



Alameda-Contra Costa  
Transit District

SR 25-254a  
Att.1.

# Long-Term Leave Analysis

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# Why This Matters

**Long-term leave isn't just a Human Resources issue.**

It directly affects service delivery, staffing levels, and day-to-day operations.

We are taking a closer look at where we currently stand, how we compare to others, and what is already in motion to improve the situation.

## What is Long-Term Leave?

**Defined as any continuous leave lasting more than 180 days**

Once that threshold is reached, operators are **removed from their division's headcount** and placed in a holding position.

This creates an operational vacancy, affecting:

- Daily **schedules**
- **Service levels**
- The pool of **available backup staff**

# Who Owns the Process?

Multiple departments manage different types of leave:

## **Human Resources**

- Manages non-occupational leave (e.g., FMLA, CFRA)

## **The General Counsel's Office**

- Oversees Workers' Compensation and Industrial Injury cases

## **Compliance**

- Handles DOT (U.S. Department of Transportation) and substance-related leave

## **Management Teams**

- Place employees on personal or administrative leaves (these rarely result in long-term status)

# What the Data Is Telling Us

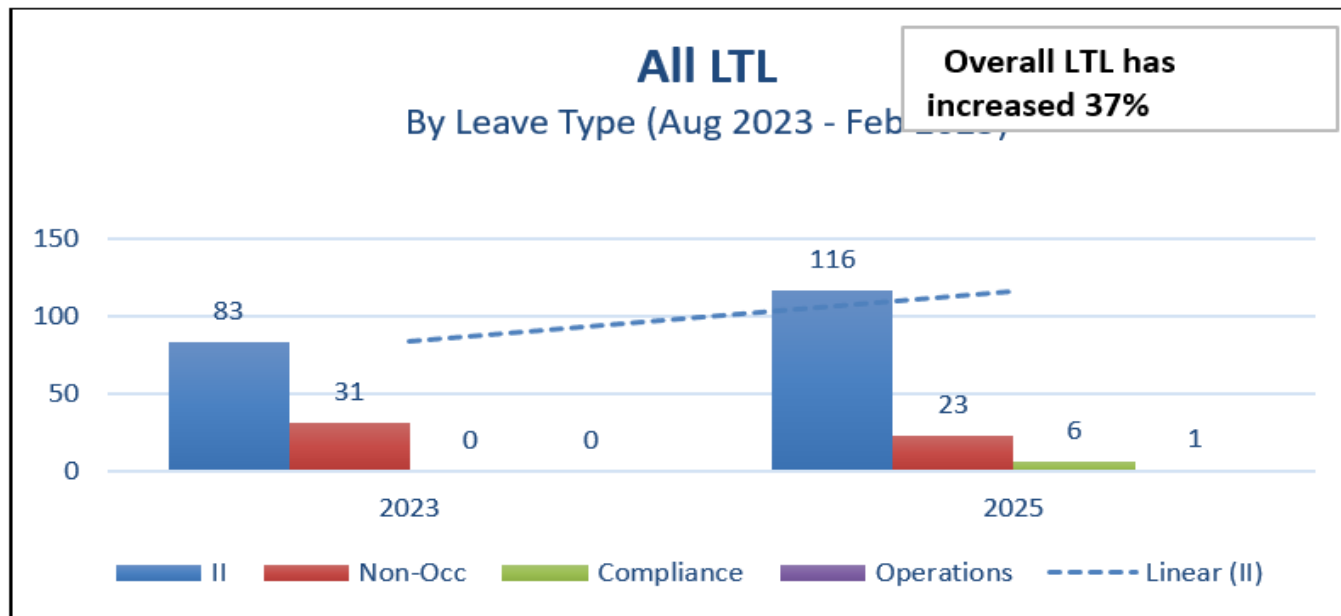
## Long-term leave is on the rise

More employees are reaching the 180-day threshold

**Over 80% of Long-Term Leave** cases are linked to Industrial Injuries

## The good news:

- Non-occupational LTL has **declined 19%** since last year



# How Long Are Employees Out?

**Longer leaves are becoming more common**

- **51 employees** have been out for more than 1.5 years
  - All of these cases are tied to **Industrial Injuries**

**Industrial Injury cases** are much more likely to go beyond the 180-day long-term leave threshold

LTL- Breakdown based on length of absence

Absence Length	Industrial Injury	Non-Occ	Compliance	Total
< 1 Year	52	20	2	74
1 – 1.5 Years	19	4	3	26
1.5 – 2 Years	18	0	0	18
2 – 5 Years	30	0	0	30
5+ Years	3	0	0	3
Total	122	24	5	151

