

San Francisco Bay Area Rapid Transit District

Board Workshop

2026



# ► Grow Ridership and Build Confidence

Board Workshop

February 12, 2026



# Delivering in FY26 for Success in FY27

## FY26: Focused on Success

### Financial Stability

- Planning for multiple futures
- Ongoing efficiencies and cost saving efforts

### Focus on the Customer:

- Retain high customer satisfaction
- Continue Clean and Safe
- BART App updates and Wi-Fi improvements
- Next Generation Fare Gates
- Station and infrastructure improvements
- Clipper 2

## FY27: Planning for Multiple Futures

Nov 2026  
General  
Election

### Measure Passes: Base Budget

Continue to Deliver High Quality Transit and Ensure Financial Stability

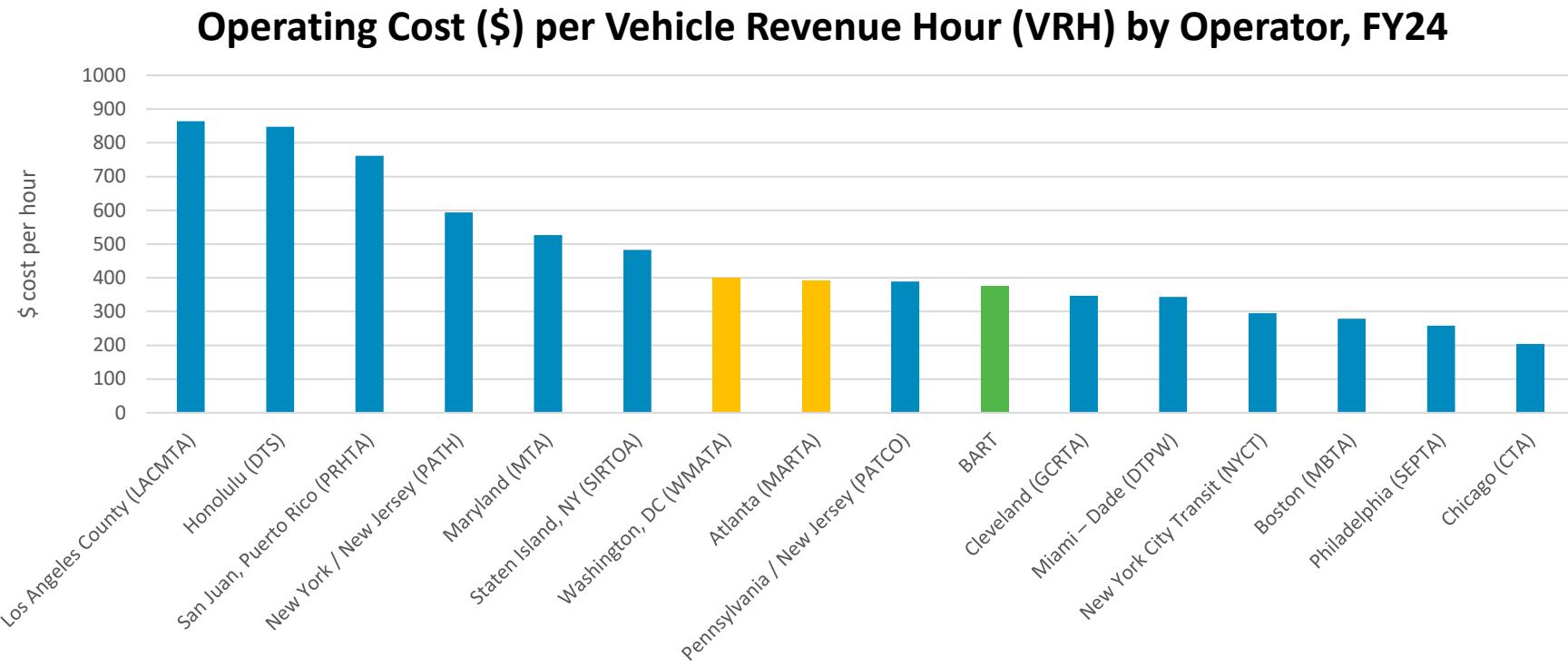
### Measures Fails: Alternative Budget

\$300M+ in budget cuts and deferrals

# Focus on Financial Stability



# BART Service is Efficient Compared to Other Operators



- BART's costs are lower than its two closest structural peers (WMATA and MARTA) while operating in a high-cost region
- Operators with lower costs primarily operate dense city subways rather than longer-haul regional or commuter rail

Source: National Transit Database; Bureau of Labor Statistics, CPI Index for All Urban Consumers (US City Average)

# BART Has Been Reducing Expense and Increasing Revenues

*Cumulative deficit reductions between FY20 and FY25*

- **Service Right-Sizing (\$265M)**
  - Reduced service during COVID (2020 and 2021)
  - Shorter trains reduce power and maintenance costs
- **Workforce and Structural Right-Sizing (\$170M)**
  - District Retirement Incentive Program (DRIP)
  - Strategic hiring freeze
  - Elimination of long vacant positions post-COVID
  - Indefinite deferral of planned staffing increases
  - Negotiated less than inflation employee wage increases
- **Operational Efficiencies (\$459M)**
  - Rail cars delivered below budgeted cost
  - LED lighting installation in BART parking garages
  - Reduced payments to other operators
  - Improved capital reimbursement recoveries
- **Operating Revenue Development (\$103M)**
  - Sustained inflation-based fare increases
  - Additional revenue from Next Generation Fare Gates
  - New fare products (e.g., Clipper BayPass)
  - Leasing excess capacity at BART parking lots
- **Additional Funding Secured Through Advocacy (\$272M)**
  - Secured additional American Rescue Plan Act (ARPA) allocation
  - Increased Low Carbon Fuel Standard (LCFS) credit allocations
  - Successful joint advocacy against electric transmission and distribution rate increases

# New Revenue Will Not Eliminate Deficits

- Continued focus on cost growth containment required for several years
  - FY27 operating budget deficit reduced by \$20M after direction by General Manager and Board President
- Staff supporting SB 63 Financial Efficiency Measures study
  - Will incorporate relevant findings and recommendations into future budgets
- Future operating budget-funded capital commitments to projects underway are at risk
  - Capital allocation suspensions may need to be extended

