliness
- Addressing homelessness
- Agent availability
- BART PD presence
- Elevator availability
- Escalator availability
- Train noise
- Train PA
- Fare evasion enforcement
- Restroom availability
- On-time performance
- Train seat availability
- Train frequency
- BART transfers
- Space for luggage, etc.
- Other transit transfers
- Train temperature
- Disabled access
- Delay information
- bart.gov website
- BART app
- Operating hours

140
120
100
80
60

3.2
LOWER RATING

4.6 (2024 Avg.)
4.7 (Benchmark Avg.)

5.6
HIGHER RATING

PERFORMANCE (7 point scale: 1=poor to 7=excellent)

11

Verbatim Comments

I love the new trains and feel it's much cleaner.

I know you guys are trying hard. I wish you luck. I'm hoping you guys still exist. Society's problems are killing you.

It's not as bad as it used to be, 2 or 3 years ago, it was a zoo on the train - not safe.

I wish I could take BART more, specifically at night. Safety is my biggest concern on BART. Especially at night.

Homelessness, aggressive panhandling & filth in the trains and stations have turned me to driving as often as I can for the first time in 20 years. I will no longer take BART outside of commuter times, given the clear personal risk of being alone in a car.

Fare evasion has improved due to the gates...from what I've seen, fare evaders are the ones who cause the most disruption (bad smell, loud sounds, loitering the trains)

We need more trains or train cars during busy hours! It's so uncomfortable being squeezed in a train when only 6 cars are attached. When we know you all can do up to 10. Lots of positives though. Response time for a disruptive passenger from BART police is good! Very very happy about the new fare gates!

...You have issues when it rains, when it's too windy, when it's too hot, when it's too cold, or when someone sneezes too hard in a train. This is the biggest reason why I can't recommend BART and tell people to take a Lyft or Uber if they need to be somewhere on time.

I thank you guys for getting me everywhere. I can't afford a car, and I'm an older sister taking care of her younger siblings, and BART and Muni are the best. Thank you guys so much!

Reliable and Coordinated Service

- Efficient Service
  - Schedule changes synched with other Bay Area transit agencies twice a year for smooth regional transfers
  - Balanced seven-day service level with timed meets
  - Twenty-minute service pattern meets evolving travel demand
  - Monitor and lengthen trains for targeted ridership growth
- Railcar fleet is new and highly reliable
  - Wet weather train operation solution is progressing
- Railway asset investment
  - Continue to improve resiliency
  - Target renewal of specific assets and maintain state of good repair

Service Plan

Staffing

Railway Assets
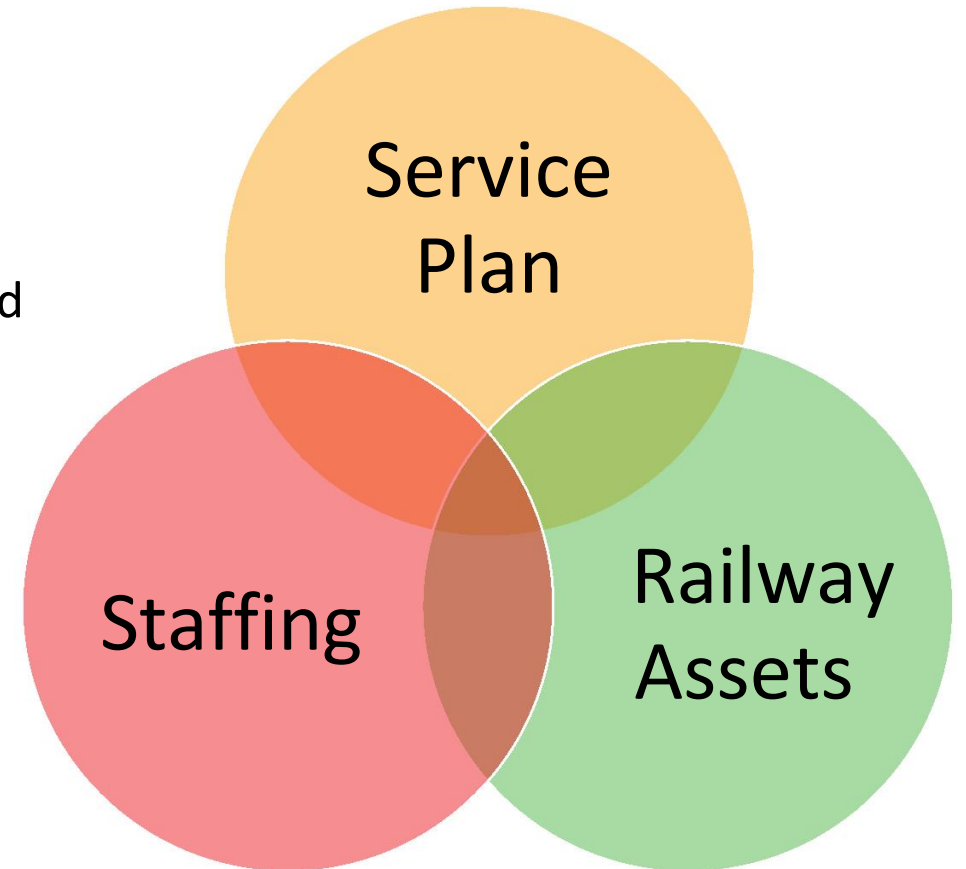
Critical Staff for Daily Operations

- Retain critical staff and focus on hiring key positions
  - 2025 focus on more Rail Operations Controllers
  - Achieved full staffing for Train Operators, Station Agents, System Service Workers (station cleaners), and Utility Workers (car cleaners)

- Expert daily tactical operation and mitigation
  - Internal coordination and response, resource deployment, and public communications
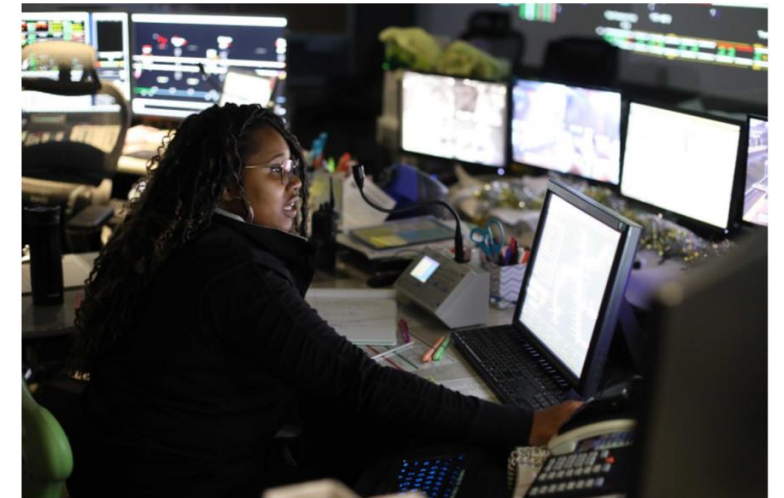
Continue Focus on Clean Stations and Trains

- Station Cleaning
  - Five-area cleaning strategy continues to provide good oversight
  - Deploy five deep-cleaning teams during graveyard hours
  - Cleaning of yellow strips during non-revenue hours
  - Maintain proper staffing levels and employ standardized program for new hire and recertification training

