Agenda Item No.	Board Meeting Date	Open/Closed Session	Information/Action Item	Issue Date
12	11/11/13	Open	Action	11/05/13

Subject: Review the strategy for updating the RT Strategic and TransitAction Plans

ISSUE

Review the strategy for updating the RT Strategic and TransitAction Plans

RECOMMENDED ACTION

Information Only

FISCAL IMPACT

None at this time.

DISCUSSION

The Sacramento Regional Transit District's (RT) Board of Directors adopted its most recent Strategic Plan in 2004 (Attachment 1). RT's TransitAction Plan, adopted by the Board in 2010 (Attachment 2), built upon the Vision and Goals of the 2004 Strategic Plan to develop the organization's first comprehensive long range transit plan since 1993.

These plans have been used to guide RT's operating budget and capital plans and have served as guiding documents for surrounding jurisdictions when planning transit improvements.

Many of the assumptions upon which both plans are based have changed over the years and the conclusions derived from those assumptions need to be revisited using more current information.

Although this effort will include some of the typical activities seen in a strategic planning process, it is not meant to develop new documents, but to update portions of the existing ones.

RT staff proposes that this review take place over a twelve month period beginning in November 2013. The strategy for updating the plans that staff is proposing includes active involvement of the RT Board, as well as employees and community members. RT staff will ensure that all outreach efforts and notices issued to the community are compliant with RT's obligations under 49 CFR Part 21, Title VI and RT's obligations to Limited English Proficient (LEP) persons.

Much like the previous process, RT staff will form committees to study the Purpose, Vision and Goals from the 2004 Strategic Plan, engage in relevant research, provide comment and continually share information with the RT Board for review, modification, and approval. The Board will be asked to approve updates to the existing documents. As the existing documents are being updated, they will be reviewed for comments from the RT community of stakeholders (passengers, elected officials, business leaders, planning partners, environmental advocates, etc.).

Agenda Item No.	Board Meeting Date	Open/Closed Session	Information/Action Item	Issue Date
12	11/11/13	Open	Action	11/05/13

Subject: Review the strategy for updating the RT Strategic and TransitAction Plans

After the Vision and Goals are adopted by the RT Board, staff will update the TransitAction Plan recommendations, including projected capital and operating expenses and implementation strategies. The revised recommendations will be reviewed with the RT Board at key points during the planning process.

Planning Strategy

The proposed process is summarized below and on the PowerPoint presentation included with this issue paper as Attachment 3.

1. Review 2004 Vision and Goals

- Analyze changes in organization as well as changes in the service area including population, employment, demographics, land use, legislative and regulating changes etc. (Board Discussion). Analysis of service changes will be conducted consistent with RT's Title VI compliance plan and RT's service change policies and procedures.
- Review changes in RT's financial position, staffing and performance indicators
- Discuss Vision & Goals with employees and community stakeholders
- Determine the current applicability of the 2004 Purpose, Vision and Goals (Board Discussion)
- Revise Purpose, Vision and Goals if necessary (Board Discussion)
- Develop new Purpose, Vision and Goals for Board adoption

2. Review the Transit ActionPlan

- Review and modify, as necessary, the findings of the TransitAction SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis (Board Discussion)
- Update demographic and land use assumptions used to make TransitAction recommendations
- Using the new demographic and land use assumptions, review the recommendations of all TransitAction Scenarios for current relevance (Board Discussion)
- Make modifications to the recommendations as appropriate (Board Discussion)
- Review modifications with public
- Revise the scenarios as appropriate after public comment (Board Discussion)
- Develop new cost assumptions for revised scenarios
- Review revised scenarios and cost with public
- Finalize scenarios for Board adoption

The process for both activities is expected to be managed by RT staff with assistance from consultants to provide research, data collection and analysis.

Attachment 1

Sacramento Regional Transit District

Strategic Plan

2004 - 2009

Sacramento Regional Transit District

In 1971, the California State Legislature enacted the Sacramento Regional Transit District Act, which established a new agency to provide public transit services to the Sacramento region. The legislature found that it was necessary to establish a transit district to:

- Operate a single unified public transportation system in the Sacramento region.
- Provide a comprehensive public transportation system.

The Legislature intended that the formation of the transit district would further:

- The concept of regional rapid transit and transit districts.
- The goal of developing a state network of rapid transit systems operated as a single coordinated statewide system.

Today, Sacramento Regional Transit District (RT) serves a metropolitan area within Sacramento County encompassing 418 square miles and 1.2 million people, operates 81 bus routes and 26.9 miles of light rail service. Annual ridership is approximately 28 million. The transit system includes 31 light rail stations, 9 bus and light rail transfer centers, 10 park-and-ride lots and 3,850 bus stops throughout Sacramento County. Currently under construction, RT's 10.9 mile light rail extension to the cities of Rancho Cordova and Folsom is designed to improve public transit service within a 16-mile corridor following Highway 50 between the Amtrak Station in downtown Sacramento and the City of Folsom. This rail service extension is scheduled for completion in 2005.

RT's entire bus and light rail system is accessible to the disabled community. Additionally, through a contract with Paratransit, Inc., RT funds door-to-door transportation service for thousands of elderly and disabled Sacramento area residents who are unable to use conventional public transit services.

The Sacramento Regional Transit District Act originally provided that the district may comprise the unincorporated area of the county of Sacramento and Yolo; the cities of Davis, Folsom, Roseville, Sacramento and Woodland; and any other city or county that annexes to RT. In 2003, the passage of AB1717 amended the District's enabling legislation to add the newly incorporated cities of Citrus Heights, Elk Grove and Rancho Cordova. Before the cities of Citrus Heights and Rancho Cordova incorporated, the area contained within each municipality's boundary was located within the County of Sacramento, which was also included within RT's boundary. When the cities of Citrus Heights and Elk Grove incorporated, the area within those cities was removed from RT's boundary. Currently, RT's boundary includes most of the unincorporated area of Sacramento County and the cities of Sacramento and Rancho Cordova. Within the newly incorporated areas of Sacramento County, transit service arrangements with RT vary. The City of Rancho Cordova annexed to the District in 2003 and receives transit service as a member agency of RT. The City of Citrus Heights contracts with RT for the provision of public transit services, and the City of Elk Grove recently solicited bids for public transit services.

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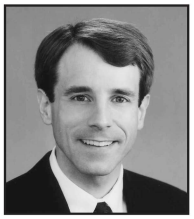
Board of Directors

The Sacramento Regional Transit District Board is governed by an eight member Board of Directors who serve four-year terms. Four of the Directors are appointed by the Sacramento City Council, three of the Directors are appointed by the Sacramento County Board of Supervisors, and one member is appointed by the Rancho Cordova City Council.



Dave Jones, Chairperson
Councilmember, City of Sacramento District 6

Don Nottoli
Board of Supervisors Sacramento County District 5

Roger Niello, Vice Chair
Board of Supervisors Sacramento County District 4

Bonnie Pannell
Councilmember, City of Sacramento District 8

Steve Cohn
Councilmember, City of Sacramento District 3

David Sander, Ph.D.
Councilmember, City of Rancho Cordova

Roger Dickinson
Councilmember, City of Sacramento District 1

Ray Tretheway
Councilmember, City of Sacramento District 1

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Regional Transit Develops Strategic Plan for the 21st Century

The Sacramento region's public transit system is at a crossroads. After thirty years of operation, RT is not in the "same place" that it was when it was created. Sacramento County, the City of Sacramento and the surrounding region have changed dramatically. The prospects for change over the next twenty-five years are expected to be just as far-reaching.

There could not be a more appropriate time to take a critical look at the significant challenges and opportunities facing public transit in the Sacramento region. As we look carefully at the ways we provide our core services to improve efficiencies and services within existing financial constraints - - a new region-wide perspective and consensus is clearly needed to comprehensively address the tremendously growing and varied travel needs within the Sacramento region.

This strategic planning framework and first phase of RT's Strategic Plan are intended to begin the re-examination process. This strategic plan was prepared at the direction of RT's Board of Directors and Chief Executive Officer. As a first step, the RT Board of Directors and RT management across the organization have taken a thoughtful look at the organization's fundamental challenges, purpose, goals and key performance indicators - - with a strong emphasis on "*doing the basics well*," *greater accountability*, *strengthening customer and community linkages,* and *building for the future*.

As we move forward, over the next year, we are committed to seriously involve a wide range of community stakeholders and first-line employees, including the establishment of a *Citizens Advisory Council* to help increase awareness of transit issues and needs, focus on immediate opportunities to improve RT services, and help develop a new consensus on public transit in the Sacramento region.

Dave Jones
Chairperson

Beverly Scott, Ph.D.
General Manager/Chief Executive Officer

RT's strategic planning process was coordinated with the assistance of consultants Eric Douglas and Gail Mancarti from Leading Resources, Inc. For planning purposes, RT relied upon a model called Integrated Strategic Planning. Under this model, an organization defines its strategic foundation, comprised of purpose, values, and vision. Based upon this framework, the organization then defines its goals, objectives and strategies. This model is depicted in Appendix A.

SACRAMENTO REGIONAL TRANSIT DISTRICT

The Fundamental Challenges

Today, key challenges facing the Sacramento region that specifically impact public transit include:

Rapid Regional Growth: Significant growth, sprawl, increased traffic congestion and declining air quality. New patterns of growth have resulted in multiple activity centers in addition to the City of Sacramento—attracting and generating new regional travel demands.

Societal Changes: Profound demographic changes and life-style trends (i.e., aging, household size and composition, workforce changes) that result in much more complex and varied travel needs requiring more flexible transit service delivery strategies—in addition to conventional public transit services.

Local Control: Emerging local jurisdictions with strong official and citizen interest in establishing local prerogatives and greater local authority in funding allocation decisions. This fundamental change poses a challenge for RT to strategically rethink its traditional service model and work with its regional partners to advance a new regional consensus on public transit in the Sacramento region.

Funding: Regional funding needed to just maintain transit and highway infrastructure that far outstrips currently available resources.

System Preservation: Aging of RT's first generation physical infrastructure and personnel (particularly in key maintenance and operations areas).

System Expansion: The Metropolitan Transportation Plan for 2025 (MTP) approved by the Sacramento Area Council of Governments (SACOG) gives first priority to expanding the transit system—more than doubling light rail mileage and the bus fleet over the next 20 years. *These expansion plans require Measure A funding continuation at 2/3 percent by 2009, with half allocated to public transit—a 100% increase in local transit funding.*

SACRAMENTO REGIONAL TRANSIT DISTRICT

PART I: Purpose Statement

- The purpose statement describes succinctly why the organization exists and what it does.
  - The purpose of the Sacramento Regional Transit District is to promote and enhance regional mobility and serve the public by providing quality transit services and solutions that improve the overall quality of life in the Sacramento region.

SACRAMENTO REGIONAL TRANSIT DISTRICT

PART II: Values

Values are the things the organization holds most important and will not compromise. These are RT's values:

Financial Sustainability	Customer Service	R[illegible] Leadership	Quality Workforce	Ethical and Sound Business Practices
We continuously assess operational and financial performance across key areas – *and raise the bar.* We are resourceful in preserving and increasing local funding for transit. We maximize the region's ability to attract federal and state funding for regional transit improvements. We prepare for future funding fluctuations and needs. We advance the introduction of new technologies to improve operational efficiency, effectiveness and overall customer service.	*OUR CUSTOMERS ARE FIRST* – we continuously work to ensure effective communications with our customers and first-line employees. We provide safe, reliable and on-time service. We provide a clean, attractive, accessible and comfortable passenger environment. We provide for our customers' security. We offer affordable and competitive fares. We maintain our infrastructure and equipment in a "state of good repair." We provide employees the tools and resources to be responsive.	We are committed to creating a "world class" transit system in the Sacramento region. We are advocates for regional investment and policy decisions that are positive for our environment and community livability. We take the lead to promote a strong, coordinated regional transit network with effective linkages across jurisdictional boundaries; and advance the deployment of "state-of-the-art" technologies. We provide a *"lifeline"* to people who need it, including reduced fares, where possible, to persons without access to automobiles – students, senior citizens and persons with disabilities. We make every reasonable effort to provide at least minimum levels of transit service to all areas in the District. We offer integrated services through a variety of partnering arrangements. We engage a broad spectrum of regional stakeholders -- including public, private sector, community-based, and non-profit partners to promote regional mobility and enhance the role of regional transit services.	We are able to attract and retain a qualified, talented and committed workforce. We maintain a positive work environment – *a place employees want to work.* We work hard to increase employees satisfaction and loyalty. We strongly encourage and reward personal professional development. We are a competitive employer.	We are ethical. We comply with regulatory and statutory requirements. We review our core business practices and performance; and benchmark the transit industry/peer transit systems for "lessons learned" and "best practices."

SACRAMENTO REGIONAL TRANSIT DISTRICT

PART III: Vision

A vision statement gives people a clear picture of what the organization is aiming for in 10 years.

This is RT's vision:

- A coordinated regional public transportation system that delivers quality and environmentally sensitive transit services that are an indispensable part of the fabric of communities throughout the Sacramento region.

In carrying out this Vision, we will work with our regional transportation partners, communities and other key regional stakeholders to provide coordinated, seamless, safe and convenient transit services across the region; and encourage investment choices and policy decisions which support smart growth and increased use of transit.

SACRAMENTO REGIONAL TRANSIT DISTRICT

PART IV: Strategic Goals

Goals translate the purpose, values and vision into broad initiatives that the organization will achieve. From them flow objectives and strategies - - the things that people do.

These are RT's goals:

Goal 1: Secure the financial means to deliver our services and programs.

Goal 2: Provide total quality customer service.

Goal 3: Create a "world class" regional transit system.

Goal 4: Be a great workplace, attract and retain a qualified, talented and committed workforce.

Goal 5: Conduct our business in a sound and ethical manner.

This Plan provides the background for understanding these strategic goals and details the specific objectives (performance measures) and near-term strategies/action plans the District will employ to achieve them. Performance measures for each strategic goal are identified and included in Appendix B. As part of the District's FY 2005 Budget Process, current baseline data and specific performance targets for each measure will be identified.

Goal 1: Secure the financial means to deliver our services and programs.

These are some of the key initiatives that will help RT achieve this goal.

- Establish a joint labor-management committee to develop a strategy for reducing health care costs.
- Establish a multi-year Capital Improvement Plan.
- Complete a revenue enhancement opportunity review.
- Complete the Transit Equity Study in 2004.
- Develop specific Transit-Oriented-Development Plans for 2-3 LRT stations.
- Develop a District-wide Management Information Systems/Technology Deployment Plan in FY2004.
- Support Measure A funding level and 1/3 cent for transit (consistent with the SACOG-adopted Metropolitan Transportation Plan for 2025).