# Focus on the Customer

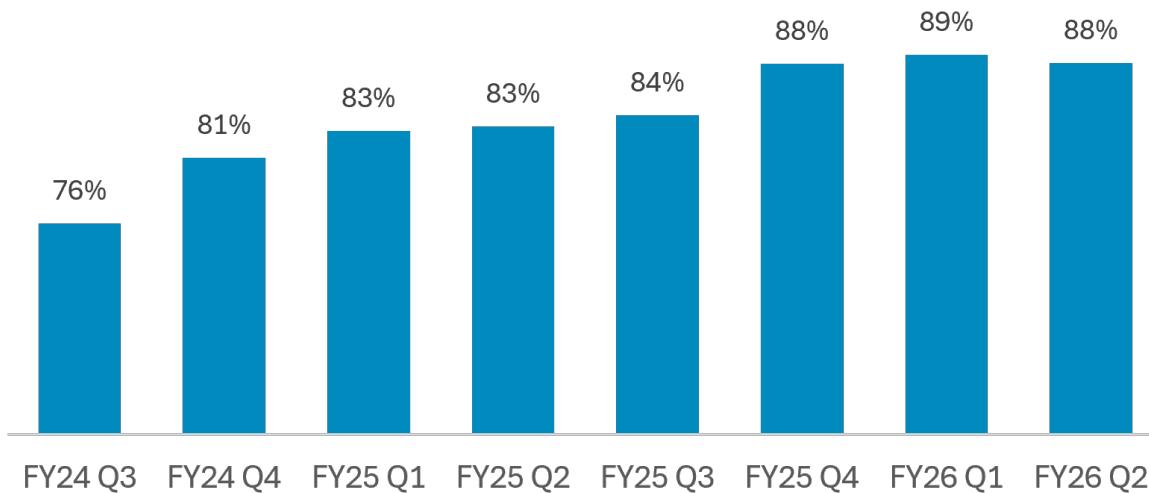


# Customer Satisfaction Continues to be High

Customer satisfaction trends reflect improvements made to rider experience

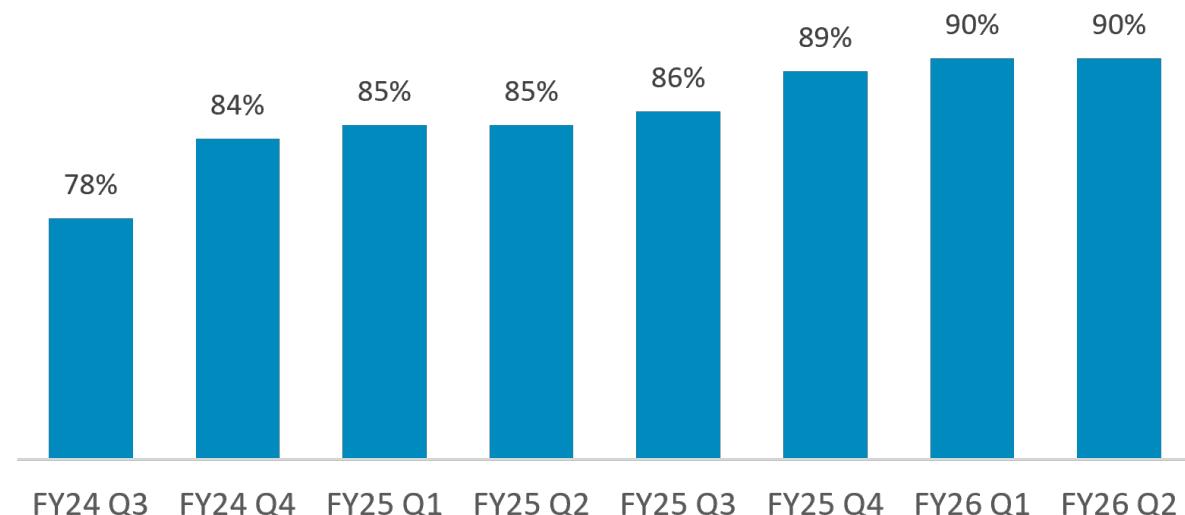
## Overall Customer Satisfaction

*Overall, how satisfied are you with the services provided by BART?*



## On-Train Experience

*Your experience with the BART train you are on right now:*



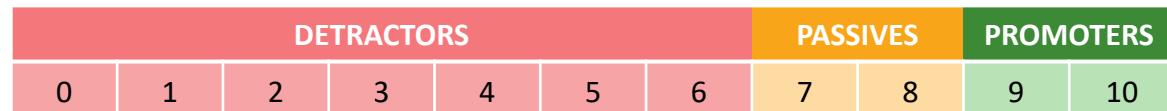
Source: BART Passenger Experience Survey – satisfaction rating is percentage of riders who selected very satisfied or somewhat satisfied

# BART's Net Promoter Score is Trending Up

## How's Net Promoter Score (NPS) calculated?

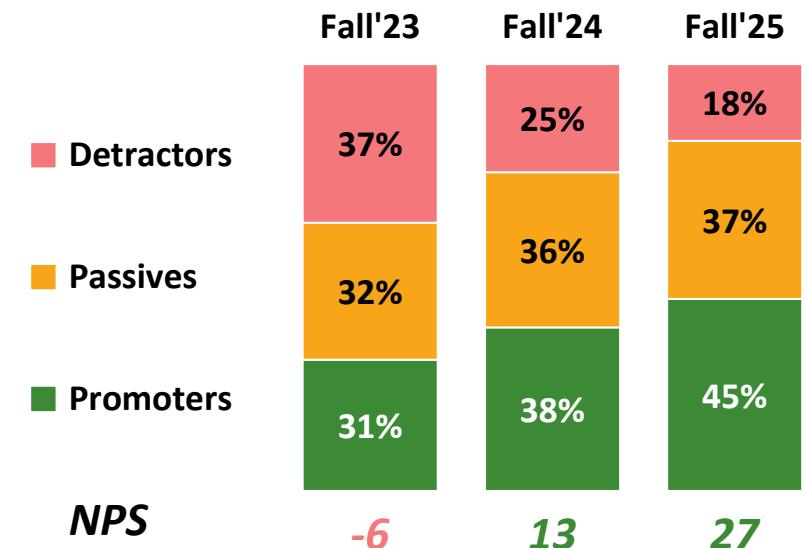
- Respondents are asked to rate the likelihood to recommend BART to a friend or colleague on a 11-point scale
- 0-6 ratings are termed “Detractors” and 9-10 are “Promoters”
- NPS, a measure of rider loyalty, is the difference between Promoters and Detractors

