

report

GENERAL MANAGER'S



Few in Number, Fierce in Drive

The phrase "Few in number, fierce in drive" conveys that even though the team is small, they work with exceptional focus, energy, and determination. This perfectly reflects the spirit of AC Transit's latest class of New Bus Operator certifications. On March 18, the Training and Education Center proudly certified 11 new transit professionals. This lower number is not indicative of high turnover but a class size of sixteen, a figure that aligns with the seasonal recruiting challenges that typically arise during winter months, especially with a December start date.

This marks the third consecutive class certification for East Oakland-Division 4, helping to reduce open vacancies and enhance service delivery from this division. Future classes will continue at the same pace as in previous years, with three classes training concurrently. Currently, 59 trainees remain in the program, with certifications being issued monthly.



Members of New Bus Operator Class 151 serve as a reminder that real strength often stems from purpose, not size.

what's inside

- Fleet Retrofit with Protective Barriers Nearly Complete
- Five High Tech Operator Restrooms Debut April 29
- Top 20 Finish for International Bus Rodeo Team
- Oakland Roots Wrapped Buses Hit East Bay Streets

AC Transit is projecting a \$43 million shortfall in the next fiscal year alone, and without a stable funding source, significant service cuts will be unavoidable.

AC Transit Faces Fiscal Crisis: Critical Transition Ahead for the Coming Year

With federal emergency pandemic relief dollars fully depleted, the start of the fiscal year on July 1 ushers in a year of undeniable transition for AC Transit. The District now faces the unwanted reality of relying on reserves, up to \$43 million in the new fiscal year, just to maintain service levels that are already at only 85% of pre-pandemic capacity.

Relying on reserves to cover operational expenses is merely a temporary bandage, not a cure. Without a sustainable funding source, AC Transit will be forced to implement deep service reductions that echo the severe and painful cuts made during the shelter-in-place orders of the 2020 pandemic.

What's driving AC Transit's year of transition?

For at least two budget cycles, state and federal funds have provided essential financial relief, helping our transit district weather the steep decline in farebox revenue and the sluggish growth of statewide, regional, and local sales taxes. These one-time funding sources allowed AC Transit to maintain critical services and avoid more severe cuts during a period of immense uncertainty.

However, recent financial projections paint a far more dire picture: AC Transit's four-year budget gap has ballooned by 50%, rising from \$149 million that was projected just last fall, to an alarming \$224 million under revised revenue projections. The crisis begins with a projected \$43 million shortfall in the upcoming fiscal year and is expected to worsen dramatically, reaching nearly \$72 million by FY 2026-27.

What was once a period of cautious planning has now escalated into a full-scale crisis, requiring immediate and transformative action to preserve transit service for the communities we serve.

Recognizing that the federal funding was only a temporary reprieve, the District implemented belt-tightening measures last year, and executed cost-saving strategies. The outcome of these efforts is a modest reserve that ensures the continuation of the current level of bus service and protects employees from layoffs in the coming fiscal year.

While this temporary reserve offers a critical buffer, it is by no means a panacea for the financial challenges facing AC Transit. This financial cushion will only last through July 1, 2026, and the District remains acutely aware that a long-term solution is the only way to operate reliable service.

What is the path to saving AC Transit?

In this challenging financial landscape, AC Transit remains optimistic and proactive, working closely with state lawmakers to secure long-term solutions. State Senator Jesse Arreguin and Assemblymember Mark Gonzalez are leading a critical effort to secure an additional \$2 billion in gap funding from the California budget, aimed at supporting AC Transit and other transit agencies across the state.

This legislation offers significant potential to close the existing funding gaps in the near term, stabilize operations, and, most importantly, protect service for low-income riders, youth, seniors, and people with disabilities, who make up more than half of AC Transit's daily ridership.

Importantly, the \$2 billion gap funding proposal is not a long-term solution and is only designed to support California's public transit systems for the next two years, covering fiscal years 2025–2026 and 2026–2027.

This fiscal reality highlights the pressing need for Senate Bill (SB) 63: a proposal to place a sales tax measure of up to one cent, lasting 10 to 15 years, on the November 2026 ballot. Jointly sponsored by State Senators Scott Wiener and Jesse Arreguin, the measure is more than just a policy idea, it's a lifeline.

