



2-Year Action Plan for Priority: Rider Experience OVERVIEW

Central to BART's vision, mission, and ridership growth is to deliver an excellent customer experience, which also builds confidence in BART. This work includes initiatives to improve service, reliability and cleanliness; increase safety and security; deliver a capital program that improves the rider experience; activation, engagement and outreach; public communications; addressing homelessness and connecting to social services; improving access; ridership development; and regional coordination.

Improve Service, Reliability & Cleanliness

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
Continue Responsive Service Planning										
OPS	Continue to monitor emerging rider needs and adjusting train length and service accordingly	●								
Ensure Reliability										
OPS	Prioritize heavy maintenance, rail replacement, grinding, welding and surfacing	●								
OPS	Avoid slow orders by achieving wayside equipment system QPR performance goals			●						
Improve Systemwide Cleanliness										
OPS	Improve external cleaning of fleet	●								
OPS	Evaluate scrub crew schedule and effectiveness and adjust as needed	●								
OPS	Station clean out of obsolete materials and equipment, reducing risk of fire and improving cleanliness of stations	●								



2-Year Action Plan for Priority: Rider Experience

Increase Safety & Security

BSP Goal: Safety

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
------------------	-----------------------	---------	---------	---------	---------	---------	---------	---------	---------	---------

Align with Commission on Accreditation for Law Enforcement Agencies & Peace Officer Standards & Training

BPD	Annual review to optimize and maintain department performance standards	●								
-----	---	---	--	--	--	--	--	--	--	--

Continue BPD Deployment Strategy for System Visibility

BPD	Semi-annual evaluation and optimization of deployment to address agency needs	●								
-----	---	---	--	--	--	--	--	--	--	--

Educate the Public to Improve Safety Perception

OEA	Support PD recruitment: social media posts, poster campaigns, new BPD HQ profile, and new still photos									●
-----	--	--	--	--	--	--	--	--	--	---

Improve Customer Awareness of BPD Contacts

OEA	Produce and begin installation of BPD contact car card backing decals			●						
-----	---	--	--	---	--	--	--	--	--	--

Leverage Data for Ongoing Improvement

BPD	Evaluate and refine the App used by Crisis Intervention Specialists to strengthen accountability and Key Performance Indicators (KPIs)						●			
BPD	Conduct quarterly performance review (QPR) analyzing presence and overall crime statistics to assess progress and inform strategic decisions						●			

Renovate 16th St. BART Plazas

OPD	Complete concept design				●					
-----	-------------------------	--	--	--	---	--	--	--	--	--



2-Year Action Plan for Priority: Rider Experience

Capital Program: Improve Rider Experience

BSP Goal: Experience

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
Advance Delivery of the Core Capacity Program										
OPS	Ongoing implementation of D-Car Axle modifications for CBTC	●								
OPS	Ongoing implementation of E-Car wiring modifications for CBTC	●								
SS	CBTC/TPSS/HMC (Safety Certifications)	●								
OID	Substantial completion for Montgomery substation			●						
OPS	Complete delivery of additional 354 E cars				●					
OID	Communications Based Train Control (CBTC) phase 1: Lake Merritt Operations Control Center (OCC) Automatic Train Supervision(ATS) first implementation							●		
OID	Notice of Award for East Bay substations							●		
OID	Begin installation and testing of CBTC on pilot D Cars									●
OID	Complete wayside installation of CBTC phase 2 (W-Line)									●
OPS	Ensure OCC readiness for CBTC testing and shadow mode									●
Advance Digital railway										
OCIO	Begin construction of station wi-fi		●							
OCIO	Secure a commercial 5G upgrade agreement for the BART underground cellular network			●						



