

# report

GENERAL MANAGER'S



*From the Mechanics Helper and Career Ladders Programs to cutting-edge fleet management systems and advancements in sustainability and zero emission transit, Mr. Hursh's decade-long strategic plan has profoundly transformed AC Transit.*

## 2024 Year End Review: Milestones, Resilience, and Progress

As the year ends, AC Transit takes a moment to reflect on its Strategic Goals: ensuring safe and secure operations, delivering convenient and reliable service, maintaining financial stability and resilience, fostering a high-performing workforce, building strong public and policymaker support, and driving environmental improvements.

Throughout 2024, the District has achieved significant progress in boosting ridership, enhancing service delivery, prioritizing safety, and advancing sustainability efforts.

This year-end edition of the General Manager's Report celebrates the hard work and exceptional dedication of every AC Transit team member.

## AC Transit Announces Leadership Transition for GM Hursh

Since my first day in September 2015, my vision and commitment to the flagship Bay Area transit district was to dedicate a decade to enhancing service delivery, ensuring fiscal stability, advancing climate-conscious transit solutions, and positioning AC Transit as an employer of choice. With immense pride, I can say that, thanks to the steadfast dedication of AC Transit's exceptional staff of 2100+ transit professionals, we have not only met these ambitious goals but exceeded them.

Over the past nine years, together, we have made significant strides, including the construction and successful launch of the Tempo Bus Rapid Transit System, the opening and relaunch of the iconic Salesforce Transit Center, the reopening of the Richmond Division-3, and leading the charge as the first transit agency to provide personal protective equipment (PPE) for both frontline employees and riders.



*General Manager Hursh was a passionate supporter of both local and international Bus Rodeo competitions, and under his leadership, our combined Operator and Maintenance Team achieved the Grand Champions title in 2019.*

## what's inside

- **Milestones and Achievements at a Glance**
- **High Performance Workforce**
- **Safe and Secure Operations**

To tackle workforce shortages, we partnered with ATU Local 192 to create in-house pathways for entry-level employees to become Journey-Level Mechanics. Today, our Mechanics Helper and Career Ladders Programs are

national models for the transit industry.

Similarly, the Bus Operator Mentorship Program, which paired senior operators with new hires, was launched successfully. By leveraging in-house mentorship and support from experienced colleagues, behind-the-wheel skills and retention rates soared.

This year, we improved our transit district's credit rating from 'AA' to 'AA+' according to Standard & Poor's (S&P) Global Ratings, secured \$144 million to expand hydrogen fueling infrastructure and our bus fleet, and received two consecutive FTA Low or No Emission grants totaling over \$40.5 million. These achievements have positioned AC Transit as the nation's first transit-collegiate program to train workers and create new jobs for the District, Bay Area, and the state.

We can all beam with pride at the launch of Zero Emission Bus University (ZEBU) in partnership with Chabot College. We also advanced safety for all AC Transit riders, particularly seniors, youth, and ADA passengers, by expanding AI-

powered cameras to detect illegal stopping and parking at bus stops across our network.

This is the ideal time to transition from my role as General Manager and CEO to serve as Senior Advisor. This new position will allow me to continue supporting AC Transit's mission while ensuring a seamless leadership transition.

The road ahead is not without challenges, with the need for a stable revenue source and the full implementation of the Innovative Clean Transit Rule. We must also adapt to the rise of remote work and shifting transit markets. Despite these complexities, I have full confidence in our team's ability to tackle them.

It has been an incredible honor and privilege to serve in a leadership role within the AC Transit family. This transition leaves me both inspired and deeply grateful for this remarkable journey.

Thank you for your years of collaboration and support!