AC Transit, BART, Caltrain, and Muni collectively face a projected budget shortfall of \$800 million. Without a new, sustainable funding stream, AC Transit's service will quickly transition from looming deep-cut threats to imminent and unavoidable reality.



The Maintenance team has reached a major milestone in Bus Operator safety by retrofitting 266 buses with heavy-duty steel door Protective Barriers.

Protective Barrier Installation Nears Completion to Rave Reviews from Operators

Ordinarily, the loop at Hegenberger Road and John Glenn Drive buzzes with the shuffle of roller bags and the determined pace of riders making their way between the Oakland Coliseum BART station and Oakland International Airport. But by 2:00 a.m., the tone shifts. Riders on the Night Owl Line 805 are less likely to be catching flights and more often bringing a different kind of turbulence.

In early March, a Line 805 Operator encountered such a challenge at the airport bus stop: a disruptive rider turning a routine late-night run into a test of professionalism and safety.

The rider refused to pay the fare, and in keeping with their training to use sound judgment and prioritize safety while avoiding conflict, the Operator calmly reiterated the fare amount. The rider chose to exit the bus and, in the process, spat at the Operator. Thankfully, the Operator was shielded from the vile act by the bus's all-new Protective Barrier.

In June 2023, the Board of Directors approved a \$1.8 million contract to purchase 282 permanent Protective Barriers as an essential step in advancing Operator safety. Since then, the Maintenance team has achieved a major milestone, retrofitting 266 buses with the barriers. Only 16 buses remain, with completion anticipated in May 2025.

Before installation, Bus Operators faced a heightened risk of verbal abuse, physical assaults, and other disruptive behavior while in service. Outsourcing the retrofit work would have placed a heavy financial burden on the already strained budget. Instead, the District took a cost-effective and mission-driven approach: in March 2024, the first shipment of barriers arrived, and Body Shop employees across all five divisions began specialized training to carry out the installations in-house.

Shipments of the shatter-resistant glass system, which allows Operators to clearly see passengers and the road, are combined with a substantial steel door that protects from physical attacks and blunt force, were delivered in three to four-week intervals.

As Body Shop team members refined their installation techniques, their efficiency soared, reducing retrofit time

to just four hours per bus. This breakthrough is especially impressive given their already demanding workload, which includes accident and preventative maintenance repairs, addressing Bus Operator write-ups, and performing glass replacements.

Notably, the District has also begun receiving new buses outfitted with protective barriers from the manufacturer. Meanwhile, 19 Van Hool buses have reached the end of their service life, and once replaced, AC Transit is on track to have all 554 active buses equipped with permanent Operator Protective Barriers in calendar year 2026, two years ahead of schedule.

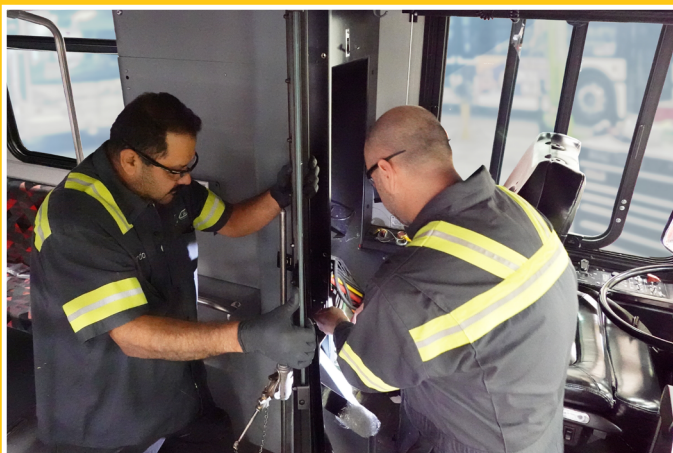
While the District continues to enhance onboard safety for Bus Operators, Assemblymember Lori Wilson has introduced Assembly Bill 394 to strengthen California law regarding harassment and violence against transit workers.

The bill proposes increasing criminal penalties beyond a misdemeanor for individuals who commit violent acts against transit personnel. It would also authorize transit agencies to issue prohibition orders, like restraining orders, barring offenders from accessing the system for a designated period.

In addition, AB 394 broadens the definition of trespassing to include disruptive or threatening behavior and tracking and reporting of assaults to help agencies identify trends and advocate for further safety improvements. The AC Transit Board of Directors has adopted a “support” position on AB 394.

