

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

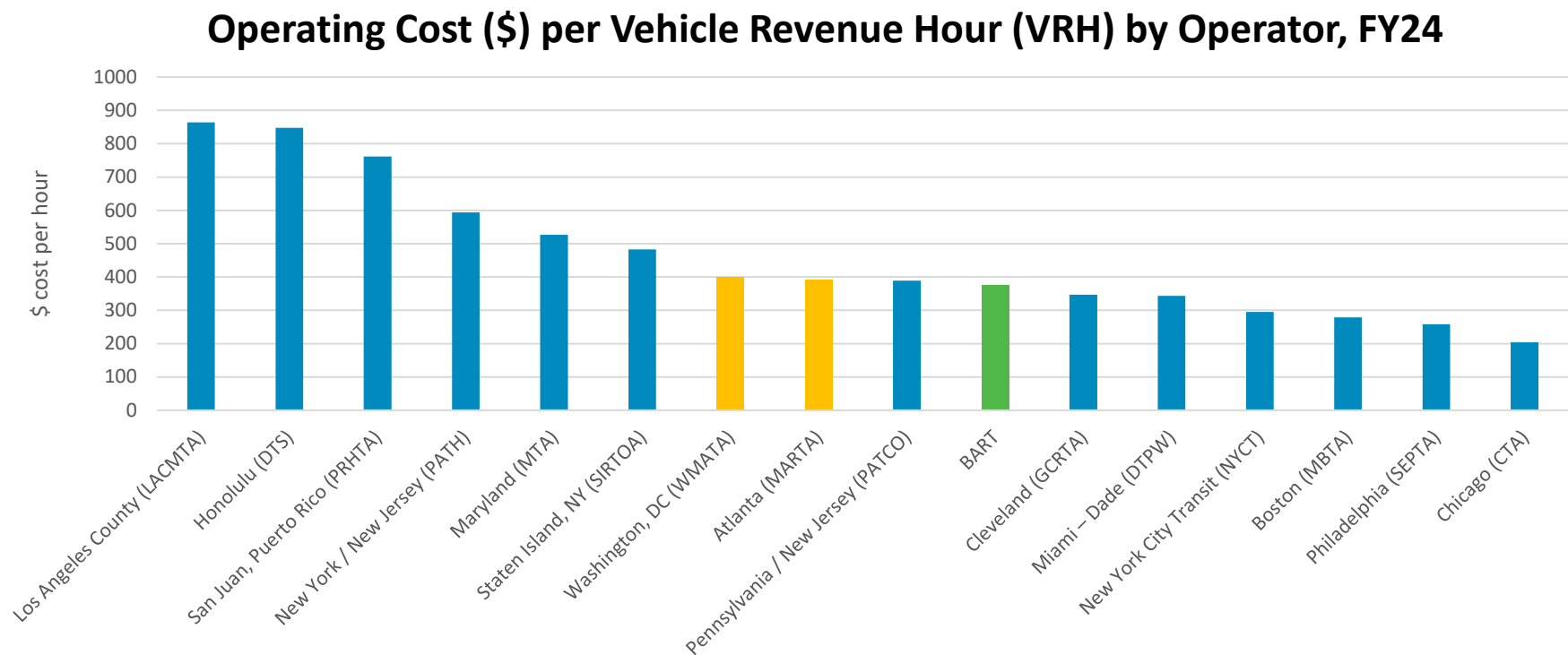
Measures Fails: Alternative Budget

\$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

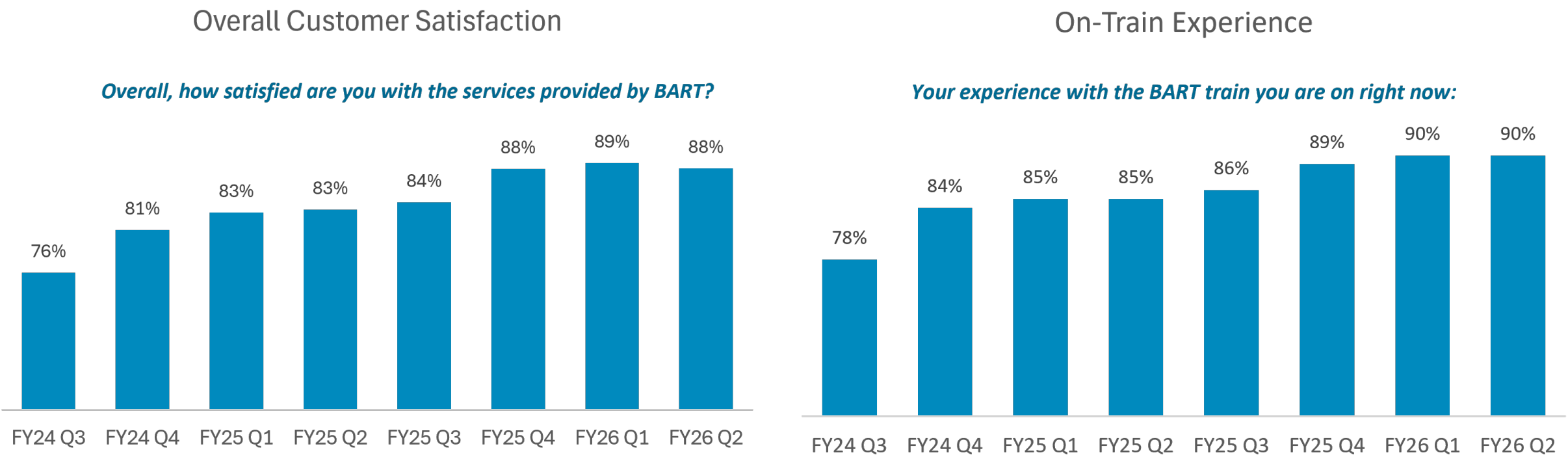
- Continued focus on cost growth containment required for several years
 - FY27 operating budget deficit reduced by \$20M after direction by General Manager and Board President
- Staff supporting SB 63 Financial Efficiency Measures study
 - Will incorporate relevant findings and recommendations into 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