Related performance measures are listed in Appendix B.

Goal 2: Provide total quality customer service.

These are some of the key initiatives that will help RT achieve this goal.

- Create a Citizens Advisory Committee to advise the RT Board and staff.
- Develop a Speakers' Bureau and public information "toolkit."
- Implement an annual Customer Satisfaction Survey.
- Conduct monthly Passenger Environment Surveys.
- Redesign RT's website to provide more interactive features and improve access to RT meeting material via the Internet.
- Implement a District-wide customer service training program.
- Complete RT systemwide ADA accessibility review.

Related performance measures are listed in Appendix B.

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Goal 3: Create a "world class" regional transit system.

These are some of the key initiatives that will help RT achieve this goal.

- Conduct a bi-annual RT effectiveness survey with regional leaders, both public and private sector.
- Establish a regional forum of key policymakers and stakeholders (in coordination with SACOG) to develop a broad consensus on public transit within the Sacramento region.
- Work with SACOG's Transportation Coordinating Committee (TCC) to identify specific near-term and longer-term regional public transit plans and strategies that can be advanced among existing public transit operators and agencies within the six-county, greater Sacramento metropolitan planning area, i.e., trip planning, universal fare system.
- Make transit service available within a quarter mile of major employment centers, social service agencies, colleges and schools, medical facilities, and shopping centers.
- Update RT's Transit Master Plan.

Related performance objectives are listed in Appendix B.

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Goal 4: Be a great workplace—attract and retain a qualified, talented and committed workforce.

These are some of the key initiatives that will help RT achieve this goal.

- Conduct an Annual Employee Satisfaction Survey.
- Accomplish EEO/AA Program Goals.
- Provide a competitive, professionally derived and defensible compensation program for RT employees.
- Strengthen employee development and training programs—at all levels of the organization.
- Work effectively with transit labor.
- Actively engage RT employees in the strategic planning and performance improvement process.

Related performance measures are listed in Appendix B.

Goal 5: Conduct our business in a sound and ethical manner.

These are some of the key initiatives that will help RT achieve this goal.

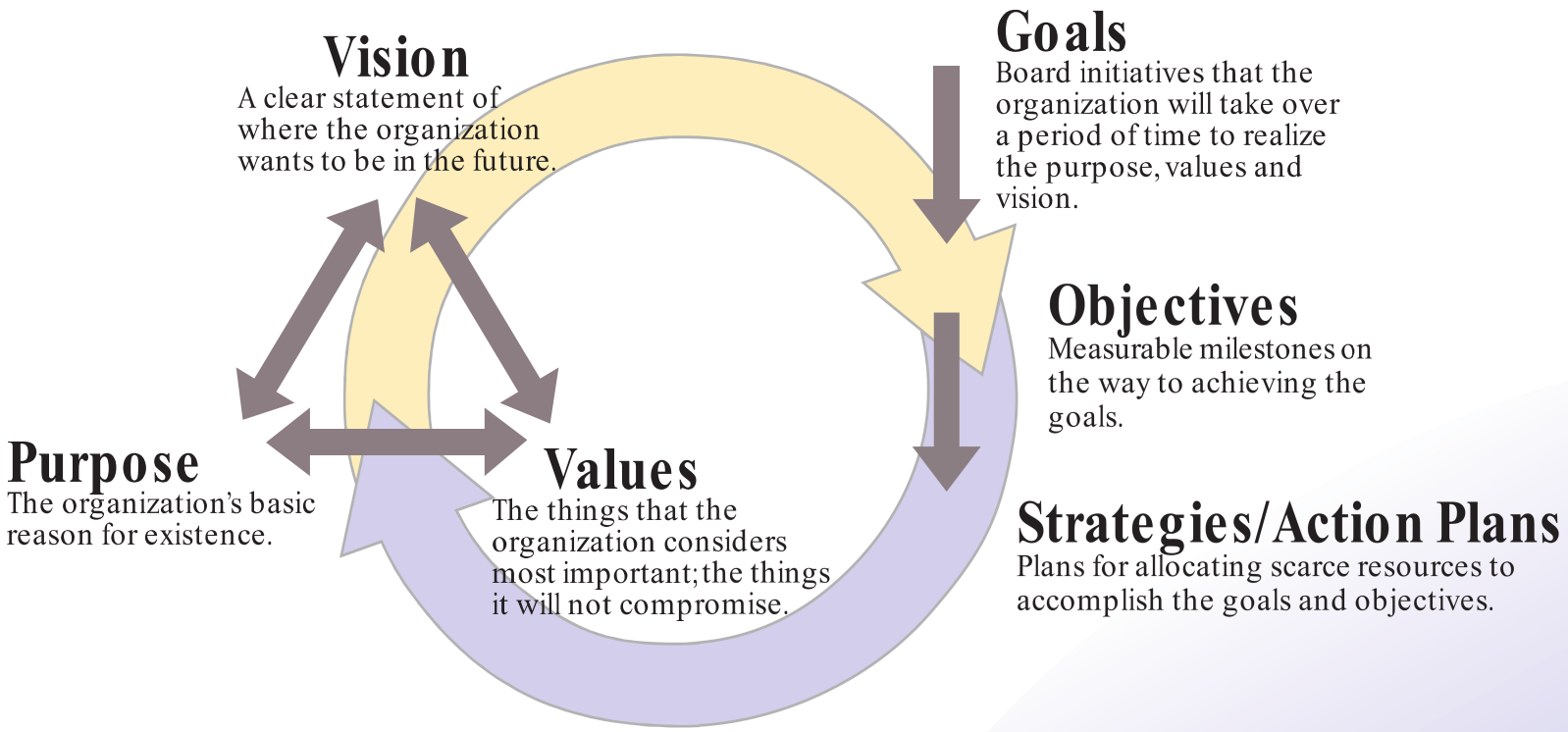
- Train RT Board members, managers, and supervisory employees on the District's Ethics and Conflict of Interest policies.
- Establish a peer transit system comparative review process

Related performance objectives are listed in Appendix B.

Integrated Strategic Planning Framework

This illustration shows the strategic planning framework being used by Sacramento Regional Transit. On the left side is the strategic foundation — composed of purpose, values and vision. It forms the basis for all strategic decisions.

On the right side is the strategic plan — composed of goals, objectives, and strategies. Goals reflect the purpose, values and vision. Objectives contain both performance metrics and targets so that success can be measured.



SACRAMENTO REGIONAL TRANSIT DISTRICT

Financial Sustainability Performance Measures

APPENDIX B

Key Performance Indicators	Definition	RT Baseline	FY05 Goal
Operating Cost YTD vs. Budget*			
Fare Revenue YTD vs. Budget*			
Farebox Recovery Ratio*	Fare revenues divided by total expenses.	Bus 20.3% (FY 03) Rail 27.8% (FY 03) (Fares only, excludes Measure A)	
Cost per Vehicle Service Mile	Actual operating costs divided by total actual revenue miles.	Bus $8.67 (FY 03) Light Rail - car $11.23 (FY 03) Paratransit (ADA only) $3.11	
Cost per Vehicle Service Hour*	Actual operating costs divided by total actual revenue hours.	Bus $111.64 (FY 03) Light Rail - car $230.05 (FY 03) Paratransit (ADA only) $56.09	
Cost per Passengers	Operating costs divided by total actual passengers	Bus $3.48 (FY 03) Light Rail - car $2.75 (FY 03) Paratransit (ADA only) $37.99	
Passengers per Mile	Actual passengers divided by actual revenue miles traveled by passengers	Bus 2.5 (FY 03) Light Rail - car 4.1 (FY 03) Paratransit (ADA only) 0.1	
Subsidy per Passenger*	Funds granted by federal, state or local government divided by passengers	Bus $2.77 (FY 03) Rail $1.99 (FY 03)	
Vehicle Service Hours per Employee	Total actual revenue hours plus deadhead time divided by # employees	670	
Employee Availability Data (Days)*	Days Employees work in a year less scheduled days off and annual benefit accrual days	ATU 198.4 (2003) IBEW 223.47 (2003) AEA/Non-represented 229 (2003)	
Bond Ratings (if any) of *A* or Better		AAA in 2002	

* Denotes a "Vital Statistic"

SACRAMENTO REGIONAL TRANSIT DISTRICT

Customer Service Performance Measures

Key Performance Indicators:	Definition	RT Baseline	FY05 Goal
Mean Distance Between Failures (Miles)* • Repeater Road Call Analysis • Air Conditioning and Wheelchair Lift/Ramp Reliability	Mean vehicle miles traveled during a defined period between the number of breakdowns.	LRT 30,000 miles Bus 8,000 miles	
% Preventive Maintenance Inspections Completed On-Time	All PM inspections completed within 10% of the required time or mileage.	90%	
Weekday AM Pull-Out Availability	# of employees available for the movement of a revenue vehicle from the garage to its first scheduled terminus or stop.	LRT 8 (FY03) Bus 196 (FY03)	
% Completed Weekday Trips		TBD	
% No Shows/Cancellations (ADA)	Percentage of demand-responsive trips scheduled where passengers fail to take the trip.	12%	
% Trip Denials (ADA)*	Percentage of trip requests in which service cannot be adequately provided.	1.8%	
% On-Time Performance	Percentage of total one-way trips per month departing a terminal or leaving an intermediate time point five or more minutes late.	TBD	
Miles between incidents (#Collisions/Customer Incidents)*	Vehicle miles traveled during a defined period, divided by the number of collisions/customer incidents.	(First 6 months in 2003) LRT 30,543 miles Bus 59,749 miles	

*Denotes a "Vital Statistic"

SACRAMENTO REGIONAL TRANSIT DISTRICT

Customer Service Performance Measures (Continued)

Key Performance Indicators:	Definition	RT Baseline	FY05 Goal
Complaints/Million Passengers*		95 (Fourth Quarter FY03)	
Commendations/Million Passengers*		19 (Fourth Quarter FY03)	
Call Center Average Wait Time	The average time a customer has to wait to get a response from the call center.	2.03 Minutes (CY2003)	
% Calls Handled by Automated Information		TBD	
% Lost Calls	# of calls made to customer service center in which the customer hangs up prior to being connected with an agent.	20%	
Response Time to Passenger Complaints* • ADA Compliant Response Time • Paratransit Assessments Completed On-Time		 30 Days 21 Days	
Age of Transit Vehicles		Bus 4.9 years Rail 9.4 years	
% Graffiti Removed within 48 Hours		100%	
% Stations Cleaned On-Time		Once a Week	
% of Bus Shelters and Benches		9.72% with Shelters & Benches 16% with Benches	
# / Type / Location of Crimes Committed on RT System*		TBD	
Lost Time Accidents (per 100 Employees)*		TBD	
Fare Evasion Rate • # Customers Inspected • % Inspected without Proper Fare • % Cited for Fare Nonpayment		 TBD 2% TBD	

*Denotes a "Vital Statistic"

SACRAMENTO REGIONAL TRANSIT DISTRICT

Regional Leadership Performance Measures

Key Performance Indicators:	Definition	RT Baseline	FY05 Goal
Ridership Average (# Passenger Trips/Million) • Daily Ridership (Weekdays, Saturdays, Sundays/Holidays) • ADA Passenger Trips		Bus 65,000 weekday (FY03) Rail 30,500 weekday (FY03) PT 2,250 weekday (FY03)	
Transit Mode Split	The proportion of people who use transit in comparison to the people who use other modes of transportation.	Commute 4.46% (SACOG 2000) All Trips 1.21% (SACOG 2000) Downtown 20% (RT 2003)	
# of Environmental Initiatives developed or Supported by RT Annually		TBD	
Transit Service Availability within 1/4 mile of "high transit need zones"	Title VI Fixed Facility Impact Analysis		

*Denotes a "Vital Statistic"

SACRAMENTO REGIONAL TRANSIT DISTRICT

Quality Workforce Performance Measures

Key Performance Indicators:	Definition	RT Baseline	FY05 Goal
# / % Eligible Employees Receiving Timely Performance Evaluations		50% (CY2003)	
# / % Employee Turnover		8% (CY2003)	
# Employee Suggestions		New Program	
# / % Employee Suggestions Implemented		New Program	
# / % Employees Completing Customer Service Training		New Program	
# / % Employees Receiving Skills Training Annually		TBD	
# / % RT Managers and Supervisors Completing Core Management/Supervisory Training Modules		TBD	
% Annual VTT Operator Training Completed On-Time		TBD	
RT Compensation at Median of Local Governmental/Peer Transit Labor Market		TBD	
% Core Positions (management/technical skills) Covered by Succession Plan		10%	
% Core Positions with Established Competency-Based Model		New program	
Accomplishment of EEO/AA Program Goals*		TBD	

*Denotes a "Vital Statistic"

SACRAMENTO REGIONAL TRANSIT DISTRICT

Ethical and Sound Business Practices Performance Measures

Key Performance Indicators:	Definition	RT Baseline	FY05 Goal
No Code of Ethics Violations			
No Conflict of Interest Policy Violations			
# / % of Management/Supervisory Employees and RT Board Members Trained on RT Ethics and Conflict of Interest Policies		New program	
Unqualified External Annual Financial Audit Report		Unqualified Report	
No Repeat Audit Deficiencies			
"Satisfactory" FTA Triennial Audit (no major deficiencies)			
Satisfactory TDA State Audit			
Satisfactory PUC Audit			
Satisfactory Caltrans Audit			
% Achievement of Annual Disadvantaged Business Enterprise (DBE) Program Goal		12.5%	

SACRAMENTO REGIONAL TRANSIT DISTRICT

Acknowledgments

Regional Transit is thankful for the time commitment of the staff that served on the various Strategic Planning Values Teams. Their ideas, input, and suggestions have been invaluable.

The following staff members spent considerable time helping to develop this plan.