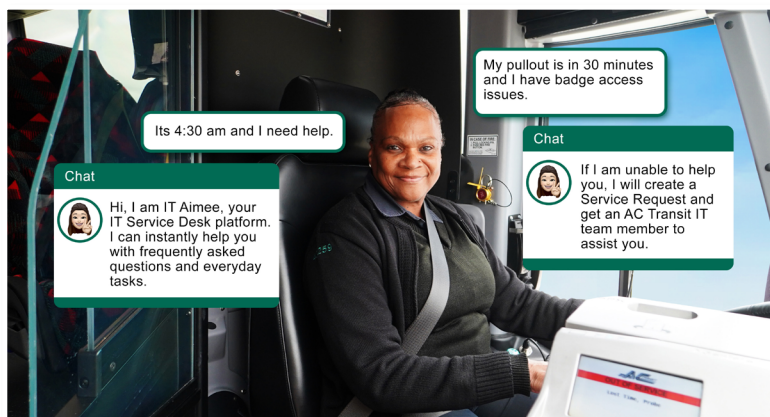
As we track promising developments in Sacramento, Bus Operators across the East Bay, including the Operator involved in the March incident at Oakland Airport, are already reporting that they feel safer and more supported thanks to the new Protective Barriers installed on our buses.

This significant safety achievement reflects not only smart cost management but also the exceptional skill and dedication of our in-house workforce, who are bolstering Operator morale, and ideally improving retention, and contributing to more reliable service for our riders.



Senior Body Mechanics Ricardo Moreno (left) and Alex Gomez (right) helped streamline the retrofit process, completing each barrier install in under four hours.

Round-the-Clock Help: Chatbot Innovation Hits the Mark



Chatbots have come a long way, from clunky to intuitive. IT Aimee, for example, has reduced after-hours IT support requests from 200 to just 48 by April 2025, an impressive 76% decrease.

As a 24-hour operation, AC Transit's IT department continually faces the challenge of supporting employees at all hours. In response, the IT team built on the District's long-standing culture of innovation to create IT Aimee, a chatbot designed to provide around-the-clock assistance.

Whether it's early morning, late at night, on weekends, or during holidays, IT Aimee delivers instant answers with no wait times, ensuring frontline employees get the help they need without having to rely on HR or administrative staff during standard office hours.

Since the launch of IT Aimee in January 2023, the District has seen a remarkable improvement in handling after-hours IT support inquiries, particularly those related to employee dashboard password resets and badge access issues. The average number of open tickets dropped from 200 to just 48 by April 2025, a 76% reduction that has significantly eased the burden on human agents. This improvement has reduced downtime, increased productivity, and enabled the IT team to expand its support capabilities without adding staff.

In the first quarter of 2025 alone, 3,380 tickets were logged, which reflects both the demand and growing trust in the system. Building on this success, the District is now developing an automated password reset feature through IT Aimee, with the goal of eliminating these tickets entirely.

What makes IT Aimee stand out is its user-centered design, not just its technology. Operators and Mechanics played a key role in the development, ensuring the chatbot addresses the real-world challenges faced by frontline employees. Their input was instrumental in shaping IT Aimee into a tool that makes a real-time difference in operations.

Looking forward, IT Aimee is being enhanced with workflow automation to simplify repetitive tasks, integrated resources and AI to improve ticket creation and resolution, and automated software provisioning for faster, more efficient access to tools and systems.

With IT Aimee, AC Transit is pioneering employee-focused IT support in public transit.

Bus Operators Prepare to Ascend the Throne on April 29

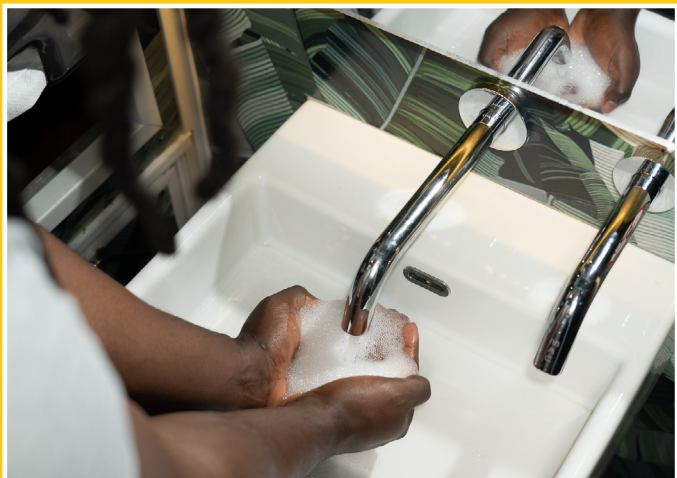


Traditional plumbing and power lines aren't required, these fully self-contained, accessible restroom units, aptly named Thrones, are set to officially debut in April.