# How Do We Compare to Others?

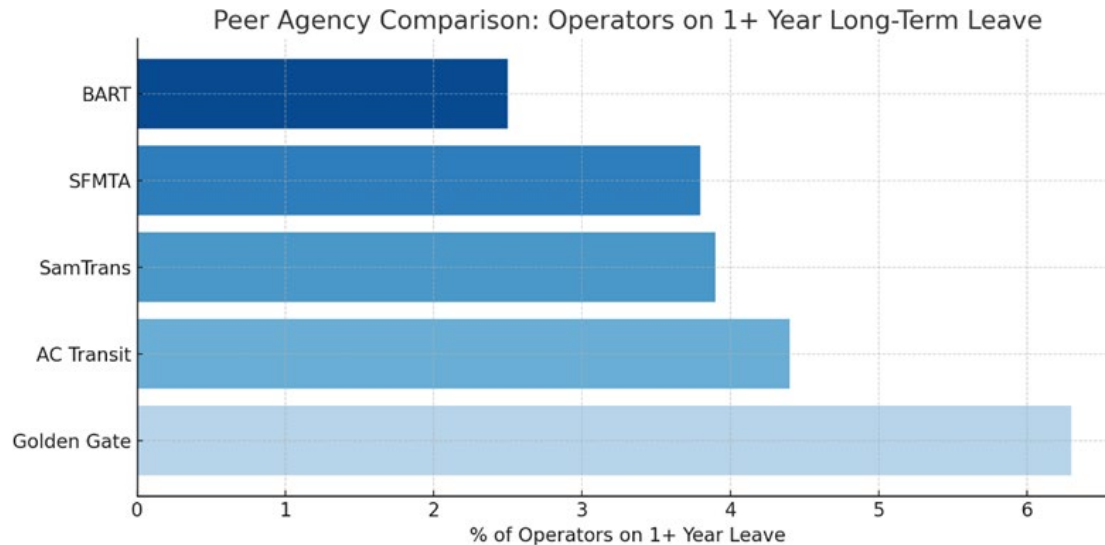
Local agencies define long-term leave differently:

- Definitions range from 3 to 12 months

At the 6-month mark, AC Transit lands in the middle

When it comes to 1+ year leave

- We are second highest in the region



# What Are Other Agencies Trying?

**We've looked into what's being tested or discussed across the region:**

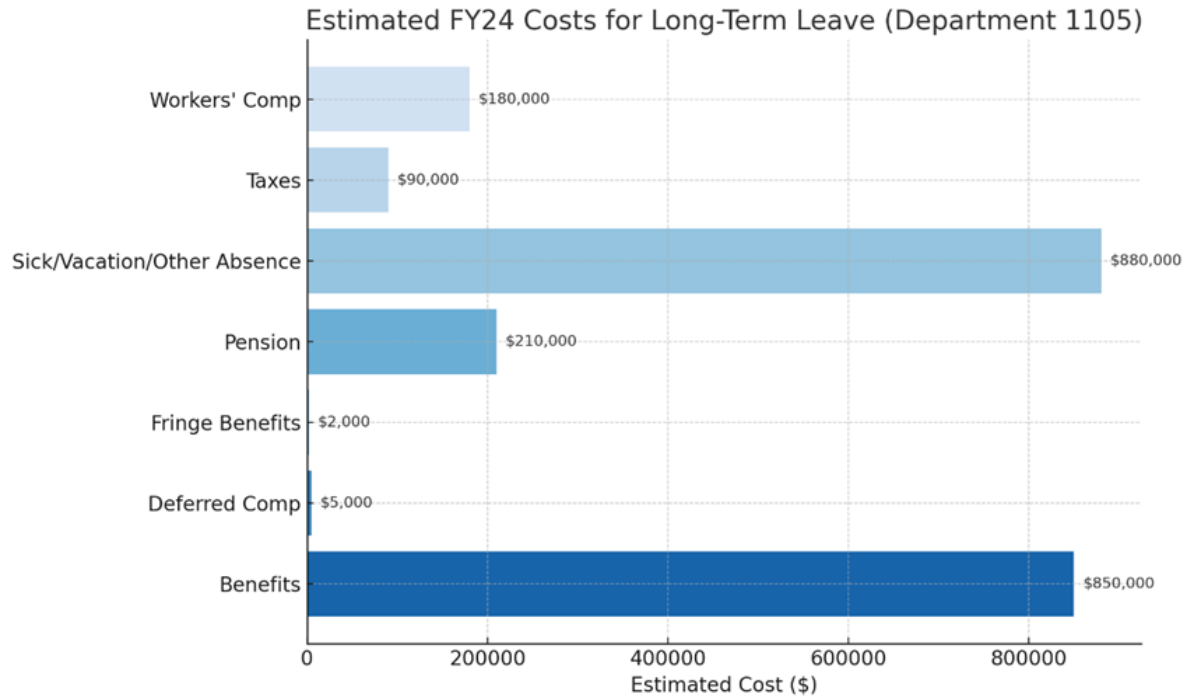
- Predictive tools and analytics to identify high-risk cases early
- Injury prevention programs
  - pre-shift stretching
- More flexible Modified Duty programs
- EAP promotion and wellness incentives to support mental health and reduce burnout

**Bottom line:**

We are not the only ones facing this. And we are not alone in trying to solve this.

# What It's Costing Us

These are estimated costs from Fiscal Year 24



**Fiscal Year 2025 (YTD)** is already showing an **upward trend** in long-term leave-related costs

Some expenses are difficult to track precisely but still have a **real operational impact**



# What's Legally Required?

Many long-term leave types are **legal entitlements** granted under **federal or state law**

Some are further **enhanced or established through union contracts**

The District must **balance operational needs** with these **contractual and legal obligations**

**Management leave** is the only category **not legally required** and currently has **few, if any, cases in long-term leave status**

# What's Working So Far?

**AC Transit has made measurable progress in reducing non-occupational long-term leave**

**Several strategies are already making an impact:**

- A dedicated taskforce that actively reviews open cases
- A formal **Leave Management Committee (LMC)** to look at ways to improve LTL possesses
- Ongoing labor discussions to **refine contract provisions**
- A more flexible and **improved Modified Duty program**

# What's Already Underway?

## **Modified Duty Pilots**

Currently active at Divisions 4, 6, and the Training Center—expanding placement options

## **Enhanced Workers' Comp Reviews**

Partnering with our third-party administrator to improve oversight and early resolution

## **Leave Dashboards in Development**

Real-time tools to track leave type, duration, and trends

## **Labor Negotiations in Progress**

Ongoing conversations to refine how leave is structured and managed in contracts