

# ALAMEDA-CONTRA COSTA TRANSIT DISTRICT



## STAFF REPORT

---

**MEETING DATE:** 1/14/2026

**Staff Report No. 25-525a**

---

**TO:** AC Transit Board of Directors  
**FROM:** Salvador Llamas, General Manager/Chief Executive Officer  
**SUBJECT:** Media and Public Statement Policy

### ACTION ITEM

**AGENDA PLANNING REQUEST:** ☒

**RECOMMENDED ACTION(S):**

Consider the adoption of Board Policy 455 - Media and Public Statement Policy. [Requested by President Shaw - 10/23/24; Director Walsh - 11/13/24] [Previously considered by the Board of Directors on December 10, 2025.]

Staff Contact:  
Robert Lyles, Media Affairs and Strategic Initiatives Manager

**STRATEGIC IMPORTANCE:**

There is no strategic importance associated with this report. However, maintaining credibility and transparency in the District's official communications remains essential to engagement with riders, stakeholders, and the many communities served by the District.

**BUDGETARY/FISCAL IMPACT:**

There is no budgetary or fiscal impact associated with this action.

**BACKGROUND/RATIONALE:**

Staff Report 25-525a is an amended item to proposed Board Policy 455 - Media and Public Statement Policy, which was initially presented at the December 10, 2025, Board of Directors meeting. At that meeting, the Board approved a motion requesting additional clarity to what was originally Section F: Media Contact with Board Members, specifically subsections (1) and (2).

In response, staff developed and incorporated a definition of Official District Matters, which clarifies that the term encompasses matters related to how the District is governed and operated, how services are delivered, how public funds are used, and how the District represents itself to the public; particularly those matters that reflect the District's official position or may affect its interests.

In addition, a new subtopic, Section E: Communications on Official District Matters, has been added to the Policy. This section clarifies the applicability of the Policy and outlines procedures for referring media inquiries that seek District attribution, while preserving employees' rights to speak as private individuals or in protected

union activity and allowing Board Directors to express personal views when clearly identified as such.

All remaining portions of this report and the proposed Policy remain unchanged from the version presented at the December 10, Board of Directors meeting.

### **Discussion**

While the Policy codifies the District's media procedures, it is important to note that the General Manager has a longstanding practice of consulting with the Board President to identify and develop messaging for potential media responses related to matters before the Board or its ratified decisions. This practice is consistent with Board Policy 101, Section 2.8(c), which designates the President as the Board's official spokesperson. The Board President may delegate this responsibility to the Vice President or another Board member, as appropriate. Following an executive determination regarding a Board response, the Media Affairs Manager prepares a statement for authorization and subsequent release.

Similarly, the General Manager ensures that the Board of Directors receives timely and informative updates for matters involving District employees, District properties, vehicles, initiatives, or operational exposures that have the potential to attract media attention. These updates provide context regarding the nature of the issue, any actions being taken by Staff, and potential implications for the District. By keeping the Board informed, the General Manager facilitates a clear understanding of ongoing developments, supports effective oversight, and enables Board members to respond with accuracy if individual media inquiries arise.

In practice, Media Affairs routinely asks journalists whether their requests are time-sensitive or on deadline and consults with Staff across departments to ensure responses are accurate, informed, and aligned with District priorities.

Additionally, Staff consulted with peer Bay Area transit agencies for insight on shared media market conditions, including audience demographics, the ways in which local news outlets frame transit-related issues, and the prioritization of public transportation topics within broadcast and print coverage. This effort included direct outreach to Bay Area Rapid Transit (BART), Eastern Contra Costa Transit Authority (Tri Delta Transit), Golden Gate Bridge Highway & Transportation District (Golden Gate Transit), Napa Valley Transportation Authority (NVTa), San Francisco Municipal Transportation Agency (SFMTA), Solano County Transit (SolTrans), Water Emergency Transportation Authority (WETA), and Western Contra Costa Transit Authority (WestCAT). These agencies were selected due to their geographic proximity and participation in a common regional media landscape.