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

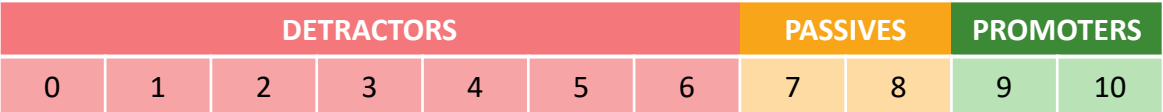


BART's Net Promoter Score is Trending Up

How's Net Promoter Score (NPS) calculated?

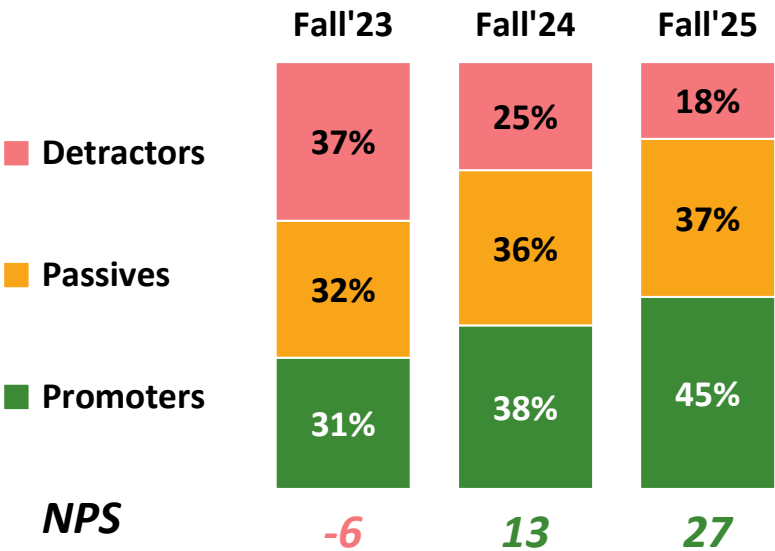
- Respondents are asked to rate the likelihood to recommend BART to a friend or colleague on a 11-point scale
- 0-6 ratings are termed “Detractors” and 9-10 are “Promoters”
- NPS, a measure of rider loyalty, is the difference between Promoters and Detractors