Sincerely,  
Michael Hursh  
General Manager & CEO



*The all-new Gillig diesel buses reduce nitrogen oxides (NOx) emissions using a urea-based diesel exhaust fluid.*

## Environmental Improvements

- Deployed 21 new Gillig battery-electric buses, expanding the zero-emission fleet and improving air quality.
- Installed fleet-scale BEB charging infrastructure at Emeryville Division to charge 26 buses, including six resilient chargers for power outages.
- Verified 2019–2022 greenhouse gas emissions through the Climate Registry for the first time in over a decade.
- Completed energy audits and transitioned all seven AC Transit facilities to 100% renewable energy.
- Accepted 42 of 50 new Gillig diesel buses with low-emission technology, advancing toward a zero-emission fleet.
- Published the first Climate Action Sustainability Plan in 15+ years, submitted it to the FTA challenge, revamped the sustainability webpage, and released an annual report.
- Complied with SB-445 ahead of schedule by replacing underground fuel tanks with modern dual-containment above-ground tanks

# 2024 Milestones & Achievements at a Glance

**1** Maintenance **369**  
Buses outfitted with Operator Protective Barriers

**2** EAMC **↑ \$8 million**  
EasyPass Program revenue  
An increase of 15%

**3** Paratransit **\$388 million**  
4.5-year Paratransit Broker contract

**4** ZEBU **#1**  
Nation's first transit-collegiate partnership with Chabot College  
Integrates ATU 192 Apprenticeship Program

**5** Ridership **↑ 76%** Ridership of Pre-pandemic  
FY24-25 YTD (July-October)  
13.9 million +4.8 y-y increase

**6** Capital Planning **\$40.5 million**  
2023 & 2024 FTA Low or No Emission grants

**7** Finance **↑ Credit Rating**  
S&P upgraded from 'AA' to 'AA+'

**8** Dignitaries  
Assemblymember Lori Wilson  
Congresswoman Barbara Lee  
FTA Deputy Administrator  
Veronica Vanterpool

**9** State & Fed  
Federal Transit Administration  
California Air Resources Board  
California Energy Commission

**10** IT **96%**  
TSA Cy-BASE cybersecurity assessment

**11** Social Media **+7.4%** Audience Increase  
X @rideact: 12,004  
Instagram: 4607  
YouTube: 2770  
LinkedIn: 8489

**12** Human Resources **202**  
Total Bus Operator Hires 2024

**13** Operations **96.13%**  
Percentage of Service Systemwide  
74.09% On-Time Performance Systemwide

# Safe & Secure Operations

- Completed 2024 FTA Drug and Alcohol Triennial Review with no violations.
- Met the required random testing for safety sensitive employees: 50% for drugs and 10% for alcohol.
- Secured \$250,000 from Caltrans and launched a Transit Safety Survey, engaging 1,350 riders to address harassment under SB 434.

- Earned top CHP ratings for all four Divisions in the Annual Terminal Inspection.
- Completed a Safety Management System Risk Assessment and initiated districtwide safety technology solutions.
- Hired a Data Analyst to study Operator Assaults and identify root causes.
- Updated the Emergency Response Plan for natural disasters, active shooters, and other emergencies.
- Adopted an FTA-compliant Drug and Alcohol Policy for safety-sensitive employees.
- Conducted a TSA SETA exercise to improve District security.
- Implemented the GO Emergency PA System for facility-wide alerts during emergencies.



Help us understand your rider experience.

## TAKE OUR Transit Safety Survey



Scan code or go to [actransit.org/saferide](https://actransit.org/saferide)  
Please respond by December 1, 2024

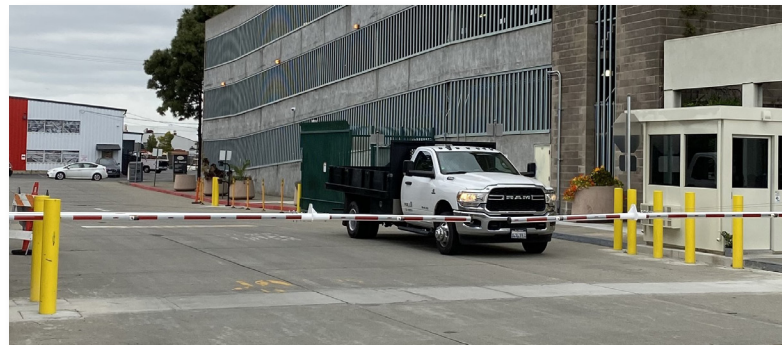
(310) 891-5475 / Free language assistance  
Asistencia gratuita en el idioma / 免費語言協助  
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**ACTransit**  
@rideact

More information: [ExternalAffairs@actransit.org](mailto:ExternalAffairs@actransit.org)

AC Transit and several other large California transit agencies are tasked with conducting survey outreach, focusing on input from riders in underrepresented communities, to determine whether street harassment occurs across the state's public transit systems.

