

General Manager's Report September 14, 2015

GOVERNMENT AFFAIRS UPDATE

FEDERAL

Nothing to report at this time.

STATE

Transportation Funding

Less than a week after Governor Brown's Administration presented a Transportation Package to the legislature to address roadway preservation needs as well as transit funding, they have now concluded that obtaining the two-thirds vote necessary to increase the taxes contained in the package is not likely to occur and are now proposing a much more modest \$1 billion annual funding proposal. This would be accomplished through fees that only require a majority vote, which they assess as more achievable.

Of note, the newly unveiled framework would not include the hard fought for \$400 million of annual NEW public transit funding through the existing Cap and Trade programs.

The newly proposed \$31 car fee would raise about \$900 million that would net about \$600 million for state and local road repairs, split evenly. The proposal would also address the annual fuel tax adjustment that would over time produce additional revenues for STIP and road repair in future years.

Finally, the new modest, majority vote proposal would also see \$879 million in Pre-Prop 42 loans repaid over a couple of years. This element would actually be of benefit to RT as it would result in restoring TCRP funds to RT that have been dedicated in law for the South LRT extension that have gone unrealized for a number of years. The repayment of outstanding loans is a common feature of these proposals.

SYSTEM-WIDE IMPROVEMENT INITIATIVES

Attached are two documents: a System-Wide Improvement Initiatives Summary and a Progress Report on the Work Program. Laura Ham will summarize the details provided in the report.

RT CALENDAR

Regional Transit Board Meeting

September 28, 2015
RT Auditorium
6:00 P.M

October 12, 2015
RT Auditorium
6:00 P.M

October 26, 2015
RT Auditorium
6:00 P.M

Mobility Advisory Council

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

Regional Transit System-wide Improvement Initiative

The Sacramento Regional Transit Board of Directors and staff has launched a comprehensive initiative designed to make changes, big and small, to improve the quality of transit service countywide. The project has been supported by a substantial effort of a Business Advisory Task Force, which was triggered by a desire to improve service quickly, prior to the opening of the new Entertainment and Sports Complex in downtown Sacramento. However, the scope soon expanded to system-wide enhancements. The opening of the ESC in October 2016 provides a good focus to galvanize energies to put as many service improvements in place as quickly as possible. This document provides a short summary of the work that is being done. The topics include financial measures to reduce costs and increase revenues, actions to improve the safety and overall experience of riding transit, and encouraging development projects near transit stations that over the long term will be essential to generate the levels of ridership that will make the transit system financially stable and provide revenues for further enhancements.

MAJOR ACTIVITIES

1. IMPLEMENT CLEAN & SAFE PROGRAM SYSTEM-WIDE (RT)

While RT has always placed a high priority on the safety of its passengers and providing high quality service, a recently completed peer review on these issues and feedback from the community makes it clear that more needs to be done. RT will increase the use of both security cameras and security presence, pursue changes to state law that will provide it more authority to deal with inappropriate behaviors on and near the transit system, expand its community partnerships to keep transit stations clean and inviting for riders and use the feedback information from the community to continually identify new ideas for improvements in this area. RT is also making internal institutional changes to improve performance in these areas.

2. FINANCIAL IMPROVEMENTS (RT)

In an effort to implement system-wide improvements, RT, with the assistance from a nationally recognized consultant, has recently conducted a diagnostic review of the organization to identify opportunities for cost reduction and revenue growth. Many promising recommendations resulted from this review, including selling carbon credits for RT's use of clean fuels, selling excess properties and vehicles, reducing fare evasion, reducing employee absenteeism, and improving the fare box recovery ratio (i.e. the percentage of total costs covered by ticket sales).

3. CUSTOMER SERVICE IMPROVEMENTS (RT)

High quality customer experience is quintessential to RT's success. Surveys show that reliable, on-time performance is essential to customer satisfaction. RT is conducting a comprehensive assessment of how

to improve on-time performance as well as taking a number of internal actions to make customer service a stronger element of its agency culture. RT will also be enhancing the real-time message system, adding Wi-Fi service at stations and on-board trains, and exploring use of smart-phone based applications, including ticketing and greater use of social media for disseminating educational videos and other information. An independent and transparent hub, Fix My Ride 916 has been created for RT riders and the Sacramento community to identify and share improvements that will make RT the best possible transit system for all. This effort was created, and is being monitored by, private business leaders as an outgrowth of the Business Task Force and is expected to reach over 200,000 members of the community and quickly grow from there.