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

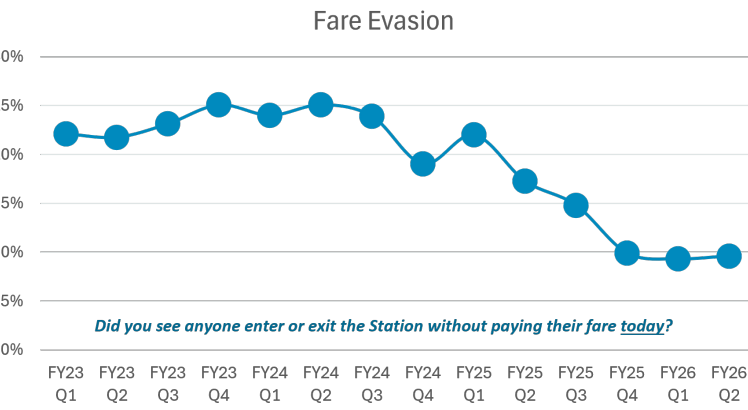
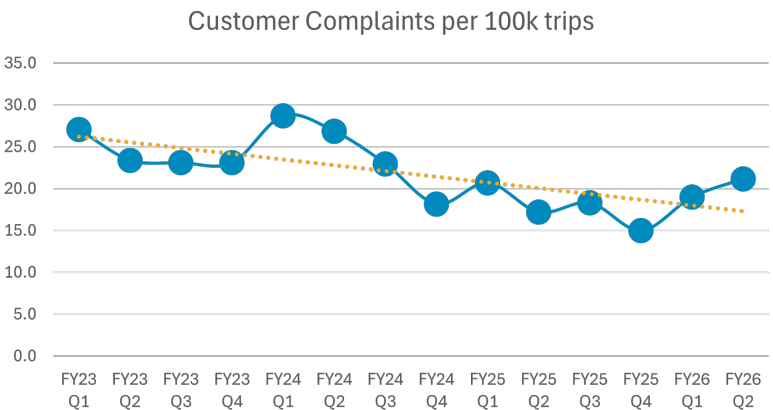
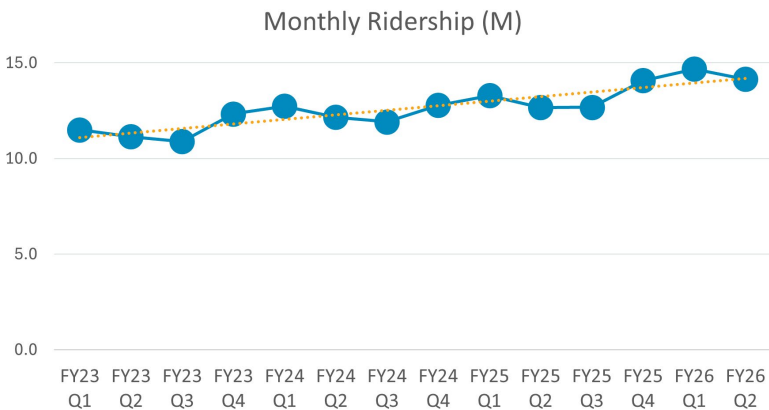
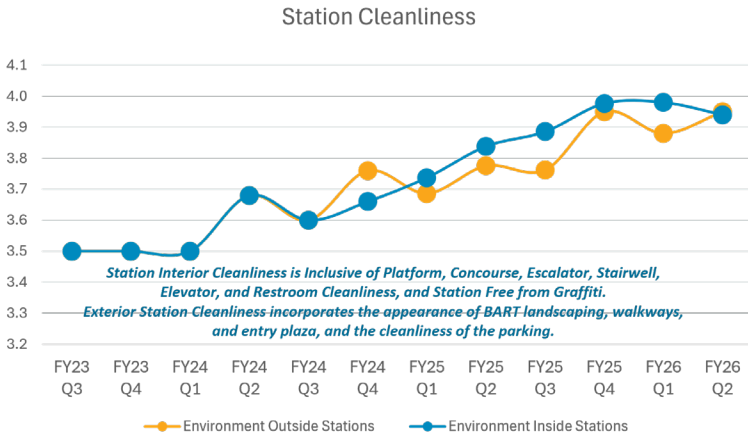
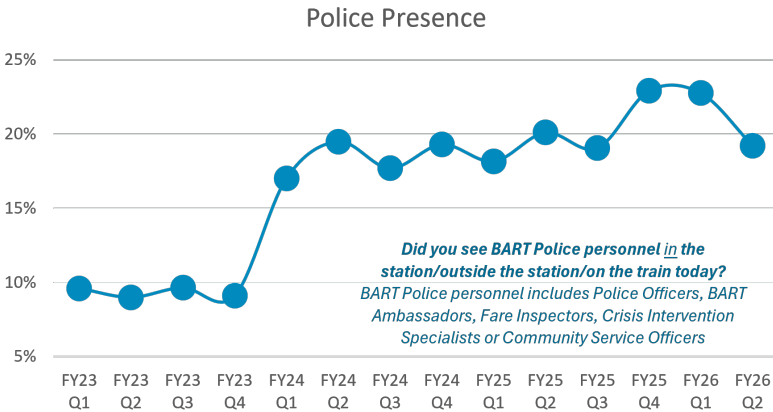
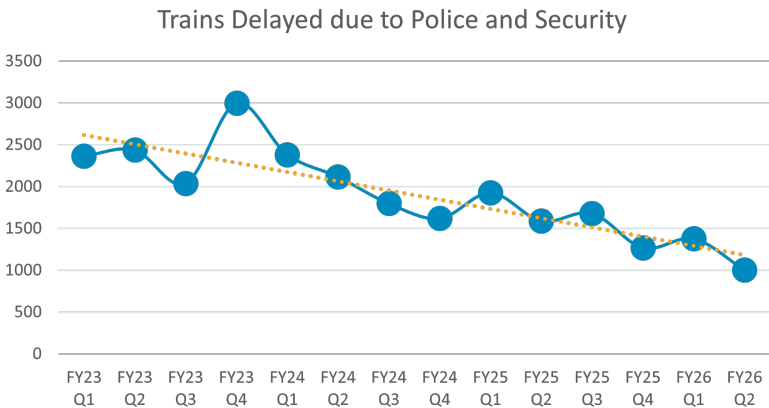


Net Promoter Score
(% Promoters - % Detractors)