## How likely are you to recommend BART to a friend or colleague?



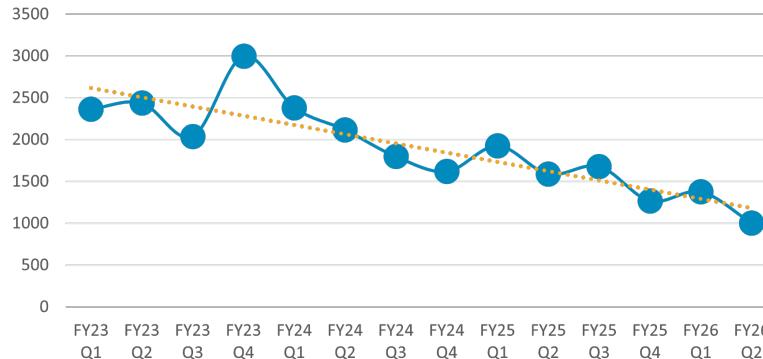
**Net Promoter Score**  
(% Promoters - % Detractors)

Best possible score: **+100**  
Lowest possible score: **-100**

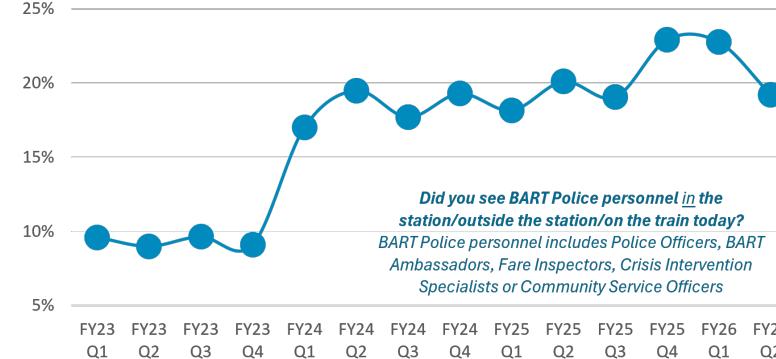


# Safe, Clean, and Reliable

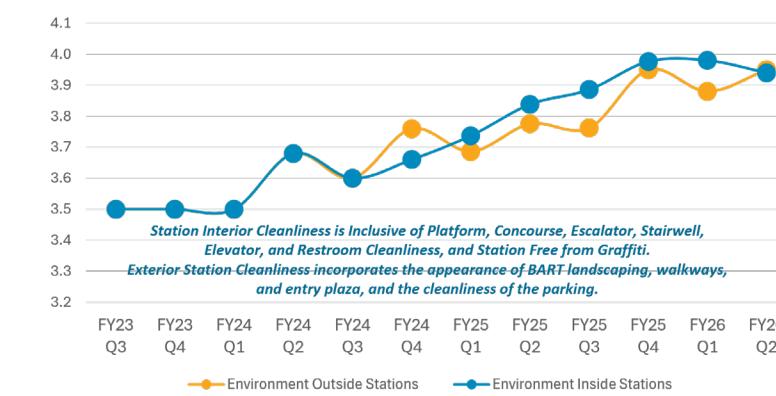
Trains Delayed due to Police and Security



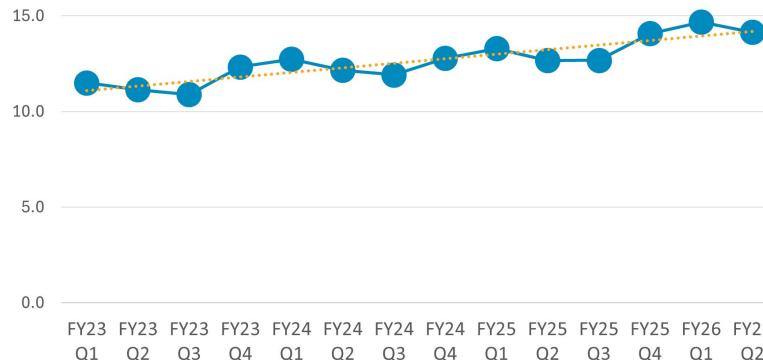
Police Presence



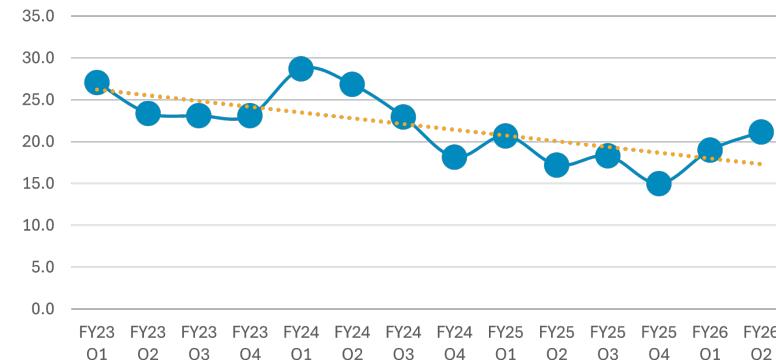
Station Cleanliness



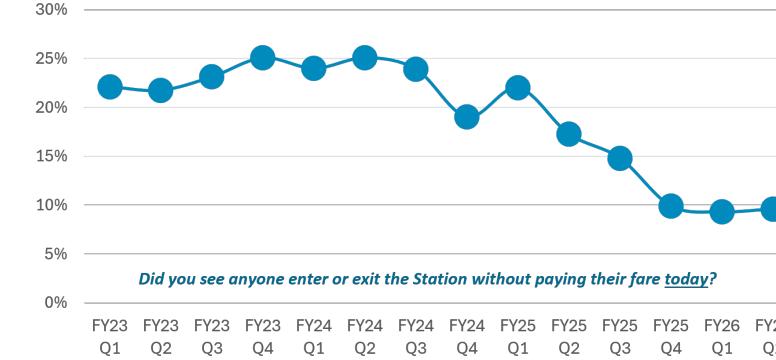
Monthly Ridership (M)



