

## QUESTIONNAIRE

### GREEN PARTY OF ALAMEDA COUNTY 2014 ENDORSEMENT DECISION

Please email your responses to: [GPAC-VoterGuide@yahoogroups.com](mailto:GPAC-VoterGuide@yahoogroups.com)  
In the subject line, please include "BART Board" and your district number.

If it is not possible for you to email, please mail your responses to:

BART Board Questionnaire  
c/o Green Party of Alameda County,  
2022A Blake Street \* Berkeley, CA 94704

Please respond by Saturday, August 23, 2014.

Name: Robert Raburn  
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1. Please give a summary of your background and qualifications for the office of BART Board.

*I have studied and worked in transportation for 30 years. I received my doctorate at UC Berkeley after studying transportation and urban geography. I taught for 10 years, then led the East Bay Bicycle Coalition (EBBC) for 18 years. EBBC was responsible for bicycle and pedestrian improvements in the 33 cities in Alameda and Contra Costa counties. For the last four years, I have been a member of the BART Board of Directors leading the reforms to reinvest in the 42-year old system and positioning the District to accommodate projected population increases in the Bay Area while ensuring that Statewide Green House Gas (GHG) emission goals are met.*

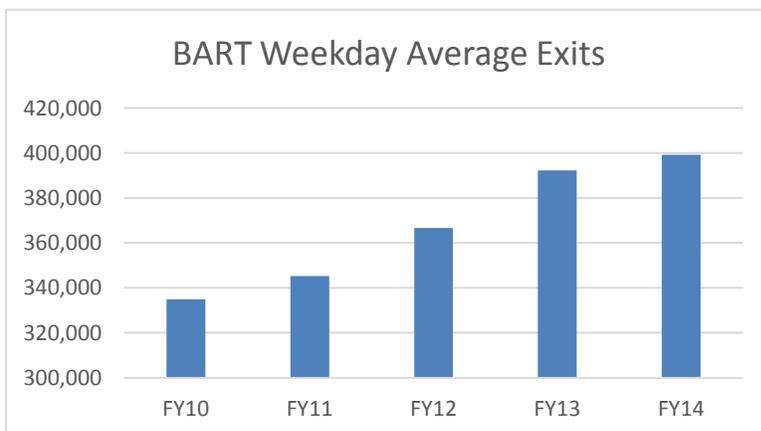
2. (For incumbents) How would you assess your own job performance? Please give some specific examples of accomplishments and setbacks?

ACCOMPLISHMENTS

*I have been involved in many critical initiatives to improve BART overall, and for that I rate my job performance as “Exceeds”.*

*I took office following the Oscar Grant shooting. I have worked hard to empower two new **police watchdog groups in BART**. We meet monthly in publically announced meetings. I also participate with the watchdog groups in public outreach to let the public know about the ways to file complaints against BART Police. The National Organization of Black Law Enforcement Executives (NOBLE) recently praised this oversight and the work by BART Police to methodically implement their checklist of reforms. I also successfully added five new unarmed **Community Service Officers** to the FY15 budget. Elaboration on **BART Police reforms** is provided under Question #20 below.*

*The Board hired a **new General Manager**, Grace Crunican, in September 2011 who exemplifies my passion to get BART on the right track by reinvesting in the aging core system, routinely engaging the public, and promoting the transformation of BART Stations into vibrant urban centers. With my strong support, she has implemented annual Board retreats, open to the public, where the Board can review each department’s accomplishments and set the course for the future.*



*BART must continue to both divert more riders from driving AND meet **record passenger volumes** while offering reliable performance. Building system capacity is essential! My overall emphasis on “reinvestment in the core system” has led to a fresh direction for BART. At the*

recent FY 2015 budget hearing, staff noted that—for the first time ever—BART will reinvest more than we spend on expansions.

My reinvestment emphasis has helped shape the BART Board's focus on the **Big 3** projects intended to expand BART's **passenger capacity** and maintain a reliable system in a **State of Good Repair**:

- **New cars.** Our biggest hindrance to offering passenger comfort and convenience is an inadequate number of reliable cars. Our existing fleet of 662 cars cannot serve the peak commute periods today. We do not have sufficient vehicles, for example, to operate 10-car trains at 8AM when the platforms are crowded. The Board has ordered 775 new cars with delivery to start in 2017. Upon delivery of the initial cars, BART's passenger capacity will grow as we first run longer trains, then quickly follow by offering more frequent service.
- A new **train control system** is desperately needed to run more frequent trains. BART currently operates up to 23 trains per hour through the transbay tube, but this can be increased to 30 trains per hour. BART has made a commitment to update the train control system.
- Expansion of the **Hayward Maintenance Complex** is necessary to store the new cars and maintain the existing fleet. A key source of funding is derived from the VTA.

My long-term goal is to **transform BART stations into vibrant centers of the community**. We must build high-density **residential and workplace development** at existing stations. Construction of a new community is underway at the MacArthur Station where a minimum of 624 units of affordable and market-rate housing units will provide much-needed housing and mixed use development. Another 90 units of affordable housing will soon begin construction at the Coliseum Station and over 200 housing units are approved for the Fruitvale Station's Phase II development. The Lake Merritt Station Area Plan, proposing significant density increases, is in the final environmental review stages. I have invested countless hours to facilitate public involvement in each of these efforts to insure that plans meet community expectations.

