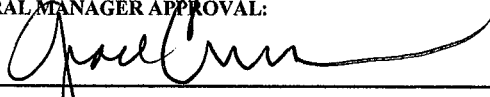

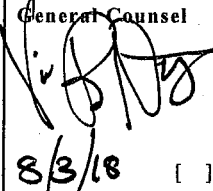

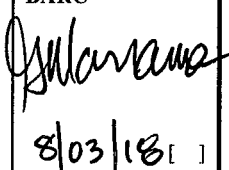




EXECUTIVE DECISION DOCUMENT

GENERAL MANAGER APPROVAL: 		GENERAL MANAGER ACTION REQ'D:		
DATE: 8/3/2018		BOARD INITIATED ITEM: No		
Originator/Prepared by: Carolina Lopez Dept: Operations	General Counsel	Controller/Treasurer	District Secretary	BARC
 Signature/Date: Paul Versier 8/3/18	 8/3/18 []	 8/3/18 []	[]	 8/03/18 []

BART Safety & Security Action Plan

PURPOSE:

To apprise the Board of actions, or planned actions, that enhance BART customer safety and security and fall within the General Manager's authority. Additionally, staff is recommending Board approval to advance, and in some cases fully implement, other public safety actions, projects and programs. The items for which Board approval is being sought are categorized as either most likely not requiring any additional Board action prior to implementation or items/actions which, for various reasons, will most likely require additional BART Board of Director action prior to implementation.

DISCUSSION:

In the last several weeks there have been several high profile violent criminal acts on the BART system resulting in a tragic loss of lives. Although violent crimes on BART are relatively flat compared to the previous year, recent events necessitate a reassessment of potential additional measures available to the District to further enhance safety and security on the BART system. Attachment 1, "BART Safety and Security Action Plan", provides a listing, description, status (underway or planned), budget and schedule of additional actions that the staff is recommending in order to enhance rider safety. Below is a list of the actions underway and proposals contained in Attachment 1, categorized by whether they will likely only require BART Board of Director approval this one time or whether subsequent Board actions are likely to be required.

Within General Manager's Authority

1. Emergency BPD Staffing
2. Rapid Deployment BART Employee Station Team (BEST) And Enhanced Employee Safety And Security Training

3. "BART Watch" App, Increase Use Through Marketing
4. Physical Security Information Management System (PSIM) Test Project At Lake Merritt Station
5. Rider Educational Campaign

Recommend Board Approval With Further Board Action Anticipated (type of additional Board action anticipated)

6. Expansion And Conversion-Digital Camera Network In Stations, Parking Lots And Garages (procurement action)
7. Physical Security Information Management System (PSIM)-Implement Systemwide (procurement action)
8. Platform Emergency Call Boxes (procurement action)
9. Video Screens Showing Real Time Station CCTV Images And Enhanced Video Surveillance Signage (procurement action)
10. "No Panhandling" Ordinance Within Paid Areas (adoption of ordinance)
11. Accelerate System Hardening Efforts (Board presentation on September 27, 2018 and possible procurement action)

Recommend Board Approval With No Further Board Action Anticipated

12. Additional Proof of Payment Team For Evenings

Other Initiatives Under Evaluation or In Development

Several other safety and security related initiatives are still being evaluated by staff or are under development for future Board action. As part of this EDD, staff is not recommending any Board action on these items but wants the Board to be aware that they are under evaluation or development. The items/initiatives are as follows:

1. Increased Police Staffing

In September 2017, the BPD contracted with the University of North Texas for the development of a five-year strategic patrol staffing plan. Various methodologies were employed during the study including discussions with BPD personnel and external stakeholders. The research team conducted a comprehensive review of statistical data, reports, and departmental policies relevant to BPD patrol workload, staffing, scheduling, and overtime demands, an assessment of national best practices applicable to BPD patrol, and the development of statistical models to determine and validate patrol staffing needs.

This report is structured in three primary sections (Patrol Division Staffing, Summary of Patrol Officer Staffing Recommendations, List of Recommendations) and provides the reader with data, information, and analysis leading to the development of a five-year strategic patrol staffing plan for BPD. The report has been completed and will be presented at the September 27, 2018 Board meeting. Dr. Eric Fritsch will present his

findings.