Financial Sustainability:	Art Chan, Bill Griffiths, Roger Thorn
Customer Service:	Laura Forester, Mike Wiley, Bill Draper, Judith Warriner, Al Schweim
Quality:	Mike Mattos, Cameron Beach, Rob Hoslett, Bob Blymyer, Mike Cooke, Eric Oparko, Jo Noble, Mark Sakauye
Regional Leadership:	Mark Lonergan, Taiwo Jaiyeoba, Dan Bailey, David Melko
Workforce:	Dan Bailey, Z. Wayne Johnson, Lucy Damian, Steve Johnson, Mark Lonergan
Business Practices:	Azadeh Doherty, John Segerdell, Dave Conover, Randy Miller, Mike Mattos

Attachment 2

SACRAMENTO

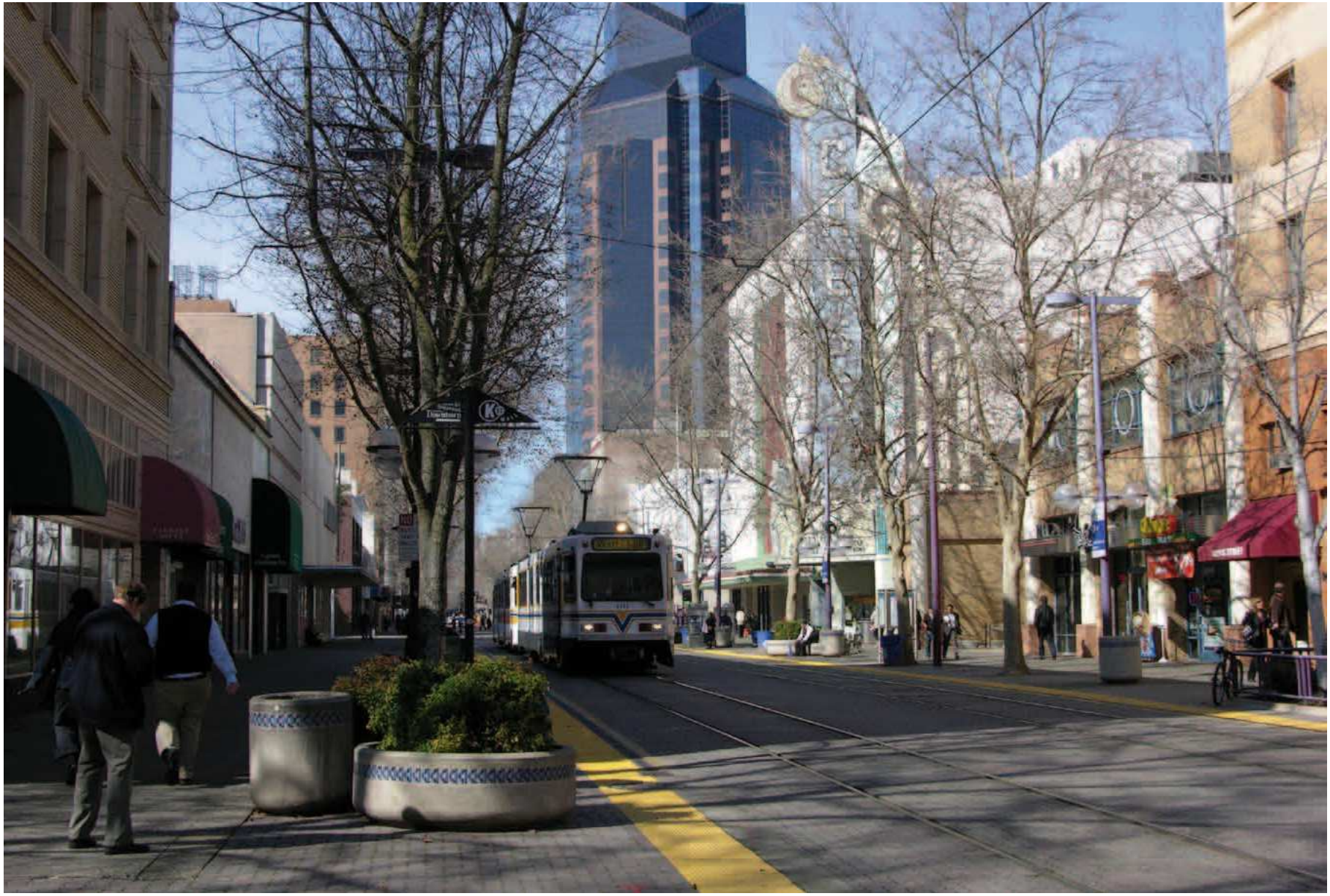
TransitAction

Regional Transit Master Plan

EXECUTIVE SUMMARY

Regional Transit

K Street Mall (Downtown Sacramento)



Contents

Introduction

What is the TransitAction Plan?

1. The TransitAction Plan is Sacramento Regional Transit's (RT) new long term plan, setting out a transit vision for the next 25 years. The Plan provides a comprehensive assessment of alternatives and presents an integrated package of transit investments and increased service frequencies designed to make transit a real transportation choice for everybody in the Sacramento region.

Why do we need a TransitAction Plan?

2. RT's last Transit Master Plan was produced in 1993. Since then the Sacramento region has seen significant population growth with an expanding low density land use form. With population and employment locations becoming even more dispersed, it has become even more difficult for RT to provide an affordable and effective transit service.

A NEW WAY TO GROW

3. In response to continued sprawl and large forecast increases in population, employment and households as well as an aging population in the Sacramento region over the next 30-50 years, the Sacramento Area Council of Governments (SACOG) has produced a land use Blueprint for the future of the region. This is based on "Smart Growth" principles with a focus on high quality, higher density, mixed use neighborhoods, which are designed with a greater emphasis on walking, cycling and transit use. These livable communities will be designed with "complete streets" so that there is less reliance on the private car providing for a more sustainable future.

4. RT fully supports the principles of the Blueprint and in response has developed this Transit Master Plan - the TransitAction Plan.

Sacramento's Blueprint addresses low density development challenges

THE ROLE FOR TRANSIT

5. The 2008 spike in gas prices, 2009 recession and the record levels of transit use over the past 12 months have highlighted that economic conditions have a considerable impact on where people choose to live and work, and how they travel. It is likely that predicted long term gas prices and population growth will contribute to worsening levels of congestion in the Sacramento region.

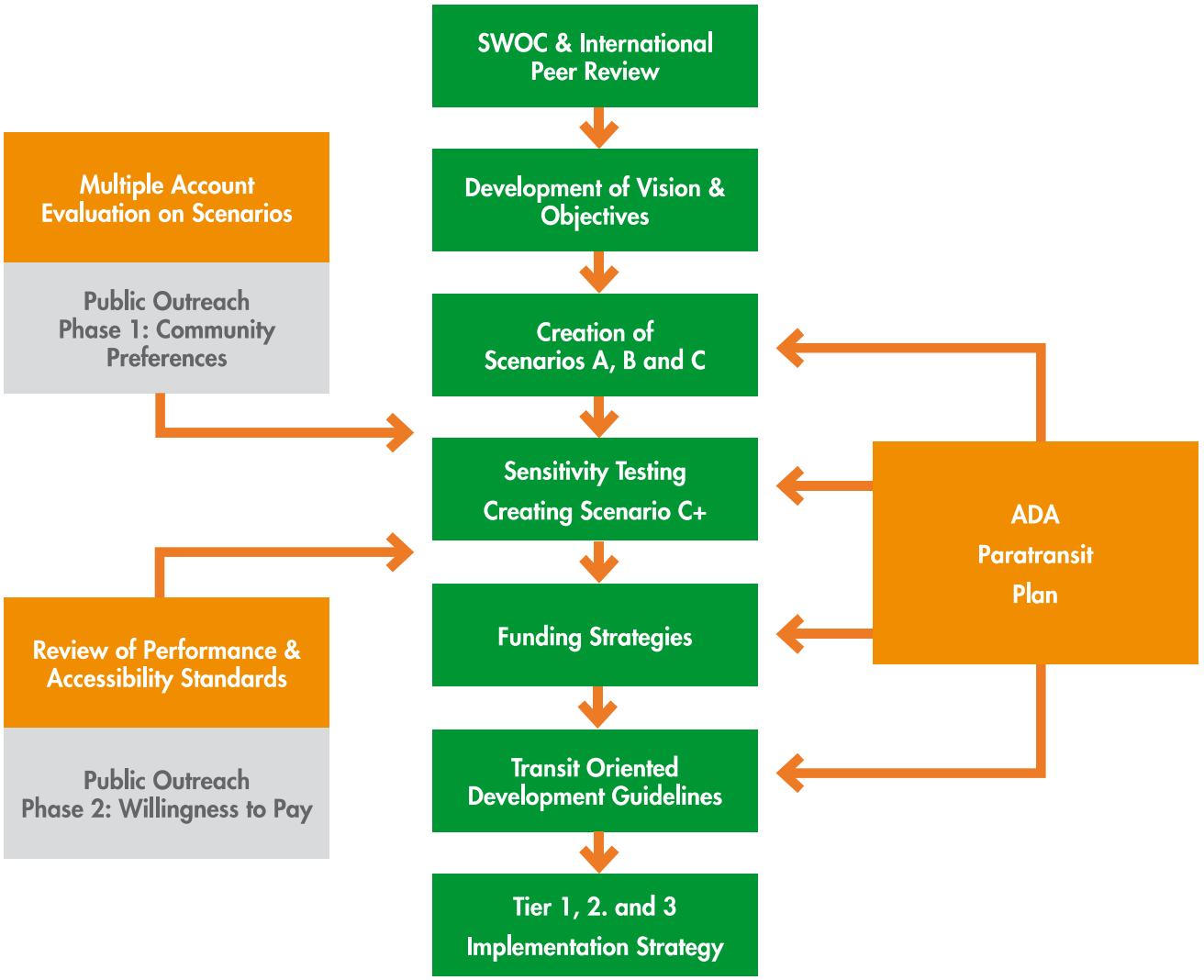
6. RT already provides a vital service in the region but there is now a need for a comprehensive step change in the quality, coverage and frequency of transit, making it a real transportation choice that is clean, convenient, reliable, efficient and affordable.

Developing the TransitAction Plan

7. Over the past year and a half, RT has developed the TransitAction Plan through a comprehensive planning process involving various stakeholders and members of the public. Figure 1 illustrates how this process unfolded. In parallel, RT has also updated its ADA/ Paratransit plan and that document is included as an Appendix to the main TransitAction Plan report.

A cyclist waits for the passing LRT (Sacramento, CA)

FIGURE 1 TRANSITACTION PLAN PROCESS



Low emission, energy efficient vehicles will be part of the long term transit solution

The Transit Challenge

The Transit Challenge

8. Over the past twenty years, RT has continued to invest in transit infrastructure and services. The light rail system, opened in 1987, has continued to expand and bus services have been modernized with a fleet of natural gas-powered vehicles. Despite these improvements, transit services continue to capture a small part of the travel market in the region. High car ownership levels and cheap gas have contributed to the "transit challenge."

9. A comprehensive review of existing plans, comparative assessments of other cities and discussions with key RT staff was used as background to define and better understand Sacramento's Transit Challenge. The key outputs/directions for the plan were as follows:

- The TransitAction Plan should be ambitious and provide direction for transit in the region: going beyond a "transit-only" plan, addressing wider land use issues in a growing region;
- To be successful, RT needs to grow the market share and attract new choice riders by concentrating on providing competitive journey speeds, direct routes to key destinations, high(er) service frequencies, and better punctuality and reliability to attract ridership;
- "Put the Passenger First" - RT needs to raise the quality and standard of the transit service provided by adopting a greater passenger focus to remove the barriers from transit use including: reducing nuisance behavior, improving information and passenger comfort, simplifying fares and ticketing, and making transfers easier;
- Smart Growth and the Blueprint will not be delivered without transit. The TransitAction Plan has to draw relevant partners/ agencies together to ensure that Smart Growth ambitions are realized; and
- The TransitAction Plan has to provide the case for funding.

10. These key points are summarized in the two strengths, weaknesses, opportunities and challenges (SWOC) assessments presented in Tables 1 and 2 – the first looking at the wider issues facing the Sacramento region and the second focused specifically on RT.

Congestion is a growing challenge for delivering efficient transit services

TABLE 1 SWOC ASSESSMENT – THE BIG PICTURE

Strengths	Weaknesses
■ High employment ■ (Relatively) low gas prices ■ Sacramento's climate & topography ■ The Blueprint Initiative ■ State capital of California	■ 50 years of suburban, low density development ■ Dispersed, multiple activity centers ■ High automobile dependency ■ Congestion ■ Poor air quality
Opportunities	**Challenges**
■ A Smart Growth future ■ A need for transportation choice ■ Transit-oriented development ■ 21st Century information technology ■ Green/renewable technology ■ A state/national/international leader	■ Big increases in population, employment and households ■ An aging population ■ Worsening congestion ■ Worsening air quality ■ Climate change ■ Energy prices & security

TABLE 2 SWOC ASSESSMENT – THE REGIONAL TRANSIT VIEW

Strengths	Weaknesses
■ Mature existing transit system ■ The light rail network ■ Modern bus fleet ■ RT staff ■ Overall passenger growth ■ A range of new 'expansion' projects ■ Recent increases in farebox recovery	■ Transit market share ■ Perception of a 'lifeline' service offer ■ Finances are tight ■ Delivery timescales for new projects
Opportunities	**Challenges**
■ RT as a leader/innovator – information technology, carbon footprint, etc. ■ Changing public opinion - from 'Lifeline' to 'Lifestyle' ■ Genuine transportation choice ■ 'New Transit' as the key to a Smart Growth future ■ Integrated transportation solutions ■ Working with 'tomorrow's travelers' ■ More people means more passengers	■ Maintenance & renewal of existing facilities & infrastructure ■ Providing a transit system for an expanding & dispersed region ■ Responding to a changing demographic - an aging population ■ How can RT 'help save the planet?' ■ Finding the funding ■ Government and public's willingness to pay for transit improvements

Putting the Passenger First

The TransitAction Plan Vision and Objectives

11. A comprehensive review of RT's existing services was undertaken and benchmarked against US, Canadian and European cities. This audit, along with the SWOC assessments, provided the background to develop a Transit Vision Statement and a related set of Objectives for the TransitAction Plan. These are linked to the wider aims of the Blueprint and recognize the need for a radical shift in the use and perceptions of transit services. The aim is to move from transit services being considered a "lifeline service for transit-dependents" to a "lifestyle choice" provided as part of the Blueprint's Smart Growth future for the region.

12. A TransitAction Vision Statement and supporting Plan Objectives are summarized in Table 3.

THE TRANSITACTION PLAN SERVICE PHILOSOPHY

13. In addition to the Vision and Objectives, the following service philosophy for delivering transit services has also been developed:

- "Core high speed, high frequency, high capacity transit network serving the key demand corridors and destinations supported by a network of community and neighborhood shuttle and circulator services."

