

## General Manager's Report July 27, 2015

### GOVERNMENT AFFAIRS UPDATE

#### FEDERAL

The House and Senate are in session this week. Congress will remain in session until the August recess which is scheduled to run from July 31 (House)/ August 6 (Senate) through September 8.

On July 21, the Senate Finance Committee reported a tax extenders bill by a vote of 23-3. Chairman Hatch (R-UT) said he does not know whether the extenders package could get attached to the highway funding measure that the Senate will consider, but he said he would prefer that the Senate pass the extenders package before leaving for its August recess. Among other items, the Senate extenders package contains a two year extension (2015 and 2016) of the parity for employer-provided mass transit and parking benefits; excise tax credits and payment provisions relating to alternative fuel; and the credit for alternative fuel vehicle refueling property.

On July 21, the Senate EPW Committee released the text of a 1,030 page multiyear highway and transit bill (H.R. 22). It is a six-year bill that would include more than \$40 billion in general revenue aimed at covering projected shortfalls in the Highway Trust Fund for approximately three years. Funding for the final three years of the bill would be identified at a later date. On Tuesday evening, the Senate conducted a procedural vote on H.R. 22 that was used to gauge support for the measure. The motion failed by a vote of 41-56 because many senators objected that they were provided the text of the bill on short notice. Another test vote could occur again today. As a backup plan, Majority Leader McConnell (R-KY) is also laying the groundwork for a short-term extension. The deadline to enact an extension is July 31. The House has already passed an extension which runs through December 18, 2015. Regarding transit, the bill:

- Increases public transportation funding nearly \$2 billion over MAP-21 levels.
- Restores more than \$387 million to the Bus and Bus Facilities Program to bring the total program level back up to \$815 million by fiscal year 2021. This increase includes the reinstatement of a bus discretionary program totaling \$190 million per year to address the capital investment needs of transit systems across the country.
- Provides an additional \$862 million for Urbanized Area Formula grants to meet the increasing demands of public transportation systems across the country.
- Includes a 7.5 percent increase, or \$162 million, in fiscal year 2016 to allow public transportation agencies with rail fixed guideway systems to continue to address their most pressing state of good repair needs. The total program grows an additional \$292 million over the remainder of the authorization period.

- Streamlines the Capital Investment Grant program for projects employing innovative project delivery and financing methods by creating a new, expedited project delivery program for projects seeking minimal federal funding.
- Increases funding for rural areas by \$105 million, including additional funding for Public Transportation on Indian Reservations.
- Includes a dedicated program for the procurement of innovative vehicles and innovative vehicle technology for use in public transportation.
- Commits \$4 million annually to address training deficiencies and workforce shortages impacting the public transportation industry.
- Incentivizes innovative procurement methods for the purchase of public transportation vehicles by enabling state purchasing schedules, nonprofit cooperative procurement programs, and new leasing options.
- Grants the Federal Transit Administration the authority to set minimum safety standards to ensure the safe operation of public transportation systems.
- Permits revenue generated from value capture financing to be counted towards the local share of a project cost.

## **STATE**

### **Legislature**

#### New Transit Funding Proposals

Transit advocates led by CTA succeeded in securing the introduction of four new transit funding bills in the Special Session late last week.

The first two, SBX1 8 (Hill) and ABX1 7(Nazarian) would increase the funding from Cap and Trade auction revenues dedicated to the existing Transit and Intercity Rail Program (competitive program) and the Low Carbon Transit Operations Program (formula-based allocation ) by doubling the percentage in current law for these programs.

The second set of bills, SBX1 7 (Allen) and ABX1 8 (Chiu and Bloom) would triple resources available to the State Transit Assistance (STA) program that is presently funded by state sales tax on diesel sales.

### **AD HOC SYSTEM IMPROVEMENT COMMITTEE UPDATE**

Oral report by Laura Ham.

**ORGANIZATIONAL STRUCTURE OBJECTIVES FOR FY 2016**

RT is experiencing one of the most exciting periods of our history: The Blue Line to Cosumnes River College (CRC) Light Rail extension project nearing completion on time and under budget, the construction of Sacramento’s Downtown Entertainment and Sports Center (now called Golden One Center) is underway, we’re working with our partners to develop a River Front/Downtown street car, and environmental work is proceeding on RT’s Green Line Extension to the Airport.

As RT moves forward, we need to address how to conduct business more effectively. For too long, RT has had to rely on a number of antiquated ways of managing our agency; and it’s clear that our processes will not lend themselves to the demands of today’s riders or to the changes our region faces in the future.

