



## 2-Year Action Plan for Priority: On Track for the Future

### OVERVIEW

Continue to run a world class organization by developing a strong and stable workforce and advancing process improvement and data driven decision making. Continue to advance core programs such as transit-oriented development, facility and ROW improvements, safety and emergency preparedness, ensuring rail car reliability, support of small businesses, and sustainability.

### Workforce Engagement, Development & Retention

*BSP Goal: Workforce*

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
<b>Advance Equal Employment Opportunity Program (EEOP) Initiatives</b>										
OCR	Measure progress on EEOP-mandated metrics	●								
OCR	Consult and confirm with regional colleagues on EEOP compliance	●								
OCR	EEOP training seminars in each department: one training per department every other year	●								
OCR	Internal Engagement and EEOP Action Plans (EEAP)	●								
OCR	Internal community initiatives: complete two intersectional EEOP-compliant workshops					●				
<b>Attract qualified employees through a Comprehensive Workforce Development Program</b>										
ADMIN	Implement external pipelines and internal advancement programs with a focus on electricians, technicians, mechanics, and police personnel									●
<b>Employee Training &amp; Support</b>										
OPS	Fleet of the Future (FOTF) overhaul training, incorporating remaining systems	●								
ADMIN	Complete grievance/discipline trainings to build supervisor capacity				●					
OPS	Deliver training in asset management and reliability-centered maintenance to engineering and maintenance staff				●					
OPS	Initiate peer to peer assault support group and provide additional de-escalation techniques to reduce assaults					●				



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### Workforce Engagement, Development & Retention BSP Goal: Workforce

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<b>Employee Training &amp; Support</b>										
OPS	Centralized training documentation database					●				
OPS	Updated training manuals along with two year refresher courses					●				
<b>Engage Workforce</b>										
OPD	Employee Town Hall semiannually in collaboration with External Affairs	●								
OEA	Expand digital employee outreach: update MyBART and refresh annually	●								
OEA	Update onboarding video		●							
ADMIN	Develop and launch formal employee appreciation program (i.e. explore "Golden Rails" and other recognition programs)								●	
OEA	Expand digital employee outreach: expand digital monitors									●
<b>Fully Staff OCC Train Controllers</b>										
OPS	Addition of three train controllers per year	●								
<b>Hire, Train, &amp; Retain BPD Personnel</b>										
BPD	Continue to enhance recruiting efforts by streamlining the hiring process and utilizing the recruitment team	●								
BPD	Develop a recruiting/staffing plan with support from support from HR for dispatch/non-sworn personnel				●					
BPD	Update comprehensive training plan					●				



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### Workforce Engagement, Development & Retention *BSP Goal: Workforce*

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
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#### Implement Succession Planning Related Programs & Initiatives

ADMIN	Develop a robust succession planning strategy to ensure continuity of operations, leadership sustainability, and compliance with legal and regulatory requirements	●								
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#### Measure Employee Satisfaction

OEA	Field 2027 employee satisfaction survey									●
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#### Support BPD Employee Wellness

BPD	Continue to educate and promote mental health resources currently available to all employees	●								
BPD	Establish budget and provide training to the peer support team members				●					

### Emergency Preparedness *BSP Goal: Safety*

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
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#### Continue Internal Coordination & Emergency Response Training

BPD	Annual District emergency response drills - internal/external	●								
BPD	Develop and implement an EOC activation plan						●			
BPD	Establish plan for comprehensive emergency response training, drills and SOP updates							●		

#### Deliver Sprinkler Project (In-house Delivery for Efficiency)

OPS	Internal completion of 50 year interval inspection testing and maintenances at 4 stations per year	●								
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### Emergency Preparedness