How to create **social equity in new transit oriented developments (TODs)** has been a challenge since the loss of redevelopment funds. Each of the above developments will contribute to long-term reductions in GHG emissions as mandated by AB 32 and SB 375 adopted by the State Legislature. Nevertheless, without a replacement for redevelopment funds, **affordable**

*housing and other community benefits could not materialize in TOD projects. For the past several years my mantra has been for “affordable housing at TOD” to be eligible for **Cap and Trade** funding. As a result of a strong coalition of partners like TransForm, East Bay Housing Organizations, and the Sierra Club, we succeeded in garnering a new revenue stream! The leader of the State Senate, Darrell Steinberg, even made a well-publicized visit to McArthur Station to promote the budget allocation to fund affordable housing. In the State’s FY15 budget signed by Governor Brown; Cap and Trade allocates 15% toward transit improvements and affordable housing at stations.*

***Station modernization and access** improvements now receive funding from new BART parking revenues. In the past, station modernization funds were poached for costly system expansion projects. Near-term improvements will include decluttering platforms to improve capacity; installation of escalator canopies to increase mechanical reliability, security, and placemaking; and additional bicycle parking. I have worked to turn BART’s “parking craters” into revenue generators to cover the expense of operations and maintenance and fund station improvements. I strongly supported adoption of a **systemwide parking fee** program in 2013 with full implementation expected by the fall of 2014. Parking fees help discourage driving and encourage transit or other station access modes. Fees and reforms to the parking permit program also help manage the parking to better serve passenger needs. On January 1, 2014 BART began a process to evaluate parking lot usage every 6 months. If the lot at a station is full, then the daily parking fee may increase by 50¢ to a maximum of \$3 (except West Oakland).*

*Early in 2013 at the Coliseum Station I enacted an **event parking fee** for all large events. As a result, BART is managing the lot to make parking available for transit passengers, while receiving \$8/vehicle during most ball games. Crime has dropped during gamedays and the proceeds have already delivered a new security fence surrounding the Coliseum Station parking lot.*

***Improved bicycle access** has been a key element in building BART’s record ridership. The growth of the bicycle mode share is undeniable. The BART Board adopted a Bicycle Master Plan in 2012. With my strong support BART installed **new racks and secure electronic lockers** at each East Bay station, but the demand has continued to outstrip the parking supply. More racks and lockers are on the way, along with two **new Bike Stations** that will soon offer free secure valet parking at 19<sup>th</sup> Street and MacArthur Stations. Safe Routes to Transit was my brainchild that the Bay Area voters approved in Regional Measure 2 (2004). I continue to routinely engage our local jurisdictions to*

remove barriers and improve bikeways to BART. BART has also achieved a milestone in adopting a new **Bikes on Board policy** following three methodical pilot program evaluations. For added details, please see my response to Question #15.

**Oakland Airport Connector (OAC) Project Stabilization Agreement.** Most people know that the Oakland Airport Connector was never a project that I supported. By the time of my oath of office, about \$100 million had already been spent on the project. Nevertheless, as Chair of the OAC Joint Administrative Committee (JAC) I have worked to make certain that the OAC Project Stabilization Agreement exceeds the local-hire program goals and delivers apprenticeship training opportunities. Through constant monitoring by the JAC, the local impact area (Oakland) hiring goal of 25% has been exceeded. The hours have grown from 19% in the Nov 2010-July 2011 period to 27% in the report ending July 31, 2014 representing over 189,000 hours.

**Good government** requires inclusive public processes. Since joining the Board I have championed broad public outreach and surveys for major policy changes, like the Bikes on Board program. Major capital projects—like the new rail cars (seats, design, and amenities), and station modernization—have also focused on making the solicitation of public input a routine operation for every aspect of BART that the passenger can touch. But BART also needs regular input on a myriad of other policies and projects. For this input I spend a considerable amount of my time with our volunteer advisory committees. Since joining the Board we have doubled the number of BART's advisory groups to eight. My attention has elevated their stature with management, senior staff, and other Board members. Some of the dividends that have resulted from these volunteers' recommendations include: BART is bicycle friendly, the visually impaired can see every stair edge in BART, and local small businesses benefit from unbundled contracts and other assistance. And finally, my initiative led to email or text alerts for all Board and advisory meetings and agendas. You can visit [www.bart.gov/about/bod/meetings.aspx](http://www.bart.gov/about/bod/meetings.aspx) to review the posted notices, subscribe to meeting notices, or review descriptions of the advisory committees.

**Improving Management-Labor Relations.** In 2014 the BART Board formed an ad hoc Labor Relations Committee and hired a consultant to help determine the most appropriate next steps to rebuild relations and insure that professionalism and service to the public broadly recognized. I am optimistic about the words of Lt Gov. Gavin Newsome, "we must never go through a bitter strike again." An outline of this strategy is for the Board to immediately

*promote a change process, with a communications facilitator, well in advance of the next 2017 negotiations. We must jointly implement a public process that is transparent and accountable to all. And finally, to cement trust, respect, and team building, a facilitated partnering summit of Board members, Managers, and Union Officers shall launch the change process. The mutual goal is a peaceful conclusion to a fair, open and constructive contract negotiation.*

