

# 2025 Accomplishments





## 65 Years of History Guiding our Path to the Future

Dear AC Transit Family,

As I stepped into the role of leading this remarkable organization, I was filled with gratitude for the opportunity to serve the talented and dedicated team at AC Transit. After 13 years with the District, I've seen firsthand what this exceptional workforce can accomplish—and this year was no different.

In our 65th anniversary year, we marked a major milestone with the launch of our fully re-imagined service network, designed to better meet the evolving needs of East Bay riders. Travel patterns have shifted significantly since the pandemic, and our two-year planning process—shaped by extensive outreach to riders, non-riders, employers, policymakers, and community stakeholders—ensured that the new network reflects the diverse needs of our region. We successfully launched our new network in August thanks to the incredible collaboration and dedication of team members throughout the organization and our Union partners.

Achieving all of this requires a stable and sustainable funding source. To that end, our staff worked closely with the Metropolitan Transportation Commission (MTC) and state lawmakers to advance SB 63, which was signed into law in October. This legislation authorizes a regional ballot measure in five Bay Area counties in November of 2026, giving voters the option to approve a dedicated sales tax to support transit operations.

Despite a successful year, challenges remain. In the coming months, we will educate the public about the importance of AC Transit's service and the consequences that could result from our operating deficit. We will also continue identifying cost-saving opportunities to ensure we operate as efficiently as possible—regardless of new revenue—while staying focused on delivering reliable, convenient service for the riders who depend on us every day. As tumultuous as that path forward gets, we will always be guided by our Board's Priorities of Operational Performance, Organizational Efficiencies, Customer Satisfaction & Improved Rider Experience, and Financial Stability. These priorities are being carried out by our shared goals and objectives of Safe & Secure Operations, Convenient & Reliable Service, Financial Stability & Resiliency, High Performing Workforce, Strong Public & Policy Maker Support, and Environmental Improvement.

AC Transit has connected the East Bay for 65 years, and I'm committed to ensuring we continue to do so for decades to come. I am deeply grateful for the trust the AC Transit family has placed in me, and I will work tirelessly to honor that trust. I am equally confident that our employees will continue delivering the exceptional service that defines this agency by coming together as "One" AC Transit.

Wishing you a joyful holiday season and a prosperous New Year.

A handwritten signature in black ink, appearing to read 'S. Llamas', with a long horizontal flourish extending to the left.

Salvador Llamas  
General Manager and Chief Executive Officer



# 2025 Highlights

## AVERAGE WEEKDAY RIDERSHIP

OCT 2025

**144,935** /weekday

## AVERAGE MONTHLY RIDERSHIP

OCT 2025

**3.8M** avg monthly

## TOTAL ANNUAL RIDERSHIP

OCT 2024 – OCT 2025

**39.9 million**

### SOCIAL MEDIA

Audience size

**+15%**

Video views

**1M+**  
**+87%**

Engagements

**132,800**  
**+40%**

Impressions

**4,812,325**  
**+32%**

### REALIGN OUTREACH

**5,000+**  
Touchpoints

**1,059**  
HOURS

**174**  
SHIFTS



### ADVOCACY

Advocating for Public Transit with Policymakers

#### Federal Level:

Department of Transportation Secretary **Sean Duffy**

Federal Transit Administrator

**Marcus Molinaro**

Senators **Alex Padilla, Adam Schiff, Chuck**

**Schumer, Cory Booker, Ted Cruz, John Cornyn**

House Speaker

**Mike Johnson**

House Minority Leader

**Hakeem Jeffries**

Congressmembers

**Nancy Pelosi, Eric**

**Swalwell, Lateefah**

**Simon, Mark DeSaulnier,**

**John Garamendi,**

**Steve Womack**

#### State Level:

Senators **Jesse Arreguin,**

**Tim Grayson, Aisha**

**Wahab**

Assemblymembers **Mia**

**Bonta, Alex Lee, Liz**

**Ortega, Buffy Wicks**

### MANAGED...

**203**  
New Hires

**42**  
Promotions

**156**  
Bus Operator  
Qualifications

### CUSTOMER SERVICE

**31,698**  
CALLS

fielded by the  
Call Center

**15,286**  
RIDERS HELPED

with Travel &  
Trip Planning  
information

**11,804**  
UNIQUE TICKETS

handled by the  
Customer Service  
database (CusRel)