*BSP Goal: Safety*

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
<b>Engage with Regional and Local Partners on Safety Preparation &amp; Response</b>										
OPS	Participate in annual training exercises in partnership with San Francisco and San Mateo county first responders	●								
OPS	Engage annually in Contra Costa County Fire Protection District (FPD) emergency preparedness community event	●								
<b>Implement Transportation Protocol Incident Command System (ICS) training</b>										
OPS	Adapt ICS training for the Transportation environment and coordinate with Operations personnel to begin training across the District		●							
<b>Transition to Office of the State Fire Marshall (OSFM) Facility Inspections</b>										
OPS	OSFM to assume annual Fire Life Safety (FLS) inspections of District facilities, simplifying Authority Having Jurisdiction (AHJ) inspection process and reducing associated fees		●							

### System Safety

*BSP Goal: Safety*

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
<b>Design an Audit &amp; Compliance Program to Ensure Regulatory Compliance &amp; Proactive Risk Mitigation</b>										
OPS	Ensure documentation compliance and provide recommendations for improvement						●			
<b>Fencing Security Enhancement</b>										
OID	Complete the final stretch of right of way fence upgrades at Richmond Yard								●	
OPS	A-line fencing improvement: identify potential service impact locations and mitigation measures									●



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### System Safety

*BSP Goal: Safety*

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
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#### Implement Safety Management System

SS	Engage with required stakeholders to revise and approve the BART Public Transportation Agency Safety Plan	●								
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#### State and Federal Regulatory Compliance (CPUC and FTA)

SS	Respond to new regulatory safety requirements	●								
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#### Stormwater Full Capture System (FCS) Equivalency Compliance

SS	Collaborate with Civil Engineering to ensure compliance w/State Water Board 2030 FCS Equivalency requirement	●								
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### Ensure Reliable Rolling Stock

*BSP Goal: System Performance*

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
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#### Implement Bench Test Equipment (BTE)

OPS	BTE qualification: auxiliary power supply equipment systems		●							
OPS	Final acceptance: communications, vehicle automatic train control, and train control management system					●				

#### Implement D/E Vehicle System Overhaul

OPS	Implement subsystems overhauls for D/E vehicles as scheduled	●								
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#### Maintain e-Line Diesel Multiple Units

OPS	Implement overhauls (i.e. brakes, trucks, car couplers, traction motor) and replacements (generator/ engine coupling) as scheduled	●								
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### Facilities & ROW

*BSP Goal: System Performance*

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
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#### Implement Digital Railway

OCIO	Complete the California Middle Mile Fiber Project			●						
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#### Improve Staff Facilities

BPD	Continue planning and seek funding for El Cerrito del Norte police substation replacement facility	●								
OID	Complete Modernization of OCC							●		
OID	Substantial completion of BART Police Department headquarters								●	
OPD	Complete BART Police Department Headquarters move in (from MET)								●	
BPD	Maintain continuity of operations during transition to BPD HQ								●	

### Process Improvement & Data Driven Decision Making

*BSP Goal: Financial Stability/System Performance*

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
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#### Automate Accounting Reconciliation Processes and Financial Reports

OCFO	Review accounting reconciliation processes and identify financial modules and reports for automation using Business Intelligence (BI)	●								
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#### Business Process Improvements

OID	Propose and implement revisions for General Conditions (GC) construction and procurement contracts							●		
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## 2-Year Action Plan for Priority: On Track for the Future

### Process Improvement & Data Driven Decision Making

*BSP Goal: Financial Stability/System Performance*

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
<b>Complete Chief Financial Officer Business Plan strategies</b>										
OCFO	Complete Business Plan and begin implementation of initiatives with highest anticipated ROI		●							
<b>Establish Districtwide Priority Initiatives</b>										
OPD	Complete 2-Year action plans for FY26/27		●							
<b>Establish Metrics Dashboard for Procurement Agreements</b>										
ADMIN	Identify Key Performance Indicators (KPIs) with internal BART stakeholders			●						
ADMIN	Complete implementation of agreements dashboard				●					
<b>Expand Data Analytics</b>										
OCIO	HR Reporting: internal dashboard for absences and overtime				●					
OCIO	BPD Reporting: internal dashboard for progressive policing and monthly Chief's reports					●				
OCIO	Financials Reporting: internal dashboard for expense and invoice aging						●			
OCIO	MaaS Data Strategy (phase1): implement MaaS data into the internal Data Analytics Warehouse							●		
<b>Implement Digital Records Management System</b>										
DSO	Scan and electronically archive on-site documents				●					
DSO	Research and plan development of a digital records management system					●				