### SETBACKS

*In 2009 I observed several disturbing actions surrounding the BART labor negotiations. I entered the 2013 negotiations determined to not have layoffs and not allow BART's PR Department to castigate the workers. Although the the 2013 negotiations ultimately led to a 15.38% wage increase over four years (a \$67M package) along with bringing BART's work rules into the 21<sup>st</sup> century, nobody can be proud of the negotiations. I learned many lessons, but foremost was the need to change the culture of management-labor relations to break the cycle of adversarialism.*

*My most disappointing experience was the failure of BART management and the labor negotiators to reach a peaceful settlement. The two labor strikes obviously impacted the transit passengers, especially those who are absolutely dependent on transit. As well, almost everyone in the entire Bay Area suffered from the resulting congestion and delays. The overall magnitude of the economic impact on the Bay Area's economy was about \$73 million/day. On a more personal level, I witnessed small businesses near BART either close or send workers home as they struggled with the loss of customers.*

*Another setback and difficult lesson learned came from the loss of two workers. I had consistently opposed strike contingency planning efforts. My warnings to management emphasized that operating limited BART service would place the public in dangerous situations where a few stations would become flash points for civil unrest. I also voiced concern that BART's extensive facilities would be vulnerable to damage. While these admonitions stopped the District from publically moving forward with plans that would have turned West Oakland into a public security nightmare, I was not aware that train operators continued to be trained until the tragic deaths of an AFSCME member and co-worker on October 19, 2013. Immediate and far-reaching safety changes were immediately adopted by the Board in reaction to the fatalities. In the future, I will lead investigative questioning to determine the full*

*extent of activities being conducted by BART and never again trust a staff explanation that trains were being operated simply to keep rust off the tracks.*

3. How would you go about leading change that would result in better coordination between BART and other transit providers, especially AC Transit? What could BART do to improve its coordination? Can you share some ideas about what you would do differently?

*After years of watching BART and AC Transit compete with each other, I have set out to build broad recognition that our services are complementary, not competitive. For example, every AC Transit local bus line serves a BART station, and transbay buses offer critical service to corridors and communities not conveniently served by BART. To our transit-dependent passengers, transit is a system.*

*Together, BART and AC Transit can build on our collaboration developed in 2011 and 2012 during the MTC's Transit Sustainability Plan (TSP). I was honored to sit on the East Bay TSP committee with colleagues from AC Transit. We directed MTC to identify strategies needed to improve connectivity, offer complementary service, and integrate passenger fares.*

*I serve on the BART/AC Transit interagency Task Force. We are about to launch our pilot AC Transit-BART \$1 transfer discount project. We will also increase the frequency of the late night transbay bus service ("Night BART" or "BART Owl" service this year).*

*Another collaboration is to establish new jointly coordinated transbay bus service. BART needs added transbay bus capacity to help relieve our short-term capacity challenges. before taking delivery of new rail cars in 2017 and be able to operate bus bridges in emergencies. In the long-term, bus bridges could allow BART to schedule major rehabilitation of track and other facilities.*

*True regional fare integration under the Clipper Card operated by the MTC has been difficult for BART to achieve on our own. Nevertheless, I am optimistic that my initiative to make youth discount passes uniform (through age 18) throughout the Bay Area will succeed in the coming year.*

4. Where do you stand on the proposed extension of BART service to Livermore? Further into Contra Costa County (for example Brentwood)? How would you ensure that the Board proceeds responsibly in whatever direction it goes, on these proposed expansions? How do your priorities compare with

the BART Board's historic planning and priorities for expansion? Which do you prioritize, expanding the system or increasing capacity within the core? What is the logic behind your prioritization?

*In July 2011 the Livermore Council voted to reject a BART subway to the downtown in favor of relegating their proposed BART extension to the I-580 freeway median to the Isabel Interchange. This was disturbing to me in that: 1) low-density “freeway oriented development” is not a sustainable strategy for investing precious transit dollars in a project with an extremely low benefit to cost ratio; 2) the project would not meet BART’s own Transit-Oriented Development Policy intended to foster walkable developments near BART and reduce the access mode share of the automobile; and 3) the Council proposal diminishes the opportunity to phase-in transit improvements in the near term with expected funding resources. The proposed sales tax measure would provide only a down payment of \$400,000 for an extension with at least a \$1.2 billion price (less garages). BART would need to fund the difference at the expense of many higher performing investments needed in the core system.*

*I have consistently urged that the BART to Livermore EIR identify a project that is deliverable in the near term with no impact on District capital (See: 2/9/12 and 12/5/13). My adopted amendment in 2012 to the motion to advance an environmental review followed FTA New Starts funding guidelines as follows:*

*“The alternatives analysis of each proposal should assess the cost effectiveness; mobility improvements (including ridership weighted for transit-dependent passengers); environmental benefits (i.e., reduced VMT); and economic development effects (i.e., housing and jobs developed near the project). The baseline alternative will evaluate reserved lanes, express bus service, and freeway bus ramps at the Dublin/Pleasanton Station.”*

*According to a memorandum “BART to Livermore EIR Status” received on 8/8/14, the EIR is evaluating four alternatives: Enhanced Bus; Express Bus/BRT including a direct transfer between buses and BART at Dublin/Pleasanton; Diesel Multiple Unit/Electrical Multiple Unit; and Extension of existing BART in the I-580 median. It noted that the Livermore Council approved a proposed development of 476 housing units in the vicinity of Isabel Ave with an extremely modest density of only 18 units/acre! Meanwhile, there is a strong need to connect BART with the downtown, the ACE Station and Livermore Labs in the near term with non-BART technology.*