- Train Cleaning
  - Nightly Yard Storage Cleaning: ensure cars meet the highest standards of interior cleanliness, safety, and appearance before morning dispatch
  - End-of-line Cleaning: monitor and maintain cleanliness during revenue service, and enforce a zero-tolerance policy for offensive graffiti
  - Train Interior Thorough Cleans: Doubled cleaning frequency (from every 900 to 450 run hours)

Safety and Security: Continue to Focus on Presence

- Increase public awareness of safety efforts
- Increase presence on trains and in stations via high visibility deployment strategies
  - Zone Commanders develop strategies to address localized issues and concerns voiced by our riders
  - Teams strategically placed at stations to focus on identified safety issues
  - Alleviate influx of calls for service in the core of system from filtering out to other stations
- Successes in 2024
  - Crime was down 17% from the previous year
  - Property crimes on BART fell by 536 incidents compared with 2023
  - Response time is among the fastest for any regional law enforcement agency: Tier 1 emergency response in December was under four minutes

Safety and Security: Growing the Progressive Policing and Community Engagement Bureau (PPCEB)

- Progressive Policing staff respond to calls for someone in crisis:
  - **Crisis Intervention Specialists (CIS):** assess people experiencing crises and connect them to support services and away from the criminal justice system
  - **Ambassadors:** provide a visible uniformed safety presence, monitor activities in stations and on trains, address violations of BART's Code of Conduct and act as a liaison between the District and the community

- Dispatch calls diverted or referred to CIS was 6% in 2024, exceeding the 5% goal and freeing up sworn officers for other priorities

- Community engagement initiatives:
  - Build trust between police and the community, leading to stronger partnerships in solving crimes and addressing concerns
  - Allow the community to engage on how our police department operates, promoting accountability and transparency

2024 PPCEB Engagements

Connected to Providers, 1,200

CIS Calls Diverted/Dispatch Referral 5,077

Wellness Checks, 10,595
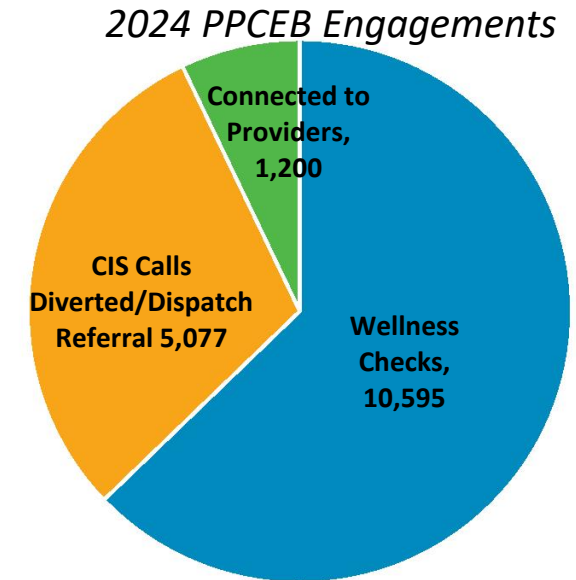
Safety and Security: Continue to Focus on Presence

- Continue to grow and allocate resources where needed

- Shifting focus from car patrol to establishing presence on trains and in stations

- Average weekday (morning and afternoon shift) on-duty deployment 64% - 74% on trains (Train Officers, Ambassadors, CIS, and Fare Inspection Officers (FIO))

Redeployment Assignments

38% assignments are on trains and in stations

62% assignments in cars

65% assignments are on trains and in stations

35% assignments in cars

Car Patrol   Train Patrol   CIS   CIS Supervisor   Ambassador   FIO
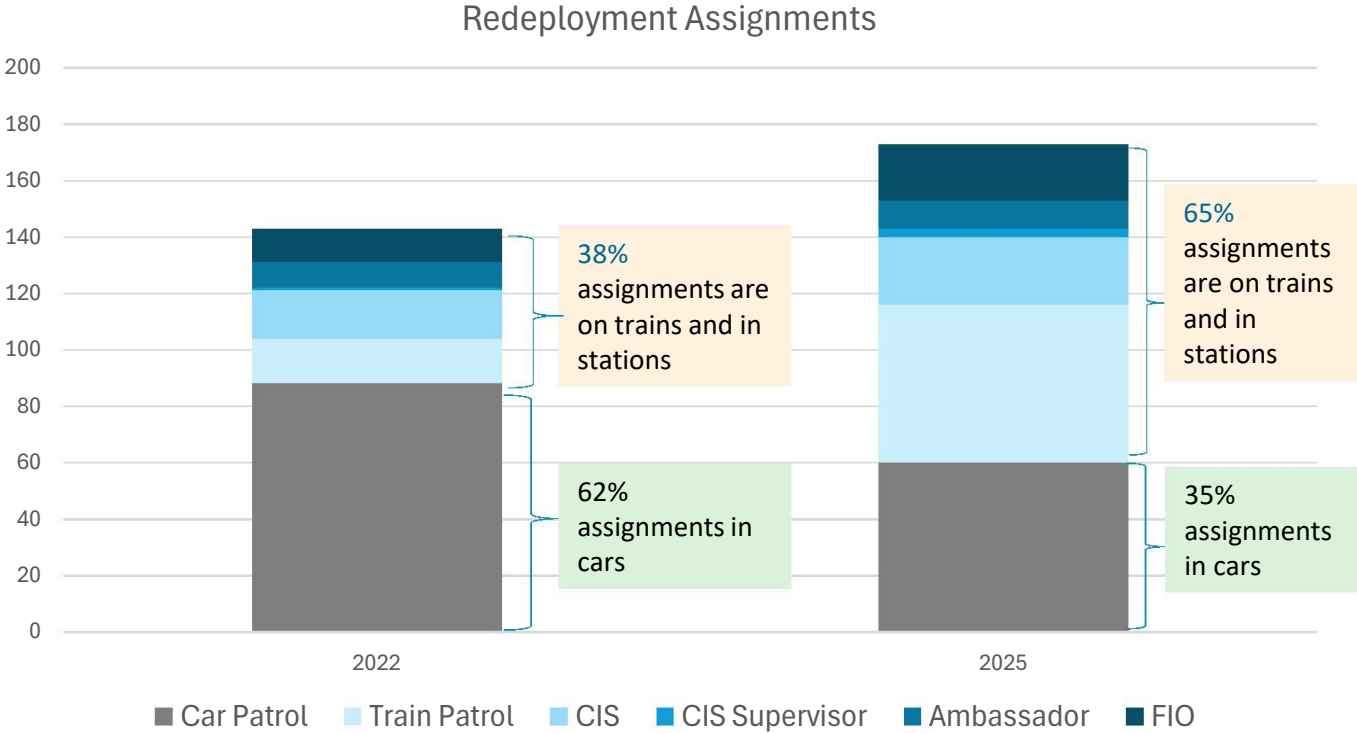
Safety and Security: Continue Focus on Hiring and Retention

- Moving in the Right Direction
    - Working hard to recruit officers to increase our visible safety presence
    - Increased year-to-date hiring from 36 officers in 2023 to 42 officers in 2024
    - Reduced sworn police officer vacancies to 16
    - Actively recruiting dispatchers – critical work behind the scenes
    - CIS and Ambassadors:
        - Added 4 CIS positions and 1 Progressive Policing Supervisor in December 2024
        - Current staffing: 22/24 positions filled for CISs, 8/10 for Ambassadors, 3/3 for Supervisors