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### Process Improvement & Data Driven Decision Making

*BSP Goal: Financial Stability/System Performance*

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
<b>Implement New Procurement Contract Management System</b>										
ADMIN	Identify system requirements, industry best practices, and obtain stakeholder buy-in			●						
ADMIN	Identify and procure a Contract Management System to meet the District's procurement requirements and industry best practices					●				
ADMIN	Implement Contract Management System districtwide									●
<b>Improve Documentation</b>										
OCIO	Implement phase 1 - FusionLive Documentation Management System		●							
OCIO	Implement new invoice scanning solution				●					
OCIO	Implement phase 2 - FusionLive Documentation Management System					●				
OCIO	Complete transportation forms digitization						●			
OCIO	Implement phase 3 - FusionLive Documentation Management System							●		
<b>Improve Service Agreement Administration</b>										
OPS	Implement an improved process for service agreement management							●		
<b>Leverage Artificial Intelligence (AI)</b>										
OCIO	AI framework			●						
OCIO	AI pilot application to inform future development			●						
OCIO	Internal and cloud infrastructure				●					





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### Process Improvement & Data Driven Decision Making

*BSP Goal: Financial Stability/System Performance*

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
<b>Leverage Artificial Intelligence (AI)</b>										
OCIO	Policy and procedures, cyber security				●					
<b>New Agenda Management System</b>										
DSO	Select Vendor			●						
DSO	Complete Migration to New System					●				
<b>Streamline Materials and Services Acquisition</b>										
OPS	Board Approval for streamlined procurement (at least 2)					●				
<b>Streamline Permitting and Plan Review in Coordination with State Fire Marshall</b>										
OPS	Simplify State Fire Marshall office's plan review for projects					●				
<b>Update Administrative Practices &amp; Procedures</b>										
ADMIN	Develop department specific metrics						●			
ADMIN	Conduct "as is" assessment with stakeholder engagement to identify areas for update								●	
ADMIN	Complete procurement manual policies and procedures update									●
<b>Update Systems &amp; Technology to Improve Workflow</b>										
BPD	Design and coordinate technology for BPD HQ to streamline the workflow of daily operations and cut costs		●							



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### Process Improvement & Data Driven Decision Making *BSP Goal: Financial Stability/System Performance*

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
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#### Utilize Technology to Update Administrative and HR Functions

ADMIN	Integrate AI technology to streamline administrative and HR functions	●								
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### Small Business Programs *BSP Goal: Equity*

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
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#### Measure Small Business Success

OCR	Implement Key Performance Indicators (KPIs) focused on the District's small business programs	●								
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#### Support Small Businesses

OCR	Monthly contract compliance monitoring of small business contract participation	●								
OCR	Ongoing monitoring of changing regulatory landscape and adjust District's small business programs as needed	●								
OCR	Increase small business engagement and opportunity through outreach: complete 12 events per year	●								
OCR	Complete 2025 Disparity Study					●				
OCR	Host an annual large in-person small business networking meeting (Small Business Summit)					●				●



## 2-Year Action Plan for Priority: On Track for the Future

### Sustainability & Resiliency

*BSP Goal: Environment*

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
<b>Advance Sustainability</b>										
OPD	Update Sustainability Action Plan			●						
OPD	Start construction for customer EV charging				●					
OPD	BART Board consideration of renegotiated PG&E contract							●		

### Transit-Oriented Development (TOD) Program

*BSP Goal: Economy*

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
<b>Advance TOD Program</b>										
OPD	Complete A-line Job Attractions Study			●						
OPD	Develop a TOD asset management dashboard			●						
OPD	El Cerrito Plaza TOD groundbreaking				●					
OPD	Issue RFP/RFQ for Fremont or Hayward TOD					●				
OPD	Complete Lake Merritt Phase 1 TOD construction							●		
OPD	North Berkeley TOD groundbreaking							●		
OPD	Update TOD financial model and complete residential surveys									●