While this announcement may not come with crowns and scepters, it is still a royally exciting moment for AC Transit. Beginning April 29, the first five self-contained, accessible restroom units, fittingly called Thrones, will be officially opened for Bus Operator use.

Over the next 12 months, five more Thrones will join the frontline kingdom. Staying true to the royal theme, each location was carefully “nominated” through a noble collaboration between ATU Local 192 leadership and District Management. Long live comfort, clean, convenient, and secure restroom access for a better day on the road.

Each Throne is truly fit for transit royalty. Inside these majestic capsules, Bus Operators will find a flushing porcelain toilet and sink, your porcelain palace essentials, for a familiar and dignified experience. Touchless fixtures, including motion-activated flush, faucet, soap dispenser, and even door mechanisms, ensure your royal hands stay clean and germ-free.



Touchless features, like motion-activated faucets, soap dispensers, flush systems, and door mechanisms, help keep hands clean and minimize contact with germs.

Climate control features like heating, air conditioning, and ventilation provide year-round comfort worthy of a sovereign. While seated on the throne, your noble eyes will enjoy the lush faux jungle foliage wallpaper (specially protected with anti-graffiti enhancements), along with a mirror to admire your crown.



Each Throne interior features faux jungle foliage wallpaper, treated with a protective anti-graffiti coating to maintain a clean and inviting appearance.

These Thrones are not only regal in design: they are also brilliantly high-tech. Each unit is outfitted with 21 enchanted sensors that monitor usage, water levels, and cleanliness, ensuring the royal facilities are always in top form.

After each visit to the loo, Bus Operators are courteously prompted to rate the cleanliness with surveys and scorecards to monitor satisfaction and collect feedback. Think of it as royal advisors offering feedback to keep the realm pristine.

Access to the Throne is secured and managed through an app that links usage to user IDs, making sure only those with credentials may enter.



District staff can use the Throne dashboard to track the cleanliness, detect vandalism, and review performance metrics for each unit.

The royal Throne dashboard will serve as the command center, granting District staff the ability to monitor the cleanliness, vandalism, and performance metrics of these regal units.

There is no need for traditional plumbing or power lines, these Thrones are independent and self-sufficient, fit for placement in any frontline realm.



Four of the first five Throne restrooms will be deployed at BART stations, including El Cerrito Del Norte, with locations chosen in collaboration with ATU and AC Transit management.

Speaking of the realm, the first five Thrones to grace the kingdom will be strategically stationed at West Oakland BART, South Hayward BART, Richmond BART, El Cerrito Del Norte BART, and 106th Avenue and Foothill Boulevard, each a strategic stronghold in our bus network empire.

As the kingdom expands, five more Thrones will rise at Bayfair BART, Coliseum BART, downtown Oakland's 11th and Jefferson Streets, and 2nd and Washington Streets.



Please note, that these royal Throne facilities are reserved exclusively for AC Transit employees.

Rising Stars and Veteran Skill Drive Top 20 Finish at International Rodeo



Division 2's Moises Frias, whose path to International Rodeo success started by chance, was all smiles as he prepared to compete against 75 Bus Operators from across North America, undeterred by the rain.

International Rodeo 2025 competitors traveled to Austin, TX, fully aware that this year's competition would be no easy feat, and that only fueled the excitement. All eyes were on the elite competitors from our Maintenance team and Bus Operator ranks, as transit agencies across the nation recognized AC Transit's exceptional legacy. With seven APTA Overall Excellence (Best of the Best) titles spanning nearly four decades, from 1986 to 2024, AC Transit has set a standard that inspires admiration and motivates friendly rivalry.

This year, the Division 6—Hayward powerhouse Journey Level Mechanic team, Shubo Liu, Sean Burr, and Alvin Tan, may not have taken home the title, but they left no doubt about AC Transit's commitment to excellence. Their standout performances in the individual modules showcased skill, precision, and professionalism that turned heads and reinforced our reputation on the national stage.