- Prioritize recruitment to ensure staffing levels for presence
    - At least 50% of officers dedicated to trains
    - 100% of progressive policing staff dedicated to uniformed presence

- Hiring is dynamic and constantly changing due to circumstances such as regional competitiveness and retirements

Key Rider Experience Initiatives – New Fare Programs

- Clipper BayPass – the region's first all-agency pass
  - Led by BART and MTC
  - Phase 1 pilot brought all-agency passes to 50k+ students and affordable housing residents
  - Phase 2 pilot has already signed up 10 institutional customers and more than 30,000 passholders

- Free and Discounted transfer pilot
  - Will offer standardized transfer discounts between all agencies so riders can use all services as one network without paying extra
  - 18-24 months pilot will begin with Next Gen Clipper

- Clipper START
  - 50% discount for eligible low-income riders on all regional services
  - Since BART increased our discount to 50%, Clipper START trips have more than doubled
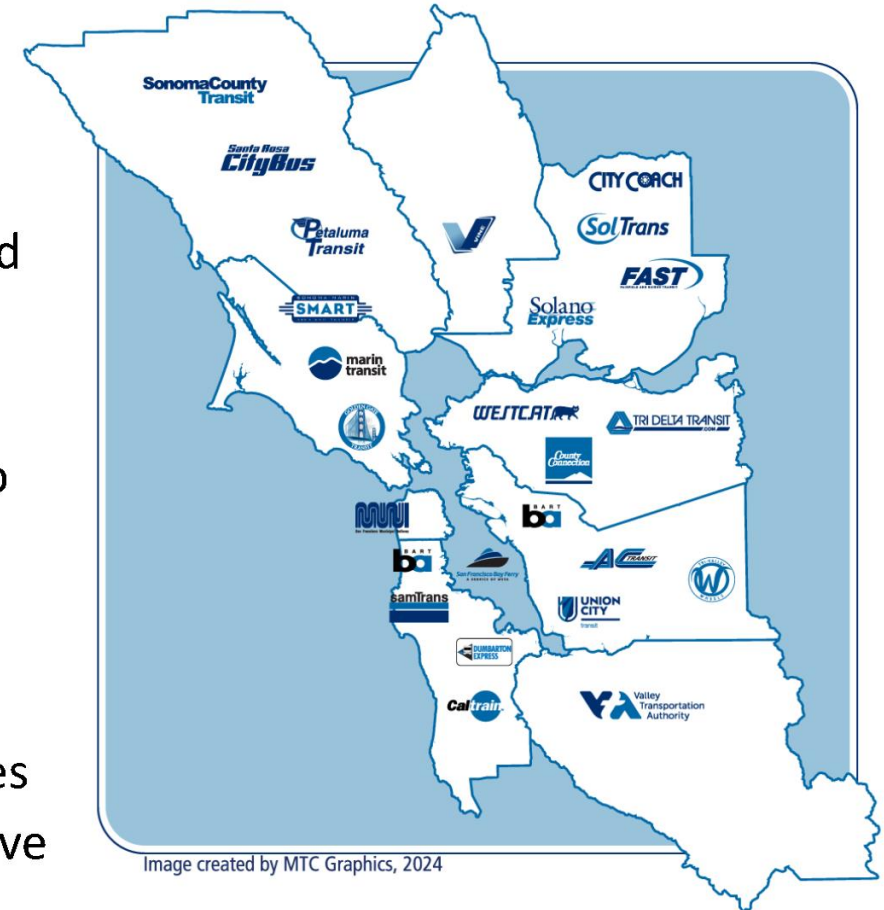
Image created by MTC Graphics, 2024

Key Rider Experience Initiatives – Helpful Information

- Regional Mapping and Wayfinding Project

- El Cerrito del Norte, Powell, Millbrae, Dublin

- New directional signs to show how to get to Chase Center at Powell St

- Filling empty display cases with more maps and helpful information

- Trip Planner now showing when stations are closed

- Customer comments, inquiries, and maintenance issues: bart.gov/report

Key Rider Experience Initiatives – App Redesign

- Modern look, less clicks, and new features

- Streamlined process and "where to" function

- Map that shows real time location of all trains 👏

- Will now show the full BART trip and update in real time what station is next and arrival time (as opposed to the schedule-based itinerary)

- Customized notifications, reporting feature will be easier to find

- Deep link to Next Gen Clipper app

- Ability to use Clipper to pay for non-transit options (parking and paratransit)

- Late summer deployment
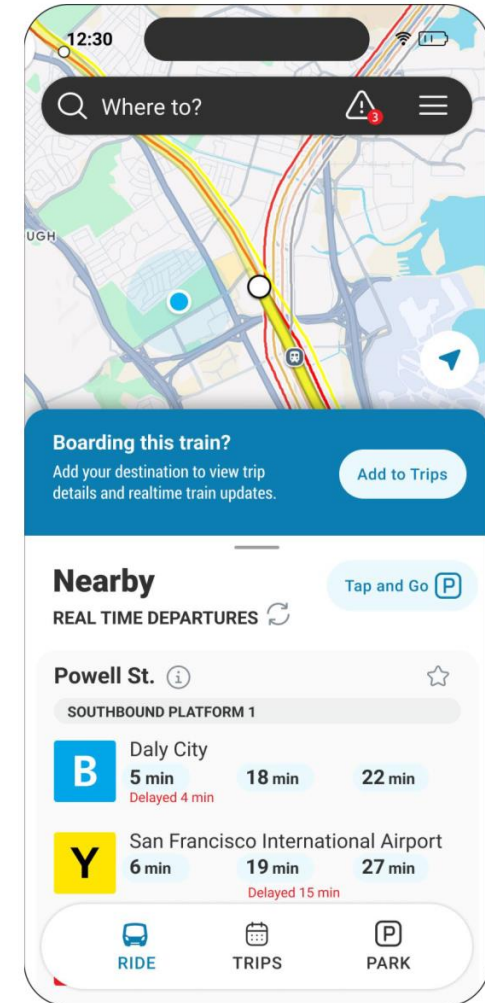
Design concept not final

Discussion

Appendix Full Customer Satisfaction

Background

- Large survey of riders via onboard intercept
  - Designed to be representative of overall ridership
  - Conducted every two years since 1996
  - Data broadly used – informing budget priorities, Title VI reporting, ad hoc analyses
- Objectives
  - Gauge current levels of overall customer satisfaction
  - Obtain feedback on specific service attributes
  - Prioritize areas that need improvement
  - Obtain demographics of current riders and compare to prior years