I am proud to say we are ready to embrace the changes ahead of us. I know that with these changes comes the need to make significant organizational adjustments which will impact all RT employees. As I announce the changes planned for FY16, I want to focus on the following organizational structure objectives:

**Overarching Organization Structure Objectives**

- **Customer Focus** – RT will shift to a customer driven model of self-management. We will continue to keep a close eye on finances, but our primary objective will be one of an organization devoted to exceptional customer service. We will incorporate RT’s Vision and Mission in every aspect of our business, and all of RT’s employees will strive to live up to our values each and every day.
- **Flatter Organization** – RT will flatten the organization and, in doing so, will ensure that decisions are made at the level necessary to “get things done.” Executive Management Team (EMT) members will focus on the strategic decisions we face. Management will be empowered to manage the day-to-day business activities, ensuring decisions are made timely and with our customers in mind.
- **Reducing Barriers** – Along with a flatter organization, we will strive to reduce the barriers between functions of the District. Departments will be encouraged to work together in order to solve problems. Employees will be empowered to use their knowledge and expertise to get the job done right the first time.
- **Implementation of Direction** - Moving our focus to a customer-based model will provide us with the opportunity to listen to, and incorporate ideas and suggestions, from groups outside of RT. We will learn from how other local public and private businesses have accomplished their goals. We will continuously review how we do things and improve our processes wherever and whenever needed. Key stakeholders in this process include:
  - Our Customers
  - Community at large

- Board Members
  - Jurisdictions we serve
  - Our employees
  - Advisory committees
  - Business advisory group
  - Community Advocate agencies
  - Peer reviews
  - Efficiency reports
- **Enhanced Organizational Relationships** – RT has become an organization with silos. In order to accomplish all the tasks ahead, all RT departments need to focus on our goals and interact with one another to achieve collaboration.
  - **Organizational Development** – Employee activities need to be aligned with our goal to “Invest in the Attraction, Development and Retention of a Quality Workforce.” We must create an environment where the underlying goals of “Minimize Employee Attrition and Turnover,” “Improve Employee Satisfaction,” “Improve Employee Development Opportunities,” and “Recruit and Attract Qualified Staff Members” are realized. A focus on our employees must become as important as our focus on RT’s customers.

These are lofty goals and I believe RT is prepared for the challenge. I realize that change takes time and is often difficult; however, we **must** change how we currently handle our business in order to ensure that RT becomes the best transit system possible.

We will take a phased approach to the implementation of this structure change and associated culture shift. Following is my implementation plan:

### **Phase I - Effective Immediately**

1. I have developed and implemented a Chief of Staff executive-level position which will be dedicated to the core projects that will reshape the way RT operates. The purpose of the Chief of Staff position is to manage the crucial link between external and internal resources, to identify key issues and concerns, as well as facilitate the development and implementation of key project objectives and resulting process improvements.
2. The elevation of RT’s Police Services, under the direction of Captain Norm Leong to an executive level position. Elevation of this Division ensures that resources for all matters relating to safety, security, fare inspection, and management of the communications center are available at the highest level in the organization.
3. The following Department realignments will occur:
  - RT’s Safety Department will realign and become co-managed by the Chief of Staff and me, ensuring that all matters related to transit safety are visible at the highest levels of the organization.

- RT's Real Estate function will be transitioned to the AGM of Engineering and Construction, ensuring continuous alignment with RT's real property assets and acquisitions with our growth and expansion.
- RT's facilities management services will transition to the AGM of Engineering and Construction, ensuring improvements in the much needed employee "eyes on the system" reporting system as well as the implementation of the Mobile Connect App, allowing customers/community to inform RT when we have facilities issues at bus stops, rail stations, and along our right of way.

**Phase II – Effective As Soon As Practicable – No later than November 2015**

1. The organizational realignment of four key departments: Finance, Human Resources, IT, and Procurement under the executive leadership of an Assistant General Manager - Administration. A recruitment will begin in early August and we anticipate a hire date in mid to late October.
2. Our current Chief of Facilities and Business Support Services, Mike Mattos, will focus solely on a number of core projects, including but not exclusively: Connect Card, Mobile Fare App, Mobile Reporting App, real time light rail information, WI-FI on our trains, partnerships with community based agencies to enhance maintenance of bus stops and light rail stations, carbon credit sales programs (Federal and State), and property disposition/development. I anticipate completion of these projects prior to Mike's announced retirement.
3. Creation of an Organizational Development position which will be responsible for the cultural changes undertaken within RT. The position will have responsibility for ensuring that we are investing in our employees through training, succession planning, performance management, implementation of process improvements associated with the cultural change committee, and a variety of other programs to ensure the success of our initiatives. Recruitment for the position will begin in late August/early September with an anticipated start date of November.
4. Development and implementation of a position within the Marketing department that will be dedicated solely to RT's social media presence. This position will manage content on RT's electronic communications including our website, Facebook page, Twitter account, and will develop a variety of new forms of social media intended to provide the public more effective ways to instantly communicate with RT. A review of the Marketing department's structure will be undertaken to determine if any additional resources are necessary.