Customer Complaints per 100k trips

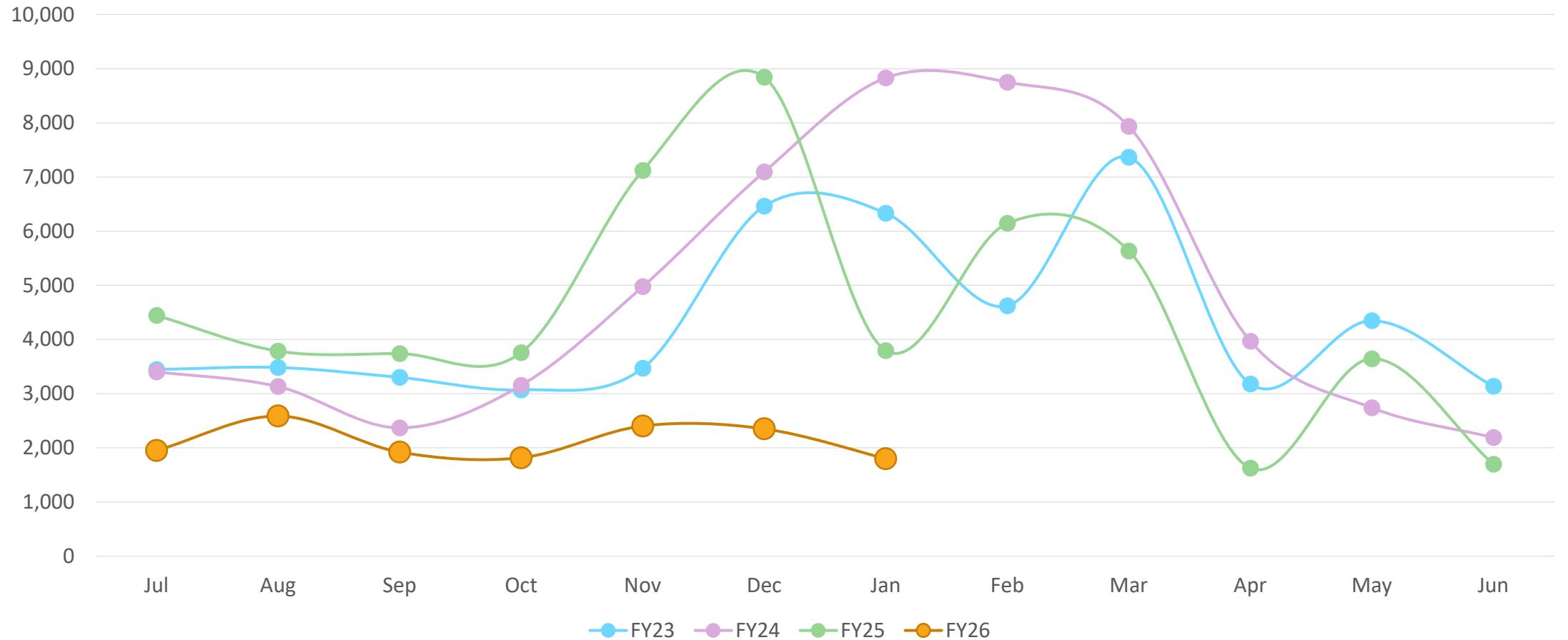


Fare Evasion



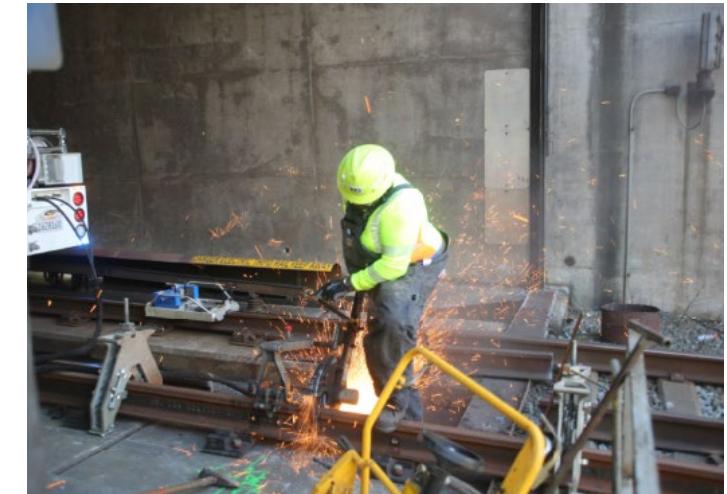
# Reliability Trends and Successes

Delayed Trains by Fiscal Year and Month Comparison



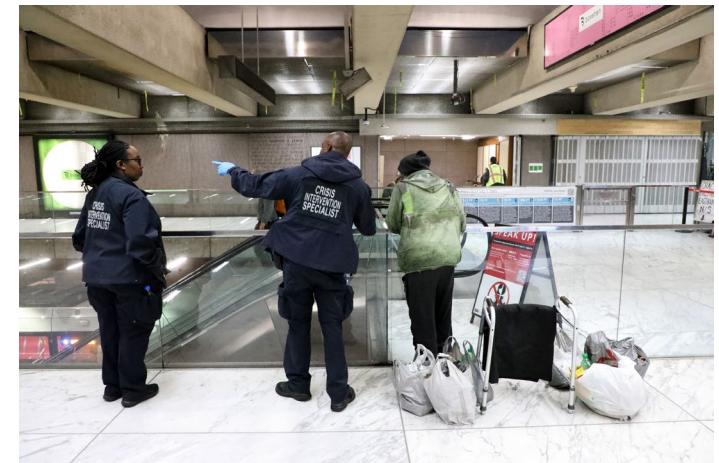
# Operations in 2026 – Build on Successes