The TransitAction Plan Vision - supporting smart growth with high quality transit (Montpellier, France)

TABLE 3 TRANSITACTION PLAN VISION AND OBJECTIVES

TransitAction Plan Vision Statement	"Regional Transit will work in partnership to deliver a TransitAction Plan that supports the Blueprint's Smart Growth land use principles by providing a modern, efficient and sustainable transit system that attracts and serves riders by offering a real transportation choice catered to their lifestyles and supporting the region's future economic prosperity."					
TransitAction Plan Objectives	Provide a safe and secure transit system:	Provide an efficient, cost-effective transit system	Provide an integrated transit system that is linked to transit-oriented, land use policies	Provide a fully accessible transit system that maximizes passenger convenience	Reduce the impact on the environment	Support the economy by improving access to opportunity areas by transit
TransitAction Plan Sub-Objectives	■ All design and operational standards to meet established safety principles ■ Security presence/ CCTV on entire RT network ■ Established legal powers/framework for reducing nuisance behavior ■ Defined system-wide cleaning protocols/ standards ■ Crime Prevention Through Environmental Design standards applied to fully address 'whole trip' safety issues/ concerns: ■ Access to stops (including signing, lighting, landscaping) and onward to final On-board safety requirements ■ Stops designs and waiting environment including transfer points/ centers destinations	Efficient: ■ Fast journey times (competitive with car) ■ Reliable services (consistent with performance standards) ■ Punctual services (consistent with performance standards) ■ Cost-effective: ■ Maximize ridership through market segmentation and targeted service provision ■ Improve the fare-box recovery of transit services ■ Fare structure and collection that is simple to administer and easy for passengers to use ■ Reduce the per rider cost of transit provision ■ Provide value-for-money	■ Minimize the need to travel ■ Walkable, livable communities with development and activity focused on transit hubs, centers and interchanges ■ Transit provision linked to higher density, mixed-use Smart Growth development and land use	Accessible: ■ Complete streets to provide safe and easy access to transit ■ Low-level, step-free boarding throughout the network ■ Improve access to the transit system for the disabled and elderly ■ Improve the transit system serving disadvantaged areas ■ Improve bicycle access and storage facilities ■ Passenger Convenience: ■ Information systems ■ Simple, easy-to-use fares & ticketing ■ High frequency services ■ 24-hour services ■ Direct services to key destinations ■ Easy interchange between lines and modes ■ Park & Ride with complementary services	■ Increase mode share for transit as well as walking and bicycling within communities ■ Transit service to support Smart Growth ■ RT's network to be an exemplar green system ■ Policies on use of recycled materials in construction ■ Recycling policies for operational practices ■ Use of proven 'green' energy supplies/ suppliers ■ Reduce local and global air pollution and greenhouse gas emissions	■ Transit investment and services linked to (re) development and intensification of land uses ■ Transit service as alternative to car use ■ Transit to support wider business community efficiencies, projects and goals ■ Transit network that provides easy access to retail, commercial, business, government, cultural, educational and leisure facilities ■ Transit services to support the implementation of regional General Plans and Blueprint Smart Growth land use principles

TransitAction Plan: Scenarios

14. As part of the development of the TransitAction Plan, three scenarios were developed to provide:

- Content for the public outreach and to solicit public feedback on what the future transit network should look like; and
- Detail for the technical team to prepare ridership forecasts and cost estimates of each scenario.

A Summary of the Scenarios

15. The details of each scenario are provided in Table 4 and summarized below:

- **Scenario A** - Base Case: assumes the Blueprint Smart Growth measures are not implemented and transit provision is very much a status quo offer with overall service levels constrained by existing funding sources;
- **Scenario B -** Blueprint and Metropolitan Transportation Plan (MTP 2035): assumes that the Blueprint land use plan is delivered, and that the transit network is as proposed in SACOG's MTP2035; and
- **Scenario C** – An Integrated Transit Solution: Assumes that the Preferred Blueprint Scenario land use is delivered, and extends the transit offer beyond the MTP2035 providing a fully integrated package linking the Blueprint with a comprehensive set of transit, transportation demand management (TDM) and transit-oriented development (TOD) policies and projects.

Modern LRT is a key component of all three TransitAction Plan Scenarios (Charlotte, NC)

TABLE 4 SCENARIO COMPARISON

Project Area		Scenario A	Scenario B	Scenario C
Land use / Growth		Largely suburban	Blueprint land use implemented	Blueprint land use implemented
Rail Services	Blue Line	South Line Phase 2 (Cosumnes River College) + Northeast Corridor Enhancements	South Line Phase 2 (Cosumnes River College) + Northeast Corridor Enhancements	Scenario B + Elk Grove, Citrus Heights & Roseville Extensions
	Gold Line	No changes	Double-Track to Folsom, new station at Mineshaft	Scenario B + El Dorado extension
	Green Line	Phase 1 to Richards Blvd.	Single-track to Sacramento International Airport	Double-track to airport with 'express' services
	Streetcar	None	Downtown-West Sac and Rancho Cordova	Downtown-West Sac, Rancho Cordova, Davis, CSUS, and Midtown
	Regional Rail/Capitol Corridor	No change (40-120 min headways)	30-min headways	15-min headways
Bus Services	Local Services	Periodic reviews to optimize the network providing the same overall level of service	150% increase in local fixed route services	Significant increase in local service, plus community circulators and van pools
	Hi-Bus/Express Bus	No incremental changes	Express peak services on new carpool lanes; Enhanced bus introduced in six corridors - Antelope, Stockton, Watt, Florin, Elk Grove, Sunrise	Hi-Bus on key corridors plus direct, premium commuter express routes
Ticketing & Information	Ticketing	Implementation of Smartcard ticketing system	Implement integrated, regional Smartcard	Implement integrated, regional Smartcard
	Timetable Info	Printed timetables and information available online	Real-time vehicle tracking linked to information at stops	Real-time vehicle tracking linked to information at stops, cell phones & online
	Maps	System map available online and in print	System map available online and in print	Free customizable local area maps online
Passenger Safety		No incremental change	Install security cameras at 50 light rail stations	Install security cameras at all stations and on all vehicles and more police officers
Stops and Stations		No incremental changes	Targeted station area improvements	Upgrade of all LRT stations plus replace bus stops at key locations with bus stations
Pedestrian Improvements at Stops & Stations		No incremental changes	Targeted improvements for pedestrian access and wayfinding to LRT stations	Pedestrian improvements to all key stations with wayfinding to key destinations
Total Estimated Costs		$2.6 B	$4.6 B	$6.9 B

The People's Plan: Stakeholder and Public Input

16. The TransitAction Plan was developed through a highly consultative process that included meetings, presentations, open houses, questionnaires, surveys, interviews and interactive online activities. This multi-faceted approach included active participation from:

- Advisory Panels:
  - Technical Advisory Committee (TAC) - staff from state, region and local agencies
  - Financial Advisory Panel - national financial experts who reviewed financing options and proposals
  - Mobility Advisory Council (MAC) - responsible for evaluating and providing feedback on the Americans with Disabilities Act (ADA)/Paratransit plans and proposals
  - Partnership group
- Key stakeholders; and
- General public

Community Outreach – Phase 1

17. Between March and June 2008, presentations, open houses and forums were held with over fifty organizations across Sacramento County including:

- Eight public workshops/open houses;
- Presentations to all city councils, the County Board of Supervisors and other partner agencies;
- A school outreach program;
- An interactive website;
- Modern Bus and New Technologies Seminar;
- Newsletters, phone line, advertising, and flyers; and
- Media engagement.

European Street Tram at a station (Bordeaux, France)

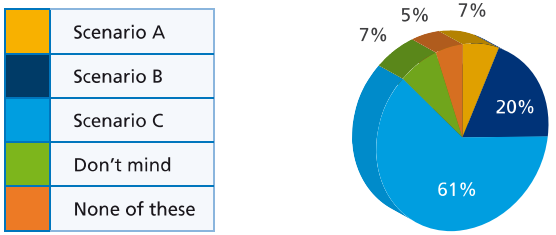
Bus Rapid Transit low-floor, level boarding (Nantes, France)

18. This phase of consultation was primarily focused on presenting the three scenarios and asked the following questions:

- Which scenario do you prefer?
- What characteristics do you want in a transit system?

19. The consultation confirmed that over 80% of the public would like RT to improve transit services beyond the existing network with substantial support (over 60%) for a comprehensive improvement of transit services as proposed under Scenario C. Figure 2 illustrates a key question and responses raised through the consultation process.

FIGURE 2 ONLINE SURVEY RESULTS REGARDING PREFERRED SCENARIOS



20. The public also had the opportunity to comment on the characteristics of transit service which they felt were most important and least important. The most important characteristics were:

- Safe and secure services (65%);
- Reliable and punctual services (64%);
- High frequency services (36%);
- Affordable fares (32%); and
- Fast journey times (31%).

21. The least important characteristics were:

- Easy for everyone to get on and off services (40%);
- Direct services so no need to transfer (39%); and
- Friendly and helpful staff and drivers (35%).

Conclusions of the Phase 1 Public Outreach Process

22. Across the various elements of the outreach program, there was a clear level of support for an ambitious course of action that includes a more integrated and attractive transit service covering a larger geographic area and with higher levels of service frequency. The input from key stakeholders suggested that these improvements should begin with an upgrading of the existing infrastructure followed by new modes, new service areas and an expanded transit offer.

23. A key message from both internal and external stakeholders however, is that transit investment had to be linked to land use changes and that the implementation of the major projects included in Scenario C should be dependent on significant intensification of land use in those corridors to support the transit investment.

Shelter designed by winner of a local architectural competition (Dundee, Scotland)

Hi-Bus: High Quality buses on own right of way (Kent, England)

The Preferred Network: Scenario C

24. The results of the first phase of public consultation clearly demonstrated that Scenario C was the preferred transit network. Scenario C included measures for addressing the most important aspects of an attractive transit service including improvements to network safety and security and service reliability and punctuality. In addition to overall transit service improvements, Scenario C was the preferred network because it includes:

- Integrated, smart card (cashless) fare system across all operators;
- Real-time information and next light rail/bus information provided at stations and stops;
- New sidewalks and pedestrian access improvements to all major stops and stations;
- New stations, shelters and stops;
- Landscaping and public art integrated into design;
- Wayfinding to help passengers get to and from stations/stops and local destinations;
- Increased funding for security and cleaning the vehicles and network; and
- CCTV safety cameras at all stops and onboard all vehicles.

25. The pubic consultation also revealed that high frequency transit services with faster journey times were also important. Scenario C includes a range of rail-based transit modes and a new type of bus service based on increased quality, frequency and capacity.

A Range of Transit Modes

26. Another aspect of a fully integrated transit network is providing a range of transit modes which serve the various functions of travel, such as light rail through busy corridors for daily commuters or local bus services within communities for leisure purposes.

Hi-Bus: High Quality, High Frequency, High Capacity

27. One of the significant changes within Scenario C is the introduction of a 'Hi-Bus' network - a network of high quality, high frequency, high capacity bus routes that will augment the light rail/streetcar network to complete the improved regional transit system.

28. The Hi-Bus network covers Bus Rapid Transit (BRT), Enhanced Bus and Express Bus options. This network will be supported by a further set of local services, including local routes, community shuttles and neighborhood ride services.

29. Table 5 summarizes the key characteristics of the rail-based modes and Table 6 summarizes the bus-based modes. All of which will be integrated into a single, coordinated network.

Local bus services play a key role in the TransitAction Plan

TABLE 5 RAIL-BASED TRANSIT MODES

Characteristic	Commuter Rail	Light Rail (LRT)	Low Floor European Street Tram	Streetcar
Right-of-way	Operates on railroad tracks (sometimes shared with freight services)	Operates in own segregated rail right-of-way or on-street, segregated or mixed with other traffic	Operates on a mix of rights-of-way including former railway, segregated on-street or on-street mixed with other traffic	Operates on-street, typically mixed with other traffic
Vehicle type	90-120 foot long vehicles joined together, often with 3 or more carriages	90-120 electric powered foot long vehicles that can be joined together	60-150 foot electric-powered vehicles that can be joined together if needed	60-70 foot long vehicles that run as single units
Vehicle passenger capacity	150 passengers per vehicle	180-200 passengers per vehicle	180-250 passengers per vehicle	120 passengers in modern, vintage or 'heritage-style' vehicles
Transit function	Typically used for longer distance intercity travel and commuting	Fast, efficient services connecting key nodes	Easy, accessible, street-level services connecting key nodes	Street-level services providing attractive links within communities
Similar to:	The existing Capitol Corridor services	The existing Blue and Gold Line LRT services	European tram systems in Montpellier (France) Dublin (Ireland) Nottingham (England) and elsewhere	US streetcar systems in Portland and Seattle and elsewhere
Illustrative example				

TABLE 6 BUS-BASED TRANSIT MODES

	Hi-Bus			Community Bus		
Characteristic	Bus Rapid Transit	Enhanced Bus	Express Bus (commuter service)	Local Bus	Community Shuttle	Neighborhood Ride
Right-of-way	Is defined as a segregated busway at street level with signal priority at intersections	Is in bus lanes and in mixed traffic with signal priority at key intersections	Operates on-street in bus lanes or in mixed traffic	Operates on-street mixed with traffic	Operates on-street mixed with traffic	Operates on-street mixed with traffic
Vehicle type	40-60 foot long could be articulated vehicles	40-60 foot long could be articulated vehicles	40 foot long vehicles with coach seating	40 foot long vehicles with low-floor boarding	Up to 30 foot vehicles	Up to 25 foot vehicles
Vehicle passenger capacity	60-120 passengers per vehicle	120 passengers per vehicle	50 passengers per vehicle	60 passengers per vehicle	20-30 passengers per vehicle	15 passengers per vehicle
Transit function	Rapid transit with limited stops along high-capacity corridors	Fast, frequent services connecting downtown, town centers and key destinations	Long-distance suburban services often via highways	Fixed-route services along major streets linking key destinations	Shorter fixed-route services connecting neighborhood centers	Circular services around smaller neighborhoods
Similar to:	BRT systems in the US and Europe	Articulated services around the US	Existing express bus routes	Existing fixed route services	Community routes around the US	Existing Neighborhood Ride services
Illustrative example						

Light rail and street tram can be integrated into urban environments (Portland, OR)

Developing Scenario C+

30. Each of the three scenarios was modeled to forecast the likely ridership they would generate by 2035. In addition, a number of sensitivity tests were undertaken to assess the likely impact on transit system performance. Sensitivity tests included:

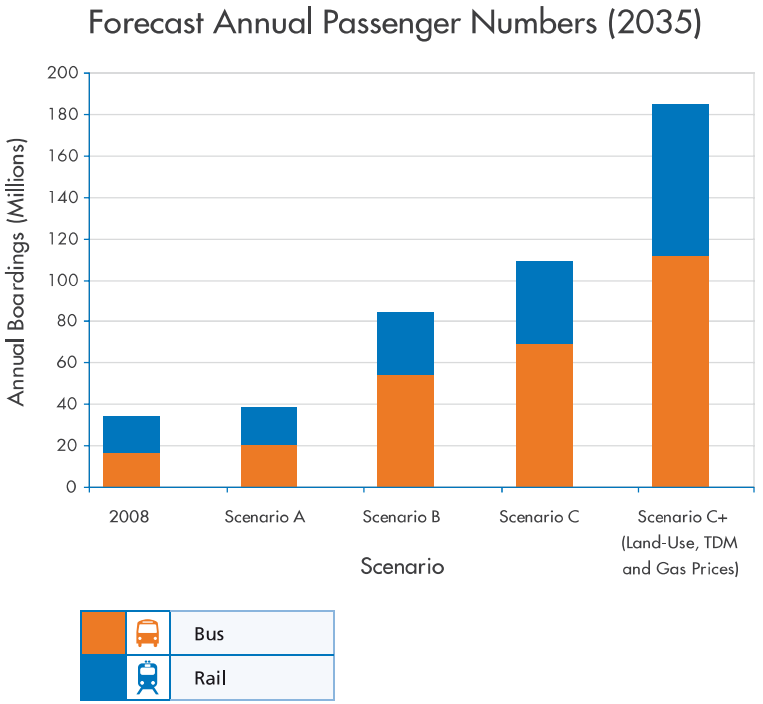
- Increases to gas prices;
- Land use changes where more of the population are located nearer to the high capacity transit network; and
- Increases to parking costs (to test the impact of complementary TDM measures).