Methodology

- Questionnaires distributed onboard representative sample of runs
  - 97 weekday runs, 27 Saturday runs, and 18 Sunday runs (142 total)
- Majority collected onboard via paper questionnaires (79%)
  - Completed online (19%); mailed-in (2%)
- Survey fielded from Oct. 8th – Nov. 9th
- Questionnaire available in English, Spanish and Chinese
- Sample size: 4,687
  - Sample size in 2022: 3,022
- Note slight difference in satisfaction between Passenger Experience Survey (PES) results and this study
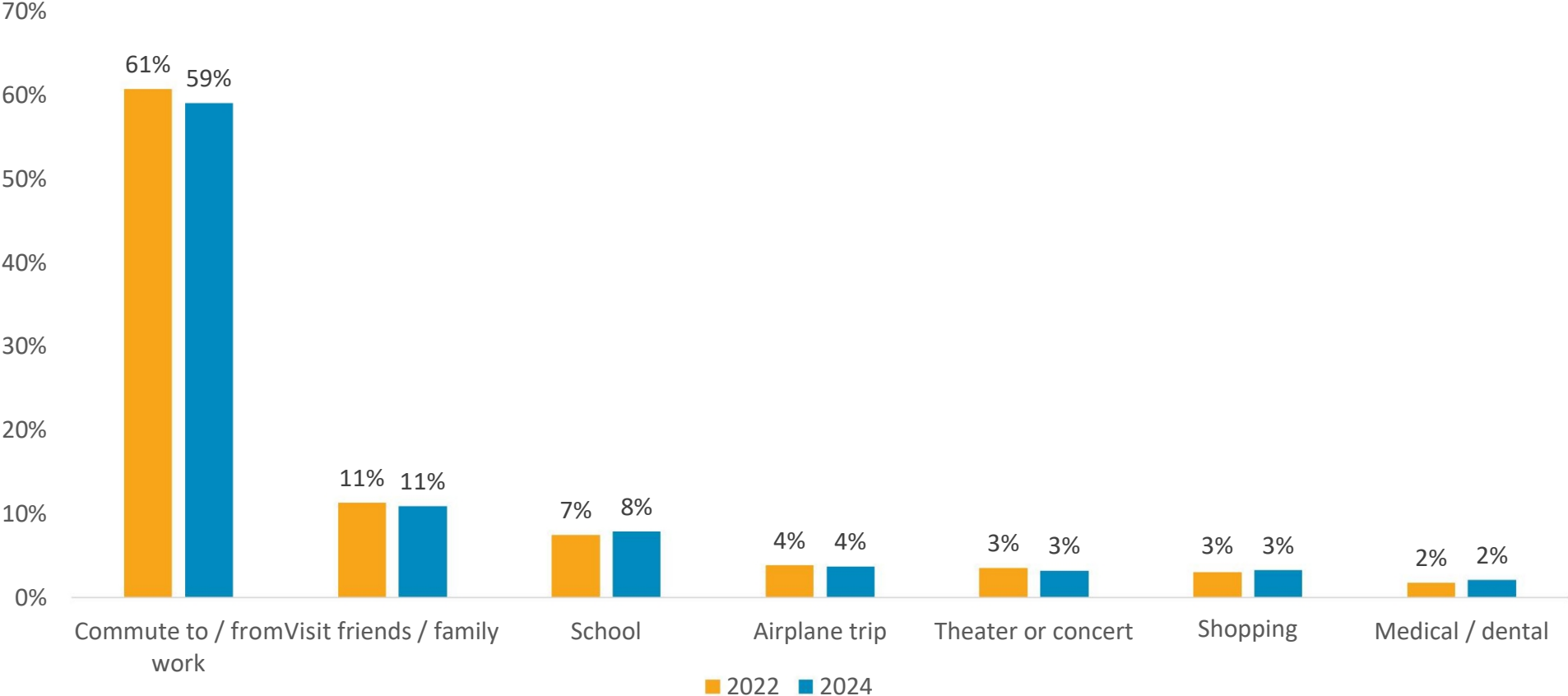
Frequency of BART Ridership

- 5 day a week riders have dropped from 47% pre-COVID (2018 survey) to 24% in the last two surveys
- Those riding 1 – 4 days a week comprise 42%

28
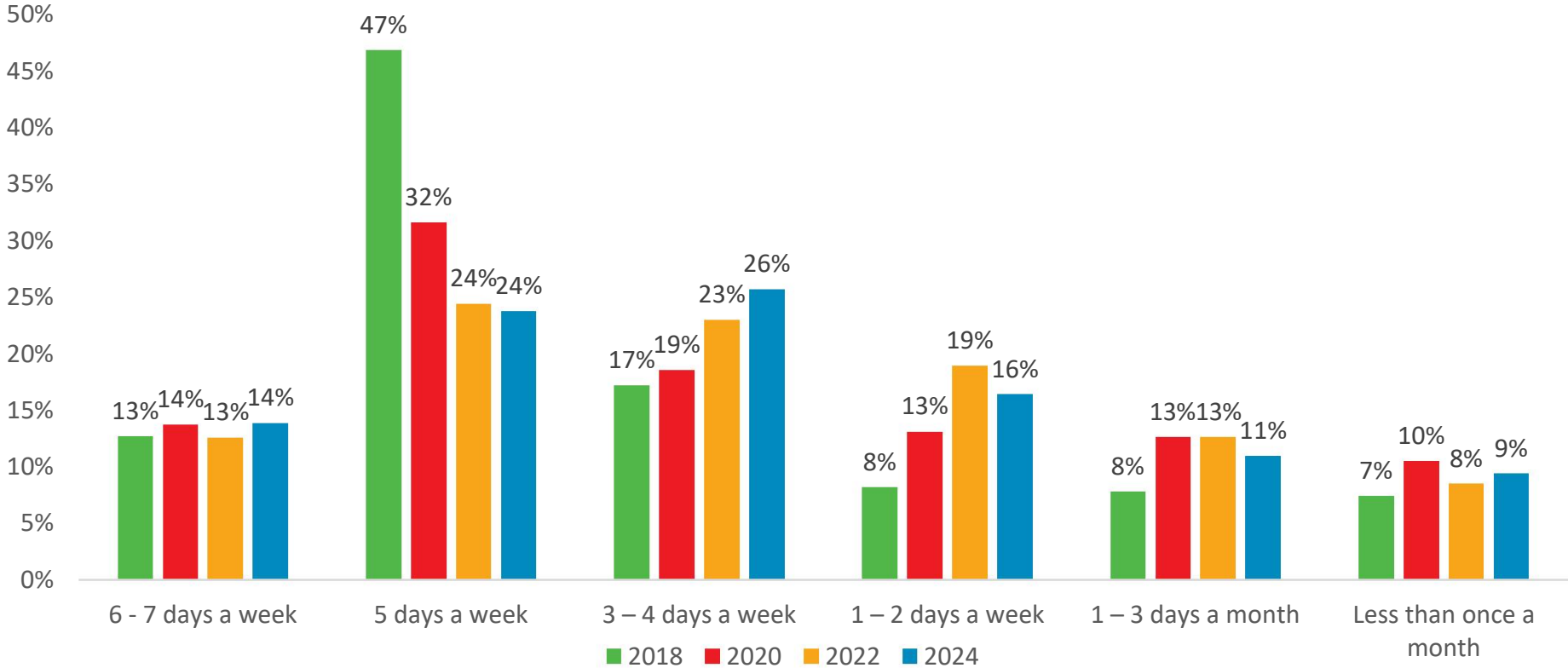
Primary Trip Purpose
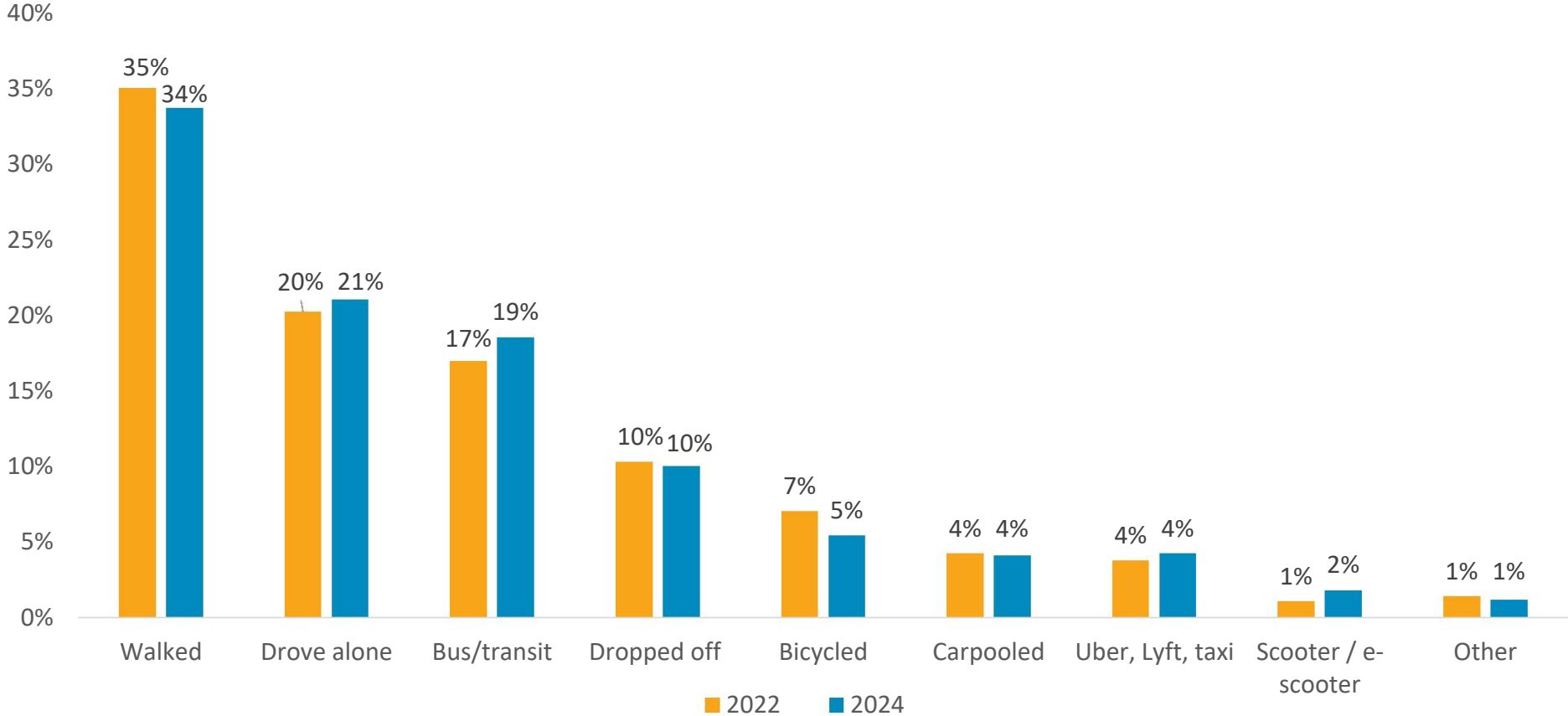
- Trip purposes are very similar to 2022