- Enhanced the Workplace Violence Prevention Program with video and eLearning to meet the July 2025 compliance goal.
- Streamlined pandemic leave processes to align with California's updated COVID-19 regulations.
- Strengthened cybersecurity with a TSA BASE assessment, GRC tool implementation, and financial system protections.
- Upgraded security at D4 and D6 guard shacks and enhanced redundancy for Genetec badge systems.
- Resolved the global CrowdStrike blue-screen incident in three hours, matching industry standards.
- Retrofitted 188 buses with driver protective barriers, totaling 369 equipped buses.



New gates protect the District's transportation and maintenance facilities from unauthorized access, theft, or vandalism.



Integrated with new badge security systems, upgraded gates create a more secure workplace, enhancing morale and job satisfaction.



The Protective Barrier ensures that Bus Operators can focus on driving safely, minimizing the risk of accidents caused by distractions or altercations



ZEBU's inaugural class features Carlos Cardenas (D3), Carlos Gutierrez (D2), Eduardo Villarreal (D6), Frank Chavarría (D3), and Victor Cardenas (D3), who can now earn half the required college credits toward an Associate of Science degree.

## High Performing Workforce

- Partnered with Chabot College to create the nation's first accredited 26-unit heavy-duty Mechanic Apprenticeship Program, including a certificate and college credit.
- Awarded APTA AdWheel Grand Prize for the 2023 Human Resources Spring Hiring Event marketing campaign.
- Launched a competency program identifying seven skills to prepare employees for superintendent roles with microlearning modules.
- Trained 370 Maintenance employees in harassment and bullying prevention through in-person sessions.
- Accelerated W-2 form distribution, ensuring availability before the January 31 deadline.
- Issued RFP for a 457(b) plan recordkeeper and initiated a Deferred Compensation Committee.
- Contributed to 11 industry salary and compensation studies for market analysis.
- Conducted Leadership Excellence Training for managers, covering conflict resolution, employee relations, labor relations, and corrective action.
- Partnered with ATU Local 192 to launch a Crisis Intervention Program providing peer support for employees in crisis.
- Procured a new learning management system for on-demand training and improved reporting capabilities.
- Hosted the annual Spring Hiring Event, resulting in 137 conditional job offers from onsite interviews.
- Created an employee mental health and well-being resources website: [www.actransit.org/mental-health](http://www.actransit.org/mental-health).
- Developed comprehensive orientation and onboarding programs for new employees.
- Implemented a cybersecurity awareness campaign with newsletters, video tutorials, and mandatory training.

- Introduced zero-touch remote access for secure and seamless employee connectivity.
- Modernized workforce systems by transitioning to cloud-based solutions for enhanced performance and security.
- Provided leadership and communication training for supervisors, managers, and directors.

**AC Transit Employee Well-Being Resources**

Welcome to the AC Transit Employee Well-Being Resources page, a comprehensive directory of confidential services and support networks tailored to aid all staff members in sustaining a healthy work-life balance. The District has curated a range of resources, including counseling services, support groups, housing assistance, financial guidance, wellness programs, LGBTQ+ resources and more. Led by trained experts, these services aim to assist our staff in managing many life circumstances and accessing support whenever necessary.

**Food**

Community food resources play a vital role in addressing food insecurity and helping the hungry in impactful ways. These resources provide immediate relief by offering access to nutritious meals and essential food items for individuals and families facing hunger.

- CalFresh: 510-263-2420
- Food Bank: 510-425-5963
- Alameda County Social Services
- Contra Costa Health
- Food Bank of Contra Costa and Solano: 916-309-3663

**Money**

Financial resources provide numerous benefits to individuals and families, particularly those facing economic challenges. These resources offer financial assistance and support programs that help alleviate immediate financial burdens, such as utility bills, rent, or emergency expenses, preventing individuals from falling into deeper financial crises.