### SERVICE RELIABILITY

**7** new service trucks + **22** non-revenue vehicles

Replaced with more modern and efficient vehicles

Exceeded KPI of **7,500 Miles Between Chargeable Roadcalls** for every month this year  
*(an average of 9,700 MBCRC)*

Received

**1 OF 9**

60' articulated  
New Flyer  
Hydrogen buses

Board approved purchasing

**10 & 47**

New 35'  
Battery Electric  
buses

New 40'  
Hydrogen  
Fuel Cell buses

### FINANCIAL SUSTAINABILITY

EasyPass Program YoY:

**4.7M trips**  
**+40%**

**99,000+**  
eligible participants  
**+22%**

Estimated annual contract value:

**\$9.1M** | **+14%**

The District was awarded

**\$22M**

through Bay Area Air Quality Management District Community Air Protection Program for District zero emission bus purchases.

Maintained S&P

**AA+**  
CREDIT RATING

in annual update despite projected deficits.



2025 East Bay EDA  
**Innovation Award for Community Impact**

Student Transit Pass Program:

**Over 200,000 trips**

were taken by high school and middle school students in Alameda county, generating...

**\$2.3M**  
in revenue

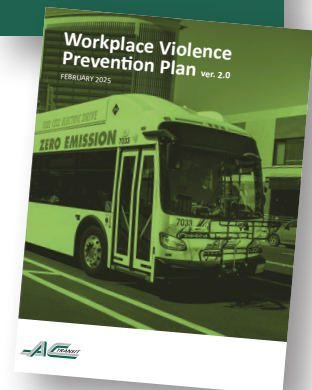
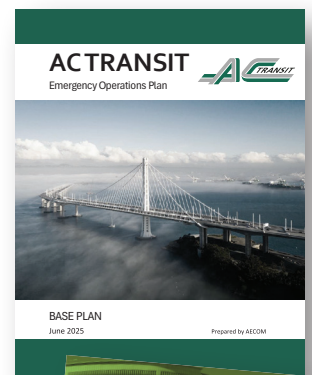


# 2025 Year in Review: Innovation, Vision, and Connection

AC Transit has spent the last twelve months finding new and creative ways of doing things better, while maintaining the crystal-clarity of our goals and our mission. We have not only spent the last 65 years moving the East Bay, but building connections between communities.

## Safe and Secure Operations

- AB 394 Signed Into Law, making assaults on transit workers, contractors, or passengers punishable by up to \$10,000 in fines or jail time and allows agencies to ban violent offenders from transit systems. This victory was made possible through strong collaboration with labor and industry partners, including ATU.
- Earned a “Satisfactory” rating from the California Highway Patrol (CHP) at all four Divisions, the highest rating awarded for the Annual Terminal Inspection.
- **Completed the installation of 94 permanent driver’s protection barriers** on the existing bus fleet.
- Established data reporting process to deliver first Annual Safety Report.
- Updated the Public Transportation Agency Safety Plan (PTASP) which now tracks and produces target goals for the fourteen (14) key performance indicators (KPI) and updates the Board with an Annual Safety Report with review and analysis of KPI statistics. A new Safety Management System (SMS) logs, maintains, and tracks safety-related information and corrective actions. The District has re-established AC Transit Safety Committee to manage safety issues at a District-wide level and has incorporated union representatives in this process.
- **Completed and approved the District’s Emergency Operations Base Plan (EOP).** This was the first EOP updated since 2016, bringing the District’s Emergency Response in line with our current structure and resources, and assists AC Transit personnel who have key roles and responsibilities in supporting emergency management activities during an incident.
- Updated and enhanced the District’s site Emergency Response Plans (ERP) to reflect the current District site emergency response and expanded it to encompass additional hazard responses, such as hydrogen fuel, workplace violence/active shooter, and tsunami responses. The ERP is intended to ensure the safety and well-being of individuals, protecting organizational assets, and maintaining operational capability.
- **Updated and enhanced the Workplace Violence Prevention Plan (WVPP).** Training was conducted across all divisions to maintain a safe work environment for all employees and address the hazards known to be associated with workplace violence.
- Expanded the Protective Services report to allow for great safety and security analysis of performance, success, trends, and overall safety and security of our workforce and riders. National Law Enforcement National Incident Base Reporting System (NIBRS) data, expanded National Transit Database (NTD) assault data, and Hayden AI Citation data were added to the Protective Services report.
- Successfully negotiated, presented, and implemented a new service contract with the Contra Costa County Sheriff’s Office.