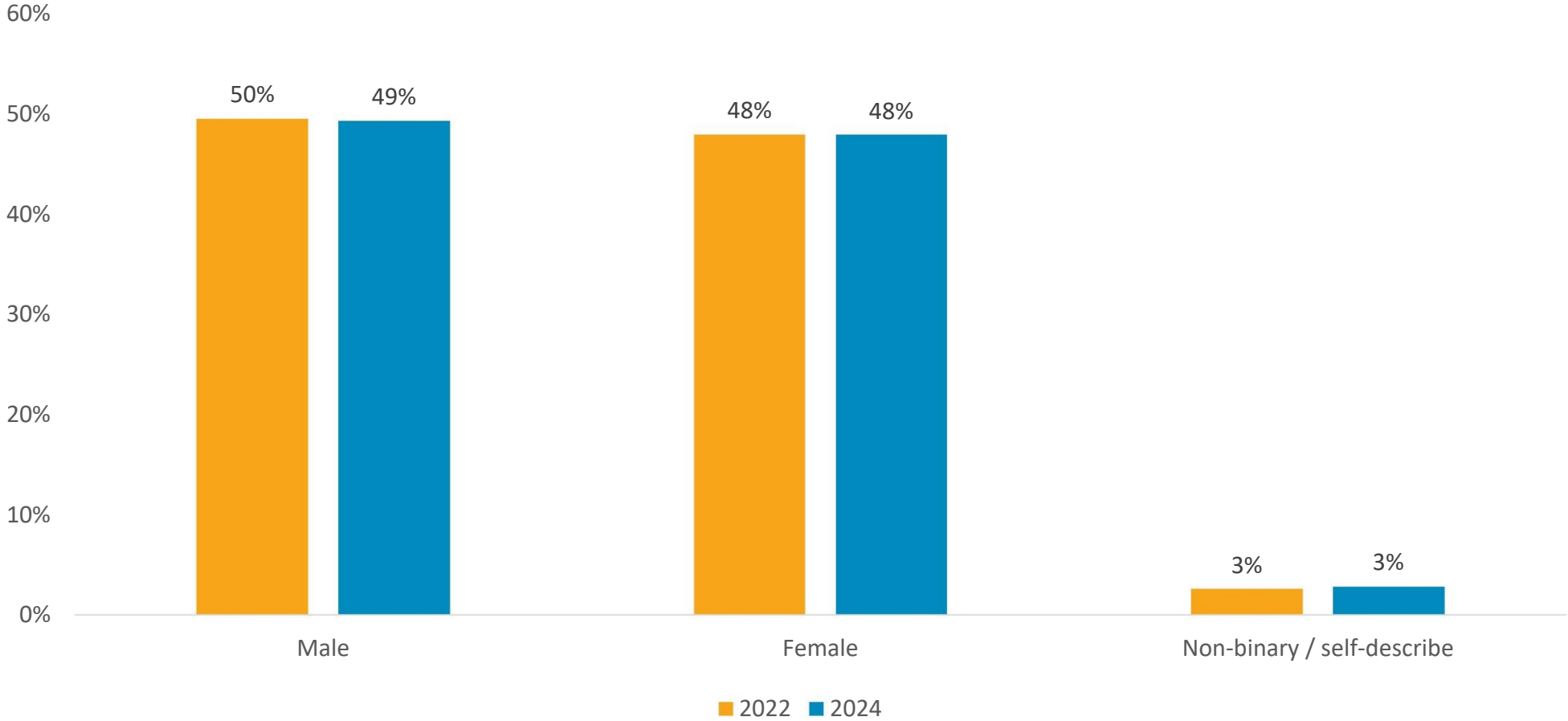*Other trip purposes not shown on this chart accounted for 8% in 2022 and 10% in 2024.*