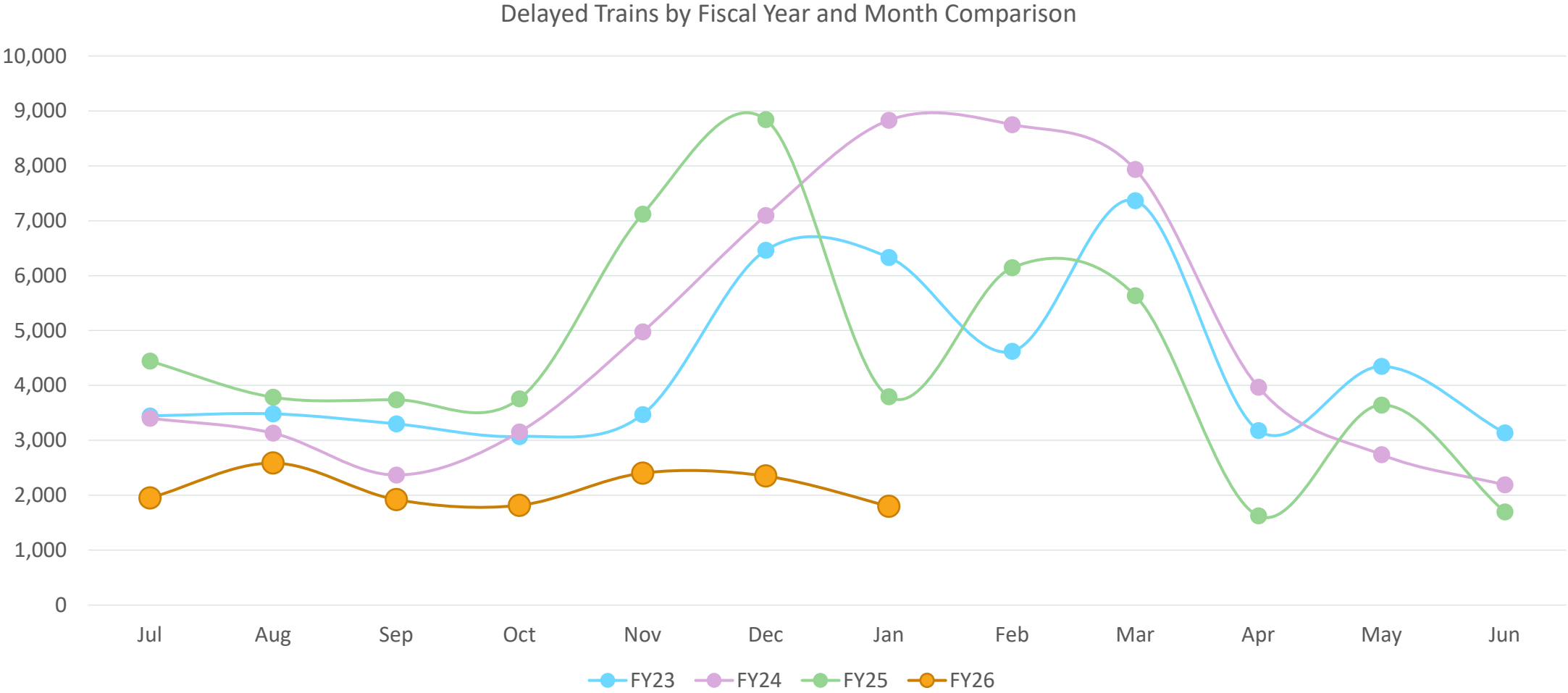
Best possible score: **+100**
Lowest possible score: **-100**



