

Goal	Objective	Metric	Status	Current Activity Notes
Safe and Secure Operations	Implement Crime Prevention Enhancements	Develop crime prevention through environmental design strategies (CPTED) for design and access control of all District facilities and vehicles by 2023.	In Process	Physical Security Committee was established, and After-Action Report completed outlining design strategies for each of the District's locations. Strategies for guard booth locations is in first implementation phase, including installation of temporary guard booth at D6.
Safe and Secure Operations	Enhance Emergency Preparedness	Participate annually in local and regional emergency preparedness drills and conduct inventory of EP resources and equipment.	In Process	Staff to conduct annual emergency evacuations at all facilities and has implemented online Active Shooter training for all employees.
Safe and Secure Operations	Improve Customer Safety	Coordinate with the respective jurisdictions to fully implement BP 501 on bus stop spacings, locations, accessibility and lengths by end of 2030	In Process	Staff is currently coordinating with all jurisdictions to ensure BP 501 is followed in all jurisdictions in which we operate.
Safe and Secure Operations	Enhance Safety Management System (SMS)	Reduce injuries and safety events year over year by service mode and establish a baseline by 2025		Staff has collaborated with ATU to review and update PTASP program which supports baseline development efforts.
Safe and Secure Operations	Manage safety risks by securing and upgrading District facilities, buses, and critical infrastructure	Harden the perimeters of all facilities and deploy integrated access control and centralize Badge system by 2025	In Process	Capital Improvement Projects in Process
Convenient and Reliable Service	Restore Service Levels	Restore service hours to pre-pandemic (CY2019) service levels by August 2024	In Process	Staff provided service changes briefing to Board of Directors on 2/8/23. Staff Report 23-092
Convenient and Reliable Service	Restore Service Levels	Prioritize service restoration to equity priority communities defined by MTC in December 2023	In Process	Significant restoration occurred in August 2022, staff waiting for more available operators before continuing. No restoration plans until at least August 2024 and only then if operators are available.
Convenient and Reliable Service	Accelerate Capital Improvements that Directly Enhance Service	Implement three additional Transit Performance Initiative corridors by 2025 and have all trunk corridors complete by 2030	In Process	Currently working on Telegraph, San Pablo, Grand, Fruitvale, Decoto and Mission. All to be completed in FY 23/24. Received TPI Planning Grant for Foothill and capital grant for Macdonald.
Convenient and Reliable Service	Accelerate Capital Improvements that Directly Enhance Service	Advocate with the Alameda County Transportation Commission to implement San Pablo BRT and E14th/Mission by 2035	In Process	Working with Alameda CTC on transit-supportive elements of their projects. Currently reviewing 35% design for San Pablo.
Convenient and Reliable Service	Accelerate Capital Improvements that Directly Enhance Service	Implement five quick build projects by 2026	In Process	Durant transit lane, MacArthur/Alma bus stop and Tempo Lane Delineation underway.
Convenient and Reliable Service	Provide Alternate Service in Low Density Areas	Develop a Plan to expand Flex Program to replace fixed route service in very low-density areas beyond Fremont and Newark by end of 2024	In Process	Awarded contract to Kittelson to develop Network Realignment Plan. This plan will include identification of feasible Flex zones for possible implementation in August 2024. Flex, however, is not a given outcome.
Convenient and Reliable Service	Adopt Mobility as Service (MaaS) Program	Develop an overall MaaS Architecture by 2025 to plan various service modes	In Process	Service Planning is beginning research.
Convenient and Reliable Service	Bus Only Lanes and Bus Stop Enforcement	Install technology to enforce bus only lanes and bus stop usage by December 2024	Work in progress	Exploring options to expand the existing pilot while looking for grant funding.

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Convenient and Reliable Service	Periodically Revise the Service Plan to Ensure its Responsiveness to Customer Needs	Complete a network realignment plan by 2024	In Process	Consultant team has kicked off project. Engagement will begin Spring 2023 and implementation slated for August 2024.