*Obviously, my core system reinvestment priorities run counter to the historical approach at BART. There would exist no justification today for an underperforming station that fails to serve such as North Concord. I demand that cost/benefit analyses include realistic ridership and cost projections.*

*The current BART Vision process began with over 100 potential projects. I keep in mind that we expect to house 2 million more residents in the Bay Area by 2040 and have a mandate to reduce GHG emissions. We currently have winnowed the BART Vision down to about 10 projects and expect to soon reduce that number to just 3 or 4. In an ideal scenario, these projects will further BART's TOD policy, assist BART in developing balanced ridership rather than overload an already over capacity peak commute in one direction, and even assist in permitting late night service and trackway maintenance.*

5. How would you work to minimize the financial impact of the San Jose extension on the core system?

*San Jose VTA is responsible for the funding and has contracted with BART to manage it. I have carefully monitored the financing. I insisted that the VTA contribute 60 new train cars so that the BART fleet in the core area is not diluted in order to send trains to Santa Clara County. I also pushed for the VTA to contribute \$175 million to expand the Hayward Maintenance Complex to store and maintain the additional train sets that have been ordered. Still to be determined is the VTA's contribution to rebuild the Operation Control Center (OCC). The giant screens in the OCC have run out of room to depict the Milpitas and Berryessa Stations, let alone a possible future extension to Downtown San Jose and the Diridon Station.*

*Most recently, the VTA considered an abbreviated expenditure development process that would have put the old extension plan on the 2014 ballot. Fortunately, the VTA chose to wait until 2016. Most disturbing, however, was the inclusion of a City of Santa Clara Station in the plan. Santa Clara is a suburban center (low density, autocentric) that would not meet a stringent cost-benefit analysis for BART service. Enhancing Caltrain service by electrification represents a sound transit strategy for Santa Clara that was recommended in the 2007 Regional Rail Plan.*

6. What would you do to ensure that a boondoggle project (like the Oakland Airport Connector) would not happen again?

*I will always be a secure “no” vote for projects such as the Oakland Airport Connector. I will ensure that appropriate options are carefully evaluated and considered during the planning process, and I will ensure that public input is encouraged to build an overwhelming public voice. I wished I could have stopped the OAC.*

7. Does BART still need a systems expansion department? Why or why not?

*One of the reforms I contributed to was the reorganization in 2013 to create a new Assistant General Manager in charge of Planning and Management. That position includes BART Extensions along with the District Architect, Planning, Stations, Real Estate, and several other departments. In essence, BART Extensions must now compete—or better yet, collaborate—with other departments.*

*An example of the department’s need is in the assessment of how to best plan for a second transbay tube after the capacity of the current tube is reached. That plan should help BART replace the current pinch point, with a network that serves additional communities and makes late-night service a viable option.*

8. Are you satisfied with employee productivity? If not, have you any proposals to increase employee productivity?

*On overnight shifts, I have accompanied a track crew, a scrub crew, and met with BART’s painters responsible for keeping the stations graffiti free. Each night the track crew spend over an hour selecting crewmembers and bidding to decide which project they would be assigned to. Although I was impressed with their work once in the field, chaos and inefficiency reigned in the preceding hours. In addition, scrub crews and painters work in facilities that were not designed with easy maintenance in mind which causes low productivity.*

*One of my proposals for improving productivity has recently been implemented by BART track workers in Maintenance & Engineering. Rail rehabilitation projects throughout the world are increasingly focused on a deep rebuild instead of applying “band-aid repairs” over multiple short maintenance windows. Much time is wasted by mobilizing crews to work for only about 1-1/2 hours while the power is off each weeknight. We need to schedule longer repair sessions. An extreme alternative example is Transport for London*

*which has completely closed seven lines for a year or more of refurbishment (when reopened they expect to operate 24X7). At BART, we don't have the network necessary to divert passengers to other lines as in London. Instead, a weekend disruption was recently scheduled at Daly City. This initial application of Total Quality Management in the Maintenance and Engineering Department succeeded in deploying large crews that worked continuously through the weekend to replace track, switches, power, and even new platform edge tiles. Managers called the orchestrated effort "a thing of beauty."*

*The BART Seat Replacement Project replaces a wool seat cover that must be dry cleaned each year and replaced after three years. The new vinyl covers are easy to wipe clean and have an expected life of seven years. I have insisted that BART's shop workers be given a voice in evaluating the initial new train cars before the production lines begin. After all, we don't want a mechanic to have to rip out a floor to replace a light bulb!*

*The recently adopted contract included several productivity measures, including greater use of new technology and equipment, improved attendance incentives, revised rules to eliminate certain overtime eligibility situations, and flexibility to schedule 10 hours/4 day or 8 hour/ 5 day shifts.*

*BART is embarking on a Total Quality Management initiative adopted in the FY14 budget. The goal is to improve organizational efficiency by eliminating wasteful practices. The concept has already produced improvements in the Rolling Stocks and Shops where scheduled maintenance procedures (SMPs) have led to greater car reliability and availability. Maintenance and engineering are the current target for SMP initiation.*

*One of the aspects that initially impressed me when interviewing our new General Manager was her use of an "Accountability Matrix" to set work plan expectations with department managers. Her most recent plan includes over 370 line items with quarterly expectations. This management tool also provides me with a convenient way to track project progress. In our joint review of the matrix, I have also been able to flag omissions. For example, I earlier noted that the matrix overlooked my initiative for a broad Intern/Youth Career Preparation program. The most recent matrix shows the delivery of a comprehensive 8-week intern program with weekly Career Path Workshops.*

9. BART has identified \$17 billion needed to keep facilities in a state of good

repair. How do you plan to generate funds to maintain BART in a state of good repair?