2-Year Action Plan for Priority: Rider Experience

Capital Program: Improve Rider Experience

BSP Goal: Experience

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
Advance Station Modernization										
OID	Complete remaining new canopies in Downtown San Francisco stations				●					
Complete Next Generation Faregates (NGFG) Installation										
OID	Complete installation of NGFG systemwide with support from Operations			●						
Ensure High Quality Environment During Construction										
OID	Pilot effort to improve visual quality of construction staging by partnering with the art program and/or external affairs						●			
Implement District Lighting Improvement										
OID	Complete lighting improvements at 4 BART locations annually with support from Operations	●								
Perform Station Glow Ups										
OID	Perform 4 station Glow Ups annually	●								
OID	Develop assessment and funding implementation plan for criteria of a Station "Glow Up"					●				
Rebuild Infrastructure										
OID	34.5kV Cable Replacement K Line: begin construction				●					
OID	Restore power to 2 out of service traction power substations									●



2-Year Action Plan for Priority: Rider Experience

Capital Program: Improve Rider Experience

BSP Goal: Experience

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
------------------	-----------------------	---------	---------	---------	---------	---------	---------	---------	---------	---------

Replace Destination Sign System Replacement

OID	Develop a universal design and funding/implementation plan for aboveground and underground stations									●
-----	---	--	--	--	--	--	--	--	--	---

Activation, Engagement & Outreach

BSP Goal: Experience

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
------------------	-----------------------	---------	---------	---------	---------	---------	---------	---------	---------	---------

Activate Stations & Trains

OEA	Hold public events on trains 5 per year	●								
OEA	Hold at least 4 public events at stations per year						●			

Board Engagement

OPD	Coordinate annual BART Board workshop	●								
-----	---------------------------------------	---	--	--	--	--	--	--	--	--

Build Community Relationship through Art & Cultural Engagement

OPD	Initiate new and/or continue community and temporary programs (minimum 2 annually)	●								
OPD	Advance art capital project design and implementation, as funds are available	●								
OPD	Award contracts for art maintenance and conservation contracts to maintain the art collection			●						

Engage Directly with Key Stakeholders, Communities & Government Partners

OEA	Youth engagement- reach out to school for Clipper Youth programs- twice a year	●								
-----	--	---	--	--	--	--	--	--	--	--



2-Year Action Plan for Priority: Rider Experience

Activation, Engagement & Outreach										BSP Goal: Experience	
Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4	
Engage Directly with Key Stakeholders, Communities & Government Partners											
OEA	Sign up seniors for clipper cards - twice a quarter										
Engage Youth - Gen Z strategy											
OEA	Attend community events 3 per year										
OEA	Expand anime project via new merchandise, posters, and character art										
OEA	Expand rider guides, including anime and summer guides, and use on social media										
Expand Partnerships											
BPD	Further expand partnerships with the community and county agencies to address community wide challenges										
OEA	Establish formal partnerships in counties that BART operates through, including pathways to connect people to coordinated entry										
Expand Short Story Campaign											
OEA	Install one new kiosk and two discs, and launch a short story contest										
Grow Digital Engagement											
OEA	Develop and implement YouTube strategy, including line to line videos, long form videos, ASMR video, BART yard livestream, etc.										
Implement 2026 Customer Satisfaction Survey											
OEA	Select vendor, draft survey, field survey and produce report										



2-Year Action Plan for Priority: Rider Experience

Activation, Engagement & Outreach

BSP Goal: Experience

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
------------------	-----------------------	---------	---------	---------	---------	---------	---------	---------	---------	---------

Increase Social Media Presence

BPD	Grow BPD social media followers by 30% and provide content to BART Communications bi-weekly to post on social media			●						
-----	---	--	--	---	--	--	--	--	--	--

Partner on World Cup & Superbowl

OPS	Coordinate with host committee to ensure high-quality service and engagement in major events						●			
-----	--	--	--	--	--	--	---	--	--	--

Public Communications

BSP Goal: Experience

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
------------------	-----------------------	---------	---------	---------	---------	---------	---------	---------	---------	---------

Brand Standards Education & Enforcement

OEA	Standards education and enforcement/quarterly audit of District needs for brand training	●								
OEA	Add brand standards module to new hire orientation		●							

Continue Infrastructure Storytelling

OEA	Continue storytelling effort, including new video and photos, final rail car delivery event, and up to two stories	●								
-----	--	---	--	--	--	--	--	--	--	--