**Phase III – Effective At AGM Planning/TOD Retirement:**

With the retirement of Rosemary Covington, the following changes will occur:

- Planning/TOD will realign under the AGM of Engineering and Construction, creating the vital connection between those two critical functions within RT. The reporting structure will be determined as the role unfolds.
- Accessible Services will realign under the AGM of Marketing and Communications, and will continue to dedicate their efforts to service the area's disabled community.
- Customer Advocacy will realign under the AGM of Marketing and Communications, and continue to monitor customer complaints, as well as expand their role to include managing complaints that are received from the newly implemented RT App.

**Phase IV: District-Wide Goal Setting**

1. To help establish RT's short and long term goals, all EMT members will provide a comprehensive set of goals for FY17 no later than December 31, 2015. Those goals must be developed using the following:

- RT's Comprehensive Strategic Plan
- Community Involvement
- Efficiency Study
- Peer Review

Once all goals have been received, EMT will meet and discuss the development, implementation, and funding of specific goals related to our new focus.

2. Further adjustments, based on implementation of the phases listed above as well as the achievement of projects, may be needed.

**RT CALENDAR**

**Regional Transit Board Meeting**

August 10, 2015  
RT Auditorium  
6:00 P.M

August 24, 2015  
RT Auditorium  
6:00 P.M

September 14, 2015  
RT Auditorium  
6:00 P.M

**Mobility Advisory Council**

September 3, 2015  
RT Auditorium  
2:30 P.M

November 5, 2015  
RT Auditorium  
2:30 P.M

**Quarterly Retirement Board Meeting**

September 16, 2015  
RT Auditorium  
9:00 A.M

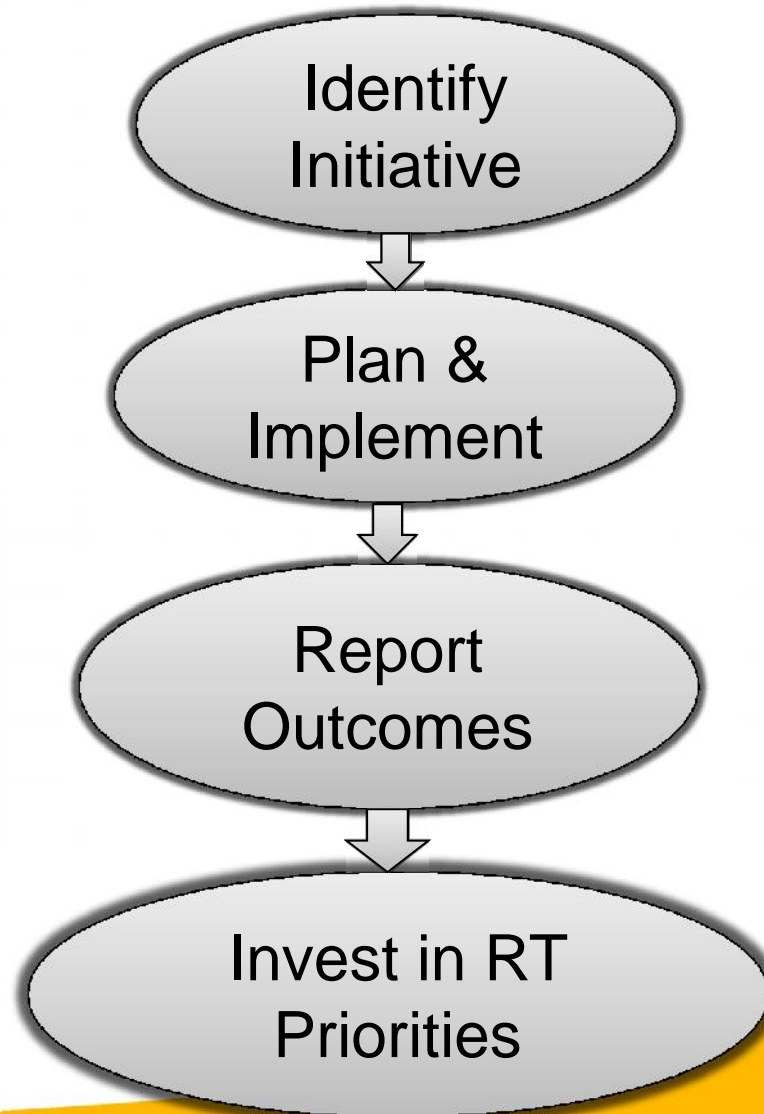
December 16, 2015  
RT Auditorium  
9:00 A.M