CORRECTION: As identified in Plan Bay Area, over the next 28 years the Bay Area is facing a \$17 billion transit capital shortfall.

*BART's draft Short Range Transit Plan/Capital Improvement Program (SRTP/CIP) for FY15-FY24 estimates the total 10-year capital needs at \$9.6 billion, yet only half is expected to be funded leaving a \$4.8 billion shortfall. About 30% of BART's assets worth \$6.5 billion are currently at a service risk of "high." These draft data were presented to the Title IV/Environmental Justice Advisory Committee on 7/21/2014 and will be presented to the full Board on 8/28/14.*

*Keep in mind the assumption that BART will continue to use operating revenue to fund capital projects, like the \$46 million/year allocated to new cars. BART's farebox recovery presently represents 73% of costs. BART ridership growth matters! However, until the new cars begin arriving toward the end of FY17, BART will not be able to add additional peak hour service.*

*There are several strategies to maintain BART's State of Good Repair (SOGR). Among the wide variety of capital sources, the most likely include new external sources, expansion of Alameda County's existing local sales tax measure, Federal Transportation Bill reauthorization, and a possible voter initiative for a BART parcel tax increase. As Chair of BART's legislative committee, I led the delegation of three Directors to Washington DC this year. We secured several new external funding commitments, including over \$17 million in Homeland Security funds for protection of the transbay tube. As mentioned earlier, the State's recent passage of the Cap and Trade budget also allocated new funds for transit capital improvements.*

*One element that is an essential component of any strategy is **Risk-Based Asset Management**. The most critical task for the Budget Project Control Group is to identify for funding the most effective risk management options that offer the best long-term value. In the FY15 budget the Board focused on allocating resources that either addressed the highest risk resources, or offered the potential to build internal capacity to manage risk and improve value for money spent. All capital projects need to be screened.*

*With over \$250,000,000 in projected VTA contributions over the next decade, this source of funding is significant. Because it represents a new and perhaps*

*volatile/uncertain source, especially if the VTA contests expenditures, careful monitoring of cost sharing agreements with the VTA will be needed to keep the shortfall from growing.*

10. What kind of cost savings do you suggest for BART?

*Capital investments that could yield long-term savings include station area development, in-station marketing, energy efficiency measures, greater marketing of BART's fiber optic communications network, and possible participation in Community Choice Aggregation of power supplies when developing renewable energy generation on BART property.*

*BART must continue to diversify its renewable energy resources to both achieve reliable supplies and reduce expenditures on costly fossil fuel power generation.*

*Operating costs are much more difficult to reduce. As mentioned earlier, facility and train designs can lead to maintenance savings. At least one BART segment, Millbrae-SFO, could potentially become a driverless system without compromising passenger safety while also allowing more frequent schedules with shorter trains.*

11. What is your opinion of the MTC and its funding priorities for transit?

*Prior to election in October, 2010, I submitted the following comments on the MTC's Public Participation Plan:*

*"Flawed Commission Structure: The grandfathered structure of the 19-member commission fails to include transit representation from BART and AC Transit elected bodies. Federal law changed the requirements for the composition of MPOs to include transit operators.*

*The BART Board has subsequently made a similar request for representation on the MTC.*

*The implementation of the Clipper Card program by the MTC has been anything but transparent and accountable. Consolidation of transit operations represents a natural next step following fare integration with Clipper.*

*My participation with the East Bay TSP committee found that some MTC members are out-of-touch with transit. One MTC Commissioner proposed to eliminate transbay bus service, calling it “redundant with BART,” despite serving geographically separated communities. Clearly, a voice for transit is needed on a routine basis.*

*Another criticism of the MTC (and ABAG) is the inclusion of several dubious Priority Development Areas as candidates for TOD in the Plan Bay Area. Better analysis of benefit-cost for evaluating inter-city transit investments would have eliminated most of the low-density Priority Development Areas (PDAs) on the urban periphery.*

*One additional area where the MTC could contribute to greater transit mobility, is by promoting shuttle services and working to integrate them with 511.org. Even before the recent explosion of luxury company shuttles, BART stations were served by over 70 shuttles that ranged from publically financed operations, like the Broadway Free B, Emeryville Go Round, or Estuary Crossing Shuttle, to privately operated shuttles that serve Harbor Bay Business Park and Oakland’s Kaiser Hospital. Many private shuttles deadhead without passengers, yet could potentially offer economical public transit if the service was promoted.*

12. What will you do to ensure that housing development on BART-owned properties provides below market rate (i.e. "affordable") housing, allowing low-income folks (who are the most transit dependent) the ability to live within walking distance to BART?

