



Alameda Contra Transit District
1600 Franklin Street
Oakland, CA 94612
Attn: Board of Directors

November 16, 2025

RE: Attendance at the 2025 Asia Pacific Transit Study Mission

Dear Members of the Board:

I attended the APTA Asia Pacific Transit Study Mission (the “Study Mission”). Pursuant to Board Policy No. 155, below is a written summary of the information learned on the Study Mission. If you have any additional questions, feel free to contact me.

Overview:

This mission convened transportation leaders from North America for high-level meetings, site visits, and policy exchanges at key public transit agencies and companies in Singapore, Seoul, and Tokyo. The agenda advanced understanding of governance, innovation, and technology adoption in world-leading transit systems.

Singapore (Nov 5–9)

- LTA Headquarters: Explored Singapore Land Transport Authority’s approach to transit governance, customer safety, digitalization, and autonomous vehicle technology.
- SMRT and SBS Transit: Participated in in-depth reviews of rail and bus operations, including maintenance programs, digital solutions, and innovation centers focused on real-time monitoring and AV development.
- Networking: Evening receptions facilitated valuable exchanges with local hosts and sponsors.

Seoul (Nov 10–12)

- TOPIS Control Center: Learned about Seoul's centralized traffic management and autonomous driving policies.
- T-Money Co., Ltd.: Reviewed smart card payment and fare systems, including next-gen "Tagless" boarding technology.
- Seoul Metro & City Hall: Engaged with policy makers and metro operators to discuss strategy alignment and operational resilience.
- Driverless Shuttle Pilot: Experienced Seoul's Level 4 autonomous shuttle service.

Tokyo (Nov 12-15)

- JR East Rolling Stock Center: Investigated predictive maintenance, AI integration, and inspection programs in railway rolling stock.
- Takanawa Gateway Station & City: Explored station modernization, robotics, and transit-oriented developments.
- JR Central & Tokyo Metro: Gained insights into high-speed rail operations, engineering skill competitions, and metro training innovations.
- Strategic Networking: Closing sessions and dinners with senior executives from Japanese government, major rail agencies, and technology leaders.

Key Themes and Outcomes:

- Advanced knowledge sharing on safe, reliable, and innovative public transportation operations in Asia.
- Strengthened international partnerships to inform future transit policy and investments.
- Direct exposure to state-of-the-art mobility solutions—including AI, digital fare collection, electrification, and autonomous vehicles—across three world-class cities.