The Division 6—Hayward powerhouse Journey Level Mechanic team, Shubo Liu, Sean Burr, and Alvin Tan, showcased their seasoned expertise and pinpoint precision as veteran competitors.

While the trophy may have gone elsewhere, their efforts inspired fellow competitors, earned widespread respect, and kept AC Transit's spirit of excellence front and center throughout the competition.



The Rodeo tests the skill and efficiency of maintenance teams in diagnosing and repairing issues, a challenge the D6 team managed with remarkable composure.

From precision maneuvers and brake repairs to left-hand reverse challenges and the nail-biting diminishing clearance test, the 2025 International Rodeo was nothing short of electrifying. A total of 75 Bus Operators, 52 Maintenance teams, and 43 Combined teams gave it their all in pursuit of top honors. Among them was Division 2-Emeryville's own Moises Frias, whose journey to International Rodeo success began by accident, yet his performance was anything but.



TEC Assistant Manager Marvin DeLeon and Training Instructor Chandler Robinson played a key role in preparing Moises for the International Competition, providing the guidance and support that helped sharpen his skills for the big stage.



There's no better way to blow off steam than with a team bonding trip to the historic Mission San Antonio, the site of the legendary 1836 Battle of the Alamo.



With seven APTA Best of the Best titles on the line, Bus Operator Moises Frias mentally rehearsed the tricky left-hand reverse and the intense diminishing clearance course before stepping onto the competition bus.

Even with two of our four District competitors stepping onto the Rodeo stage for the first time, AC Transit held strong, securing an impressive 16th place overall among 43 combined teams. The energy was high, the competition fierce, and Team AC Transit proved once again that we are a force to be reckoned with.



Austin, TX

AC Transit Kicks Off Partnership with Professional Soccer



With nearly 27,000 fans packing the Oakland Coliseum for the season opener, AC Transit's logo was proudly displayed on the TV-visible side boards and will remain a prominent presence throughout the Oakland Roots season.

It is the unmistakable declaration of soccer commentators during thrilling moments in a match: Goooooaaaaa! So, it's only fitting that AC Transit uses the same shout to announce that we are now the Official Public Transportation Partner of the Oakland Roots & Oakland Soul Soccer Clubs. Partnering with the Oakland Roots is a score for the District, as the franchise is energizing the East Bay by bringing together fans through both men's and women's professional soccer.

The men's professional team, the Roots, is back for their seventh season in the USL Championship League, and the club made a bold move to the iconic Oakland Coliseum with grand designs to harness the energy of the legendary Raiders and Athletics. Meanwhile, Oakland Soul, the women's team, has been making waves in the USL W League since 2022, and the club will take things to the next level next season by moving to the Coliseum and advancing to the prestigious USL Super League Division 1.

As the official public transportation partner, AC Transit was front and center during the much-anticipated season opener on March 22. With nearly 27,000 fans packing the Oakland Coliseum to cheer on the Roots, the District's logo stood out on the pitch-side boards, reinforcing AC Transit as a convenient and reliable way for fans to get to the match. These "side boards," the advertisement wall surrounding the pitch, are a common sight at soccer stadiums around the world and have become nearly as symbolic as the game itself.

AC Transit's logo was not just featured on the TV-visible side boards during the season opener, the District's partnership with the Roots continues all season long. From March through October, fans will see AC Transit prominently showcased on the Coliseum's large video boards at every Roots and Soul home game, through co-branded social media content, a sponsored video series, tabling at select games, and more.

By partnering with the Oakland Roots & Soul, AC Transit is tapping into a passionate community of local supporters and connecting with over 100,000 followers across the clubs' social media platforms, which expands the District's reach and strengthens ties in our existing service areas.

In fact, AC Transit unveiled two 40-foot buses wrapped in the Roots' vibrant mosaic-style design. These striking buses double as mobile billboards, inspiring East Bay riders and many of the expected 10,000+ fans attending each home match to make AC Transit their preferred way to get to the match.



AC Transit rolled out two 40-foot buses wrapped in the Roots' vibrant mosaic design, serving as mobile billboards that inspire East Bay riders and home match fans to choose AC Transit as their ride to the game.