*I am proud to have broken ground on the initial affordable housing at MacArthur Station. Nevertheless, how to create social equity in new transit developments has been a challenge since the loss of redevelopment funds. For several years my mantra, “affordable housing at TOD,” has helped build a coalition of advocates (TransForm, EBHO, and Sierra Club). Together the group successfully lobbied for a new source of revenue for transit and housing in the State’s recently approved Cap and Trade budget (FY15) that allocated 15% of the revenue to transit and affordable housing near transit.*

13. Would you support a regional plan for back up in the event of a BART interruption of service? What would that be?

*My experience during a recent disruption illustrates that a regional emergency plan is called for.*

*At 7am on June 14, 2012 I went to the 19<sup>th</sup> St Station to assist passengers who were stranded after the fire at a West Oakland senior center that was under construction next to BART's aerial structure; the fire interrupted BART service by warping steel rail and melting ceramic insulators. AC Transit did not have sufficient spare buses to offer much help and incoming buses were diverted to the freeway after filling with passengers upstream from BART. The line of passengers extended from the stop on Thomas Berkley Way around the corner with Broadway to beyond the Paramount Theater.*

*BART has already begun to work with AC Transit to provide added transbay service to offer relief for crowded BART trains at Rockridge and Fruitvale Stations. Additional buses have been mentioned as a means of growing the capacity to provide bus bridge service during emergencies. However, there would still not likely be any "spare" buses during the peak hours. Instead, the added equipment could prove beneficial for scheduled maintenance programs at BART during weekends.*

14. What will you do to expand "owl service" or to run BART 24hrs per day, the way NYC can run their trains 24 hrs per day?

*I have had a keen interest in running BART trains later. BART's passengers may be willing to live in the East Bay, but they want to retain access to the stimulating night-life in San Francisco. I have occasionally had to leave a show before an encore performance in order to catch the last train back to Oakland.*

*In 2011 I supported an initiative by Board President Franklin to extend late night service by one hour in the early mornings after Friday and Saturday nights. The proposal was to retain the maintenance window by shifting the opening hours by one hour later. BART's Title VI Civil Rights analysis identified that this strategy would result in a disparate impact for minority and low-income passengers who rely on early trains to commute to work. This disproportionate burden potentially effected more passengers than would benefit and the proposal was unfeasible.*

*Later this year, BART will begin operating late night transbay buses every 20 minutes. I am also watching the private "SF-Oakland Night School Bus" and its monthly fare structure.*

*My goal is to operate trains late night. The dilemma is that BART, unlike NYC MTA, does not have any express tracks that allow for maintenance and two-way rail service without single-tracking. Transport for London intends to offer “Night Tube” service in 2015 after thoroughly rehabilitating seven train lines during a year or more of closure for each line. BART neither has the network to permit such a lengthy closure, nor the fleet of buses needed for bus bridge service. Nevertheless, BART has operated single-track service through the transbay tube on a regular basis during work projects in the tube with ½-hour headways or better. The challenge would be to extend the single track operation to a broader area. One option that may make the proposal palatable for maintenance managers would add an hour or more to the night service on the weekend and limit the service to only a few stations in core area.*

*One precedent to keep an eye on is Philadelphia’s SEPTA system which inaugurated 24-hour service despite only having two tracks, like BART. SEPTA officials note “Ridership is highest between midnight and 1 a.m., and then declines until 4 a.m..”*

15. What do you think about the plan for bikes on BART at all hours?

*I’m pleased that bikes are now allowed on BART during all hours.*

*Prior to the policy change in 2013 bicyclists represented the only group to be excluded from BART. Neither persons with luggage, nor persons with a stroller were restricted from boarding BART at all hours. One line, Richmond-Fremont, did not restrict bicycle access during the peak period in the peak direction. No issues were noted on this line.*

*Before the initial pilot, BART had modified every car in the fleet to remove windscreens adjacent to the door. The wind screens acted like “passenger magnets” that blocked the doors, delaying train loading/unloading, and made it difficult to negotiate a bicycle inside the cars. By spreading bicyclists over many cars, we succeeded in increasing the capacity to carry bicyclists while reducing the chance of bicyclists causing train delays from overcrowding in a single car.*

*BART conducted three methodical pilot programs for Bikes on BART—one day, one week, then one month. Each included extensive educational outreach and passenger surveys. The observations from the BART staff deemed the experiment “a non-event,” and public surveys showed that the*

*majority of passengers supported increased access. The Board-adopted program reserved the first three cars of the peak hour trains for non bicyclists.*

*Education continues via car cards that encourage bicyclists to not board crowded cars and to stand with their bike against the wall in the bike space so as to not block the door. BART's web site shares expected load-factor data for each train. A more seat-of-the-pants approach is to assume that any 8-car train in the peak direction will be crowded. Even so, like all frequent passengers, patterns develop that fill available spaces or get turned away by crowds.*

*To provide options to taking a bike on board, BART is continuing to install secure "BikeLink" electronic lockers throughout the East Bay, and additional bike racks in stations.*

16. Do you believe that public sector unions should have the right to strike? Please explain your answer.

*It is law that BART workers can strike after a contract has expired and I support that right. I do not like binding arbitration because it takes away the decisionmaking from the 9 elected Directors and puts the decision in the hands of a third party who generally will not be as knowledgeable of each party's details.*

17. Regarding the recent strike (including the hiring of Thomas Hock of Veolia Transportation) -- do you think the Board should have handled it any differently? Please explain.