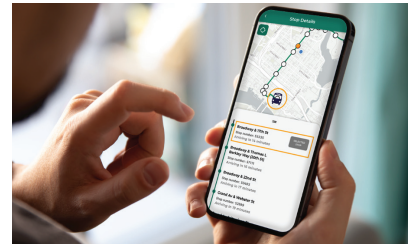
- Leveraged the District’s Learning Management System (LMS) by developing and adding key training and awareness courses such as Workplace Violence, Active Shooter, Requests for Safety Assessment, and Bloodborne Pathogens. This allows for easy access and on-demand training for employees, and accurate record keeping for audit compliance.
- **Replaced the automated external defibrillators (AED) district-wide** to ensure that all units functioned properly. New grab-and-go AED are accompanied with clearly legible and easy-to-follow directions, enabling staff to more quickly and effectively utilize them in the event of an emergency.
- A comprehensive cybersecurity strategy was developed and implemented for governance, risk management, cloud security, business continuity, and incident response. These improvements took the form of separating systems more effectively, limiting access based on an employee’s job, and connecting key systems to single sign-on. Additionally, an AI-powered system is now in place to constantly scan for vulnerabilities.
- Secure Software Development Lifecycle: Implemented an automation process for continuous building, testing and deploying AC Transit custom software and data systems, integrating security and quality controls to ensure cybersecurity guidelines, policies and requirements are in place.
- Technology upgrades for safety and physical security: Replaced all stand-alone camera systems with the centralized camera platform that allowed cameras to be monitored remotely instead of requiring staff to visit each site in person. Built a new wireless private cloud network for buses that allows coaches to communicate directly with AC Transit facilities without depending on external vendors for connectivity. Upgraded Richmond Parkway Transit Center with high-speed and secure network infrastructure, badge-controlled access, and new security cameras that can be viewed remotely.
- **Launched Throne pilot program:** Thrones are smart, modular, and accessible restrooms with running water and with 21+ sensors, including cameras to help ensure operator safety. Currently deployed at 8 locations throughout the service area, with 2 additional units currently being deployed. Bay Fair BART station (2), Coliseum BART station, El Cerrito Del Norte BART station, Foothill & 108th in Oakland, Richmond BART Station, South Hayward BART Station, West Oakland BART Station.
- Security Enhancements for Key Departments: A separate email system was created for the Retirement Department (acterp.org) to keep it fully isolated from the main actransit.org email environment, improving security and reducing risk. New virtual servers were installed at each division to support cybersecurity and network monitoring tools to provide better visibility into network activity and improve the District’s ability to detect and address security issues.



## Convenient & Reliable Service

- **Implemented Realign**—A redesign of the service network through the District’s Comprehensive Operations Analysis (COA) process that included robust public participation and education to ensure alignment with the needs of our riders. This new network design balanced resource constraints to best meet the needs of our customers and operators in the post-pandemic era.
- Improved Service Operated by 4% from 94% to 98% and sustained performance above 98% of scheduled service operated for the last six months of the year.
- Exceeded the key performance indicator (KPI) of 7,500 Miles Between Chargeable Roadcalls for all months during the year, with an average of 9,700 MBCRC, demonstrating that preventative maintenance successfully improved service reliability.