Safe, Clean, and Reliable

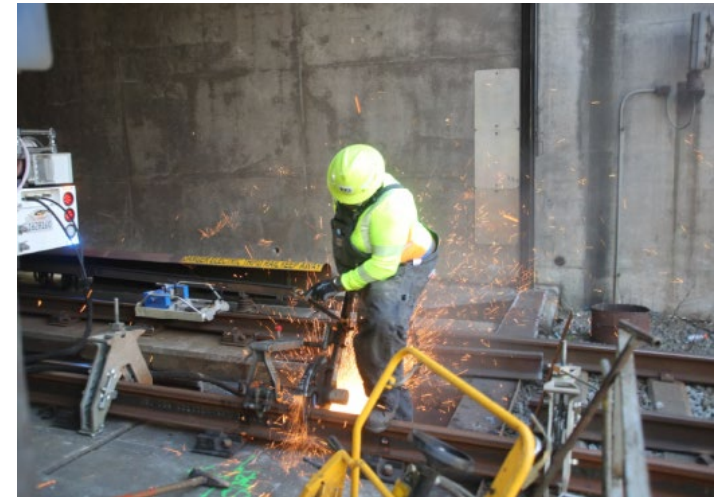


Reliability Trends and Successes



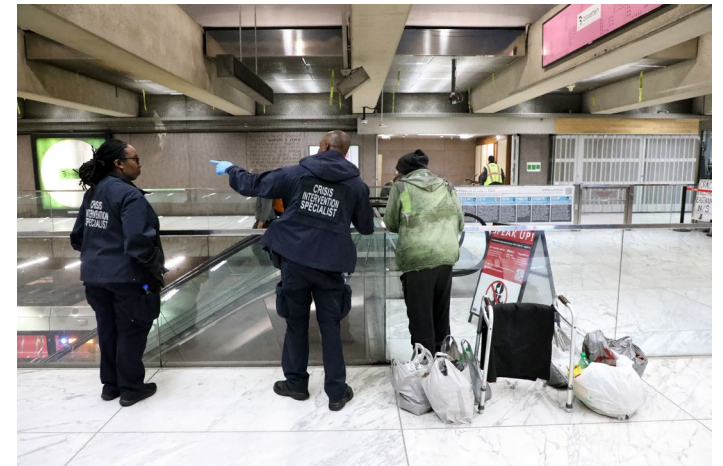
Operations in 2026 – Build on Successes

- 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



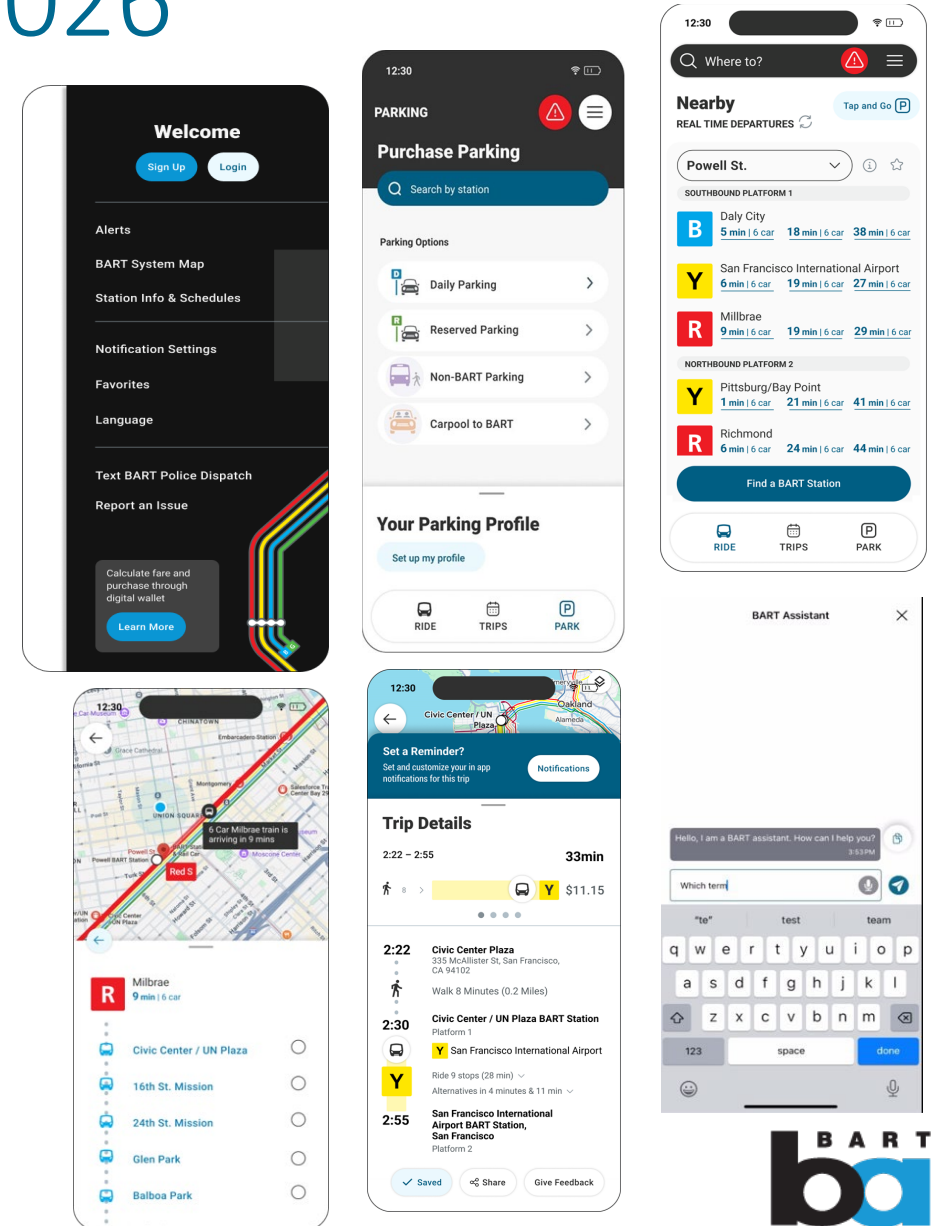
Upcoming BART App Updates in 2026