Convenient and Reliable Service	Improve Frequency, Travel Speed, and Schedule Reliability	Implement 10 additional miles of transit priority treatments by 2025	In Process	Staff is working on the planning and implementation of a number of corridor projects to meet this objective and metric
Convenient and Reliable Service	Improve Bus Stop Locations and Amenities	Coordinate with Respective jurisdictions to fully implement BP 501 on bus stop amenities, spacings, locations, accessibility and lengths by end of 2030		Staff is currently coordinating with all jurisdictions to ensure BP 501 is followed in all jurisdictions in which we operate.
Convenient and Reliable Service	Maintain Transit Asset Management Benchmark Targets	Upgrade and Rehabilitate Operating Facilities to meet 20% condition benchmark	In Process	Draft TAM Performance report completed and under review by TAM Core Committee
Convenient and Reliable Service	Maintain Transit Asset Management Benchmark Targets	Maintain 10% revenue vehicle 10% and 25% non-revenue useful life benchmark	In Process	Draft TAM Performance report completed and under review by TAM Core Committee
Financial Stability & Resiliency	Increase External or Alternative Funding	Consider future funding with a revenue measure in 2024	In Process	Decision made by Board not to move forward in 2022. Working with MTC on potential regional measure for 2024. District to conduct additional polling to assess support for AC revenue measure in 2024. (FYI this note added by C. Burgos)
Financial Stability & Resiliency	Increase External or Alternative Funding	Grant fund at least 75% of annual capital budget	Complete for FY23	In FY23 grants cover more than 75% of all capital projects.
Financial Stability & Resiliency	Reduce the Operations and Maintenance Costs of District Assets	Complete TCO modeling for fleet and facility assets by 2024	In Process	Staff is currently working on a TCO model for ZEB as first step.
Financial Stability & Resiliency	Modernize enterprise technologies to improve efficiency and foster automation	Achieve 50% of workloads to be paperless by end of 2024	Work in progress	FY23 expense budget increased 6% vs FY22, but included some service level expansion.
Financial Stability & Resiliency	Modernize enterprise technologies to improve efficiency and foster automation	Convert 50 % of paper records to electronic format by the end of 2024	Work in progress	AA Rating Unchanged
Financial Stability & Resiliency	Control Cost Growth	Keep Controllable cost growth below 5% annually	In Process	FY23 expense budget increased 6% vs FY22, but included some service level expansion.
Financial Stability & Resiliency	Enhance Financial Policies and Reserves	Maintain an annual AA credit rating	Rating unchanged	AA Rating Unchanged
Financial Stability & Resiliency	Eliminate Redundant Technology Systems and Business Processes	Perform annual systems review by 2023	Work in progress	Using budget process to identify redundant technologies
High Performing Workforce	Attract, Hire, Retain Talent	Average time to fill for standard positions at 45 business days or less	In Process	Identifying and exploring solutions for bottlenecks in the hiring process
High Performing Workforce	Attract, Hire, Retain Talent	Develop multiple investment strategies to attract talent that will reduce vacancies by 1% by 2023	In Process	Increased sign-on bonus and continuing employee referral bonus
High Performing Workforce	Attract, Hire, Retain Talent	Invest in on-boarding and position development by 2022	In Process	Looking to provide additional resources and Social Services during pre-orientation week prior to orientation. Modernization of TEC in process and seeking funding to establish ZEBU

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High Performing Workforce	Identify, Develop, and Promote High-Performing Talent	Research leadership development models for consideration by 2023	In Process	In the process of implementing foundation
High Performing Workforce	Identify, Develop, and Promote High-Performing Talent	Develop competency model to provide framework to create a culture of competence by 2024	In Process	Meeting with Executive team, transportation and maintenance leadership on respective handbooks
High Performing Workforce	Identify, Develop, and Promote High-Performing Talent	Drive and sustain employee performance by 2024	Upcoming	
High Performing Workforce	Promote the Emotional and Physical Well-Being of Staff	Continually increase year-over-year participation	In Process	Re-igniting local wellness champions throughout divisions. Continuing to engage employee participation with healthy competition.