**Paratransit Board Meeting**

September 24, 2015  
2501 Florin Road  
6:00 P.M

November 19, 2015  
Sutter Senior Care  
7000 Franklin Street  
Sacramento, CA

## Work Flow – Tracking Initiatives & Tasks





## Tracking Matrix for Tasks/Initiatives – Examples of Tasks in Phase 3

Task/Initiative	Responsibility / Participation	Analysis	Evaluation	Action	Timeline	Progress	Results
Brief Description of Task or Initiative	Responsible Staff or Department	High Level Description re: Planning and Analysis of Task	Analysis or Determination of Initiative as Feasible to Implement or NOT Feasible to Implement	Recommended Action to Implement Initiative (if applicable)	Projected Implementation Schedule	Description of Results for Tasks In Progress	Outcome: Cost Savings, Revenue Generated or Customer Service Enhancement
Sell Compressed Natural Gas at McClellan Site	Facilities Division	Purchases CNG at \$0.40 per therm. Assuming lowest market rate, sell CNG at \$1.25 per therm. 3rd Party contract required. Expand to 29th & N Street as soon as possible.	Feasible	Issue 3rd Party contract. Expand to 29th and N as soon as possible. Implement marketing to advise the public.	Sales and marketing begin 9/1/2015. Expansion to 29th & N Street estimated in Fall 2015.	Contract has been signed and training is underway; Palladin will provide marketing support	\$500K to \$2M annually (estimated)
Sell Carbon Credits (federal) RIN	Facilities Division	Use EPA system to earn credits for each CNG therm purchased. Earn renewable identification numbers (RINs) for renewable fuel. Sell the credits thru the EPA system on a quarterly basis.	Feasible	Earn credits and prepare for quarterly sale	Fall 2015	RT is earning RIN credits for quarterly sale in Fall of 2015	\$260K to \$900 annually (estimated)
Sell Carbon Credits (CA)	Facilities Division	Earn and sell carbon credits through the CARB program. Determine a policy for routine sales.	Feasible	Earned and sold carbon credits through the CARB program. Converted from brown gas to bio-gas to increase credits. Determined a policy for routine sales.	One sale complete. Next sale Fall 2014	Past 4 quarters SOLD	\$257K for recent sale. \$35 per credit. \$750K annualized estimate

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1 Sell Compressed Natural Gas at McClellan Site	Facilities Division	Purchases CNG at \$0.40 per therm. Assuming lowest market rate, sell CNG at \$1.25 per therm. 3rd Party contract required. Expand to 29th & N Street as soon as possible.	Feasible and underway	Issue 3rd Party contract. Expand to 29th and N as soon as possible. Implement marketing to advise the public.	Sales and marketing begin 9/1/2015. Expansion to 29th & N Street estimated in Fall 2015.	Contract has been signed and training is underway; Palladin will provide marketing support	\$500K to \$2M annually (estimated)
2 Sell Carbon Credits (federal) RIN	Facilities Division	Use EPA system to earn credits for each CNG therm purchased. Earn renewable identification numbers (RINs) for renewable fuel. Sell the credits thru the EPA system on a quarterly basis.	Feasible and underway	Earn credits and prepare for quarterly sale	Fall 2015	RT is earning RIN credits for quarterly sale in Fall of 2015	\$260K to \$900 annually (estimated)
3 Sell Carbon Credits (CA)	Facilities Division	Earn and sell carbon credits through the CARB program. Determine a policy for routine sales.	Feasible and underway	Earned and sold carbon credits through the CARB program. Converted from brown gas to bio gas to increase credits. Determined a policy for routine sales.	One sale complete. Next sale Fall 2014	Past 4 quarters SOLD	\$257K for recent sale. \$35 per credit. \$750K annualized estimate
4 Earn and Sell LRT Carbon Credits	Facilities Division	Earn and sell LCFS credits for the light rail system. Formulas are based on ridership and use of power to energize the system.	Feasible	Pending state regulations to establish the specific formula for LRT credits, RT will develop a comprehensive plan to enter the market.	Fall 2015 implementation.	State of CA to develop a formula that will be the basis of comprehensive plan to enter the market for LRT credits.	\$489k to \$1.7M (annualized estimate)
5 Excess Property Sales	Facilities Division	Of the 10 properties declared as excess, market interest has been identified for 4 properties. Cemo Circle appraised at \$1.79M; appraisal underway for I-5ROW.	Feasible and underway	Appraise all excess property. Pursue sale of Cemo Circle and I-5 ROW.	24 months for all properties	Cemo Circle sale negotiated with transaction complete next May.	\$175K deposit received for Cemo Circle, total sale estimated at \$2M; other properties estimated at an additional \$4M to \$10M one time revenue.
6 Fiber Optics Capacity Rental/Lease	Facilities Division	Prepare to announce availability of fiber optic capacity and/or cell tower sites in light rail ROW.	Feasible	As project was funded federally, RT must seek federal approval to lease to commercial entities. RT must also develop business strategy for this opportunity.	24 months	Approval provided to lease space to agencies; federal approval requested to lease to commercial entities	\$0 to \$1M one time revenue; and \$500k to \$15M annually