31. Each of these sensitivity tests was run on the Scenario C network, first individually and then in combination to test the impacts of a fully integrated package of transit, land use and TDM measures. The addition of all three sensitivity tests on Scenario C created the Scenario C+ network option. As such, the Scenario C+ transit network is the same as Scenario C, the only difference being the assumption that in the future, gas will be more expensive, more people will live closer to transit and parking will be more expensive.

32. Modeled results demonstrate that Scenario C+ experiences a significant increase in transit ridership over Scenario A and that the large increases in service hours provided in Scenario C/C+ provides a substantial increase in ridership over Scenario B.

33. Figure 3 summarizes the transit ridership projections for each scenario, highlighting the significant increase in riders produced by Scenario C+, which includes linkages with land use (transit-oriented development) and complementary transportation demand management measures.

FIGURE 3 RIDERSHIP FORECASTS



European Street Tram as part of the public realm (Strasbourg, France)

The TransitAction Plan

A Wider Assessment of the Scenarios

34. A wider 'multiple account evaluation' of each scenario was undertaken that looked at the benefits to: the community, the environment and the economy. In addition, an assessment of deliverability was also made, looking at the levels of funding and likely levels of local/regional support from the public, local jurisdictions and other stakeholders. The assessment demonstrated that:

- Scenarios B, C and C+ all provide clear benefits in the Community and Environment 'accounts' over Scenario A.
- In the Economy account, Scenario C+ has the highest farebox recovery ratio and provides the greatest travel time savings (benefits) to transit users along with greater job accessibility, particularly with high frequency transit services.
- Under the Deliverability category the assessment highlighted the need for additional funding for capital projects and increased operating revenues.

Integrating higher density housing with transit is a key part of the TransitAction Plan

35. In summary, the results demonstrated that the *Integrated Transit Solution* (Scenario C), when combined with complementary land use and TDM measures (Scenario C+), provides the best combination of costs and benefits and is the preferred scenario and was adopted as the basis for developing the details of the TransitAction Plan.

Putting the Passenger First

36. The TransitAction Plan has a clear focus on 'Putting the Passenger First.' It is a simple phrase and it was used to guide the development and planning of the transit network and services for RT as part of the TransitAction Plan.

37. The transit network and supporting services are based on Scenario C+ and include major investments in capital projects (transit network expansion as well as improvements to stations/stops access), as well as in operations to provide a comprehensive transit network with high frequency services and longer operating hours.

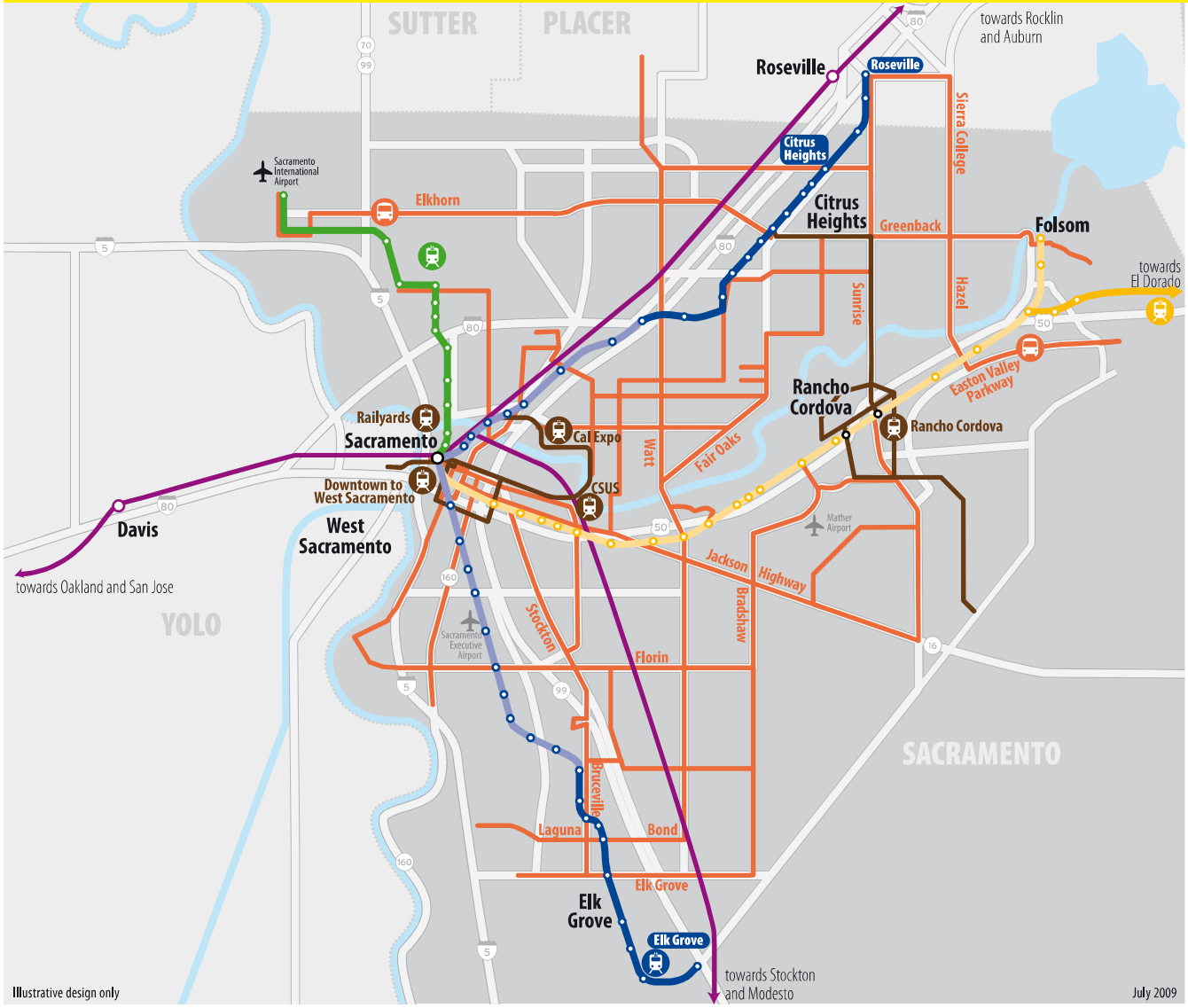
38. In addition to the major capital projects, the TransitAction Plan also includes:

- Improvements to information, ticketing, stops and stations, wayfinding, as well as further funding for safety and security;
- A comprehensive TOD program;
- A set of complementary TDM measures to further support and encourage transit ridership;
- ADA Plan update; and
- Performance standards.

39. The details of the specific major capital projects are provided in Table 7 and shown on a full map in Figure 4.

FIGURE 4 2035 SCENARIO C TRANSIT NETWORK

TransitAction Plan Network



Rail Services

- **Blue Line** — Extensions to Elk Grove, Citrus Heights, Roseville
- **Gold Line** — Extension towards El Dorado County
- **DNA Line** — Double-Track to airport with express services
- **Streetcar/European Street Tram** — Full network established
- **Regional Rail** — 15 minute peak headways

Bus Services (not shown)

- **Community Bus** — More local bus, community shuttle and neighborhood ride services

Hi-Bus Services

- **Express Bus** — Direct, premium services offered
- **Enhanced bus** — High frequency, capacity and quality core network
- **Bus Rapid Transit (BRT)** — Where possible Enhanced Bus Corridors upgraded to full BRT Corridors operating in exclusive right-of-way

Funding & Policies

- **Land-Use / Growth** — Blueprint land-use implemented
- **Revenue Requirement** — Existing Measure A + New Source(s)

Ticketing & Information

- **Ticketing** — Implementregion-wide integrated, smartcard system
- **Timetable Info** — Real-time next bus / LRT information at stops
- **Maps** — Free local area maps available online

Environments

- **Passenger Safety** — Cameras at all stops and on all vehicles
- **Stops and Stations** — Improvements to all stations and key stops
- **Pedestrian Improvements** — Improve access to all stops/stations

TABLE 7 TRANSITACTION PLAN – MAJOR CAPITAL PROJECTS

Alignment / Extension	Length (mi.)
Light Rail	
Downtown-Natomas-Airport (DNA)	13
Gold Line Extension to El Dorado County	10
Blue Line Extension to Citrus Heights	6
Blue Line Extension to Roseville	4
Blue Line Extension to Elk Grove	8
European Street Tram	
Downtown – North Loop	10
Downtown – South Loop	9
Citrus Heights – Rancho Cordova	8
Streetcar	
Rancho Cordova	19
Hi-Bus Network	
24 Hi-Bus Corridors	260

Transit Centers and Interchanges

40. The TransitAction Plan includes the development of new high frequency corridors for both bus and rail services. These corridors will not only provide faster, more reliable transit services, but will also provide opportunities to create new multi-functional transfer centers that will provide easy and convenient interchange between modes and services. There are opportunities at several of the 'new' interchanges created by the implementation of the European Street Tram and Hi-Bus networks while existing high-traffic interchanges can be improved to provide better linkages between the modes and enhance the transit experience.

41. While the details of the transit centers will need to be further developed, it is anticipated that they would include convenience facilities (food, dry cleaning, news stands, etc…) as well as all of the transit related facilities one would expect of a world-class system (integrated ticketing, real-time passenger information, enclosed shelters, etc…)

Easy and convenient bus to light rail interchange (San Diego, CA)

Simple cross-platform interchange between bus and European Street Tram (Strasbourg, France)

Transit-oriented development with low floor Light Rail (Minneapolis, MN)

An Integrated Approach to Planning

42. The TransitAction Plan provides RT with a strategy for dramatically improving and expanding transit service in Sacramento. It includes both the high-level component parts of the network as well as policies and measures that RT will use to develop the specifics of the network and monitor its ongoing performance. These include:

- Standards, guidelines and polices for transit provision;
- Benchmarks for system productivity; and
- A system for identifying future transit needs and opportunities.

43. Each of these are covered in detail in the full TransitAction Plan, however the key components of network accessibility, service hours and frequencies are included here.

Coverage and Accessibility Standards

44. Walk catchment is a key indicator for measuring accessibility to the transit network and it has therefore been used to set the coverage and accessibility standards for RT. Table 8 provides the current RT standards and the new TransitAction Plan standards (as percentages of the population within 5/10/15 minute walk of the transit network).

45. RT's existing standards are unrealistically high with current service levels providing 66% accessibility to all services (target is 95%) and only 8% to the high frequency services (target is 80%). Also, the current standards only cover population with no consideration given to employment catchment. The TransitAction Plan standards were therefore developed to reflect a more balanced and progressive approach to accessibility. The population standards have been lowered to reflect an ambitious but attainable goal, while the jobs category recognizes the importance of transit use for employees and responds to the TransitAction Plan goal of providing better access to jobs to support the regional economy.

A Bus Rapid Transit station with level boarding (Eugene, OR)

TABLE 8 COVERAGE AND ACCESSIBILITY STANDARDS

Walk Catchment	Existing Standards		TransitAction Plan Standards	
	All Services	High Frequency	All Services	High Frequency
5-minute (1/4 mile)	–	–	50% (population) 65% (jobs)	25% (population) 50% (jobs)
10-minute (1/2 mile)	95% (population)	80% (population)	75% (population) 85% (jobs)	50% (population) 70% (jobs)
15-minute (3/4 mile)	–	–	90% (population) 90% (jobs)	70% (population) 80% (jobs)

46. A key component of the TransitAction Plan, linked to meeting the overall Vision and Objectives, is the need to draw more people onto transit. This will be particularly true for the region's growing and aging population. By providing a wide-spread, frequent transit service, RT will be able to cater to the 'active elderly' by providing accessible transit within walking distance to enhance their lifestyles, provide more transportation choices and in turn, reduce the needs on the Paratransit system.

47. Figure 5 shows the 5, 10 and 15-minute walk catchments of an indicative TransitAction Plan network (shown as green circles around each stop/station) demonstrating that over 85% of the population and over 90% of jobs can be within easy walking distance of frequent transit services.