*There were many issues and problems with the negotiations in 2013. And yes, the Board should have handled it differently. Mr Hock was reported to have worked for the District before with success. I asked about his track record and was told that his most recent work had settled 40 negotiations and 2 that led to strikes. In the future, I will ask that at additional time be allowed to pass before making a hiring decision, to have time to research and talk with trusted referees.*

18. Please give an example (if applicable) of when you took a position different than management's position. Please describe how you, as a Director, will be independent from management.

*I have been an advocate for the majority of my adult life. My work on behalf of the public at BART has not caused my tenacity to be abated. Below are some examples:*

*19<sup>th</sup> St Station secondary booth staffing was initially opposed by staff, but I prevailed by making repeated public justifications to build support among other Board members and the public. As a result, 2 FTE positions were approved in the FY 15 budget.*

*Opposition to strike contingency plans for West Oakland BART (2013). Public planning discussions ended, but I was not aware that furtive efforts to teach train operators were being carried out.*

*Opposition to “flyer wars” being conducted by BART’s PR department during the contentious negotiations (2013). During the Fleet of the Future wooden design mock-up and public survey at MacArthur BART, BART staff began distributing opinionated flyers to passengers. I immediately stopped the activity.*

*Support for internships/youth career day (2011). The previous GM responded that the District staff did not have time to spend with youth. I subsequently prevailed with the new GM and on August 20, 2014 I joined 43 graduates and their mentors in celebrating their joint learning process and during the 8-week program and career curriculum.*

*Opposition to OAC (2011). This was a bitter pill to swallow. The District was busy spending as much money on the project as possible to make it “too big to fail.”*

19. How can you help strike a better balance between community service police and BART police, in terms of safety and funding?

*My goal is to grow the numbers of unarmed Community Service Officers (CSOs) relative to the number of highly trained, but expensive BART Police. In the FY15 budget we added five CSO’s in an initiative to create added Parking Enforcement positions in conjunction with the last four stations to transition to paid parking..*

20. Discuss the reforms for BART police since Oscar Grant. Do you feel these changes are adequate?

*I have suggested a few additional changes, but overall, the reforms are effective in providing justice and multiple avenues for community members to lodge complaints for careful investigation.*

*I actively led reforms to regain public confidence following the controversy surrounding the Oscar Grant shooting that occurred before I was elected. I participated in appointing the members of the Civilian Review Board (CRB), a volunteer advisory committee charged with reviewing complaints against the police, making punishment recommendations, and reviewing the police procedures and hiring. I also participated in hiring an Independent Police Auditor who reports to the Board and whose office is charged with investigating complaints against BART Police. Both of these watchdog groups have been generous in attending community events with me, including, the theater preview of the "Fruitvale Station" movie along with a large group of leaders who live and work in the Fruitvale district. As well, they have joined me in attending East Oakland events at Allen Temple Baptist Church, Youth Uprising, Dia de los Muertos, the Elmhurst NCPC, the Melrose-Coliseum NCPC, and the Sobrante Park NCPC.*

*I applaud the CRB's review of policies such as the use of force, and equipment like the officer cameras. I attend as many of their meetings as possible. Several CRB members go out of their way to attend new officer interviews. Whenever events occur the Office of the Independent Police Auditor (OIPA) is typically already engaged in gathering evidence or soliciting witnesses by the time I inquire.*

*Chief Kenton Rainey has been responsive and open with the Board, and CRB/OIPA. His Department was given high marks by the NOBLE auditor and I have seen that he has worked to comply with each of the NOBLE reports recommendations.*

*I have several criticisms. The BART Police have failed to appoint a representative on the CRB. The number of cases that the CRB has actually reviewed is slender. Mark Smith's attempt to create an alternative dispute resolution process has stalled.*

21. What are your thoughts on having an armed BART police force?

*Last week BART carried over 420,000 passengers on each weekday except Friday. If BART were a city, we would have the 3<sup>rd</sup> largest population in the Bay Area. Not everyone in such a large crowd behaves properly. Over the*

*past three years, BART PD have disarmed some 90 criminals. On August 14 BART PD arrested a subject for assault with a deadly weapon following a stabbing of a victim at Bay Fair Station. In short, there exists a need for armed officers in our society.*

22. Other ideas you have to provide better service? To reduce noise?

*BART's wheel-rail screeching is caused by minute corrugations, or ripples, that develop within three years on the rail. Noise inside the train cars can be a health hazard, while noise projected into communities adjacent to BART's aerial structures is a nuisance that can deter development in the station area. Control of the noise is a maintenance issue requiring the grinding of rails. BART's two rail grinders are stationed on opposite sides of the bay.*

*The new rail cars will be quieter because they use a "plug" door that seals better than the existing "pocket" doors. My initiative to develop a comprehensive noise abatement program was funded in the FY 14 budget. It began with measurements and development of a systemwide sound map. Other elements include improved rail grinding productivity, lubrication of rail flanges, and investigation of ways to create "noise refuges" for patrons on platforms. The most important aspect of the study is an attempt to model rail/wheel interaction with the goal of identifying profiles that would optimize the wear pattern and resolve the issue. Some engineers at BART feel that they are on the verge of unveiling a solution that would greatly reduce the wear, saving passengers' hearing and saving BART money.*

23. Please describe the sources of the financial contributions your campaign has received. Please identify any sources from which or from whom you would not accept donations.