- Worked collaboratively with ATU Local 192 and AFSCME Local 3916 to develop service changes that reflect feedback from the Drivers Committee, operators, riders, and the broader community. Through extensive engagement, listening sessions, and a sustained commitment to problem-solving, this partnership resulted in more than 50 service schedule improvements, including 20 school-related adjustments, that will be implemented as part of the January 2026 Service Changes.
- Fully updated AC Transit’s fare collection systems to support the regionwide Next-Generation Clipper (NGC) rollout, which allows for accurate tracking of ridership revenue in near real-time, transition from cards based to accounts based system, free fare inter-agency transfers, discounted inter-agency fare transfers, accepting credit and debit cards, institutional passes.
- Service and Data Improvements for Operations and Public Access: a new payroll code was added to incentivize operators to select assignments on key trunk line routes, helping support service reliability where it is needed most. Additionally, ridership information was made available on the District’s Open Data Portal, giving the public direct access to these datasets.
- **Launched a new in-house AC Transit mobile app** that gives riders real-time bus arrivals, trip planning, service alerts, and quick access to route information. Building the app internally reduced vendor costs, allowed faster improvements, and ensured it better met rider needs, resulting in a more reliable, easy-to-use tool that helps riders plan trips and stay informed.
- **Deployed seven (7) new service trucks** and twenty-two (22) non-revenue vehicles with more modern and efficient vehicles.
- **Successfully completed a suite of Quick Build Projects:** Durant Avenue Quick Build, Quick Build International Boulevard, and Quick Build MacArthur at Alameda Avenue.
- Awarded the Paratransit Broker Contract. The District awarded its largest contract to Transdev Services, Inc. to operate paratransit services for riders unable to use fixed-route transit due to a disability or health-related condition. The contract, entered into jointly with the Bay Area Rapid Transit District (BART), is for \$386.5 million, with AC Transit’s share totaling \$266.7 million.
- **Constructed Operator Restrooms and Operator Safety and Security measures** at the Richmond Parkway Transit Center and at several Alameda county BART Stations.
- Established Key Performance Indicator (KPI) for Meal/Restbreak, Trunkline Incentive Program (TIP) Performance Monitoring, and reporting structure.
- The Call Center fielded 31,698 calls, assisting 15,286 riders with Travel and Trip Planning information.
- The Customer Service database (CusRel) handled 11,804 unique tickets.



## Financial Stability & Resiliency

- Approved FY 2025-26 Operating budget of \$606.3M on-time with total of just 0.1% increase from the prior year. Non-labor budget, in particular, was reduced by 5% from prior year. FY 2025-26 Capital Budget of \$393.5M also approved on-time.
- Maintained District’s S&P credit rating of AA+ in annual update despite projected deficits.

- **Implemented Board approved fare change on July 1, 2025.**
- Reimbursed a total of \$7.2M in pandemic emergency expenses from FEMA with 98% of original claimed reimbursements approved.
- Generated \$9.3 million in interest revenue in FY24-25 through Active District investment management.
- Awarded \$2M through Alameda County Transportation Commission Comprehensive Investment Program for the microgrid project for the Oakland operating division.
- Awarded \$22M through Bay Area Air Quality Management District Community Air Protection Program for District zero emission bus purchases.
- Awarded the National Procurement Institute’s Excellence in Procurement Award for 2025—the premier achievement award for public procurement organizations, requiring demonstrated excellence in innovation, professionalism, productivity, e-procurement, and leadership.
- Conducted a full Payment Card Industry (PCI) review, annual penetration testing, and updates to security practices were completed, bringing the District to alignment with Federal standards and reducing compliance risks. Vendor security requirements were strengthened, and overall readiness for audits and funding reviews improved.
- Streamlined and improved public works process cycle by simplifying engagement of professional services, the process for contract change control, and the Invitation for Bid (IFB) template.
- Completed triennial FTA Automatic Passenger Counter (APC) certification requirements, FTA NTD Annual Report submission, and Transit Asset Management Performance Review.
- **EasyPass achieved significant growth across metrics**, including 4.7 Million trips (40% increase), 99,000+ eligible participants (22% increase), and estimated annual contract value reaching \$9.1 Million (up 14% or \$1M). EasyPass also added a notable new client, California State University East Bay.
- Generated \$2.3 million in revenue by providing 200K trips to High school and middle school students in Alameda County through the Student Transit Pass Program.
- Executive leadership and departments across the District worked together to identify immediate operational needs and strategically repurpose vacant positions, resulting in 10 position conversions at a net annual cost of only \$7,567 without increasing authorized headcount and reducing reliance on costlier project pay and acting assignments.