With 130 bus lines across the East Bay, including lines 45, 73, 90, and 98 that directly transport fans to Saturday matches at the Coliseum, the District believes this collaboration will open pathways for growth and new opportunities for riders, both to the stadium and beyond.

Budget Summary

January results, marking the sixth month of FY 2024-25, show total AC Transit operating expenses exceeding the monthly budget but remaining on track with the annual budget. At 58% through the fiscal year, the District has spent 57% of the yearly labor budget and 45% of the annual non-labor budget.

Total labor expenses in January exceeded the average monthly budget, with actuals at \$36.7 million compared to the budgeted \$33.7 million.

- Operator Premium Time and Maintenance Overtime is over budget year-to-date, at 66% and 64%, respectively, primarily due to several BART bridge projects earlier in the year that required extensive overtime. BART provides reimbursement to the District for performing bus bridge services.

- Salaried Regular Time is on track for January but has surpassed the annual budget pace at 62%, mainly due to salary funds being allocated for outside legal staff support.
- Miscellaneous Wages & Fringe is above the monthly average due to Workers' Compensation claims, though year-to-date spending remains aligned with the annual budget at 59%.
- Health Plan costs are over the monthly average due to the timing of payments; however, year-to-date expenses are on track with the annual budget at 57%.

Budget Summary (Budget vs Actuals as of January End, 2025)

\$ in 000's	January		FY 2024-25 (58% of year completed)		
	Budget	Actuals	Budget	Actuals	% Used
Parent Account & Name					
Wages					
Operators Regular Time	6,120	5,956	73,443	41,098	56%
Operators Premium Time	1,596	2,004	19,147	12,670	66%
Maintenance Regular Time	2,407	2,229	28,888	16,134	56%
Maintenance Overtime	215	160	2,575	1,638	64%
Salaried Regular Time	3,804	3,662	45,648	28,214	62%
Salaried Overtime	124	85	1,492	693	46%
Misc Wages & Fringe	7,688	10,335	92,250	54,149	59%
Health Plans	5,860	6,541	70,324	40,104	57%
Pension	5,875	5,679	70,500	37,457	53%
Labor Total	33,689	36,652	404,268	232,157	57%
Key Services					
Professional and Tech Svcs	1,166	610	13,987	3,594	26%
Security Services	1,415	5,306	16,986	9,268	55%
Other Services	2,112	1,504	25,339	9,486	37%
Vehicle Parts	1,239	1,211	14,862	8,183	55%
Fuel & Lubricants	1,510	1,163	18,123	8,360	46%
Misc Supplies & Materials	448	318	5,375	1,967	37%
Utilities	554	589	6,646	3,389	51%
Liability	2,361	818	28,330	14,260	50%
Purchased Transportation	4,886	6,353	58,630	25,220	43%
Taxes & Misc	1,076	861	12,917	6,307	49%
Non-Labor Total	16,766	18,735	201,195	90,034	45%
Grand Total	50,455	55,387	605,463	322,190	53%

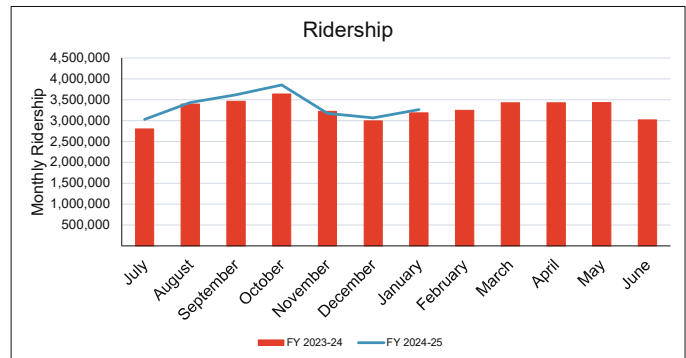
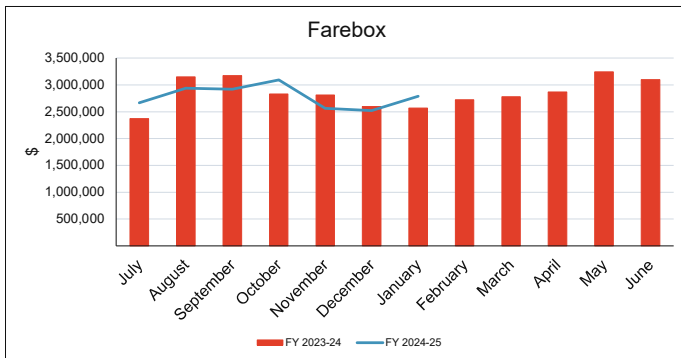
● areas over budget

Total non-labor expenses for January are over budget, with actuals at \$18.7 million compared to the \$16.8 million budget. This variance is primarily due to the timing of payments for contractual services related to Security and Paratransit. It is important to note that Professional & Technical Services and other contract-based expenses are expected to even out later in the fiscal year.