Of the eight peer agencies surveyed, five reported that they have not adopted a formal media policy. Their reasons varied but generally centered on maintaining operational flexibility, adapting to limited or inconsistent media attention, and preserving the ability to adjust communications approaches during rapidly evolving situations. Agencies noted that formal policy documents may not reflect the dynamic nature of media engagement, particularly for smaller transit providers with limited staff, funding, and fewer external communications demands.

Three agencies - BART, Golden Gate Transit, and SFMTA - reported having formal, codified media policies. These policies generally outline core requirements such as the designation of authorized spokespeople, standards for developing and delivering public messages, defined employee roles and responsibilities in

external communications, and clear coordination procedures for emergency or crisis situations.

Despite varying approaches to formal policy adoption, all participating agencies identified similar best practices, including the need for centralized message coordination, the use of a consistent and authorized spokesperson, and a strong commitment to transparency and accuracy in public communications. These shared principles informed the development of the proposed Policy and shaped its structure, key definitions, and guidance on roles and responsibilities.

With the adoption of this Policy, Staff are positioned to implement a Districtwide media training program, led by Media Affairs, that will be dynamic and adaptable to the specific needs of the District. This approach allows training to be designed with flexibility in mind, addressing the unique roles, responsibilities, and communication needs of individual departments as well as the Board of Directors. By maintaining media training as a departmental practice, Staff are able to adapt media strategies as needed. This practice-based approach to media training complements the District's broader communications framework and aligns with existing oversight of official statements.

An analysis of media activity for the calendar year 2024 has been completed and is provided in Attachment 4, titled Media Analysis: News Releases, Coverage, Themes, and Narratives (2024). The analysis notes that the General Manager-CEO exercised full discretion over external communications and issued 14 official statements on major District priorities, including Realign network actions, federal clean transit initiatives, operational adjustments, safety projects, funding awards, and leadership transitions. As part of cost-containment measures, the District discontinued its third-party media monitoring service and relied on manual web-based reviews to identify coverage trends for this analysis. Despite this limitation, Staff identified substantial earned media across local, regional, and national outlets, with particularly strong attention to Realign, zero emission leadership, automated camera enforcement, and federal funding announcements.

#### **ADVANTAGES/DISADVANTAGES:**

The proposed Board policy supports AC Transit's goal of maintaining Safe and Secure Operations by establishing structured guidelines for the coordinated, accurate, and timely dissemination of information. These guidelines help minimize misinformation and reduce reputational risks, particularly during emergencies, legal or potential legal proceedings, labor negotiations, or periods of heightened public or political attention. The Policy also fosters internal collaboration and aligns with the District's strategic objective of building and sustaining strong public support. When the communities we serve and policymakers can rely on credible, fact-based communication, it enhances confidence in the District's actions and decisions. No disadvantages have been identified with the implementation of this Policy.

#### **ALTERNATIVES ANALYSIS:**

Staff's evaluation is limited to the requested Policy and no alternative options or analyses were developed at this time.

#### **PRIOR RELEVANT BOARD ACTION/POLICIES:**

Board Policy 101 - Board of Directors Rules of Procedure

**ATTACHMENTS:**

1. Proposed BP 455 - Media and Public Statement Policy
2. Agenda Planning Request - Vice President Shaw (Media Affairs Policy)
3. Amended AP Request - Director Walsh (Media Policy)
4. Media Analysis: News Releases, Coverage, Themes, and Narratives 2024

**Prepared by:**

Robert Lyles, Media Affairs & Strategic Initiatives Manager

**Approved/Reviewed by:**

Aimee L. Steele, General Counsel/Chief Legal Officer

Linda A. Nemeroff, Board Administrative Officer/District Secretary

Claudia Burgos, Executive Director of External Affairs and Customer Experience