## High Performing Workforce

- Successfully completed labor negotiations with the District’s largest bargaining unit, ATU Local 192, through a quick, collaborative, and efficient bargaining process that resulted in a new four year collective bargaining agreement.
- **Automated transfer of information to deferred compensation plan recordkeeper** (Empower), eliminating the need for new employees to fill out paper forms or for existing employees to update key information. This improvement eliminated redundant tasks for employees.
- Implemented the Fiscal Year 2025/2026 General Manager Performance Goals and Objectives providing a direct link for frontline employees, mid-level managers, and executive management to AC Transit’s Strategic Plan and Board of Directors Priorities.



- Board approved the new Deferred Compensation (DC) Committee to formalize management of the District's Deferred Compensation Plan. The 7-member committee will oversee performance and administration of the DC plan with the assistance of a newly-hired fiduciary financial advisor to assist the District and the DC Committee in effectively managing the DC Plan.
- **Piloted a Human Resources (HR) kiosk** to better communicate and engage our front line employees, including mechanics, drivers, facilities and operations personnel, across various Human Resources (HR) departments, to make these resources more available to employees who are unable to make it to the General Offices and/or work outside of standard business hours.
- Improved Long-term leave (LTL) process through the establishment of cross-functional meetings with leave stakeholders, development of an integrated data dashboard, and strengthened coordination, which improves data visibility and enables the identification of data-driven targeted prevention measures to enhance overall efficiency.
- Automated data sharing between PeopleSoft and the District's Deferred Compensation system to eliminate a fully manual, pay-period process that required staff to re-enter and update employee records. The automated workflow is reducing errors and saving several hours of staff time during payroll cycles.
- Implemented a unified online training portal for departments to assign required courses, track completion, and share materials. This improvement replaces multiple spreadsheets and manual email processes, resulting in better documentation, reduced follow-up work, and time savings for onboarding and compliance activities.
- The General Counsel's office received a new tool, LawToolBox, to help track important deadlines and manage litigation-related dates more accurately and efficiently.
- Awarded a three-year contract to Immersed Technologies launching the inaugural design and development of the zero-emission bus curriculum, which will serve as the educational cornerstone of Zero Emission Bus University.
- **Expanding workforce development pipeline** with the first-ever non-mechanics successfully completing the full career ladder pathway from Mechanic Helper or pre-mechanic training to the State of California heavy duty coach mechanic apprenticeship, earning Journey-Level Mechanic certification. This achievement demonstrated the power and effectiveness of structured labor management programs in creating new opportunities for limited- and non-skilled employees.
- The District was awarded Business Partner of the Year from Eden Area Regional Occupational Program (EAROP), recognizing AC Transit's commitment to workforce development and strong community partnerships as EAROP with District support launched its first-ever Zero Emission Vehicle Technology program.
- **The District saw 20 employees complete industry leadership programs** including: Leadership Oakland (1), Leadership Alameda (1), Leadership San Leandro (1), WTS Leadership (1), Latinos In Transit (1), University of the Pacific's Strategic Thinking Training (1) and Procurement training (1), the Minetta Transportation Institute (1), Alameda County Leadership Program (2) and University of the Pacific Transit Management Certificate Program (10).
- Developed and launched a new comprehensive Benefits Guide, giving employees a clear, accessible overview of District benefit offerings and available resources.



- Implemented Mental Health Fairs at every division, expanding access to behavioral health resources and promoting awareness of mental well-being support services.
- Demonstrated measurable improvements in employee health outcomes, with Kaiser data showing a decline in high blood pressure prevalence from 21.6% to 16.8% and a reduction in smoking prevalence from 10.7% to 8.4%, reflecting the positive long-term impact of District wellness initiatives.
- Managed 203 new hires, 42 promotions, along with 156 Bus Operator qualifications. These personnel actions directly support a high-performing workforce by ensuring staffing of critical roles, strengthening internal mobility, and maintaining a robust pipeline of qualified Bus Operators essential to sustaining reliable service and operational continuity.
- Partnered with staff across the District to modernize existing classifications and develop new ones designed to strengthen organizational effectiveness and support evolving business and operational needs. This effort included the review and update of roles, titles, and minimum qualifications for fourteen (14) classifications to ensure they accurately reflect current job responsibilities and align with labor market standards. The revised classifications promote sustainable workforce development, enhance succession planning, and recognize that required skills and competencies can be gained through multiple pathways.
- Participated in 12 external salary and total compensation studies with industry peers, providing the District with critical insight into market trends and competitiveness.