Station Access Mode

- Access modes from home to BART are very similar to 2022
- Bicycle access has decreased slightly, while transit and scooter access have increased slightly
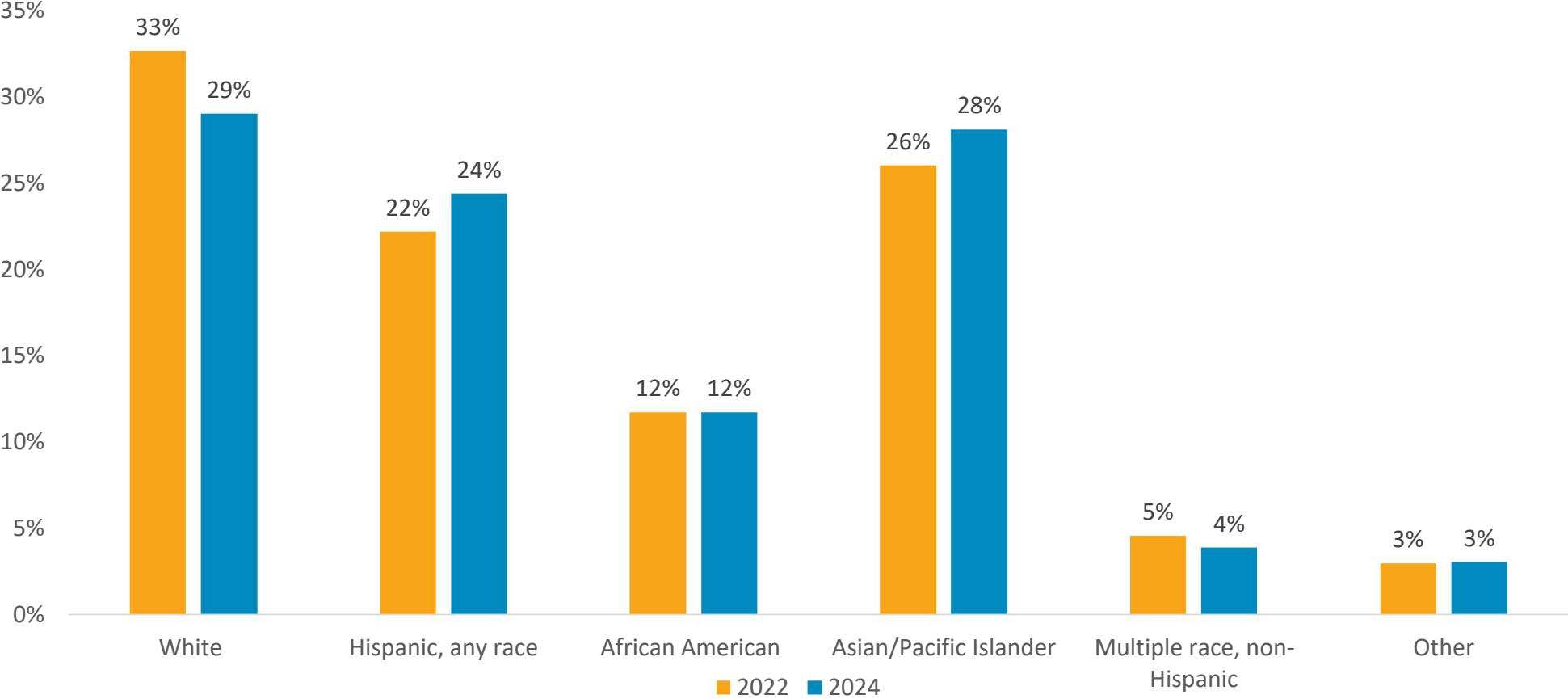
Demographics: Gender
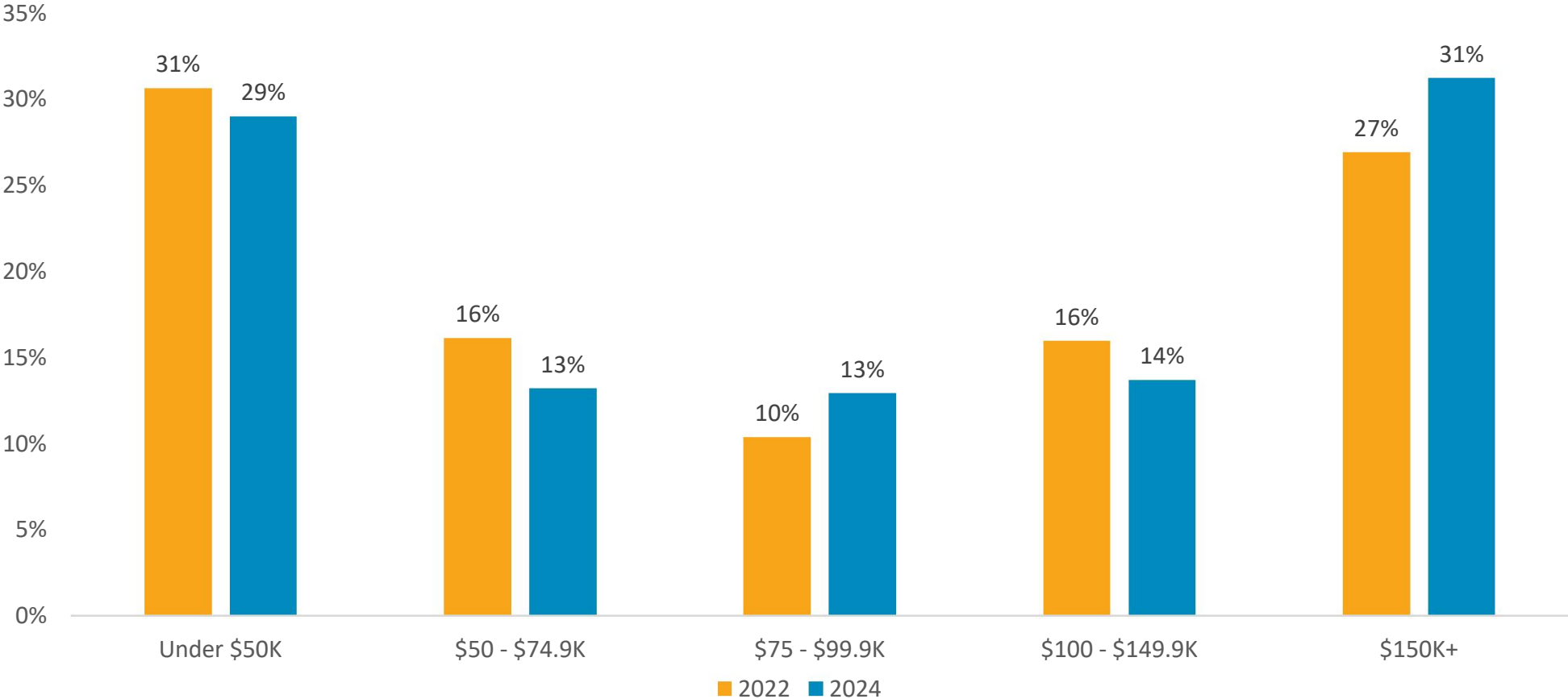
- The gender split is very similar to 2022

Demographics: Race

- The percentage of riders identifying as White has decreased vs. 2022, while percentages of Hispanic and Asian riders have increased