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7 Change Parking Fee Strategy	Facilities and Planning Divisions	Consider charging at end of line stations in Sacramento and Folsom on a demonstration basis, include potential to raise fee at all stations	Pending	Develop demonstration plan for charging in additional lots; share plan with jurisdictions and Board	12 months (Summer 2016)	Initial parking study developed; incorporate additional elements and plan for demonstration.	\$0 to \$275k annually
8 Add Retail Concessions at Stations and Parking Facilities	Facilities (lead) and Marketing Division	Allow retail vendor concessions at stations and parking facilities; develop marketing strategy for this opportunity	Feasible; vendor program approved	Announce availability of retail vendor concessions; consider expansion to musicians and artists in order to increase sense of presence in stations.	6 to 12 months (Winter - Summer 2016)	Vendor program approved.	\$15 to \$20K annually estimated
9 Develop Fare Policy	Planning and Finance Divisions	Develop a policy that will include frequency of fare changes	Pending	under development	under development	Preliminary discussions underway	\$2M to \$2.2M annually, or about \$40 M over 20 years (estimated)
10 Consider Changing the Role of Fares	Planning and Finance Divisions	Consider a fare box recovery goal as an avenue to improve transit operations and maintenance.	Pending	under development	under development	Preliminary discussions underway	\$7.5 to \$8M average annually, or \$150M over 20 years (estimated)
11 Increase Fare Inspection Rate	Operations Division	Evaluate options to enhance workforce to increase inspection rate.	Pending	under development	6 months (Winter 2016)	Preliminary discussions underway	\$1.7M to \$4.1M revenues annually, cost zero to \$3.7M depending on option.
12 Eliminate Unlimited Ride Pass for Demand-Responsive Services	Planning Division	Consider evaluation of this discount pass as a part of fare analysis	Pending	under development	tbd	preliminary analysis of potential revenue complete; next steps TBD	\$425K to \$475K annually
13 Offer Wi-Fi at Stations, on LRTs and Commuter Bus	Facilities (lead) and Operations Divisions	Consider providing free Wi-Fi on stations and in vehicles	Feasible	Implement at rail stations and on rail vehicles; buses require additional bandwidth and funding. Funding request pending for LR.	12 months (Summer 2016)	Grant request submitted for equipment required to modify rail vehicles and stations; buses will require additional bandwidth.	\$600k to \$1.1M annual revenue, one time cost estimated at \$1M (grants possible)
14 Sell Excess and Beyond Useful Life Buses	Facilities Division	Release recently retired buses, and buses pending retirement when available, in order to produce one time revenue and reduce spare ratio.	Feasible	Release 25 to 30 buses, tanks and parts that are currently available; approximately 30 more will be available in the next four months.	Immediate to next four months (thru Fall 2015).	Currently available buses are ready for immediate sale.	\$600 to \$800 each, \$15K to \$20K for immediately pending sale. Total one time revenue estimated at \$160K to \$170K.
15 Sell Excess and Past Useful Life Non-Revenue Vehicles	Facilities Division	Release and sell retired non-revenue vehicles.	Feasible and underway.	Release available vehicles for sale or donation as appropriate to support service quality enhancements.	Immediate to next four months (thru Fall 2015).	A group of vehicles was sold for \$20K. One truck donated to Midtown PBID for station/stop cleaning. The next group is being prepared for sale or donation as appropriate.	\$20K one time revenue for first group; \$60 to \$100K one-time revenue estimated for second group.