2. Technology Enhancement Policy

After several meetings with Oakland Privacy and the ACLU, staff is nearing completion of a final draft of the Surveillance Policy. Staff anticipates that the policy will be presented to the Board in September or October. The policy will address such issues as the District's use of, or participation in, data sharing and Automated Vehicle License Readers.

3. MTAP

One concept that staff is exploring is a program modeled after SFMTA's Muni Transit Assistance Program (MTAP), which started as a pilot program in 1995 when crime on Muni was high. MTAP has mostly been oriented towards youth. SFMTA staff, recruited from nonprofits and community-based organizations, receive special training in conflict resolution with a strong emphasis on solutions through dialog. They always work in teams of two or three, usually of mixed race and/or mixed gender, which improves their effectiveness. They ride buses and trains with routes through high crime areas. MTAP enforces the SFMTA back door boarding policy with proper proof of payment, provides information and assistance to Muni customers and functions as additional SFMTA security. BART will continue to explore the SFMTA program, and determine if it is appropriate for the BART operating environment.

FISCAL IMPACT:

The fiscal impact of the activities in the subject EDD are as follows:

- (a) One-time Capital expenses totaling approximately \$25 million subject to Board approval,
- (b) Ongoing non-labor expenses of approximately \$1 million annually subject to Board approval, and
- (c) Ongoing annualized labor costs of approximately \$2 million per year, which are not subject to Board approval at this time.

Expenditures from activities in the "Within General Manager's Authority" and "Recommend Board Approval with No Further Board Action Anticipated" categories are included in the Fiscal Year 2019 (FY19) operating and capital budgets. Additional positions will comply with the provisions authorized in the FY19 budget resolution or be presented in a FY19 Midyear Budget Revision, if such a revision is necessary.

Funding for ongoing operating expenditures in subsequent Fiscal Years will be included in the proposed annual operating budget, which is subject to Board approval.

Funding for capital expenditures may be derived from several sources: acceleration of safety

and security projects already in progress, re-scoping existing projects to focus on safety and security activities, re-allocation of funding assigned to existing capital projects, deferment of future capital projects that are not part of the “BART Safety and Security Action Plan”, and identification and pursuit of new capital funding sources. Details of existing and future projects and related funding that may be impacted will be presented at future Board meetings.

The Capital Budget and Funds Management department will certify the eligibility of identified funding sources prior to modifications to existing project scopes and schedules. The Office of the Controller/Treasurer will certify that funds are available to meet these obligations prior the execution of each capital project modification.

This action is not anticipated to have any fiscal impact on unprogrammed District reserves in the current fiscal year.

ALTERNATIVES:

The Board could authorize none, some or all of the staff recommended actions. Additionally the Board could direct staff to pursue additional actions.

RECOMMENDATION:

Adopt the motion shown below.

MOTION:

The Board approves the hiring of 10 additional fare inspectors (8 new positions, 2 FY19 approved positions) to be assigned to fare enforcement from 3:30pm to 1:30am; the Board also approves, subject to further Board action as may be required, items 6 through 11 from the “Recommend Board Approval With Further Board Action” list contained in the Discussion section of this EDD.

Attachment 1 – BART SAFETY & SECURITY ACTION PLAN

Within General Manager's Authority

1. EMERGENCY BPD STAFFING

COMPLETE

As of August 6, 2018, sworn officers, Community Service Officers (CSOs), and BPD Dispatch have been placed on an emergency staffing deployment—six days on with one day off. Any sick calls will require medical documentation. Sworn personnel and CSOs working on their RDO will be riding trains, and will be split between two platoons (shifts):

- A-Platoon from 5:00 AM – 3:30 PM
- B-Platoon from 3:00 PM – 1:00 AM

This will increase the presence of officers on the system during weekends and late night hours.