- **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

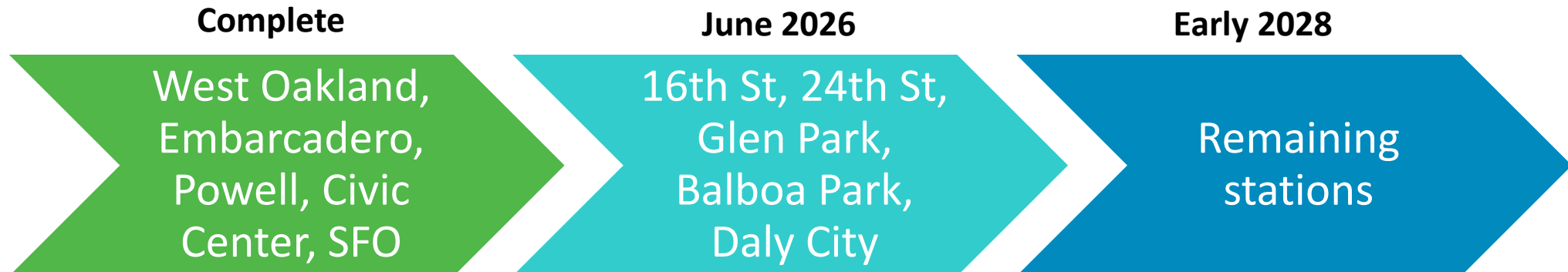


Station Wi-Fi is Here

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



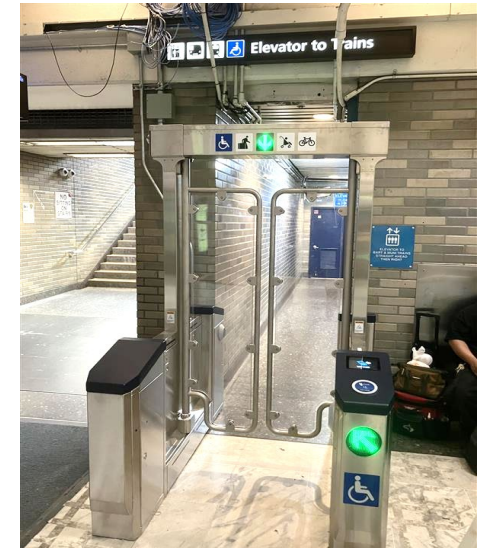
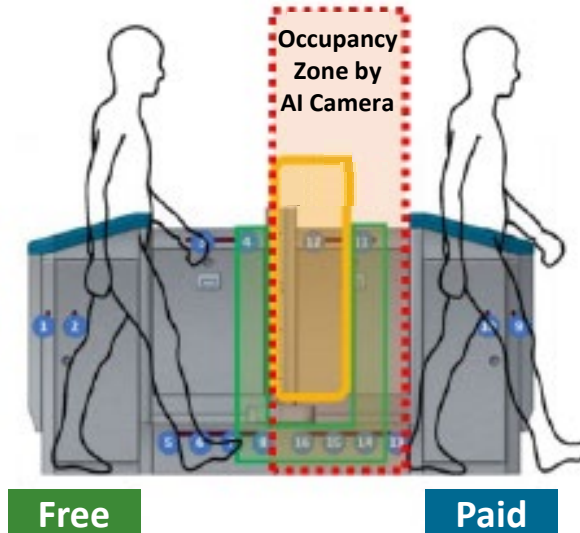
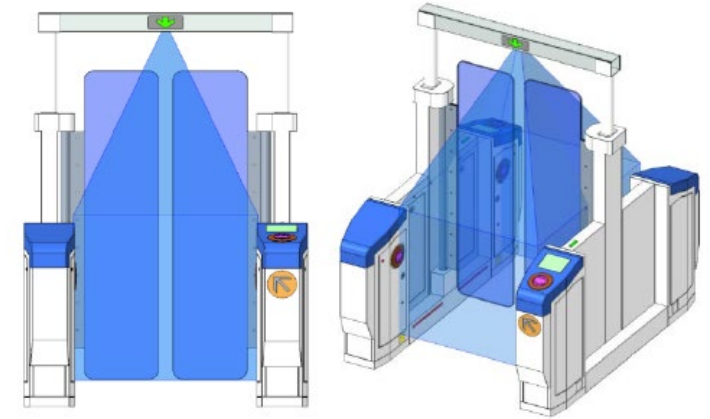
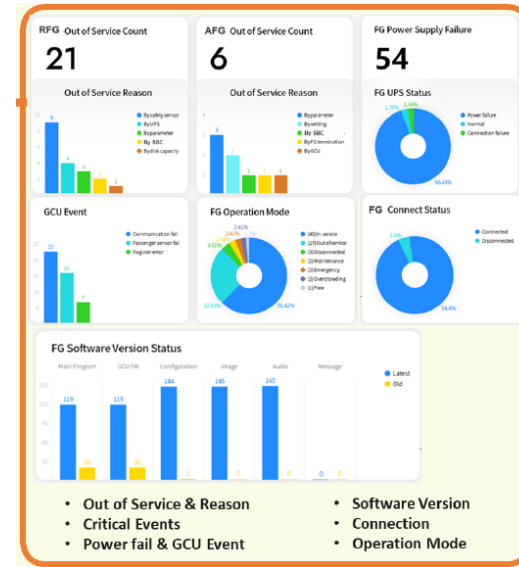
Market Street Canopies Project