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16 Affordable Care Act Penalties	Legal Division	Evaluate potential penalties for exceeding the maximum healthcare benefit under the Affordable Care Act.	Pending	Evaluate the impact of the issue; explore options to reduce or mitigate penalties	12 months (Summer 2016)	Preliminary analysis underway	\$560K to \$2M annual savings, plus avoid federal penalties.
17 Switch from Natural Gas to Bio Gas	Facilities Division	Bio gas increases LCFS and reduces tax, also contributes to more reliance on renewable energy.	Feasible	Purchase terms from bio-gas to save the cost of taxes paid on CNG.	Complete May 1	Complete as described in previous discussion regarding carbon credits.	See previous discussion regarding carbon credits
18 Reduce Unscheduled Absences	Operations Division	Reduce unavailable operator work days, unscheduled absences and unscheduled OT. Encourage improved attendance in every group; update attendance policy.	Likely feasible; detailed analysis underway	Pending	TBD - Fall 2015	Initial meetings to review attendance data occurred during the week of July 13-17; analysis underway.	\$1M to \$1.5 M estimated annual savings
19 Optimize Extraboard Size	Operations Division	Consider methods to optimize extraboard size by balancing extraboard and working day off overtime, which is less expensive.	Pending	Pending	12 months (Summer 2016)	Pending	Estimated \$80K to \$110K annual savings
20 Don't Reward Unscheduled Absences with WDO OT	Operations Division	Evaluate rules related to unscheduled absences and overtime in order to reduce the incentives to miss work and increase pay through WDO OT.	Pending	Pending	12 months (Summer 2016)	Initial meetings to review attendance data occurred during the week of July 13-17; analysis underway.	Estimated savings \$290K to \$310K annually
21 Change Extraboard Shifts to Reduce Standby OT	Operations Division	Examine standby time paid at overtime for patterns and adjust extraboard run report times for the next pick.	Pending	Pending	12 months (Summer 2016)	Pending	Estimated savings \$140K to \$16K annually.
22 Change the Regular Run Definition	Operations Division	Consider a revision to the regular run and workweek, such as 4 ten hour shifts over a 12 hour period, with 3 consecutive days off. This provides flexibility to cover the service peaks, and quality of life enhancements for many employees	Pending	Explore how other properties have implemented a similar approach to the run definition and work week (e.g., LA MTA and OCTA).	12 months (Summer 2016); ATU contract expires in March 2017	Research with other properties who have implemented a similar approach is underway.	Estimated savings is \$5M to \$10M annually.
23 Part Time Retirees for Special Event Staffing	Multiple Divisions, including Operations Division, Labor Relations and Human Resources departments	Consider expanding use of retirees to provide special event staffing.	Pending	Pending	12 months (Summer 2016)	Research with other properties who have implemented a similar approach is underway.	TBD
24 Bring Back Part Time Operators	Operations Division	Revisit the use of part-time operators	Pending	Pending	Pending; ATU contract expires in March 2017	Pending	\$6M to \$7M annually

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25 Part Time Service Attendants (Pilot)	Operations Division	Consider demonstrating part time service attendants, as a one year demonstration prior to IBEW negotiations.	Pending	Discuss with IBEW	Pending; IBEW contract expires in March 2018	Preliminary discussions underway	A gain in service cleaning of approximately 23,000 hours annually.
26 Capital Program and Grant Management Enhancements	Finance and Planning Divisions	Enhance these programs related to 1) grant time charging, 2) flexibility of grant applications, 3) predictable local contribution policy, 4) monitoring of timeliness and results via Capital Program Committee, and 4) development of operating and maintenance plan for all capital projects.	Feasible and underway	Develop policy documents surrounding these recommendations and implement.	12 months (Summer 2016)	Preliminary discussions underway	TBD
27 Contracts with PBIDS for Station Cleaning	Facilities Division	Implement MOUs with business improvement districts to enhance station and stop cleaning.	Feasible and underway	Negotiate MOUs with PBIDs that do not already have one in place; provide necessary equipment.	Ongoing	Underway; Del Paso in place for 2 years, Rancho Cordova, Midtown, MAC Rd. and Power Inn in place; Downtown and others in process.	Enhancements to station cleaning and reduced staff time TBD; minimal cost related to equipment
28 Gaps in PBID Support	Facilities Division	Identify any gaps in PBID support	Feasible and underway	Pending	More data to be provided on gaps within the next 30 days	Preliminary review underway	Enhancements to station cleaning and reduced staff time TBD; minimal cost related to equipment
29 Implementation of Smart Phone Based Ticketing	Facilities Division	Develop smart phone application for ticketing	Feasible	Explore options for smart phone based ticketing	More information on progress to be provided within the next 30 days	Under development	TBD
30 Employee Survey	All Divisions	Develop an employee survey to provide additional information in support of the cultural change effort.	Feasible and underway	Develop and release survey; compile results	Fall 2015	Survey instrument complete; plan for distribution underway	Collection of information for cultural change effort that will in turn enhance service quality and customer service.
31 Employee Meetings with RT Board Chair	All Divisions	Schedule employee meetings with RT Board Chair	Feasible; planning is underway	Publicize and schedule meetings with RT Board Chair	Fall 2015	Tentative scheduling complete; more information within the next 30 days	Information sharing opportunity re: the many initiatives underway.
32 Design and Launch Cultural Change Effort	All Divisions	Develop and Implement a Cultural Aspirations Statement	Feasible; planning is underway	Build upon previous cultural change effort; draft process and evaluate for implementation	three to six months for implementation estimated; detailed schedule pending	Preliminary discussions underway	TBD; anticipating enhancement of employee satisfaction that will result in greater customer satisfaction
33 Determine Transit Mode Split Goal for ESC Service	Planning Division	Evaluate mode split goal for ESC service	Feasible and underway	Include analysis in ESC/G1 Center Transportation Plan	Present on 7/27	Preliminary analysis complete; present to Board on 7/27	Increased ridership TBD
34 Explore Station Consolidation (continued use of 7th & K)	Planning Division	Analyze continued use of 7th & K	Feasible	Provide analysis	Pending	Pending; ESC Transportation Plan to be presented on 7/27	TBD