TRANSITACTION PLAN WALK CATCHMENTS

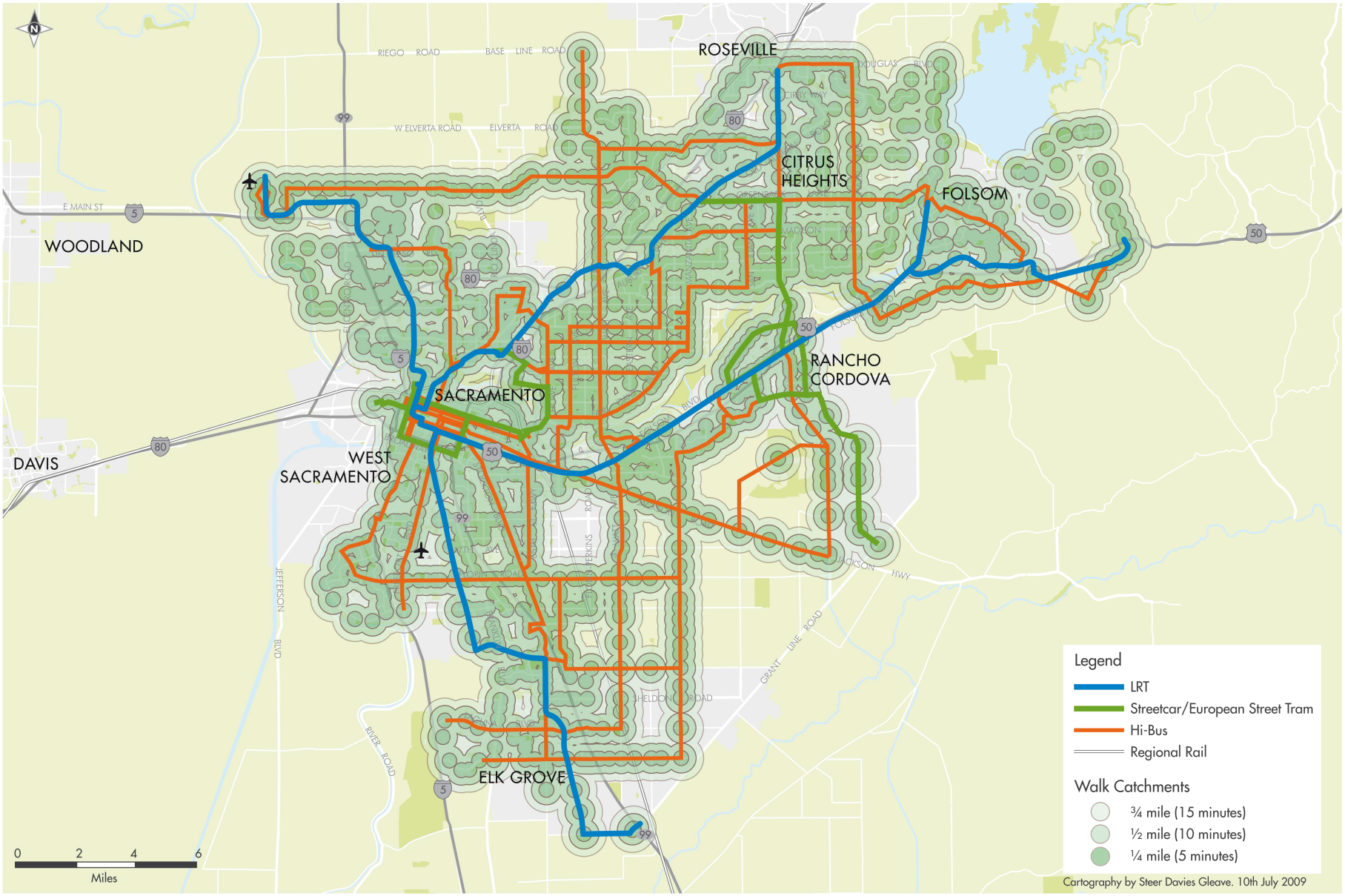


TABLE 9 TRANSIT SERVICE FREQUENCIES

Mode	Peak	Off Peak	Early Morning /Late Evening	Night Service
Regional Rail	15-min	30-min	60-min	–
Light Rail / European Street Tram	5-min	10-min	15-min	30-min
Streetcar	10-min	15-min	20-min	30-min
Hi-Bus	5-min	10-min	15-min	30-min
Local Bus Services	10-min	15-min	20-min	30-min

Service Frequency Standards

48. The frequency of transit service is a key component of an attractive network, offering real transportation choice, so setting challenging yet achievable standards is an important part of improving transit service and ridership.

49. The standards presented in the TransitAction Plan (Table 9) represent a significant step change in the level of service provided by RT. A 10-minute frequency (or better) is considered to be a key threshold at which riders will 'turn up and go' rather than plan their trip or consult a timetable in advance. Minimums are not provided as they will be (in part) determined by funding availability.

50. Other standards and guidelines in the full plan include travel time competitiveness standards, lifeline transit service standards, and stop-station spacing guidelines.

Integrated streetcar and bus route planning (Portland, OR)

Productivity and Performance Goals

51. RT uses a large number of productivity and performance measures to assess and analyze its performance. These are separated into:

- Summary indicators – network-wide measures of ridership and performance; and
- Financial indicators – indicators of the financial 'health' and effectiveness of the organization and its service(s).

52. In addition, RT monitors customer satisfaction and perceptions of safety through Customer Advocacy Reports and System Crime Statistics.

53. As part of the TransitAction Plan, these productivity and performance goals were reviewed and amended to provide the most effective level of analysis in order for RT to develop a transit system which meets the needs of the traveling public.

Transit shelter, real time information, local area map and easy ticketing - all key parts of the transit trip (Montpellier, France)

Modern shelters make waiting for transit more comfortable (Montpellier, France)

European Street Tram planned in parallel with new development (Montpellier, France)

European Street Tram connects people to places (Dublin, Ireland)

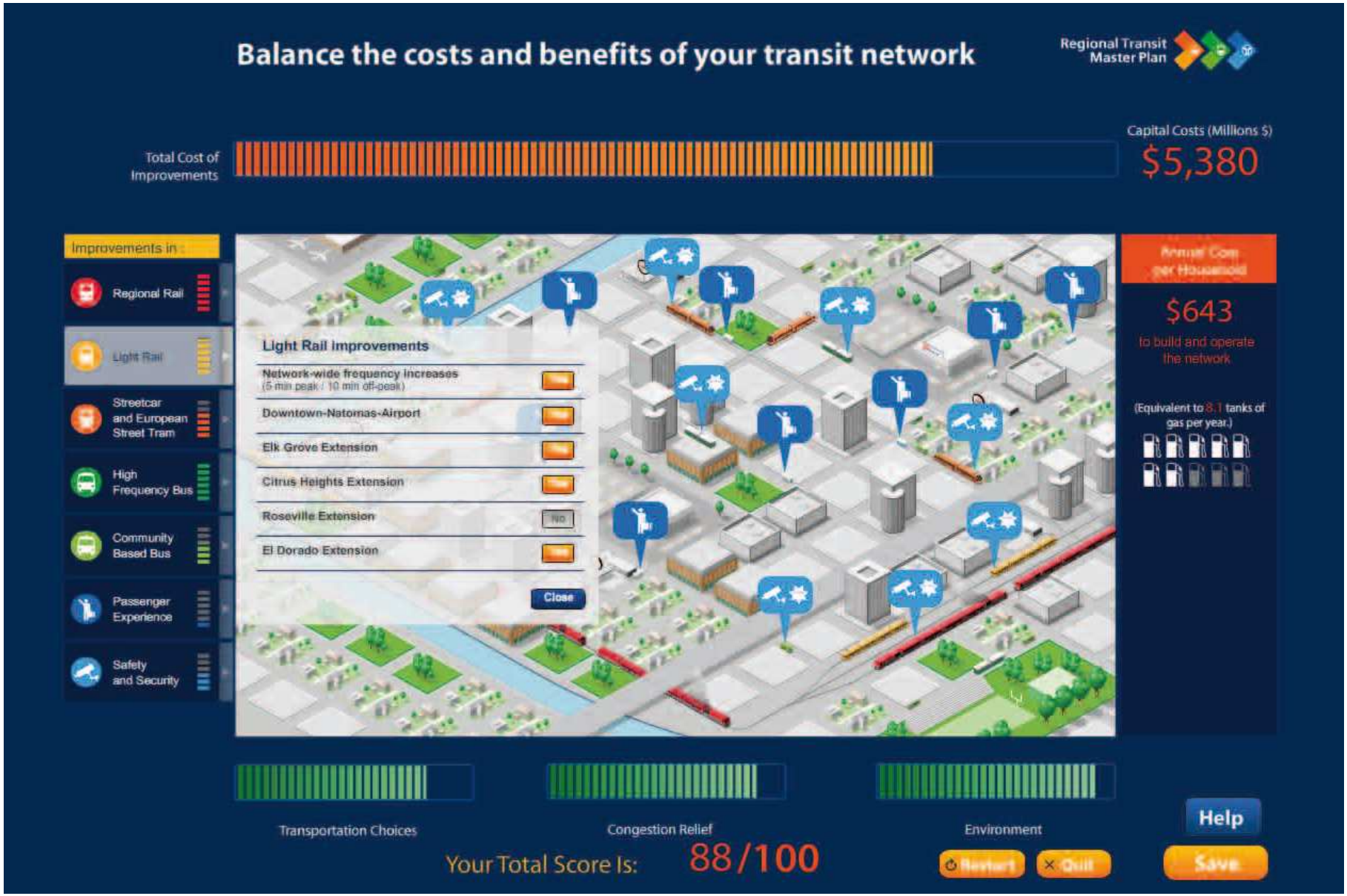
Community Outreach – Phase 2

54. While the scenario evaluation and first phase of outreach supported the Scenario C transit network and associated components to become the preferred option for the TransitAction Plan, it identified a gap in the available funding to build and operate the network.

55. A second phase of outreach was therefore undertaken in late 2008 - early 2009 using an interactive online 'game' to get input on the public's 'willingness to pay' for increased transit service, including identifying project priorities and understanding how much people are willing to pay for expansion.

56. Figure 6 shows a sample of the interactive tool in use. In total, well over 1,000 responses were received and there remained a high level of support for large scale transit investments with the average respondent was willing to pay almost $570 per household per year.

FIGURE 6 WILLINGNESS-TO-PAY EXERCISE



Finding the Funding

57. The TransitAction Plan provides a bold vision for how transit will become an integral part of life in Sacramento. The plan is creative and visionary in terms of the types of service provided, the hours and frequency it will operate, and technologies that it will use. However, in order to fund the plan over the next 25-30 years, RT will need to be equally creative on the sources of funding it uses.

58. So while the TransitAction Plan does not prescribe exactly how the plan will be funded, it does provide a summary of RT's existing funding sources and mechanisms as well as providing a menu of funding options that could be used in combination to fund the full TransitAction Plan.

How Regional Transit is Currently Funded

59. RT is currently funded from a number of different revenue sources that can be grouped into the following three categories:

- Operating revenues (fares, contract services, other operating income);
- Local and state assistance; and
- Federal assistance.

60. Table 10 summarizes the current (FY2010) levels of funding received from each primary revenue source along with the split provided for operating and capital funding.

Bus Rapid Transit in a dedicated lane (Eugene, OR)

Bus Rapid Transit (Istanbul, Turkey)

TABLE 10 SUMMARY OF CURRENT FUNDING SOURCES

Funding Source	Operating ($m)	Capital ($m)
Fares	32.6	
Other Operating Revenue	7.7	
Local and State Assistance	70.7	29.6
Federal Assistance	30.3	4.6
Total	$141.3m	$34.2m

The Cost of Building and Operating the TransitAction Plan

61. The development of the TransitAction Plan will require approximately $6.9 billion in capital investment and an eight-fold increase in annual service hours over what is provided today. With its current funding sources, RT could afford to invest approximately $2.7 billion in capital projects and maintain today's service levels. To implement the entire TransitAction Plan will therefore require a new approach to funding transit in Sacramento.

62. Table 11 summarizes the capital expenditures included in the TransitAction Plan. The timing of project implementation will need to be linked to funding availability and therefore subject to further development as the plan is implemented.

TABLE 11 CAPITAL COST OF THE TRANSITACTION PLAN

Project	Cost (millions)
Downtown-Natomas-Airport (DNA) LRT	$790m
South Line to Cosumnes River College	$320m
Downtown European Street Tram	$580m
Rancho Cordova Streetcar	$430m
Vehicles - LRT, Streetcar, Bus	$2,660m
Regional Rail rolling stock	$390m
Hi-Bus network infrastructure	$550m
Ticketing	$80m
Timetable, maps and information	$10m
Security improvements (cameras and extra police)	$30m
Improvements to access to stations/stops	$85m
Additional maintenance and other facilities	$575m
Other Infrastructure Programs	$405m
Total (millions) in today's $	$6,900m

63. Table 11 only includes the capital projects that will be funded by RT, and does not include projects that will be funded by external organizations such as the cities and counties in the region. Projects not funded by RT, but which are part of the TransitAction Plan are:

- Blue Line light rail extensions to Elk Grove, Citrus Heights and Roseville;
- Gold Line light rail extension to El Dorado County; and
- European Street Tram route from Rancho Cordova to Citrus Heights.

European Street Tram at a park and ride stop (Bordeaux, France)

Transit and integrated landscape planning (Montpellier, France)

Funding Gap

64. The TransitAction Plan includes an expanded network, more frequent services and longer service hours. While annual ridership is projected to increase by up to six times today's levels as a result of these service increases, with RT services recovering between 20 and 30% of their total costs through the farebox, any increases in service will create a gap in funding. The total estimated shortfall in funding for the TransitAction Plan is estimated at $8.2 billion (in present value terms) or an average of approximately $290 million per year.

65. Funding from state and federal sources has declined in the last year due to government's re-prioritization of general funds and lower than expected fuel and sales tax revenues. This trend is expected to continue over time resulting in a lower proportion of RT's funding coming from the state and federal grants. This means that a larger proportion of funding for both capital and operating expenses has to come from local sources.

66. This highlights the need for an integrated approach to transit service provision and expansion, with service provided first to areas with supportive transportation demand management measures and transit-oriented development policies in place.

Additional Sources of Funding

67. Implementing the full TransitAction Plan will require a broad range of new funding measures to close the emerging funding gap. New funds will be particularly needed to pay for the ongoing operating costs associated with the large increases in service hours. Based on experience across the US and from around the world, a number of alternative funding sources have been identified.

68. The long-term funding strategy has been built around the following three principles:

- **Everyone pays** – transit benefits everyone, directly or indirectly, and in determining where to seek new revenues consideration should be given to have every beneficiary pay;
- **Multiple revenue sources** – like any well diversified portfolio, a long-term funding strategy should minimize risk by having a multitude of revenue sources; and

- **Transportation demand management effect** - where given a choice, apply the revenue source in such a way to generate the maximum TDM effect (e.g. increasing parking costs can raise money for transit and encourage greater transit use).

69. Table 12 summarizes the revenue sources that are deemed suitable for RT to pursue as funding mechanisms for the TransitAction Plan. The table provides an example of a fee, the amount of annual revenues it would generate and a relative degree of difficulty of implementing the change.

70. It is important to note that the precise amount and timing of each new funding source will be determined through further research and consultation with the RT Board, its stakeholders and the general public. Table 12 is provided only to demonstrate that there is a range of funding options that RT could pursue that in combination could be used to implement the full TransitAction Plan.