- Continue to drive on-time performance increase
- Deliver world-class service for World Cup
- Sustain momentum on infrastructure implementation
  - Communication-based Train Control (CBTC) construction in West Bay and transbay tube
  - A85 (between Union City and Fremont) interlocking rebuild
  - Measure RR work (e.g., traction power, lighting)
- Uplift morale and promote retention



# Safety and Security: Emphasis on Visibility and Presence

- Presence on trains and in stations via high visibility deployment strategies
  - Non-sworn support: Transit Ambassadors, Crisis Intervention Specialists (CIS), Fare Inspection Officers and Community Service Officers
  - Zone Commanders develop strategies to address localized issues and concerns voiced by our riders
  - Teams strategically placed at stations to focus on identified safety issues
  - Collaboration with allied agencies to address crime and quality of life issues



# Safety and Security: Successes in 2025

- Our focus on safety is making a difference – overall crime rate plummeted 41% in 2025 compared to the previous year
  - 31% decline in violent crime and 43% drop in property crime
  - Fare Gates act as a deterrent against unwanted behavior
  - Response time is among the fastest for any regional law enforcement agency: Tier 1 emergency response in December was under five minutes



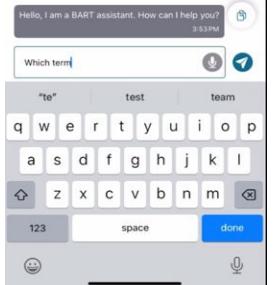
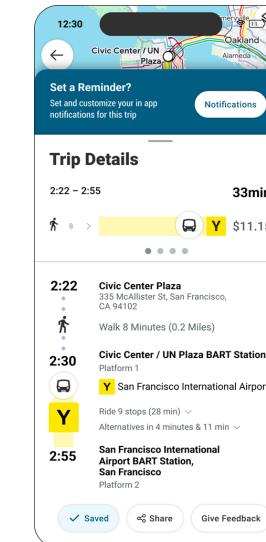
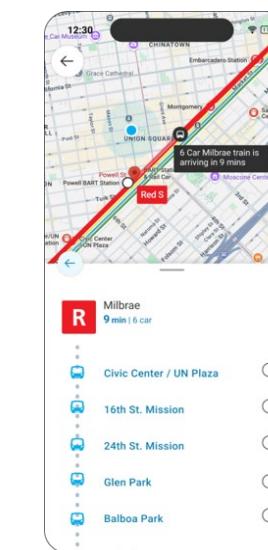
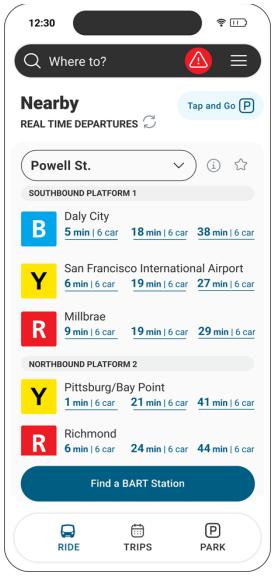
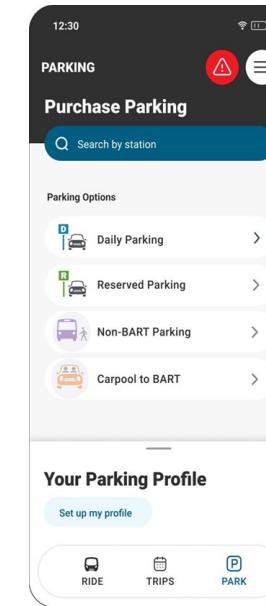
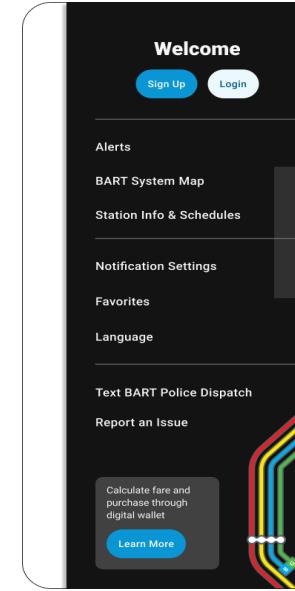
# Upcoming BART App Updates in 2026

## • Completed updates

- Added "Report an Issue" function
- Improved parking payment features
- Added line color icons consistent with web and map

## • Updates to come

- Modernized look and train tracker map feature
- User experience improvements
- Reduce the number of clicks to get the info you want
- In-app notification when train reaches destination
- Improving the readability of trip instructions and accessibility improvements
- AI chat bot offering voice enabled or text customer support answering questions



# Station Wi-Fi is Here

## Benefits of station wi-fi:

- Riders have reliable wi-fi that does not rely on data plans
- Riders can access digital fare payments and emergency communications
- Riders maintain connectivity on cell network during high density events
- International visitors can communicate without US roaming plan
- Uninterrupted connectivity for medical/health monitoring devices