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35 Explore Pop-Up Urbanism Opportunities	Multiple RT Divisions and SACOG	Pending; SACOG contract with consultant to assist on this effort	Feasible	Continue to coordinate with SACOG	Pending	Pending	Pending
36 Prepare RFP for Sponsorship of Downtown Stations	Facilities Division with Downtown Partnership and City of Sacramento	Pending; RT to participate in discussions regarding this effort	Feasible	Pending	Pending	Pending	Pending
37 Fully Develop RT Station Enhancement Project	Planning Division (lead) -- Multiple Divisions	Develop a comprehensive plan to enhance LR stations	Feasible and underway	Evaluate RT station improvements required for ESC/G1 Center service, including downtown and outlying stations; coordinate with community partners	under development	preliminary station assessments complete; draft budget developed	Enhanced customer service and increased ridership
38 Document Public/Private Projects Under Construction in Downtown Area	Planning Division with City of Sacramento	Pending	Feasible	Pending	Pending	Pending	Pending
39 Implement New Reporting App	Facilities Division (lead) with Support from Multiple Divisions	Provide a smart phone application for reporting of RT issues	Feasible	Issue RFP for reporting application	Fall 2015	RFP to be released within the next 30 days	Pending
41 Add RT Link to 311	Operations Division	RT to coordinate with the City of Sacramento on this effort	Pending	Pending	Pending	Preliminary discussions underway	Pending
42 Upgrade SOC Technology to Integrate with PD Technology	Operations Division	RT to coordinate with the City of Sacramento on this effort	Pending	Pending	Pending	Preliminary discussions underway	Pending
43 FixMyRide916	Marketing Division with 3fold, Kings, and Republic FC	RT to coordinate with 3fold, the Kings and the Republic FC on communication stream for this effort	Pending	Pending	Pending, near term (30 days estimated)	RT communication stream complete	Pending
44 Create Paid Fare Zones/Enhance Prohibited Acts Ordinances	Legal Division and RT Operations Division	Update RT Prohibited Act Ordinance in order to implement zones where passenger fare payment would be required to discourage loitering within RT Stations; ordinance would also provide citation authority for other problem behaviors	Feasible	Update Prohibited Acts ordinance; communicate new zone to customers; identify zones and enforce	Fall 2015 estimated	Prohibited Acts Ordinance and fare zone approved	TBD
45 Utilize Homeless Navigator	Operations Division (lead) with Multiple Divisions	Enter into a contract with a homeless navigator	Feasible	Approve agreement with homeless navigator	Estimate recommending Board action within the next 30 days	In process for Board consideration	Customer and community service enhancement