- County of Alameda: 3-1-1
- Alameda County Social Services
- EBHUD: 866-403-2685
- PG&E: 866-743-2273
- Need Help Paying Bills
- SpendLife
- ACU of Alameda: 510-244-0506
- Beyond Emancipation: 510-667-7994

**Abuse**

These physical abuse resources provide critical support and assistance to individuals who have experienced or are currently experiencing abuse, as well as their families. These resources offer immediate safety and protection for survivors, providing access to shelters, hotlines, and emergency services to help them escape dangerous situations and find refuge.

- Alameda County Social Services
- Alameda County Health
- County of Alameda
- CAVCR: 800-777-9229
- SAVE: 510-794-6055
- Strong Families Alliance

AC Transit's employee well-being site curated a range of resources, including counseling services, support groups, housing assistance, financial guidance, wellness programs, LGBTQ+ resources and more.

# Strong Public and Policy Maker Support

- Conducted 229 outreach activities with 7,248 touchpoints, 1,218 public comments, and support from 9 CBOs and 5 advisory members to shape the Realign Plan.
- Advocated for equity and stable funding during MTC Regional Transportation Revenue Measure discussions led by CEO Hursh and Legislative Affairs.
- Developed the 2025 Federal and State Advocacy Programs, targeting funding, policy amendments, transit representation, and reauthorization efforts.
- Expanded co-marketing partnerships with Oakland Restaurant Week, Visit Oakland, Oakland Pride, and others.
- Hosted "Generation Zero: Interactive ZEB Technology Experience" with CARB and CALSTART, sharing 20+ years of zero-emission insights.
- Conducted focus groups with underrepresented populations to enhance the 2023 Customer Satisfaction Survey and presented findings.
- Surveyed 300+ riders, including Title VI populations, to assess Clipper 2 fare changes, noting positive feedback and communication needs.

- Adopted an AI Board Policy, positioning AC Transit as a transit industry leader in AI governance and innovation.
- Released an Open Data Portal offering access to GTFS, OTP, RoadCall, and service data for public transparency and engagement.



AC Transit 'led the charge' as the host of the 2024 Generation Zero-Emission (ZEB) Tech Experience, which introduced transit agencies from across the state and nation to the world of zero emissions planning.

# Financial Stability & Resiliency

- Awarded 2024 Low- and No-Emission and Bus and Bus Facilities for \$15 million for the Hayward-D6 Hydrogen Station and purchase of 23 Articulated Fuel Cell buses. Second consecutive Low-No award for this grant.
- Received MTC BusAID program for International Ave and Park St Corridors totaling \$5 million.
- Standard & Poor's (S&P) Global Ratings elevated AC Transit's credit rating from 'AA' to 'AA+'
- Bolstered AC Transit Institutional Pass Programs, including increasing EasyPass Program revenue by 15%, totaling nearly \$8 Million, with over 3 million trips taken from EasyPass card holders, and expansion of the Student Transit Pass Program, now totaling 15 school districts and 148 schools in Alameda County.
- Prepared the Board adopted FY 2024-25 \$606 million operating budget and \$267 million capital budget.
- Reduced average payment cycle time for vendors to 26 days, within our standard terms of 30 days.
- Active District investment management, including implementing overnight cash sweep interest earning account, brought in \$13 million in interest in FY23-24.
- Processed nearly \$6 million in reimbursements from

FEMA in 2024 for pandemic emergency spending.

- Digitized the first phase of employee personnel files, simplifying record management.
- Implemented an organizational redesign with leadership to define roles, align with strategic goals, enhance operations, and establish succession plans, achieving \$44,000 in savings without adding staff.
- Reduced cybersecurity liability insurance premiums by 35%, from \$205,000 in 2021 to \$133,000 in 2024, while cutting deductibles by 60%.
- Streamlined digital passport (PKI certificate) deployment across the bus fleet, saving hundreds of thousands of dollars by preventing service disruptions and reducing manual intervention costs.
- Submitted FTA NTD Annual Report submission.