**TOURS HOSTED:**

- San Francisco Metropolitan Transportation Agency (SFMTA)
- National Renewable Energy Laboratory (NREL)
- San Mateo County Transit District (SamTrans)
- Government Accountability Office (GAO)
- Transdev
- King County
- California Department of Transportation (Caltrans)
- University of Kansas
- Augusta Transit (Georgia)
- Southern Company
- Senator Padilla’s Office
- Los Angeles Metro
- Pacific Gas and Electric (PG&E)
- Leadership Hayward

**Strong Public and Policy Maker Support**

- **Hosted a series of briefings**, in each Ward, that provided external stakeholders and policymakers an opportunity to learn about AC Transit updates, initiatives, and vision for the future. It served as a way in which the District was able to promote the importance of the service to the respective communities, but also for opportunities to collaborate.
- Better understanding our riding public: Completed the District’s SB 434-mandated Transit Safety Survey and focus groups, meeting all state compliance requirements and producing statistically valid findings on rider perceptions of safety and harassment. Conducted a voter poll to assess support for potential revenue measures, informing long-term financial planning. In partnership with MTC, launched the Rider Profile Survey, collecting updated demographic and origin-to-destination data to guide service planning and Title VI compliance.
- AC Transit played a leading role in advancing SB 63, the Connect Bay Area Act, which establishes the framework for a 2026 regional transportation revenue measure. Through sustained legislative engagement, coordination with MTC and regional transit partners, and extensive public information planning, the District helped shape a policy platform centered on long-term operating stability for the East Bay. This work positions AC Transit to secure the sustainable funding needed to maintain and improve essential bus service for the communities we serve.
- The partnership program was expanded through key relationships this year, including:
  - Oakland Restaurant Week
  - Oakland Roots and Soul soccer teams
  - Oakland Ballers baseball team
  - Dia de los Muertos Festival
  - **Oaklandish apparel collaboration**
- **65th Anniversary Campaign:** The creative team rolled out a number of new designs





for the District's 65th anniversary, including all new vintage inspired designs for giveaway items and the special 65th anniversary bus exterior and interior graphics, which have received broad recognition from employees and riders, strengthening our connection to the community.

- During the American Public Transit Association's (APTA) Winter Legislative Meeting in Washington DC, District staff joined Board Director Young to meet with key California Senate and Congressional offices along with Congressional committees to try and secure a voting seat for transit agencies on regional transportation bodies, like the Metropolitan Transportation Commission. The District delegation also advocated for \$400 million in funding to support transit agencies during the 2026 World Cup games. In addition to participating in the USDOT's World Cup Summit with Secretary Sean Duffy and FTA Administrator Marcus Molinaro, the team met with key United States Senate and Congressional leadership and the influential Senate Banking and Commerce Committees.
- Conducted significant outreach to support projects to improve service operations, including the Quick Build suite of projects: Durant Avenue Quick build, Quick Build International Boulevard, and Quick Build MacArthur at Alama Avenue; and the Rapid Corridors suite of projects: Telegraph Rapid Corridors and Grand/West Grand Rapid Corridors.
- Standardized a portion of the ad cards on each bus, improving the appearance of bus interiors while providing more customer-facing information. Since the evergreen ad cards rolled out, the District has seen increases in year-over-year page visits to the Trip Planner (+19%) and bike information page (+45%), and a 98% increase in eNews subscribers.



## Environmental Improvement

- Continued expansion of ZEB program: Received (1 of 9) **60-foot New Flyer hydrogen buses** and Board approval to purchase ten (10) 35-foot battery electric and forty-seven (47) 40-foot hydrogen buses.
- **Infrastructure for the Environment:** Constructed a new hydrogen fueling station at the Oakland operating division that included a 25,000 gallon liquid hydrogen tank, dual cryogenic liquid pumps, pressure build vaporizers, four new dispensing stations, and a new fuel island canopy. For District staff, 6 dual-port EV charging stations were installed at the Richmond operating division, which also resulted the District receiving a \$55,000 rebate.
- Upgraded energy-efficient building equipment valued at \$220,000 at no cost to the District, achieved over \$250,000 cost savings by continuing to implement energy efficiency strategies, and completed a district-wide water audit to identify water use, leaks, and saving opportunities.