## Implementation Timeline



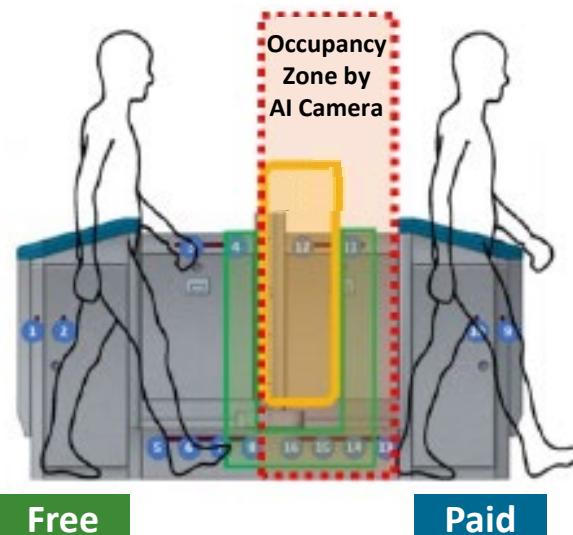
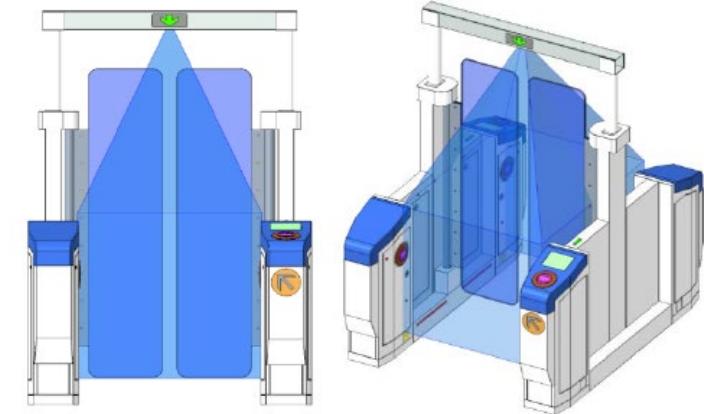
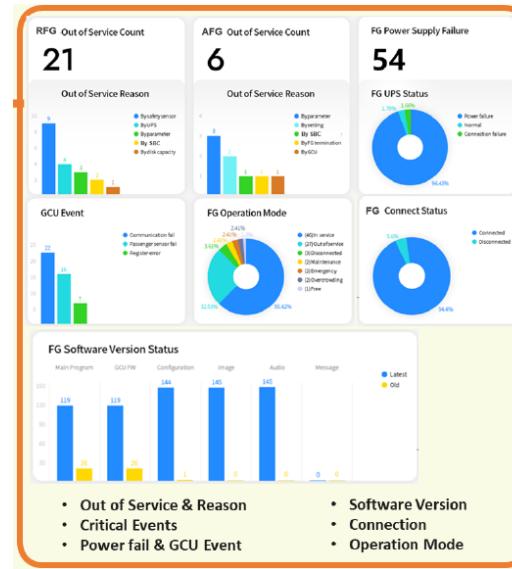
# Market Street Canopies Project

- Substantial completion of 18 entrance canopies serving the four downtown Market Street BART/Muni stations
- Canopies provide weather protection required by Code for installation of new escalators
- Safety and security enhancements include roll-up grille to close off entrance at street level
- Canopies feature glass walls and low-profile roof for transparency, and bas-relief art embedded in the ceiling



# Next Gen Fare Gates: Upcoming Improvements

- Fare gates Dashboard
- Enhanced AI sensor usage
- Occupant Detection Zone
- Enhanced Fare gate Response Time
- Elevators – Civic Center & Bay Fair
- Additional Hardening



# Next Gen Fare Gates: Additional Hardening



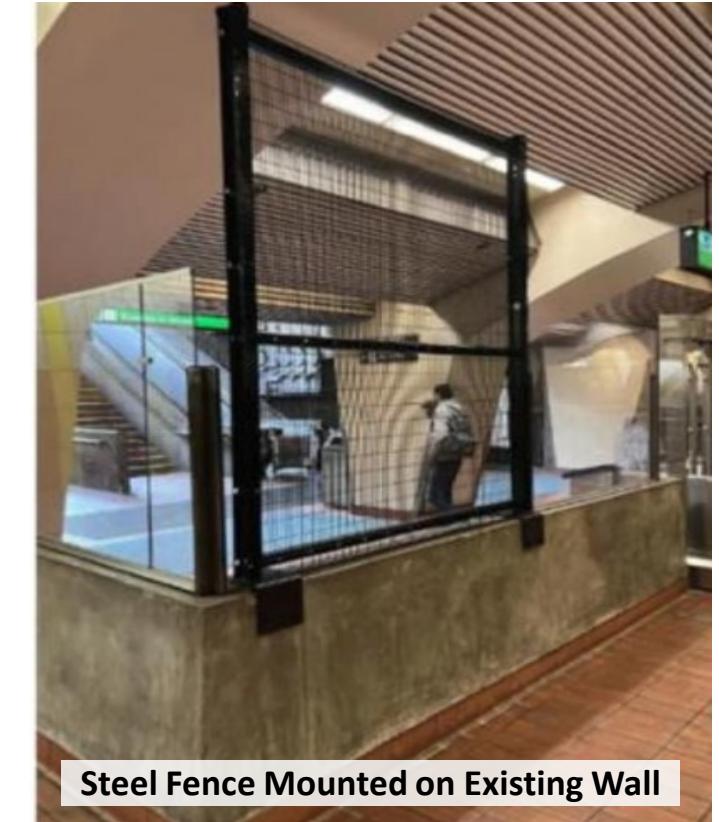
Lexan Barrier on New Steel Posts (San Bruno)



Lexan Mounted on Existing Wall (24<sup>th</sup> Street)