2. RAPID DEPLOYMENT BART EMPLOYEE STATION TEAM (BEST) & ENHANCED EMPLOYEE SAFETY & SECURITY TRAINING

- a. A group of volunteer Non-Reps and Supervisors would be trained in advance to provide a visible presence (wearing BART safety vests) on trains and in stations, so that they are able to be deployed, for a limited duration, almost immediately. The Rapid Deployment BEST volunteers would work in teams of 2-4 and would be deployed at the discretion of the General Manager. The team would be deployed for events such as an actual or threatened terrorist attack on a US rail operator or following a high-profile crime on the BART system. They would provide a visible presence of BART employees for BART riders and would act as “eyes and ears” for reporting incidents and conditions requiring Operations or BPD response. Depending on the reason for their deployment, the team might be deployed in the evenings. Prior to being deployed, these volunteers would receive specialized training in communication protocols, incident reporting, de-escalation techniques and basic rail operation/equipment familiarization.
- b. An enhanced security training program for front-line employees will be developed and deployed utilizing TSA “Observe and Report” program.

3. “BART WATCH” APP, INCREASE USE THROUGH MARKETING

There are currently 52,662 installations of the BART Watch (ELERTS) app. Prior to recent security incidents, BART was averaging 350 incoming ELERTS to the BPD Dispatch per week. Immediately after the security incidents, the incoming ELERTS rose to 758 in a one-week period. Although it is unlikely that this level of activity would be sustained over the long term, a substantial increase in the previous weekly average of incoming ELERTS is expected.

Efforts to increase the usage of the app as part of BART safety and security initiatives would significantly affect the workload at the BPD Dispatch. Additional dedicated BPD Dispatch staffing would be needed to handle ELERTS on dayshift, swing shift, and a weekend overlap. The general increase in usage of the app would require three Dispatchers for \$380,000, and \$50,000 for web advertisement.

4. PHYSICAL SECURITY INFORMATION MANAGEMENT (PSIM) SYSTEM TEST PROJECT AT LAKE MERRITT STATION **IN PROCESS**

Attachment 1 – BART SAFETY & SECURITY ACTION PLAN

A PO has already been issued for the District's PSIM test project at Lake Merritt Station. The location was chosen due to its proximity to the Data Center, BPD Dispatch, OCC, and Emergency Operations Center. The test project's anticipated duration is six weeks.

See #7 for a description of the PSIM system.

5. RIDER EDUCATIONAL CAMPAIGN

IN PROCESS

BART Communications will launch a "Ride Safe" campaign that highlights safety tips for our riders and educates the public about what BART is doing to increase police presence and keep our system safe. The initial step of the campaign—a passenger bulletin with safety tips at every station, shared on bart.gov and social media, and pushed out on BART Watch—has already been completed.

The campaign will feature:

- A passenger bulletin with safety tips at every station; also shared on bart.gov and social media, and pushed out on BART Watch (COMPLETE)
- A one-stop shop website for all information: www.bart.gov/ridesafe
- A series of car card posters onboard trains with safety tips and promoting BART Watch. www.bart.gov/ridesafe will be included on the posters so people can learn more.
- #ridesafe hash tag on social media posts with branded graphics, videos, and data-based infographics
- Platform sign messages that promote bart.gov/ridesafe and include tips
- Email blasts to the public and media outlets
- A footer on all email templates (BART Service Advisories and other email blasts) telling people to visit www.bart.gov/ridesafe for safety tips and what BART is doing to keep riders safe

Recommend Board Approval With Further Board Action Anticipated

6. EXPANSION & CONVERSION – DIGITAL CAMERA NETWORK IN STATIONS, PARKING LOTS & GARAGES

FUTURE BOARD ACTION ANTICIPATED: Procurement action

Districtwide conversion of analog to HD PTZ CCTV digital cameras would cost approximately \$15 million and take roughly four and a half years to complete. Location prioritization has been determined based on BPD crime analysis, and will be updated periodically subject to ongoing trends and patterns of crime.

The ongoing cost associated with maintenance of the increased number of cameras based on expected camera design life is \$920,000 (\$580,000 material, \$340,000 labor).