- Professional and Technical Services, along with Other Services, are significantly under both the average monthly budget and the year-to-date budget. While spending is expected to rise in the final months of the fiscal year, there has been a historical trend of over-budgeting or under-spending in these areas. Staff is closely monitoring this to ensure a more accurate budget for FY 2025-26.

- Fuel & Lubricants are 46% under budget for the annual projection, thanks to favorable pricing.
- Security Services and Purchased Transportation are exceeding the average monthly budget but are still on track, with the annual budget projection at 55% and 43%, respectively.

Farebox Revenue and Ridership
FY 2024-25 vs. FY 2023-24



Farebox Revenue	Jul	Aug*	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD	FY Projection
FY 2024-25	2,665,963	2,938,986	2,920,664	3,095,190	2,565,722	2,522,453	2,789,041						19,498,018	33,425,173
FY 2023-24	2,370,737	3,150,822	3,175,689	2,831,595	2,812,522	2,596,688	2,568,046	2,723,843	2,779,179	2,869,602	3,243,656	3,096,620	19,506,099	34,219,000
Y-Y %	12.5%	-6.7%	-8.0%	9.3%	-8.8%	-2.9%	8.6%						0.0%	-2.3%
FY 2022-23	2,125,902	2,423,509	2,545,561	2,701,189	2,413,388	2,148,142	2,241,310	2,337,789	2,620,407	2,468,050	2,838,748	2,828,051	16,599,001	
FY 2021-22	1,783,894	2,046,093	1,833,811	2,121,147	1,892,201	1,943,296	1,684,279	1,801,123	2,410,793	2,170,965	2,254,076	2,649,580	13,304,723	

NTD Ridership	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD	FY Projection
FY 2024-25	3,032,088	3,437,049	3,620,210	3,856,971	3,176,095	3,065,235	3,265,629						23,453,277	40,205,618
FY 2023-24	2,805,547	3,397,560	3,464,582	3,637,773	3,223,045	2,994,986	3,190,593	3,248,973	3,425,931	3,430,494	3,431,644	3,015,555	22,714,086	39,266,683
Y-Y %	8.1%	1.2%	4.5%	6.0%	-1.5%	2.3%	2.4%						3.3%	2.4%
FY 2022-23	2,377,977	2,908,645	3,006,534	3,117,377	2,859,953	2,595,953	2,741,588	2,776,502	3,099,633	3,100,238	3,154,143	2,855,248	19,608,027	
FY 2021-22	1,959,429	2,248,138	2,527,040	2,586,097	2,454,910	2,213,471	2,073,209	2,322,102	2,735,012	2,683,305	2,705,849	2,400,803	16,062,294	

Notes:

- Farebox revenue is for per-boarding payments only; does not include EasyPass agreements or contract services (BART, City of Oakland, etc.)
- Current FY total ridership and farebox revenue projections are based on the average monthly ridership and farebox revenue applied to the rest of the fiscal year.
- August and September 2023 Farebox revenue was abnormally high due to large ticket purchases by BACS (Bay Area community Services) and two school districts - OUSD and WCCUSD.

Human Resources Personnel Report

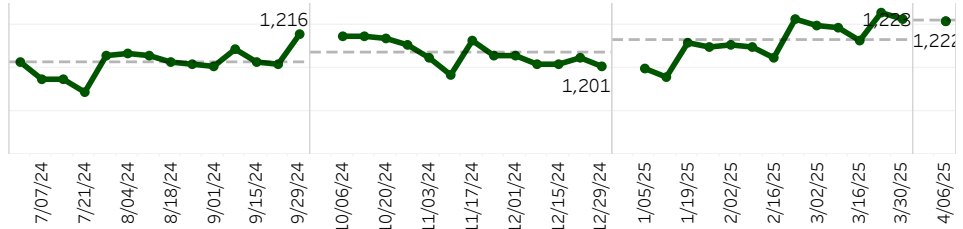
WEEKLY | Bus Operator Headcount | [as of: April 6, 2025]