Steel Wire Barrier on New Steel Posts

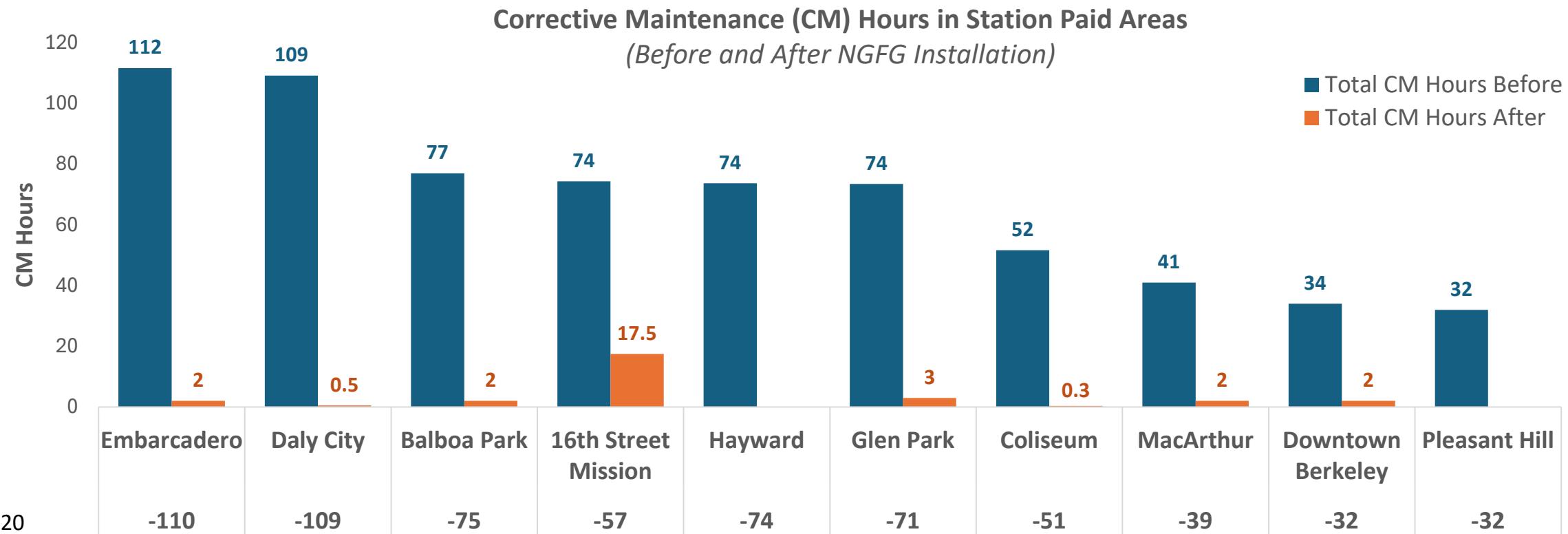


Steel Fence Mounted on Existing Wall

# Next Gen Fare Gate Successes

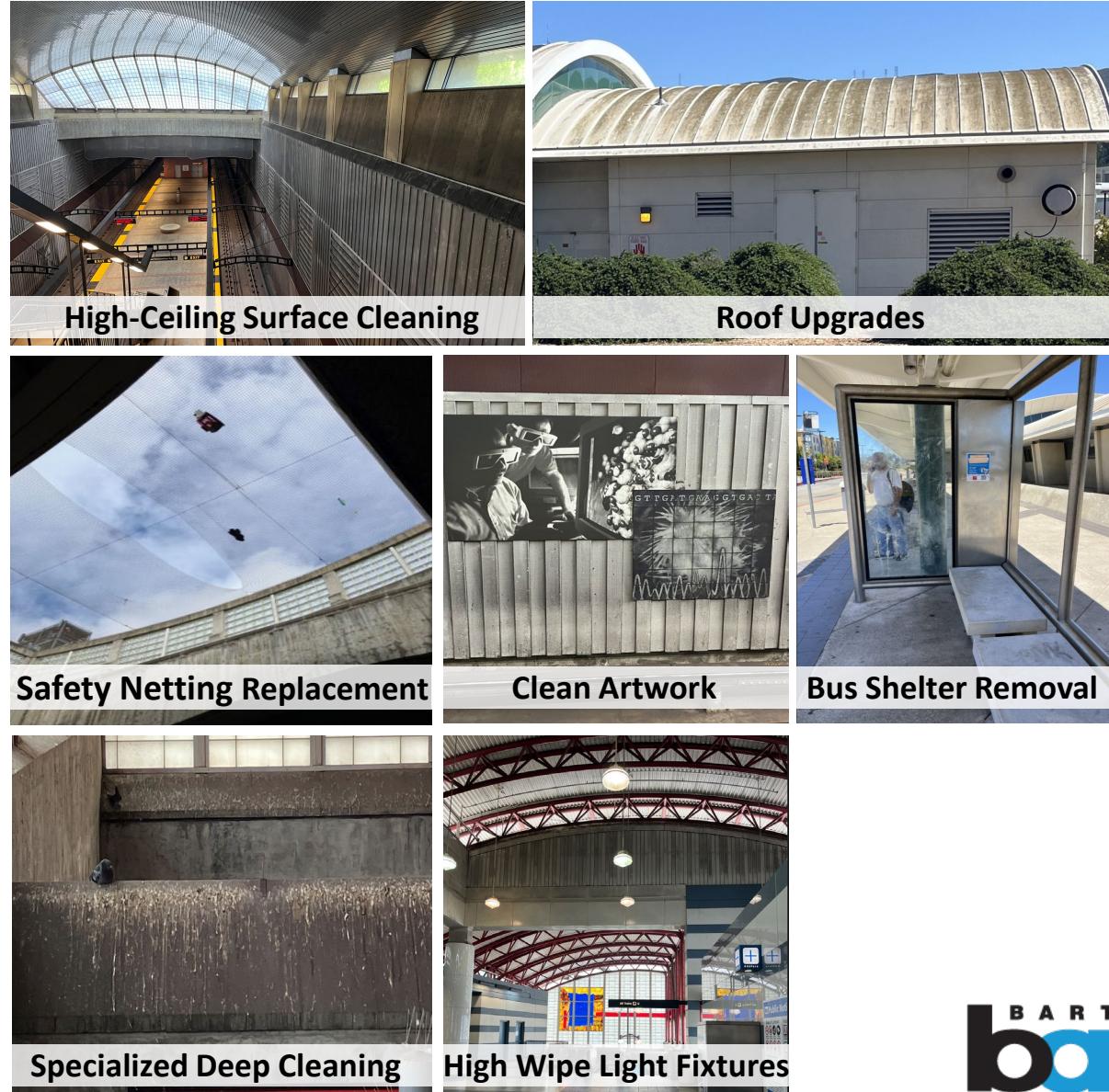
Hours spent on patron related Corrective Maintenance (CM) within the paid area of stations reduced significantly after NextGen Fare Gate (NGFG) installations