# INITIATIVE TRACKING MATRIX -- DRAFT

Task/Initiative	Responsibility / Participation	Analysis	Evaluation	Action	Timeline	Progress	Results
<i>Brief Description of Task or Initiative</i>	<i>Responsible Staff or Department</i>	<i>High Level Description re: Planning and Analysis of Task</i>	<i>Analysis or Determination of Initiative as Feasible to Implement or NOT Feasible to Implement</i>	<i>Recommended Action to Implement Initiative (if applicable)</i>	<i>Projected Implementation Schedule</i>	<i>Description of Results for Tasks In Progress</i>	<i>Outcome: Cost Savings, Revenue Generated or Customer Service Enhancement</i>
46 Update Fare Violation Adjudication Process	Operations Division (lead) with Multiple Divisions	More information required	Pending	Pending	Pending	Pending	Pending
47 Update Legislation to Ban Problem Riders from the System	Operations Division (lead) with Multiple Divisions	More information required	Pending	Pending	Pending	Pending	Pending
48 Explore Blue Line Opening Opportunities	Marketing Division	Develop Marketing Plan for Blue Line Opening	Feasible and underway	Develop and Implement Plan	late Summer 2015	Plan developed; implementation underway	Enhanced customer experience and positive community response related to Blue Line opening; increased ridership
49 Inventory all Social Media Apps for Cities in the District, Kings, Republic, RT, SCVB	Marketing Division	More information required	Pending	Pending	Pending	Pending	Pending
50 Coordinate with Mayor's Office on RT Service to ESC	Marketing Division	More information required	Pending	Pending	Pending	Pending	Pending
51 Produce Informational Videos re: RT Service	Marketing Division (lead) with Multiple Divisions	Develop short informational videos regarding how to use RT service	Pending	Pending	Pending	Preliminary discussions underway	Pending
52 TBD Festival/Hacker Lab/RT Civic Project	Marketing Division (lead)	Explore interest for RT as a civic project for TBD festival	Pending	Pending	Fall 2015	Pending	Pending
54 Create Fund to Pay for Community Based Events		More information required					
55 Celebrity Transit-Initiation/Guides		More information required					
56 Train Rides with Kings and Republic FC		More information required					
57 Recognition of Transit Riders at ESC Events		More information required					
58 Organize Valet Bike Parking		More information required					

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59 Stop/Station Design Competition		More information required					
60 Explore Providing Discounted Tickets to Kings Games or Opening Event		More information required					
61 Season Long Program of Pop Up Urbanism Downtown		More information required					
62 Establish Annual Monitoring Report for Development Around Transit		More information required					
63 Survey Land Use Regulations Around Stops		More information required					
64 Survey First Mile/Last Mile Connectivity Issues		More information required					
65 Consider TOD Specific Financial Incentive Fund		More information required					
66 Develop Framework to Prioritize Actions to Activate TOD		More information required					
67 Integration of Station Improvements with New Travel Options		Explore ideas such as bike share, electric vehicle charging - more information required					
68 Integrate with Mayor Johnson's 10,000 Homes in 10 Years Program		More information required					
69 Create Public Parking Utility		More information required related to downtown parking					
70 Create TOD Investment Pool		Tool to be used for place-making or market testing; blend of public and private money or competition					



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Task/Initiative	Responsibility / Participation	Analysis	Evaluation	Action	Timeline	Progress	Results
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71 Market Review and Market Forecast for Downtown		More information required					
72 Local Developer Professional Education Program		More information required					
73 Health Impact Assessment of Mode Shift to Transit of X%		Explore assistance from UCD Medical School and Sacramento Public Health Department; more information required					
74 Pick On Location/Transit Stop to Create an Example		Follow lead of Pearl District in Portland; more information required					
75 Short-Term Demonstration Project of Suspending CEQA		Explore suspending CEQA for equitable, sustainable TOD					
76 NGO Professional Development		More information required					
77 Establish a Community Partners Program		Adopt a station/stop					
78 Develop a Messaging Document (Blueprint)	RT and SACOG	Develop a messaging document for community/private sector outreach	Feasible	Develop information document and implementation plan to produce and distribute	Fall 2015	Preliminary Discussions Underway	TBD
79 Consider a psychographic survey for the region with assistance of TransitCenter	RT and SACOG	Pending	Pending	Pending	TBD	Pending	TBD
80 Ensure that service plan and station design keep a focus on "sense of presence"	Multiple Departments	Important that customers feel a sense of others at stations for enhanced comfort and security	Feasible	Ensure that this message is consistently relayed in all service and station enhancement plans	Ongoing	Discussions underway	TBD
81 Explore unique ways to enhance lighting around the ESC and outlying areas	Multiple Departments	More information required				Discussions underway	
82 Receive site visit report from TransitCenter and consider next steps		TransitCenter to provide more information regarding recent visit to Sacramento	Feasible	Pending	Pending	Site visit complete	

**Regional Transit**  
**Organization Chart**  
**Phase I - III**