Budgeted Headcount	Operator Count (Employment)	Long-Term Leave (LTL)	LTL Chg (from prior wk)	Avail Workforce	Training	Division Workforce
1,380	1,417	134	-1	1,283	61	1,222

Division Workforce

1,222

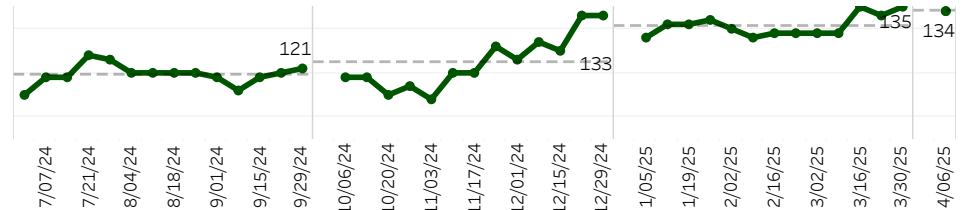
[as of: April 6, 2025]



Long-term Leave

134

[as of: April 6, 2025]



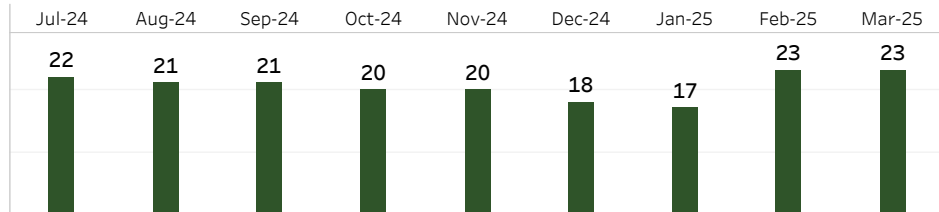
MONTHLY | Bus Operator - Hiring & Workforce Trends

WORKFORCE CHANGE

Hiring

23

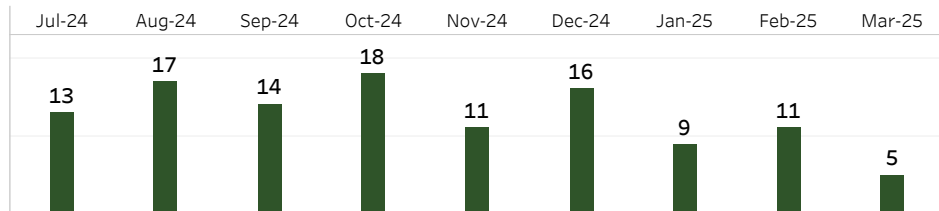
[YTD FY 2025 | March]



Separations

-5

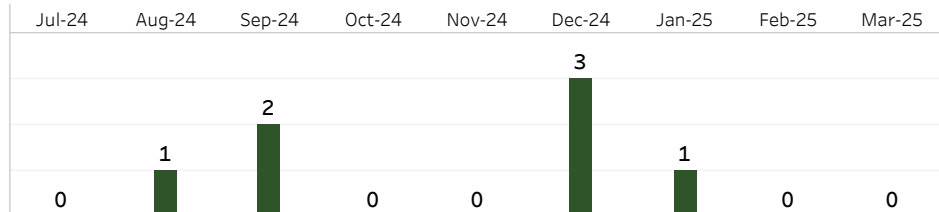
[YTD FY 2025 | March]



Promotions

-0

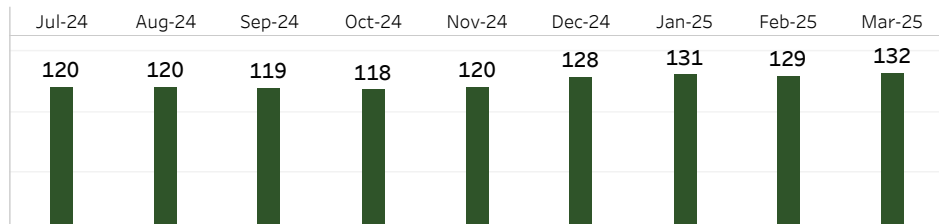
[YTD FY 2025 | March]



Long-Term Leave

-3

[YTD FY 2025 March]



MAR-25 NET GAIN: +15