High Performing Workforce	Drive Employee Engagement	Establish employee activities to participate with core business by 2023	Upcoming	
High Performing Workforce	Provide Technology Access, Training, and Support	Establish critical technology adoption and training program by 2024	In Process	Hired Learning & Development HR Manager & Senior Administrator. Developed Draft Learning & Development Strategic Plan under review.
Strong Public and Policy Maker Support	Influence Federal, State, Local and Climate Policy	Participate in policy and regulatory hearings and offer testimony as needed	Ongoing	AB 463 co-Sponsored by AC Transit, introduced by Assemblymember Hart on 2/6/23. Presentation to Bay Area Caucus in Sacramento on 2/1/23.
Strong Public and Policy Maker Support	Influence Federal, State, Local and Climate Policy	Prepare and submit comment letters on proposed legislative and regulatory matters impacting the District	Ongoing	Public comments at CARB hearing re: HVIP on 2/8/23. Coalition Letter re proposed budget cuts with 60 signatories sent to Legislative Leadership in January. Co-Chairing CTA Transit Operations Funding Subcommittee. Meetings with members of State delegation planned for February '23.
Strong Public and Policy Maker Support	Influence Federal, State, Local and Climate Policy	Submit recommended positions to the Board of Directors and advocate for those positions at the federal, state, and locals	Ongoing	Monthly Legislative Reports to Board. 2023 Federal and State Legislative Programs to Board in October 2022
Strong Public and Policy Maker Support	Enhance the District's Image Among External Audiences	Present regular AC Transit updates to key stakeholder organizations in the service area (10 per year)	Complete for 2022. In Process for 2023.	Complete for 2022. In Process for 2023.
Strong Public and Policy Maker Support	Enhance the District's Image Among External Audiences	Submit District Initiatives, Leaders and Projects for industry awards (Three submissions per year)	Complete for 2022. In Process for 2023.	Complete for 2022. 3 agency awards received in February '23 (nominations submitted in late '22) In Process for 2023.
Strong Public and Policy Maker Support	Enhance the District's Image Among External Audiences	Host Biennial Ward Town Halls for public officials and key stakeholders (Five townhalls)	2023 round in planning stage	Complete for 2022. Planned for timeframe of mid March to late April '2
Strong Public and Policy Maker Support	Enhance the District's Image Among External Audiences	Develop comprehensive market research program integrating primary, secondary, and traditional and new media tactics by close of FY2023	In Process	In the process of hiring Market Research Program Manager. After two previous recruitment cycles that didn't provide an adequate number of potential candidates, decision made to leverage external recruitment firm to ensure highest quality applicants. Position is currently being recruited.
Strong Public and Policy Maker Support	Enhance the District's Image Among External Audiences	Redefine the District's corporate brand to ensure the corporate voice, communications voice, and visual identity reflect an optimal customer experience by 2024	Upcoming	Interviews for Marketing Administrator Graphic Designer currently occurring. Team developing branding toolkit for internal distribution.

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Strong Public and Policy Maker Support	Increase Engagement with Constituents	Update the existing customer service framework to add new multi-directional channels to increase customer and stakeholder feedback by close of FY 2023.	In Process	With the departure of the Customer Services Manager, focus has shifted to hiring a new manager.
Strong Public and Policy Maker Support	Increase Engagement with Constituents	Increase formal and informal partnerships with stakeholders and community partners to expand reach by 10%	In Process	
Strong Public and Policy Maker Support	Increase Engagement with Constituents	Create a customer experience strategy that follows customer and stakeholders from initial contact to engaged customer by close of FY2024	Upcoming	Define and document the District's approach to improve customer experience, such that it helps meet District goals.
