



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
Advance Equal Employment Opportunity Program (EEOP) Initiatives										
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					●				
Attract qualified employees through a Comprehensive Workforce Development Program										
ADMIN	Implement external pipelines and internal advancement programs with a focus on electricians, technicians, mechanics, and police personnel									●
Employee Training & Support										
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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BSP Goal: Workforce

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
Employee Training & Support										
OPS	Centralized training documentation database					●				
OPS	Updated training manuals along with two year refresher courses					●				
Engage Workforce										
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									●
Fully Staff OCC Train Controllers										
OPS	Addition of three train controllers per year	●								
Hire, Train, & Retain BPD Personnel										
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

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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
Engage with Regional and Local Partners on Safety Preparation & Response										
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	●								
Implement Transportation Protocol Incident Command System (ICS) training										
OPS	Adapt ICS training for the Transportation environment and coordinate with Operations personnel to begin training across the District		●							
Transition to Office of the State Fire Marshall (OSFM) Facility Inspections										
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
Design an Audit & Compliance Program to Ensure Regulatory Compliance & Proactive Risk Mitigation										
OPS	Ensure documentation compliance and provide recommendations for improvement						●			
Fencing Security Enhancement										
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				
Implement Safety Management System														
SS	Engage with required stakeholders to revise and approve the BART Public Transportation Agency Safety Plan													
State and Federal Regulatory Compliance (CPUC and FTA)														
SS	Respond to new regulatory safety requirements													
Stormwater Full Capture System (FCS) Equivalency Compliance														
SS	Collaborate with Civil Engineering to ensure compliance w/State Water Board 2030 FCS Equivalency requirement													
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				
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													
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
Implement Digital Railway										
OCIO	Complete the California Middle Mile Fiber Project			●						
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
Automate Accounting Reconciliation Processes and Financial Reports										
OCFO	Review accounting reconciliation processes and identify financial modules and reports for automation using Business Intelligence (BI)	●								
Business Process Improvements										
OID	Propose and implement revisions for General Conditions (GC) construction and procurement contracts							●		



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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
Complete Chief Financial Officer Business Plan strategies										
OCFO	Complete Business Plan and begin implementation of initiatives with highest anticipated ROI		●							
Establish Districtwide Priority Initiatives										
OPD	Complete 2-Year action plans for FY26/27		●							
Establish Metrics Dashboard for Procurement Agreements										
ADMIN	Identify Key Performance Indicators (KPIs) with internal BART stakeholders			●						
ADMIN	Complete implementation of agreements dashboard				●					
Expand Data Analytics										
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							●		
Implement Digital Records Management System										
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			
Implement New Procurement Contract Management System													
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												●
Improve Documentation													
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							●					
Improve Service Agreement Administration													
OPS	Implement an improved process for service agreement management							●					
Leverage Artificial Intelligence (AI)													
OCIO	AI framework			●									
OCIO	AI pilot application to inform future development			●									



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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			
Leverage Artificial Intelligence (AI)													
OCIO	Internal and cloud infrastructure				●								
OCIO	Policy and procedures, cyber security				●								
New Agenda Management System													
DSO	Select Vendor			●									
DSO	Complete Migration to New System					●							
Streamline Materials and Services Acquisition													
OPS	Board Approval for streamlined procurement (at least 2)					●							
Streamline Permitting and Plan Review in Coordination with State Fire Marshall													
OPS	Simplify State Fire Marshall office's plan review for projects					●							
Update Administrative Practices & Procedures													
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										●		



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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			
Update Systems & Technology to Improve Workflow													
BPD	Design and coordinate technology for BPD HQ to streamline the workflow of daily operations and cut costs		●										
Utilize Technology to Update Administrative and HR Functions													
ADMIN	Integrate AI technology to streamline administrative and HR functions	●											
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			
Measure Small Business Success													
OCR	Implement Key Performance Indicators (KPIs) focused on the District's small business programs	●											
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)					●						●	



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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
Advance Sustainability										
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
Advance TOD Program										
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									●