32

Demographics: Household Income

- Household income levels are somewhat higher compared to 2022*
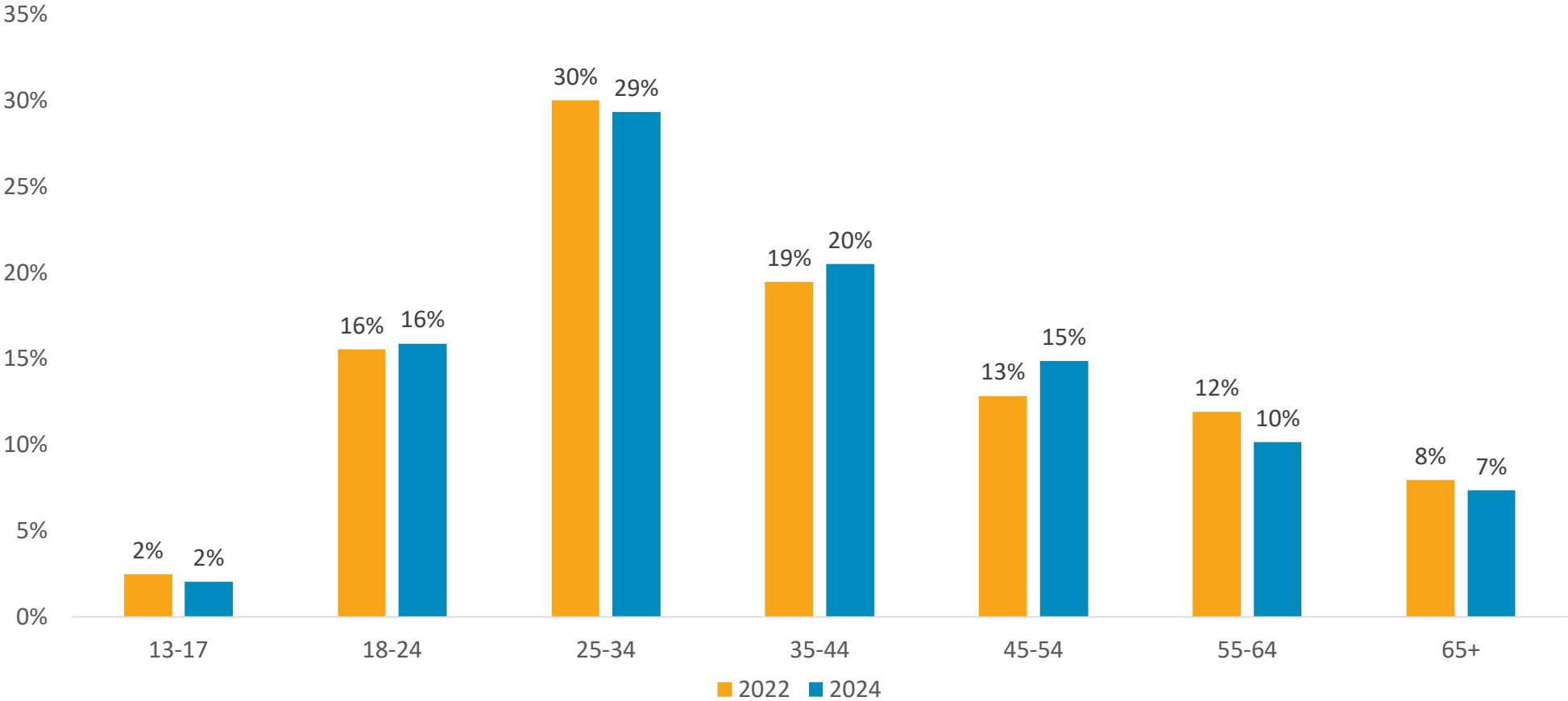
*Note that household income data are not adjusted for inflation.
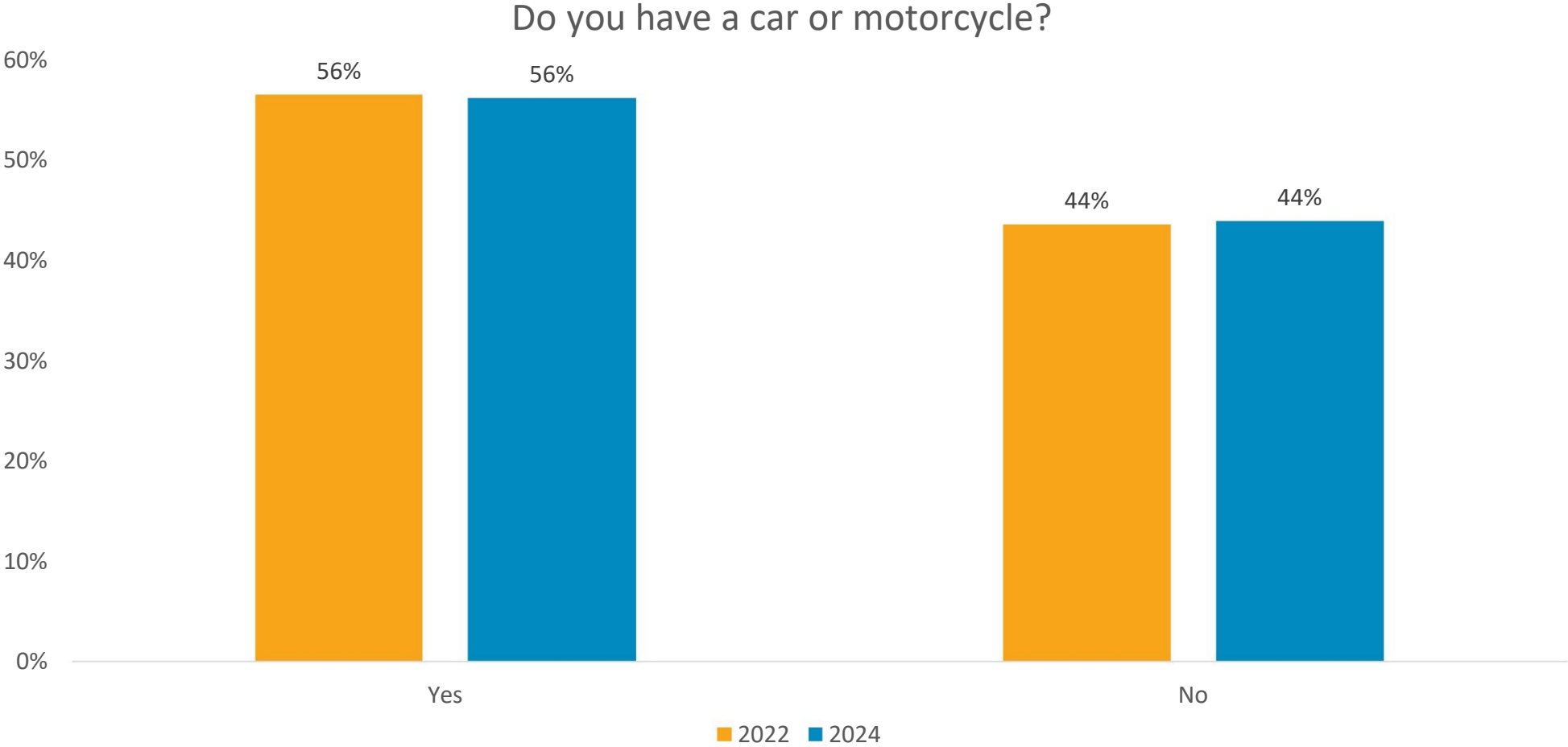
Demographics: Age