Strong Public and Policy Maker Support	Measure Customer Satisfaction and Public Perception and Prioritize Issues of Key Concern	Produce voter poll to measure voter support for potential AC Transit ballot measure on a biennial basis	Complete for 2022 In Progress for 2023	Polling conducted April 2022. RFP in development for 2023 polling. Polling expected before end of FY 23.
Strong Public and Policy Maker Support	Measure Customer Satisfaction and Public Perception and Prioritize Issues of Key Concern	Produce benchmark customer satisfaction survey by close by FY 2023	In Process	Vendor hired to implement Customer Satisfaction benchmark survey for an anticipated spring surveying period.
Strong Public and Policy Maker Support	Measure Customer Satisfaction and Public Perception and Prioritize Issues of Key Concern	Increase digital polling and surveying by 20%	In Process	Conducted two digital surveys, including a survey on social media usage, and five digital polls, including polls inquiring about Official App usage and how riders request stops (cord or button).
Strong Public and Policy Maker Support	Measure Customer Satisfaction and Public Perception and Prioritize Issues of Key Concern	Add custom feedback survey option at the end of calls to the Call Center by close of FY2023	In Process	The Call Center ("ACC") has partnered with Medallia - a global leader in customer experience research - to create and implement an after-call survey which will be sent to customers at their request, either via text or email. Examples of surveys similar to those ACC will be sending to AC Transit customers/callers are available for review. Creative team provided AC Transit logos for use in these surveys. Project is nearing completion/implementation.
Strong Public and Policy Maker Support	Informing Riders on Service Implementation	Develop curated signage experience to include wayfinding for persons with disabilities by close of FY 2024	In Process	After further discussion with the AAC to determine sign content and possible installation locations, a plan to produce sign prototypes for review was developed. Prototypes of two signs are currently in production. The samples will be presented to stakeholders for review. They will then be installed at stops as a test of their usefulness and usability.
Strong Public and Policy Maker Support	Informing Riders on Service Implementation	Audit existing communications channels for effectiveness and develop and updated communications plan in tandem with the new network plan	Upcoming	{No New Update}
Strong Public and Policy Maker Support	Informing Riders on Service Implementation	Increase visibility of service changes on social media platforms by 15%	In Process	Info sent via social media, website, eNews, mobile app push notifications. Mobile app notifications was added tactic for December service changes
Strong Public and Policy Maker Support	Increase Awareness of the District's Key Initiatives, Projects and Programs among Policy Makers	Produce Annual Accomplishments Report for external audiences	In Process	Planned for Spring '23

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Strong Public and Policy Maker Support	Increase Awareness of the District's Key Initiatives, Projects and Programs among Policy Makers	Produce Annual Legislative Report to Congress and California Legislature	In Process	Planned for March '23
Strong Public and Policy Maker Support	Increase Awareness of the District's Key Initiatives, Projects and Programs among Policy Makers	Brief members of the district's CA Federal and State delegation (or their staff) twice per year	In Process	Coordination Underway for Meetings in February & March ' 23
Strong Public and Policy Maker Support	Increase Awareness of the District's Key Initiatives, Projects and Programs among the General Public	Conduct community outreach in support of District projects and initiatives (i.e. planning projects, capital projects, service changes, redistricting, rapid corridors, etc.)	Ongoing	Outreach Planning Efforts underway for Network Realignment, Foothill Corridor, McDonald Corridor, D4 Redevelopment Grant Application, Areas of Persistent Poverty Grant Application, Quick Build projects in Oakland (2) and Berkeley.
Strong Public and Policy Maker Support	Increase Awareness of the District's Key Initiatives, Projects and Programs among the General Public	Update District asset valuation to assess relative value of digital and advertising channels by close of FY 2024	In process	Reviewed current asset valuation and manually updated values of potential sponsorship opportunities
Strong Public and Policy Maker Support	Increase Awareness of the District's Key Initiatives, Projects and Programs among the General Public	Identify new digital and distributed marketing and communication channels to increase awareness by close of FY 2023	In Process	The Digital Communicaitons team has been exploring use cases for digital platforms such as Discord, Mastadon, and Tik Tok and their relative appropriatness for AC Transit stakeholder audiences.