7. PHYSICAL SECURITY INFORMATION MANAGEMENT (PSIM) SYSTEM – IMPLEMENT SYSTEMWIDE

FUTURE BOARD ACTION ANTICIPATED: Procurement action

The District's PSIM system is a rules engine that sits between our CCTV library and our BPD Dispatch. Originally designed to monitor physical alarms and fixed sensors, the PSIM can be enhanced to include cutting edge video analytics to generate automated alerts based on defined criteria and

Attachment 1 – BART SAFETY & SECURITY ACTION PLAN

BART Police Response Plans. It uses a combination of pre-defined rules and geospatial information to effectively route the closest appropriate resources to an incident, and is capable of monitoring thousands of simultaneous video streams and automating response recommendations to the BPD Dispatch.

After the Lake Merritt PSIM test project, the District's IP-based digital cameras can be onboarded into the PSIM within 12 months, extending video analytics to nearly 2,000 existing cameras. As the District's 1,500 existing analog cameras are converted to IP-based digital cameras, they can also be onboarded into the PSIM at the pace of replacement.

Implementing the PSIM Districtwide and analyzing all digital camera streams would require \$4 million. This would cover onboarding of all IP-based digital cameras in all stations and staffing a three-FTE team to support the program ongoing.

- \$970,000 – PSIM software licensing and consulting services; all station IP cameras
- \$2.4 million – Network/server hardware
- \$600,000 – 3 FTEs: PSIM Administrator, PSIM Engineer, GIS Analyst

BPD has requested additional staff to support the increased need for video recovery and camera field maintenance. These requests include:

- \$203,000 –2 CSOs

Collectively, the ongoing costs (including all department requests under the PSIM) would be \$1.3 million.

- \$803,000 – 5 FTEs (shown above), labor
- \$480,000 – ongoing software license maintenance, non-labor

8. PLATFORM EMERGENCY CALL BOXES

FUTURE BOARD ACTION ANTICIPATED: Procurement action

Three emergency call boxes would be installed on each platform. The call box would have direct intercom with BPD Dispatch, and a camera would activate whenever the intercom button is pushed. Video analytics can be applied to these devices. The cost is roughly \$75,000 per platform, plus a one-time cost of approximately \$17,000 for PSIM integration, which would consolidate the information from these call boxes to the BPD Dispatch.

Districtwide implementation is estimated at \$5.2 million, and would take approximately one and a half years to complete. Four Electricians for \$540,000 and four Comm Electronic Techs for \$540,000 would be required.

9. VIDEO SCREENS SHOWING REAL TIME STATION CCTV IMAGES & ENHANCED VIDEO SURVEILLANCE SIGNAGE

FUTURE BOARD ACTION ANTICIPATED: Procurement action

A real-time video screen displaying video feeds from the station would be strategically placed at station entrances to remind riders that the area is under video surveillance. A prototype is planned to be installed and operational by August 15, 2018 at the Civic Center Station. Districtwide implementation would require 2.5 Comm Electronic Techs for \$340,000, is estimated to cost approximately \$800,000, and would take about two years to complete.

Attachment 1 – BART SAFETY & SECURITY ACTION PLAN

Additionally, signs that inform people in and around stations that they are under video surveillance would be installed. The estimated cost of this effort is \$100,000.

10. "NO PANHANDLING" ORDINANCE WITHIN PAID AREAS

FUTURE BOARD ACTION ANTICIPATED: Adoption of ordinance

BPD, Operations, External Affairs, and Legal will work on a draft of this ordinance.

11. ACCELERATE SYSTEM HARDENING EFFORTS

FUTURE BOARD ACTION ANTICIPATED: Additional information from staff and possible procurement action

Systemwide Hardening Update is currently scheduled for the September 27, 2018 BART Board Meeting.

Recommend Board Approval With No Further Board Action Anticipated

12. ADDITIONAL PROOF OF PAYMENT TEAM FOR EVENINGS

Staff recommends a change in previous Board direction regarding the hiring of two additional Fare Inspectors in FY19. Rather than wait for the Proof of Payment status report, staff recommends that the two positions be filled immediately. Staff also recommends the addition of eight new Fare Inspectors. Additional budget impact would be \$800,000. This action will provide nighttime enforcement from 3:30 PM – 1:30 AM. The focus will be proof of payment on trains and at stations to add BART presence during night hours.