TABLE 12 POTENTIAL REVENUES FROM NEW REVENUE SOURCES

Revenue Source	Example of Charge / Increase	Annual $m Generated	Ease of Implementation /Administration
Fares	Double the average fare	$75m	Within RT authority – increase existing charge
Sales Tax	Additional ½¢	$100m	Moderate/Hard – Process established (requires 2/3 public support) - increase existing charge
Regional Gas Tax	$0.05 per gallon	$30m	Moderate – increase existing charge, but need voter approval for new application of revenue
Vehicle Levy	$50 on licensing fee per vehicle	$60m	Difficult – increase existing charge, but likely need legislation for new application of revenue
Parking Charges	50% increase	$5m	Difficult – increase existing charge, but likely need legislation for new application of revenue
Special Tax	$100 per household	$95m	Moderate – institute special tax, but need voter approval for new application of revenue
Rental Car Tax	5%	TBD	Moderate - increase existing charge
Hotel Tax	5%	TBD	Moderate - increase existing charge
Developer Charges & Access Fees	Project specific	TBD	Possible, but requires partner (County, City) support – increase existing charge on communities
TOTAL Annual Revenue Generated		$365m	

European Street Tram attracts Transit-Oriented Development (Dublin, Ireland)

Transit-Supportive Investment Opportunities

71. The work undertaken in developing the TransitAction Plan and evidence from peer cities in the USA has shown that implementing transit-friendly policies and initiatives alongside large-scale investments in transit can generate significant extra ridership at relatively low cost. The policies and initiatives included in the TransitAction plan include:

- Transit-Oriented Development guidelines;
- Recommendations on complementary measures, including:
  - Traffic management;
  - Parking restrictions; and
  - Behavioral change.

72. In order for transit and RT to be truly a mode of choice for the people of Sacramento, a 'toolbox' approach of implementing transit services and investment alongside changes in the physical layout of the road network and with complementary TDM measures will be needed. These investments all cost money and with scarce resources available, RT will need to work with its partners to prioritize investments based on need and demand.

TRANSIT-ORIENTED DEVELOPMENT (TOD) GUIDELINES

73. The success of RT and the TransitAction Plan is tied to the delivery of transit supportive communities with roads, sidewalks, bike paths and land use all developed in a way that facilitates convenient access to transit.

An Integrated Transit Solution - land use, sidewalks, bicycle parking, trees and transit

European Street Tram provides direct access to shopping (Dublin, Ireland)

74. RT has therefore developed a set of Transit-Oriented Development Guidelines for the local jurisdictions to consider incorporating into their own policies and guidelines that will help to promote and deliver TOD in Sacramento.

75. The guidelines have been developed as a flexible set of recommendations to begin the conversation on a common policy and vision for development around Sacramento's transit investments.

76. This marks a clear departure from "standardizing" development expectations for TOD, particularly in the area of land use and density, but also with respect to character and access. Because of unpredictable market forces in many transit corridors, RT expects that its stations will represent a spectrum of opportunities and its policies should acknowledge this reality. The scope to develop TOD adjacent to Hi-Bus corridors has also been recognized.

77. Figure 7 presents the draft station types and the full guide presents RT's full expectations and guidelines with respect to three elements of city building:

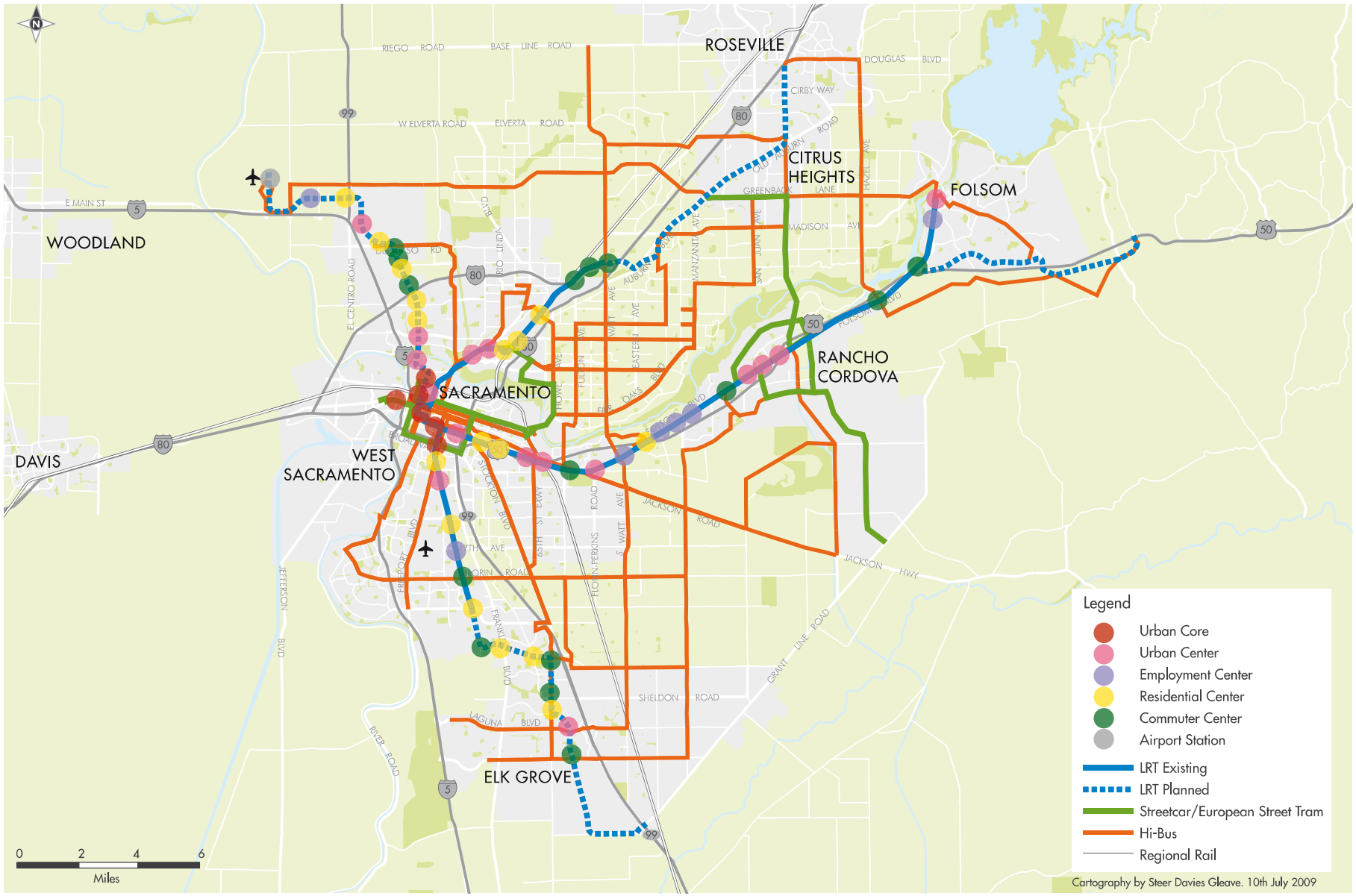
- Land Use and Community Character;
- Transportation, Mobility and Access; and
- Civic Amenities including green space.

DELIVERING TOD - KEY ACTIONS

78. The full TransitAction Plan explains that while many of the necessary ingredients already exist to promote TOD, they have not been successfully integrated to produce an environment conducive to guide and motivate the private development industry to deliver TOD at a regional scale.

79. The TransitAction Plan therefore establishes the key roles and responsibilities for delivering TOD in Sacramento and explains that the most effective way to deliver TOD will be for RT, working with its partner agencies, to establish the necessary foundation for the physical, regulatory, financial and political environments to absorb transit-oriented development opportunities when they occur.

FIGURE 7 TOD STATION TYPOLOGIES



Bus Rapid Transit on a grass track (Eugene, OR)

Distinct vehicle livery differentiates two European Street Tram lines (Montpellier, France)

Delivering the TransitAction Plan

80. The TransitAction Plan is a 26-year plan designed to set the course and vision for RT to 2035. It includes large-scale expansion both in the physical network and in operating hours. The delivery of the plan will have huge impacts for RT. It will require the construction of new infrastructure, many more vehicles, additional maintenance facilities, more staff to plan, operate and maintain the network and significant new sources of funding. All of these changes cannot be accommodated or accomplished at once and an initial implementation strategy has therefore been included with the TransitAction Plan. It contains a number of assumptions on funding availability and will need to be periodically reviewed and updated as funding and other conditions change.

Prioritizing the Investments

81. The TransitAction Plan recognizes that all the improvements have to be funded and that existing land use and population densities will not support a case for all the policies and projects to be delivered immediately. In order to determine the relative priority of the projects, a technical evaluation was undertaken using the same Multiple Account Evaluation (MAE) process used to assess the three scenarios. Each account in the MAE framework was populated and a final ranking was established considering all four accounts equally (i.e. no account given more weight than the others).

LOCAL INPUT TO THE DELIVERABILITY ASSESSMENT

82. In order to further define the deliverability account of the MAE process, consultation was undertaken with senior RT staff and Operations personnel. This input was used to ensure that the final TransitAction Plan represents the needs and land use aspirations of the whole region, linking future projects and investments to updated general plans and provides a clear need to link future investment to proactive land use decisions and policies.

Bus Rapid Transit (Leeds, England)

A Tiered Approach to Implementation

83. Following the completion of the evaluation process, an implementation strategy for the TransitAction Plan was developed based on various levels of funding availability. A three-tiered approach was developed as follows:

- **Tier 1 Projects and Improvements** – projects that could be funded with the equivalent of a ¼¢ sales tax
- **Tier 2 Projects and Improvements** - projects that could be funded with the equivalent of a ½¢ sales tax
- **Tier 3 Projects and Improvements** – projects within the overall plan but that do not meet thresholds for service and require:
  - Changes to land use (to generate higher density and more ridership);
  - Changes to road network planning and designation;
  - Changes to complementary measures (e.g. changes to parking policies); and
  - Further funding sources (over and above those in Tiers 1 and 2).

84. In addition, it is worth noting that:

- Projects outside the RT service boundaries will require further local contributions from those jurisdictions benefiting; and
- Additional partner funding will be needed to implement complete streets.

85. Table 13 summarizes the projects and improvements included in each tier, with maps of each tier provided as Figures 8, 9 and 10.

TABLE 13 TRANSITACTION PLAN IMPLEMENTATION - SUMMARY OF TIERS

Project	Base / Scenario A	Tier 1	Tier 2	Tier 3
CAPITAL PROJECTS				
RAIL				
Blue Line	-	-	-	-
South Line to Cosumnes River College	✓	✓	✓	✓
Elk Grove Extension	-	-	✓	✓
Citrus Heights Extension	-	-	✓	✓
Roseville Extension	-	-	-	✓
Gold Line	-	-	-	-
Downtown – Natomas – Airport (DNA) LRT	MOS1	✓	✓	✓
El Dorado Extension	-	-	-	✓
STREETCAR/STREET TRAMS				
West Sacramento Downtown Streetcar	-	✓	✓	✓
Rancho Cordova Streetcar	-	Phase 1	Phase 1	✓
Downtown European Street Tram – North Loop	-	-	✓	✓
Downtown European Street Tram – South Loop	-	-	✓	✓
Citrus Heights – Rancho Cordova European Street Tram	-	-	-	✓
REGIONAL RAIL	-	-	30-min peak	15-min peak
HI-BUS CAPITAL IMPROVEMENTS	-	10-15 routes	10-15 routes	✓
ADA PARATRANSIT SERVICES	3-5% growth	2-5% growth	1-5% growth	0-5% growth
MAINTENANCE FACILITIES	P1 McClellan	P1 McClellan	2 x LRT + McClellan	2 x LRT + 2 x bus
OPERATIONS				
Light Rail	15/30	10/15	10/15	5/10
Hi-Bus / Enhanced Bus	30/60	10/15	10/15 + 5/10	5/10
Community-based Services	30/60	20/30	20/30	10/20
NEW FUNDING REQUIRED (total sales tax equivalent)	0	¼¢	½¢	1½¢