*I have received donations from 180 donors. I have also made a personal loan to the campaign. I remain independent!*

*I do not accept illegal donations; two examples that have a higher probability of occurring are: 1) I do not accept cash donations \$100 or larger, and 2) I do not accept donations that would imply an undue influence on my decisions.*

24. What endorsements have you received thus far?

*I have received a broad set of endorsements from elected officials, environmental organizations, business owners, academic colleagues, trusted friends, and labor organizations.*

#### Organizations

Sierra Club Bay Area Chapter  
League of Conservation Voters of the East Bay  
East Bay Small Business Council  
Alameda County Carpenters Local 713  
Building & Construction Trades Council of Alameda County

#### Elected Officials

Hon. Nate Miley, Alameda County Supervisor  
Hon. Sheila Jordan, County Superintendent of Schools  
Hon. Pat Kernighan, Council President, City of Oakland  
Hon. Noel Gallo, Councilmember, City of Oakland  
Hon. Dan Kalb, Councilmember, City of Oakland  
Hon. Lynette McElhaney, Councilmember, City of Oakland  
Hon. Steven Cassidy, Mayor, City of San Leandro  
Hon. Tony Santos, Former Mayor, City of San Leandro  
Hon. Michael Gregory, Councilmember, City of San Leandro  
Hon. Joel Keller, Director BART Board  
Hon. Gail Murray, Director BART Board  
Hon. Tom Radulovich, Director BART Board  
Hon. Rebecca Saltzman, Director BART Board  
Hon. Greg Harper, Director, AC Transit  
Hon. Chris Peeples, Director, AC Transit  
Hon. Doug Linney, Director, Easy Bay MUD  
Hon. Whitney Dotson, Director, East Bay Regional Park District  
Hon. Doug Siden, Director, East Bay Regional Park District  
Hon. John Sutter, Director, East Bay Regional Park District  
Hon. Trish Herrera Spencer, Vice President, Alameda Unified School District Board

#### Community Leaders

Hon. Lynette Sweet, Former BART Director  
Bernard Ashcraft, CEO Bay Area Business Roundtable  
Jesus Vargas, Commissioner, City of Alameda Transportation Commission  
Alton Jelks, Retired Vice Chancellor Peralta College District  
Romeo Garcia, Executive Director Peralta Colleges Foundation  
Chris Iglesias, Executive Director, Unity Council  
Joanna Kim-Selby, Executive Director, East Bay Korean American Senior Service Center  
Clarrissa Cabansagan, Community Planner, TransForm  
Lucy Gigli, Chair, Bike Alameda

Frederick Goss, Past President, Metropolitan Greater Oakland Democratic Club  
Dave Campbell, Advocacy Director, Bike East Bay  
Richard Cowan, Past President, Redwood Heights Neighborhood Association  
Sandra Threlfall, Executive Director, Waterfront Action  
David Schonbrunn, Executive Director, TRANSDEF  
Kent Lewandowski, Sierra Club, Northern Alameda County  
Mario Juarez, Alameda County Democratic Party Committee  
Kathy Neal, Alameda County Democratic Party Committee  
David Larson, Professor and Chair, Geography and Environmental Studies, Cal State  
University, East Bay  
Alan Bender, Past Executive Vice President Transportation Research Forum

Organizations and titles for identification purposes only.

25. Please add anything further you wish to tell us so we can make a good decision.

*I was raised in a working class family and have been a lifelong registered Democrat since voting for McGovern in 1972. I attended public schools and studied urban geography and transportation at UC Berkeley where I received my doctorate. My support for the disenfranchised is undeniable. In the 1990s round of redistricting I drew plans on behalf of Hispanic voter groups. For eighteen years I led a movement to empower bicyclists. I currently volunteer in a Transitional Kindergarten classroom in East Oakland.*

*As a regular transit passenger I listen to other passengers and never miss an opportunity to greet BART employees and inquire about workplace issues. I have also gone out of my way to meet up with workers in the shops, on the tracks, and in the stations after service hours. A number of policy and budget items to improve workplace conditions have resulted from these encounters including my revision of BART's Code of Ethics to encourage whistleblowing, better protection for station agents, and an initiative to reopen subway restrooms.*

*My academic background and experience working with the various transportation-oriented groups in the Bay Area makes me uniquely suited to work as a BART Director. For 10 years I Chaired the Alameda County Watchdog group overseeing the project planning and funds disbursement for Measure B – 2000 – 2010. As the Executive Director of the East Bay Bicycle Coalition, I worked in 33 cities in Alameda and Contra Costa counties for 18 years and also advocated for improved BART access and parking security. I am knowledgeable of the federal, state, regional, county, and local funding mechanisms for transit. I have a wide network of colleagues that I have*

*worked with over many years that include not only government agencies and transportation agencies, but non-profit organizations that can benefit by better transit oriented policies.*

*I learn from other transit systems through travel and review of professional publications. It would be my pleasure to continue my dedicated public service with the Green Party's support so that I can continue the reforms at BART that we have begun.*

*Sincerely,  
-Robert Raburn, PhD*

Thank you for taking the time to fill out this questionnaire.

Sincerely,

Greg Jan  
Green Party of Alameda County

(Please respond to: [GPAC-VoterGuide@yahoogroups.com](mailto:GPAC-VoterGuide@yahoogroups.com) by Saturday, August 23).