- 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

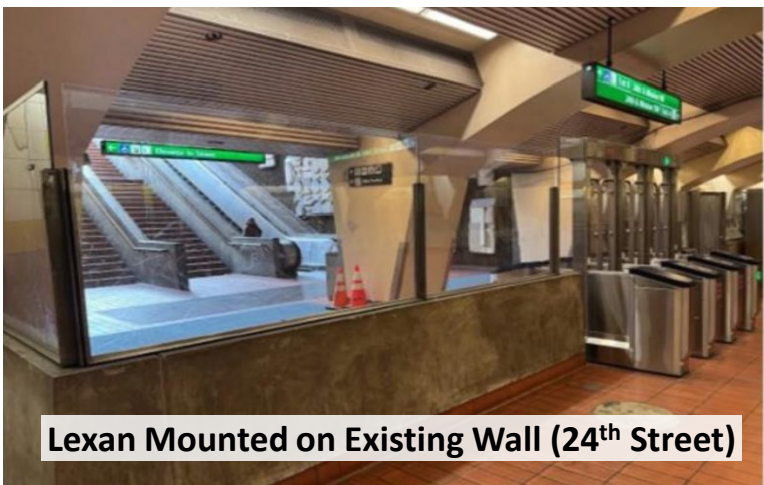
- Fare gates Dashboard
- Enhanced AI sensor usage
- Occupant Detection Zone
- Enhanced Fare gate Response Time
- Elevators – Civic Center & Bay Fair
- Additional Hardening



Next Gen Fare Gates: Additional Hardening



Lexan Barrier on New Steel Posts (San Bruno)



Lexan Mounted on Existing Wall (24th Street)