FIGURE 8 TIER 1 PROJECTS AND IMPROVEMENTS

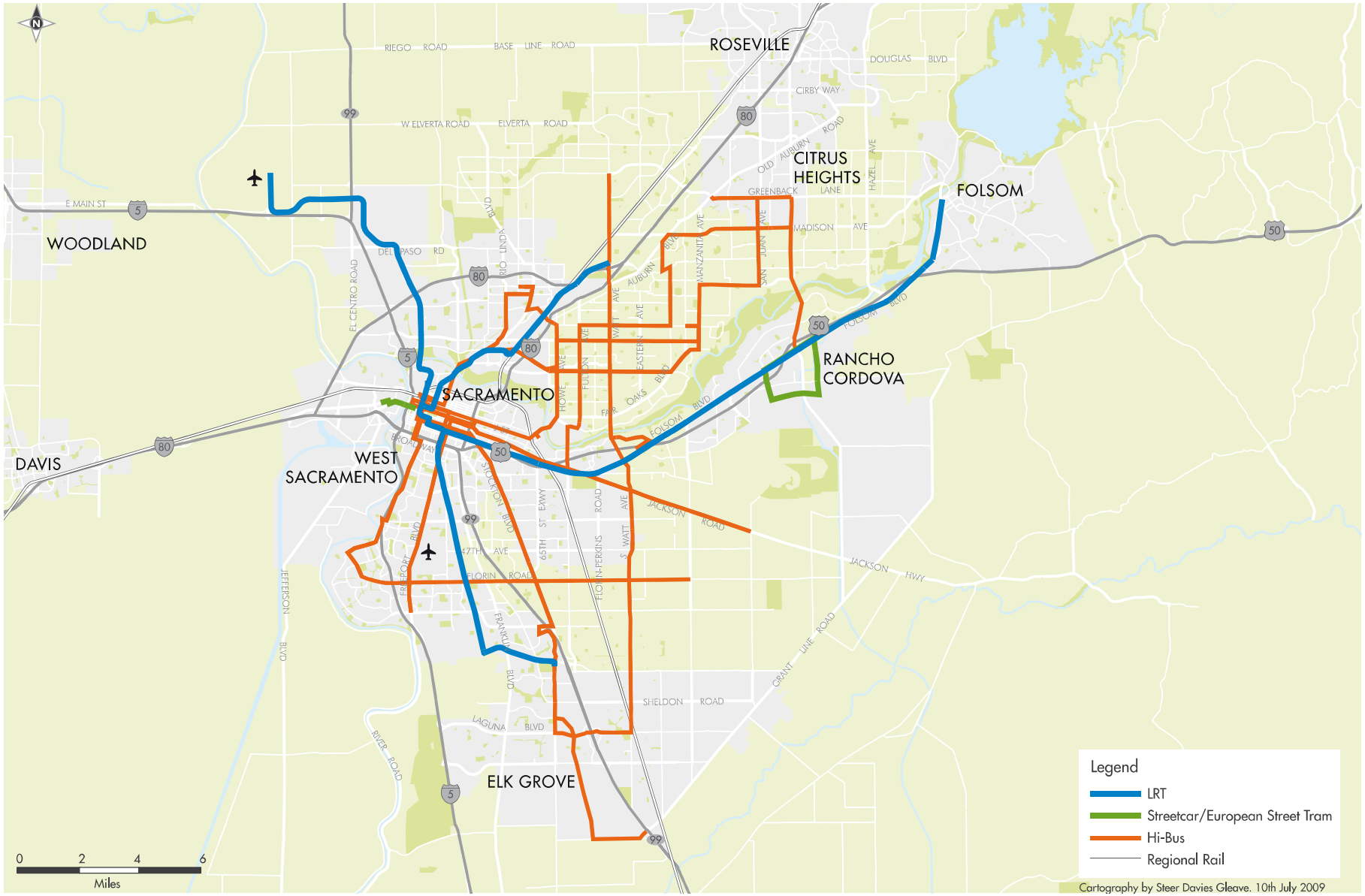


FIGURE 9 TIER 2 PROJECTS AND IMPROVEMENTS

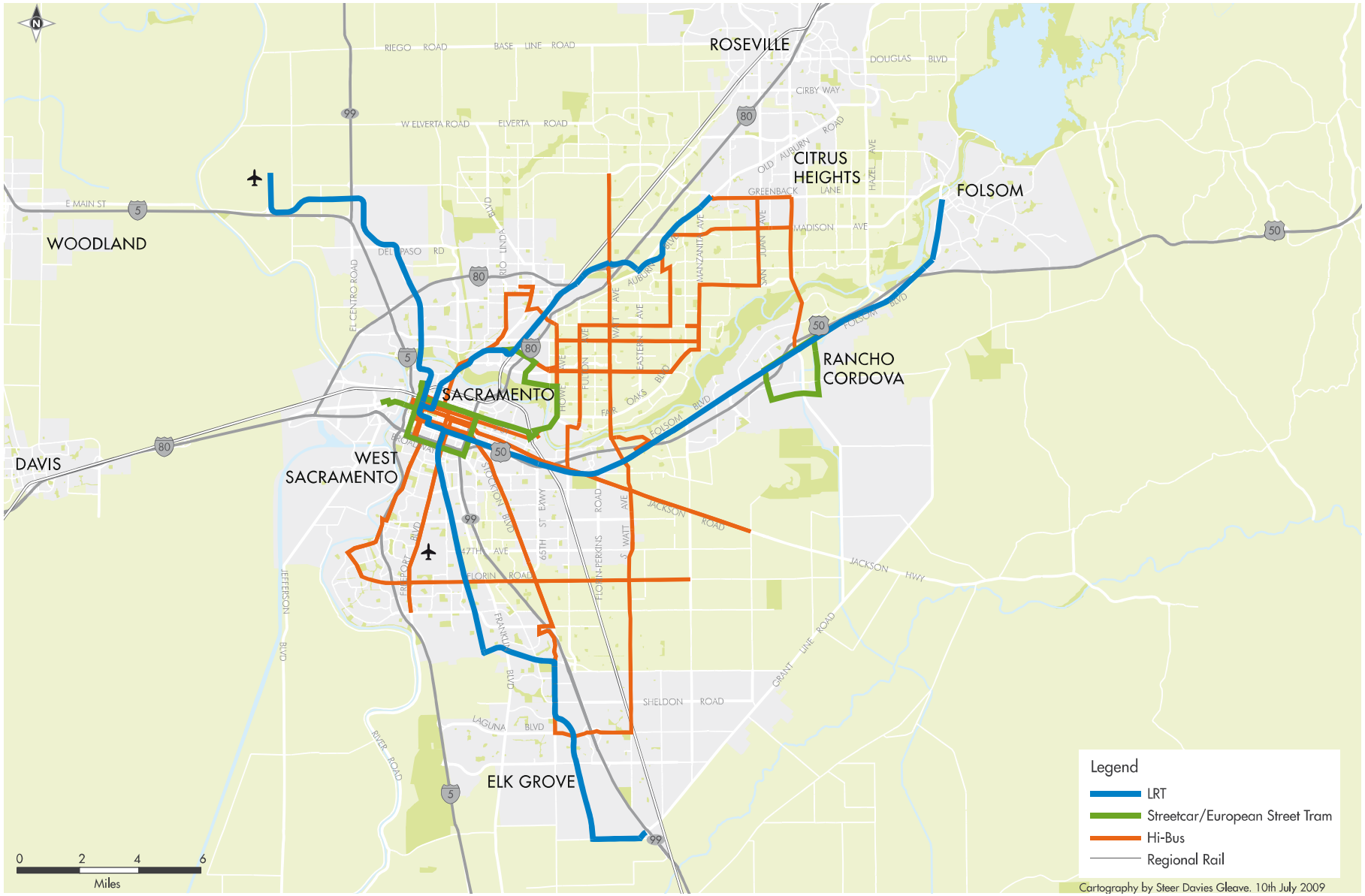
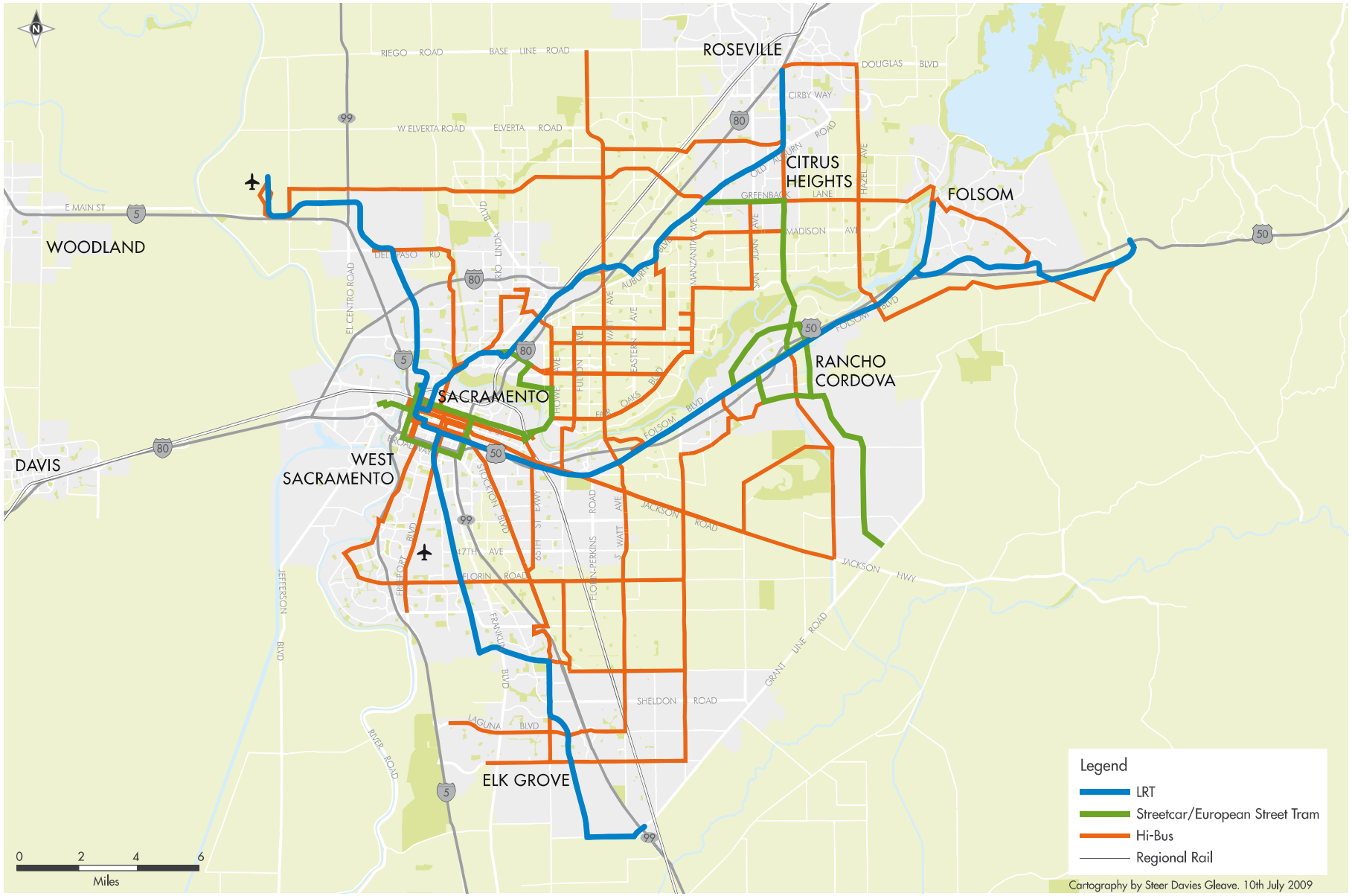


FIGURE 10 TIER 3 PROJECTS AND IMPROVEMENTS



Conclusions and Next Steps

86. The TransitAction Plan sets an ambitious vision for an improved transit system for the Sacramento region. It clearly identifies the need to link land use and transportation planning to meet regional and national objectives of improved air quality, reduced congestion and the development of livable communities.

87. The Short Range Transit Plan that will follow this TransitAction Plan will provide the detail of the rolling program of projects and investments that RT will pursue. However, the immediate next steps in the delivery of the plan are:

- **Funding** – additional funding is required to implement any increases in service levels or new capital projects. RT will therefore seek funding to deliver Tiers 1 and 2 and continue to work with the local jurisdictions and developers to determine the requirements for Tier 3 projects.
- **Local Planning** – the TransitAction Plan has developed the high level strategy for the future of Sacramento's transit system. There is a now a need for much more detailed planning at the local community level to determine the precise number and alignment of routes. RT will work with each local community to develop a local transit service map.
- **Continue Planning** – RT will continue to develop their existing project portfolio including the South Line Phase 2 extension of the Blue Line to Cosumnes River College and the first section of the DNA Line.
- **Begin Project Development** – RT will begin planning work on new projects included in Tiers 1 and 2 including Hi-Bus Corridors and the Downtown Street Tram project.
- **TOD Guidelines** – RT will work with the local jurisdictions to incorporate the Transit-Oriented Development Guidelines into their own guidance.

88. **Safeguard Opportunities** – working with the jurisdictions, the Urban Land Institute and the local development community, RT will identify opportunities for future transit services to safeguard land and road space to protect transit journey times, services and investments into the future.

Low floor Light Rail (Minneapolis, MN)

Light Rail and new land use development (Lyon, France)

Glossary of Abbreviations

ADA	AMERICANS WITH DISABILITIES ACT
BRT	BUS RAPID TRANSIT
CCTV	CLOSED-CIRCUIT TELEVISION
CRC	COSUMNES RIVER COLLEGE
CSUS	CALIFORNIA STATE UNIVERSITY, SACRAMENTO
DNA	DOWNTOWN-NATOMAS-AIRPORT
LRT	LIGHT RAIL TRANSIT
MAC	MOBILITY ADVISORY COUNCIL
MAE	MULTIPLE ACCOUNT EVALUATION
MTP	METROPOLITAN TRANSPORTATION PLAN
RT	SACRAMENTO REGIONAL TRANSIT DISTRICT
SACOG	SACRAMENTO AREA COUNCIL OF GOVERNMENTS
SWOC	STRENGTHS, WEAKNESSES, OPPORTUNITIES, CHALLENGES
TAC	TECHNICAL ADVISORY COMMITTEE
TBD	TO BE DETERMINED
TMP	TRANSIT MASTER PLAN
TDM	TRANSPORTATION DEMAND MANAGEMENT
TOD	TRANSIT-ORIENTED DEVELOPMENT
VMT	VEHICLE MILES TRAVELED

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TransitAction
Regional Transit Master Plan

Sacramento TransitAction Plan
SUMMARY

Regional Transit

Attachment 3

Strategic Goals
And
TransitAction

UPDATE

Background

RT Strategic Plan adopted in 2004

- The Plan was adopted at the height of the financial boom of the early 2000's.

- Projections of population growth and related traffic congestion, public revenues, housing construction and environmental impacts have been tempered by the recession.

Regional Transit

Background

- TransitAction research began as the recession was beginning (2008) and completed as RT was being faced with its worst financial crisis.

- ***Both the research and the planning behind both documents need to be reviewed and adjusted to be consistent with today's realities.***

Regional Transit

Opportunities

- New legislation has been passed which greatly affects how transit relates to the broader Sacramento Community.
- CEQA Modernization Bill of 2013 (SB 743).
- Complete Streets Act of 2008 (AB 1358).
- Sustainable Communities and Climate Protection Act of 2008 (SB 375) .

Regional Transit

Opportunities

- Several governmental jurisdictions updated plans after TransitAction adoption or are currently updating general plans:
  - Sacramento County General Plan adopted 2011.
  - Sacramento City General Plan currently being updated.
  - Folsom General Plan Update currently underway.
  - Citrus Heights General Plan adopted 2011.
  - Elk Grove General Plan sustainability plan being developed.
  - SMF currently updating the master plan.
  - SACOG MTP currently being updated.

Regional Transit

Process

- RT staff is not proposing a total rework of the plans.
- The plans will be reviewed by the RT Board, staff and community.
- Adjustments will be made as needed to reflect current assumptions.
- The RT Board will be asked to approve any changes and/or reaffirm any existing recommendations.

Regional Transit

Step 1: Review 2004 Strategic Plan
November 2013 – May 2014

- Analyze changes in service area.
- Review financial changes and performance indicators.
- Review changes in Federal, State and Local Priorities.
- Develop updated assumptions

Board Workshop

Regional Transit

Review 2004 Strategic Plan **(Continued)**

- Conduct public/employee outreach.

  Board Workshop

- Review public comment.
- Make revisions as necessary.
- Develop Purpose, Vision and Goals for Board adoption.

  Board Adoption

Regional Transit

Step 2: Review TransitAction Plan
May – December, 2014

- Update demographic and land use assumptions.
- Review the TransitAction SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis.

BOARD WORKSHOP

- Conduct interviews with local jurisdictions.
- Review the recommendations of TransitAction.

BOARD WORKSHOP

- Make modifications consistent with Board workshop.
- Conduct community outreach.

Regional Transit

TransitAction Plan Update (Continued)

- Conduct CEQA analysis.
- Conduct Title VI analysis.
- Revise scenarios as appropriate.
- Develop new cost estimates.

Board Workshop

- Public outreach
- Public hearing

Board Adoption