Deploy New Ethnic Media Strategy

OEA	Identify media contacts and non-English speaking contractors, build relationships, place article in ethnic publications, and refresh ethnic media list	●								
-----	--	---	--	--	--	--	--	--	--	--

Launch Fare Gate Publicity

OEA	Launch press conferences in Alameda and San Mateo County			●						
-----	--	--	--	---	--	--	--	--	--	--



2-Year Action Plan for Priority: Rider Experience

Address Homelessness & Connect to Social Services							BSP Goal: Experience			
Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
Manage Encampments										
OEA	Continue to develop strong partnerships with counties and cities where encampments impact the BART system and infrastructure									
Pursue State & Regional Funding										
OEA	Apply for funding to offset operating funds used to address homelessness, including encampment resolution funds and potential partnerships with counties									
OEA	Advocate for legislative amendment to allow BART to apply for funding addressing homelessness									
Update Homeless Action Plan										
OEA	Complete an update of the plan, including goals and deliverables									
Ridership Development							BSP Goal: Experience			
Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
Leverage Bartable to Grow Ridership										
OEA	Develop up to 200 marketing partnerships annually to grow ridership									
OEA	Update look/feel of BARTable website, email newsletter and socials									
Paid Advertising Campaigns										
OEA	Quarterly campaigns highlighting District initiatives									



2-Year Action Plan for Priority: Rider Experience

Improve Access

BSP Goal: Experience

Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
Implement Mobility as a Service (MaaS)										
OCIO	Continued improvement of First Mile and Last Mile services: target up to 2 partners annually (e.g., Uber and Lyft)	●								
OCIO	Completion of BART official App Redesign				●					
OCIO	Complete the implementation for Pathways Pilot at 3 stations				●					
OCIO	Complete implementation of real time train movement on BART App					●				
OCIO	Complete integration with Clipper 2 payment on BART official App for non-transit					●				
OCIO	Begin Implementation of incentives and rewards through MaaS							●		
Improve Customer Payment										
OID	Complete installation of Clipper 2 systemwide			●						
OCFO	Complete back-end functionality for expanded fare payment options							●		
OCFO	Implement group travel smart card									●
Improve Multimodal Station Access										
OPD	Finalize Iron Horse Trail ROW certification		●							
OPD	Complete the Bicycle Preferred Path of Travel Capital Plan phase II							●		
OPD	Close out Safe Routes to BART: Cycle 2									●



2-Year Action Plan for Priority: Rider Experience

Improve Access										BSP Goal: Experience	
Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4	
Improve Paratransit & Accessibility											
OPD	Launch modernized paratransit software (phase 1 - East Bay Paratransit)										
Improve Passenger Real-Time Information											
OID	Award contract for PA System improvements at Lafayette and Powell Stations										
Improve Passenger Station Navigation											
OPD	Install regional standard bus bay numbering at 5-10 stations										
OPD	Install station access signage (including parking) at 3-5 stations										
Regional Coordination										BSP Goal: Experience	
Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4	
Implement Fare Coordination & Integration to Grow Ridership											
OCFO	Free and reduced cost transfers available to all C1+ and C2 Clipper users										
OCFO	Deliver expanded BayPass customer base (i.e., range of industries and geographies) and double participation to 5% of BART ridership										
Improve Schedule Coordination between Regional Transit Agencies											
OPS	Collaborate with regional transit partners to sync up schedules and communicate these improvements publicly semiannually										



2-Year Action Plan for Priority: Rider Experience

Regional Coordination										BSP Goal: Experience			
Executive Office	Milestone Description	Ongoing	FY26 Q1	FY26 Q2	FY26 Q3	FY26 Q4	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4			
Regional Mapping & Wayfinding													
OPD	Support MTC in completing pilot concept designs			●									
OPD	Support MTC to develop regional standards and implement pilots at 4 BART stations											●	
Regional Planning													
OPD	Submit BART comments on MTC Plan Bay Area 2050+ draft plan/DEIR						●						
Support Regional Network Management													
OPD	Support Regional Network Management Work Plan and Transit Transformation Action Plan Implementation	●											