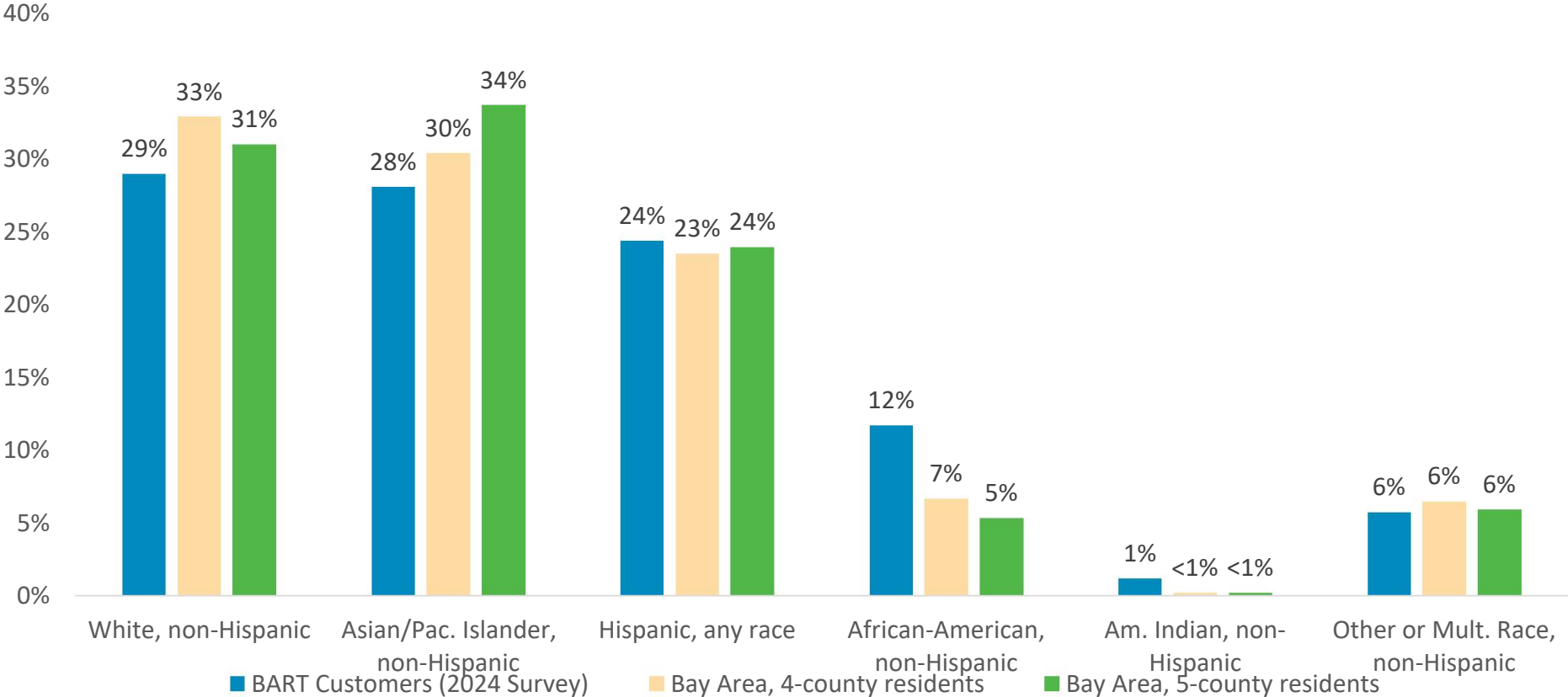- Riders' age distribution is very similar to 2022

Demographics: Vehicle Ownership

- The majority of riders have a car/motorcycle, matching 2022 data

Do you have a car or motorcycle?

35

Demographics: Race (Census Comparison)

- Compared to overall Bay Area residents, BART riders are less likely to be White or Asian, and more likely to be African American

Legend: BART Customers (2024 Survey) | Bay Area, 4-county residents | Bay Area, 5-county residents

	White, non-Hispanic	Asian/Pac. Islander, non-Hispanic	Hispanic, any race	African-American, non-Hispanic	Am. Indian, non-Hispanic	Other or Mult. Race, non-Hispanic
BART Customers (2024 Survey)	29%	28%	24%	12%	1%	6%
Bay Area, 4-county residents	33%	30%	23%	7%	<1%	6%
Bay Area, 5-county residents	31%	34%	24%	5%	<1%	6%

Note: 4-County includes Alameda, Contra Costa, San Francisco and San Mateo counties. 5-County adds Santa Clara County

Demographics: Household Income (Census Comparison)

Legend: BART Customers (2024 Survey) ■ Bay Area, 4-county residents ■ Bay Area, 5-county residents

Income	BART Customers (2024 Survey)	Bay Area, 4-county residents	Bay Area, 5-county residents
Under $30,000	17%	13%	12%
$30,000 - $39,999	7%	4%	4%
$40,000 - $49,999	5%	4%	4%
$50,000 - $59,999	6%	4%	4%
$60,000 - $74,999	8%	6%	6%
$75,000 - $99,999	13%	9%	9%
$100,000 - $149,999	14%	16%	1...6%
$150,000 - $199,999	11%	12%	12%
$200,000 and over	20%	31%	34%

Note: 4-County includes Alameda, Contra Costa, San Francisco and San Mateo counties. 5-County adds Santa Clara County

Additional Verbatim Comments

I love the new trains and feel it's much cleaner.

New cars increase overall train ratings; noise between Embarcadero and Lake Merritt is harmful; OK elsewhere.

I know you guys are trying hard. I wish you luck. I'm hoping you guys still exist. Society's problems are killing you.

It's not as bad as it used to be, 2 or 3 years ago, it was a zoo on the train - not safe.

Love BART. Would love to see cleaner trains and less homelessness in general, but that is hard for BART to enforce given the current state of the Bay.

It's unsettling to see people sleeping on the seats. It's also annoying when people usually young take over a whole bench with their feet and do not clear as train starts to fill up.

I wish I could take BART more, specifically at night. Safety is my biggest concern on BART. Especially at night.

Homelessness, aggressive panhandling and filth in the trains and stations have turned me to driving as often as I can for the first time in 20y. I will no longer take BART outside of commuter times, given the clear personal risk of being alone in a car.

I think I would ride BART more post-COVID, but I am still concerned about safety and think the system has to overcome the stigma of homelessness on trains and people being attacked with meat cleavers, etc…

I ride BART and am always advocating for how great it is, but my biggest issues with BART: -there is human feces on the farthest east stairwell in the Embarcadero station almost every day -I have multiple times had people smoking on the train (pot and crack) and they get away with it -People regularly hop over the fare gates in the Embarcadero Station -Way too often there are fentanyl addicts passed out on the train.

Additional Verbatim Comments

Fare evasion has improved due to the gates…from what I've seen, fare evaders are the ones who cause the most disruption (bad smell, loud sounds, loitering the trains)

…Do see an improvement on Civic Center platform due to new fare gates - need to speed up installation at all stations.

We need more trains or train cars during busy hours! It's so uncomfortable being squeezed in a train when only 6 cars are attached. When we know you all can do up to 10. Lots of positives though. Response time for a disruptive passenger from BART police is good! Very very happy about the new fare gates!

I've been happy to see the system improving. I would like to see consistency with the bathrooms working, being open, and staffed. A bathroom is a big deal for a long trip. Fare evasion has gotten better, and I know the new gates are coming.

…You have issues when it rains, when it's too windy, when it's too hot, when it's too cold, or when someone sneezes too hard in a train. This is the biggest reason why I can't recommend BART and tell people to take a Lyft or Uber if they need to be somewhere on time.

I used to use Antioch E-BART. But so many delays. I now drive to Pitt/Bay Point everyday from Antioch.

Could you please have the blue train run more frequently than once every 20 mins?

I thank you guys for getting me everywhere. I can't afford a car, and I'm an older sister taking care of her younger siblings, and BART and Muni are the best. Thank you guys so much!

2022 Quadrant Chart