Strong Public and Policy Maker Support	Increase Awareness of the District's Key Initiatives, Projects and Programs among the General Public	Increase partnerships and alliances for increased visibility by 10%	In Process	Advertising trade with media partners for Black Joy Parade and Oakland Restaurant Week, extending AC Transit brand recognition
Environmental Improvement	Shift Trips in the AC Transit Service Area from Single Occupant Motor Vehicles to Environmentally Sustainable Transportation Modes, Especially Transit	Secure funding and increase service levels and ridership beyond pre-pandemic levels		
Environmental Improvement	Replace Internal Combustion Engine Buses with Zero-Emission vehicles When Feasible	Revenue fleet composition is 40% of ZEB vehicles by 2030	In Process	Staff have developed and kept updated the fleet plan which achieves this goal.
Environmental Improvement	Replace Internal Combustion Engine Buses with Zero-Emission vehicles When Feasible	Non-revenue fleet composition is 50% of zero emission vehicles by 2030	Upcoming	Strategic Plan is inconsistent and includes goal of 50% zero emission by 2030. We are NOT on track to achieving this. There are approximately 154 non-rev. fleet vehicles total (includes 4 pool cars at each Division). Staff will consider reducing size of fleet based on need.
Environmental Improvement	Replace Internal Combustion Engine Buses with Zero-Emission vehicles When Feasible	Construct and commission ZEB infrastructure at each of Divisions by 2026	In Process	Hydrogen and Battery Electric charging station upgrades at D2 and D4; actively seeking funding for D6 upgrade.
Environmental Improvement	Reduce AC Transit Employee Vehicles Emissions	Establish a telecommuting policy by 2023	In Process	Developed Pilot telecommuting Admin Regulation for staff to return to office.

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Environmental Improvement	Reduce AC Transit Employee Vehicles Emissions	Install employee electric charging capabilities at all divisions by 2026	In Process	Secured funding to procure 6 EV chargers for installation at D4. Completed field survey to identify feasible locations for EV chargers at each facility, received quotes, Facilities is looking into training, working with Grants department to get funding.
Environmental Improvement	Adhere to All Regulatory Compliance Requirements	Secure funding to remove/replace all single wall underground storage tanks by end of 2024	In Process	Capital Improvement Projects replacing UST's underway at CMF and D2
Environmental Improvement	Building Environmental Improvement into District Processes and Projects	Develop green project specifications that includes demolition & waste management, green building materials, and environmental protection by 2023	In Process	Started working with Facilities to identify standard products (water fixtures, carpet, etc.) that meet sustainability standards. And Developed general sustainability language for all RFP/RFQ's that supports AC Transits efforts.
Environmental Improvement	Building Environmental Improvement into District Processes and Projects	Develop efficiency benchmarks for operations in energy, materials, utilities by 2024	In Process	In the process of compiling and analyzing all data for reporting on total: fuel, energy, water, waste for CY2019, 2020, 2021 and 2022. This data analysis will be used to determine benchmarks and set reduction targets.
Environmental Improvement	Upgrade and Rehab Operating Facilities	Incorporate LEED Certification on all new facilities	Upcoming	Currently no proposed new facilities
Environmental Improvement	Upgrade and Rehab Operating Facilities	Incorporate sustainable and resilient design in all major facility upgrades	In Process	Created sustainability considerations tab for capital projects in PMWeb. Pursuing grant to perform a Climate Vulnerability Assessment of all AC Transit Assets.
Environmental Improvement	Reduce AC Transit's Vehicle Emissions	Replace 155 diesel buses with CARB compliant diesel technologies by 2025		
Prioritize Diversity, Equity, Inclusion and Accessibility (DEIA)				