Steel Wire Barrier on New Steel Posts

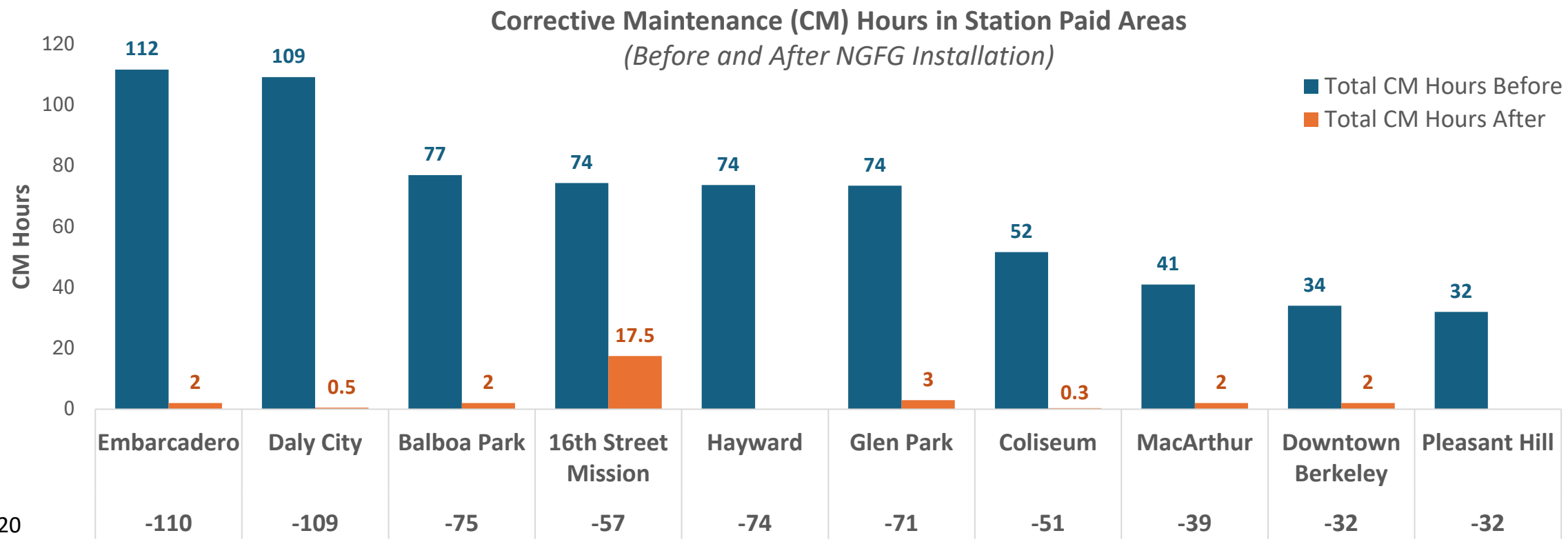


Steel Fence Mounted on Existing Wall

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



High-Ceiling Surface Cleaning



Roof Upgrades



Safety Netting Replacement



Clean Artwork



Bus Shelter Removal

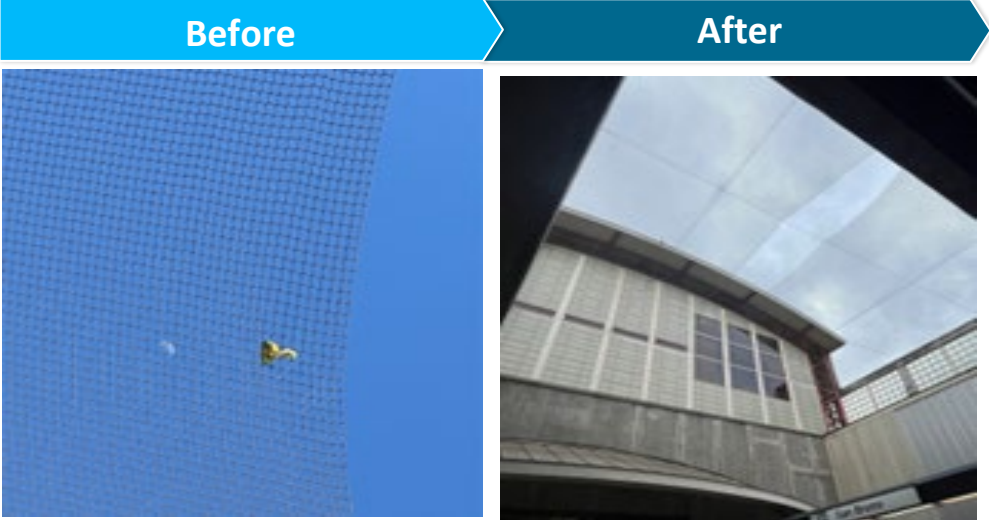


Specialized Deep Cleaning



High Wipe Light Fixtures

Station Glow-Ups - Examples



San Bruno: Removed Debris From Safety Net



Colma: Removed Damaged Hanging Artwork



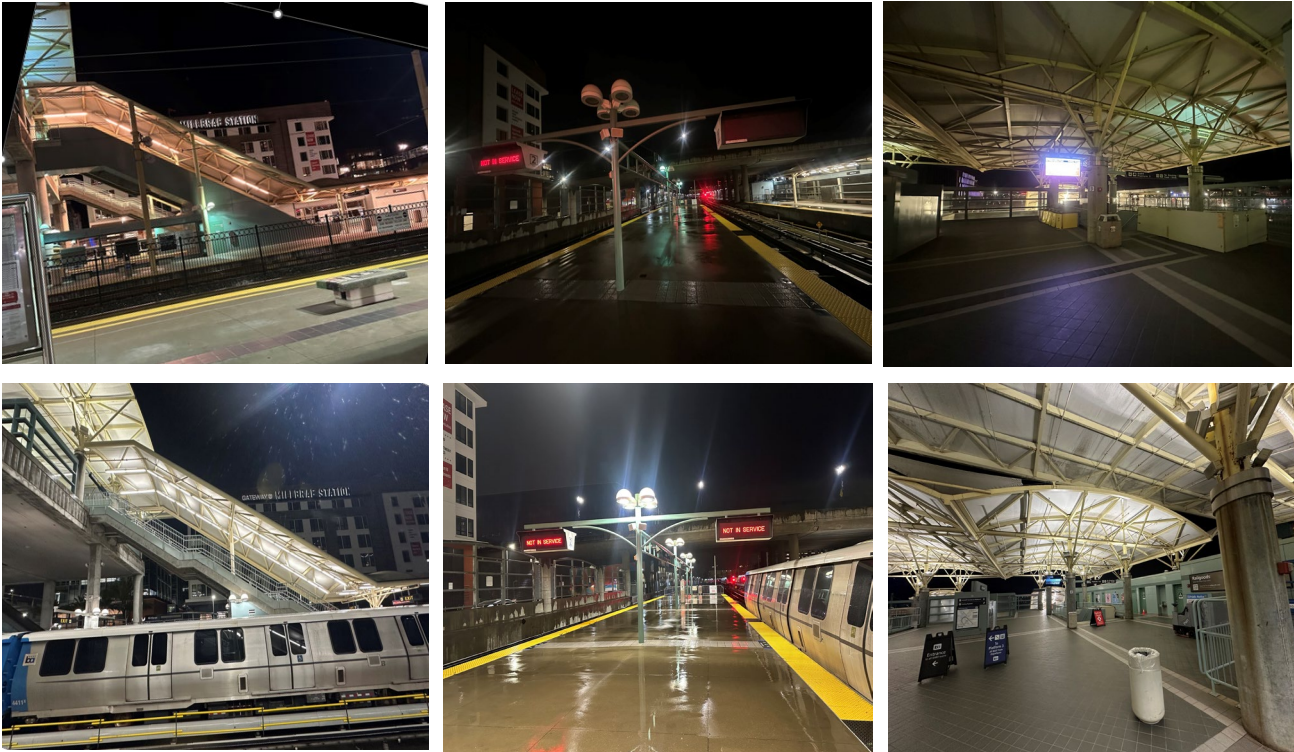
Millbrae: Removed Obsolete Magazine Stand



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