FTA Deputy Administrator Veronica Vanterpool presents a \$40.5 million combined Low-and-No-Emission Grants to Board VP Diane Shaw and GM Michael Hursh

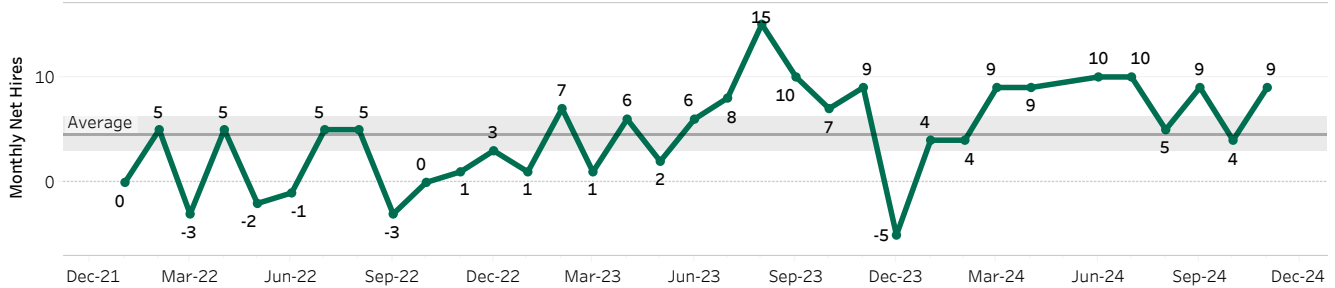


# Human Resources Personnel Report

## HIRING - OPERATORS [Jan 2022 - Dec 2024]

Total Hiring	Total Separations	Net Hires	Op Promotions: 12-Mo	Bus Operator		
<b>593</b>	<b>449</b>	<b>144</b>	<b>25</b>	Hiring	Separations	
				2022	182	167
				2023	209	142
				2024	202	140
				Grand Total	593	449

### Monthly Net Hires [Total Hires - Total Separations]

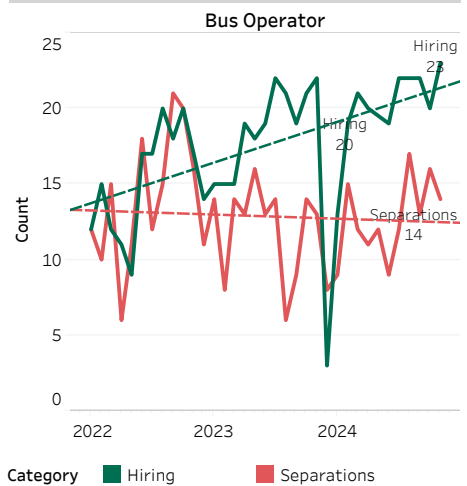


### TOTAL HIRES v SEPARATIONS by Division

		2022				2023				2024				Grand Total
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Hiring	D-2 Bus Drivers	11	6	17	2	10	16	2	24	14				102
	D-3 Bus Drivers	3	1	5	3	8	2	15	6			16		59
	D-4 Bus Drivers	14	18	3	17	15	12	15	6	27	11	16		154
	D-6 Bus Drivers		3	6	9	3	13	15	4	1	1	16		71
	Transportation Training	11	9	24	20	9	13	15	6	11	12	34	43	207
Separations	D-2 Bus Drivers	5	3	3	4	3	2	3	1	3	1	2	3	33
	D-3 Bus Drivers	3	5	2	1	2	4	4	3	1	4	1	1	31
	D-4 Bus Drivers	3	6	13	8	1	4	8	6	4	6	10	6	75
	D-6 Bus Drivers	5	3	2	6	1	8	1	4	4	3	3	2	42
	Long Term Leave	8	12	11	11	13	12	6	8	11	10	8	6	116
Transportation Training	13	6	17	17	16	12	7	13	13	8	18	12	152	
Grand Total	76	72	103	98	81	98	91	81	89	72	108	73	1,042	

### HIRES v SEPARATIONS TREND

\*Data reflects Promotions during FY2024



### Division Operator Workforce