Systemwide Improvement: 961-hour reduction in 6 months post installation

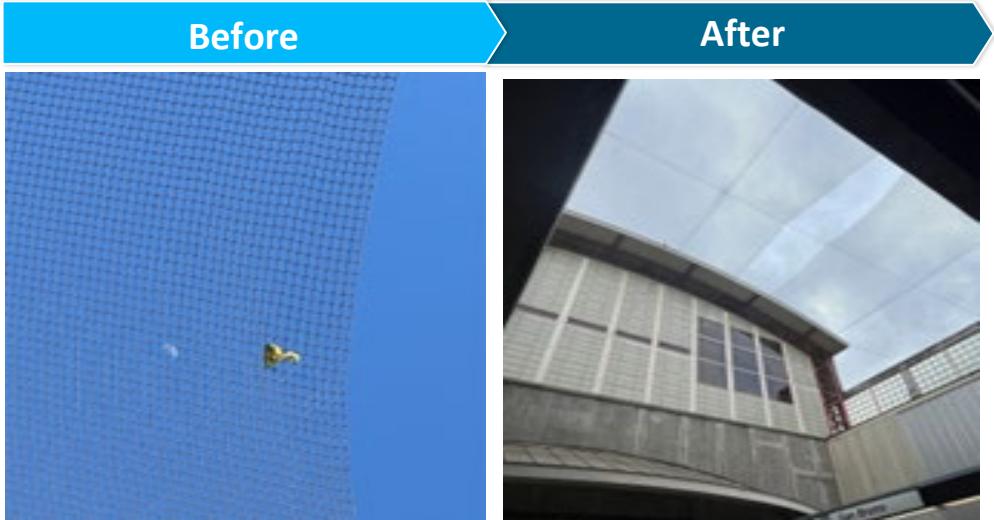


# Station Glow-Ups

- **LED Lighting:** Upgrades & Lighting Improvements
- **Station Interiors:** Deep Cleaning, Debris and Clutter Removals, Including Old/Unused Equipment
- **Station Exteriors:** Pavement, Bus Shelters, Roof, Gutter, Drain Repairs and Cleaning
- **Bird Control:** Falcon Force & Flock Free System
- **Next stations:** Colma, South San Francisco, San Bruno, Millbrae



# Station Glow-Ups - Examples



San Bruno: Removed Debris From Safety Net



Colma: Removed Damaged Hanging Artwork



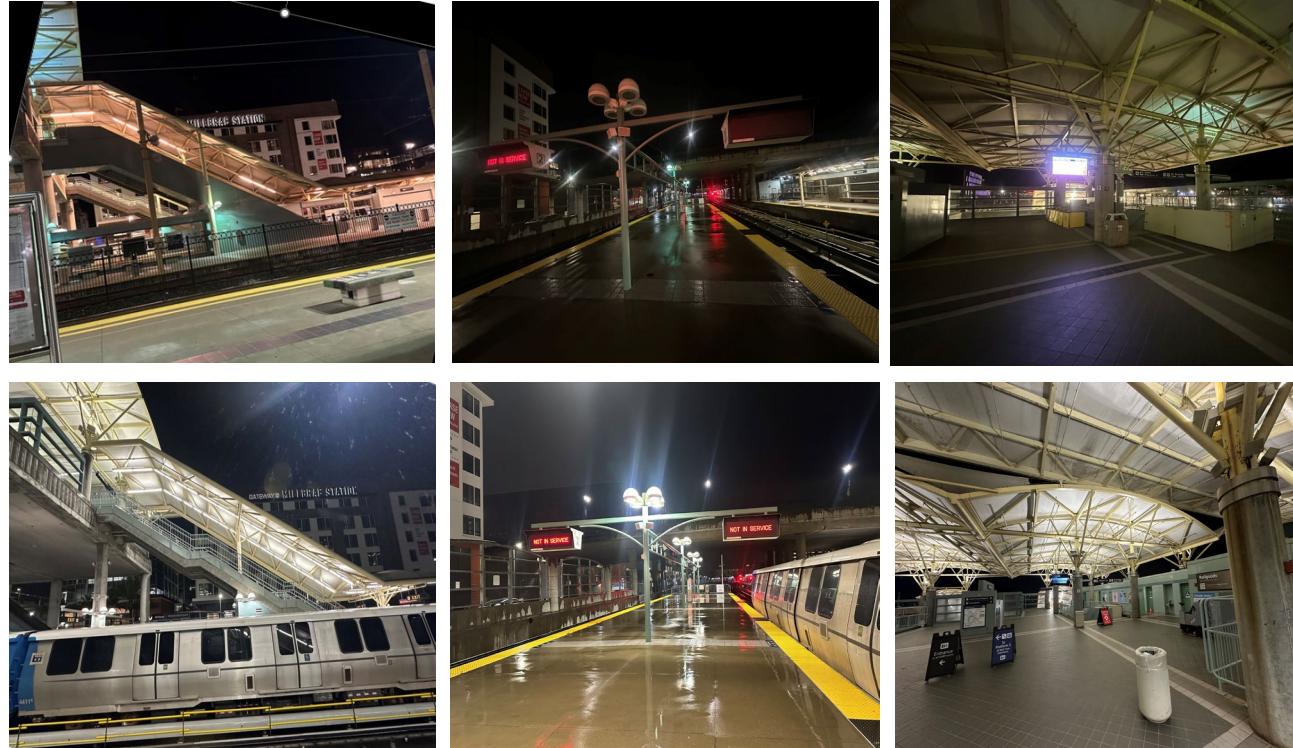
Millbrae: Removed Obsolete Magazine Stand



South San Francisco: Repaved Uneven Concrete Pavement

# Station and Infrastructure Improvements

## Recently Completed LED Upgrades at Millbrae Station



# Clipper 2: Progress and Upcoming Improvements

- **Clipper 2 (C2)** launched on December 10 for all regional Clipper operators
- **Rider benefits:** Tap and Ride, free and discounted transfers between operators, instant access to Clipper funds, and easier online account management

- Since December 10, nearly 50% of regionwide C2 (including Tap and Ride) trips have been on BART
- C2 trips (including Tap and Ride) on BART are growing - currently around 30% of all BART trips

Riders and agencies have been impacted by technical challenges with the December rollout:

- Migrating existing accounts to C2, card vending machines at BART and Muni, fare inspection devices, and long customer service wait times
- Cubic is committed to resolving these issues and we're looking forward to improving the customer experience



# Discussion