4. PHYSICAL STATION IMPROVEMENTS

Light rail and bus stations that the majority of people are expected to use (coming and going) will be identified, taking into account factors such as locations of Kings ticket holders and near-term changes to transit routing in Sacramento's downtown core. Pilot projects will be designed and constructed for 1-3 stations, using a variety of methods to ensure that the stations provide a high quality experience and connect well to their immediate surroundings. Around the ESC this effort will include analyzing whether bus stops of multiple operators should be consolidated and the attractiveness of the facilities. The experience of an on-going project to activate transit stops as mini community activity centers will be applied to this work. A financial model will be developed to support station upgrades system-wide, including possible private sector/community participation. The knowl-

edge gained from the ESC-related pilot test stations will be applied to key stations system-wide.

5. PROGRAMMING ACTIVITIES FOR ESC OPENING AND BEYOND

"Live" events at the transit stations can create an atmosphere of fun and excitement and motivate an expected large group of first time riders to return. RT had many events of this nature planned for the opening of the Blue Line extension to Cosumnes River College August 24 as does Portland's Tri-Met for the opening of a new light rail line in mid-September. These two events, along with national research will provide valuable information to develop a comprehensive plan for programming at the key ESC stations for both opening night and other early events and on an on-going basis. Music, food carts, pop-up urbanism and other creative ideas will be explored. Ideas for activities during the train ride, as well as special promotional promotions at the ESC games and other events to encourage people to arrive by transit will be included.

6. ACTIVATE RT OWNED PARCELS FOR TRANSIT ORIENTED DEVELOPMENT (TOD)

RT owns 67 acres of land around existing light rail stations. Prior actions to encourage private TOD on these parcels have been slow to yield results. We will conduct a national review of best practices, interview members of the development community to determine what types of incentives would be most effective, and bring creative and ambitious ideas designed to stimulate TOD around the stations in the near term to the RT Board for their consideration.

“To improve transit for the public, we—elected officials, policymakers, transit and transportation managers, and advocates—need to better understand public attitudes towards transit,” says David Bragdon, Executive Director, TransitCenter, an independent civic philanthropy dedicated to sparking innovations and supporting policies that improve transportation. As documented in TransitCenter’s study, “Who’s On Board 2014 – Mobility Attitudes Survey,” it is evident that people care most about the basics of transit service; people are more likely to ride transit if it is quick, convenient, reliable and inexpensive. People who are offered transit benefits from an employer use them; in fact, people offered pre-tax transit commuting benefits from their employers are over five times as likely to take transit regularly as employed persons who are not receiving benefits. Another top predictor of whether or people use transit is what type of neighborhood they live in -- there is widespread demand for walkable cities, suburbs and towns with more variety of residential and retail. Millennials, who grew up riding in their parents’ cars, are turning to transit in large numbers. There is increased transit ridership across the country where communities are investing in transit. However, conventional funding sources have run their course and federal funding for transit is on the decline. Getting ahead of the interest and investing in transit is essential.

FOR MORE INFORMATION:

7. POLICY/REGULATORY CHANGES

All of the local governments with light rail stations in their jurisdictions over the last several years have made General Plan and zoning code changes designed to encourage or require developments consistent with TOD principles near the stations. Likewise, the State of California has adopted multiple amendments to the CEQA statute designed to incentive TOD. However, except for recent activities in downtown Sacramento, much of it directly associated with the ESC, TOD is occurring slowly around the light rail system. We will inventory local and state codes and policies, and interview members of the development community, and make recommendations for any further changes to local and state policies and regulations that would effectively encourage TOD in the near and long-term. Issues such as parking requirements, allowed/required land uses, design requirements and density allowances, and approval process will be among the issues covered. The goal will be policies and codes that allow reliable, timely approvals of projects that implement good TOD principles.

8. EDUCATION/TECHNICAL ASSISTANCE ON HIGH PERFORMING TODS

The Sacramento region lags several comparable mid-sized regions around the country in building TOD. Improving the knowledge within all aspects of the development community (developers, architects, lenders) and stakeholders (everyone from economic development professional to neighborhood activists) about the principles of high performing TOD, and the local and regional benefits of building TOD, is part of a package of measures that is necessary to move the rate of TOD construction from a boutique to a mainstream product in our market. We will tap the expertise of the Urban Accelerator Program at Portland State University, the Transit Center in New York City and others with state-of-the art knowledge in this area.

9. FINANCIAL INCENTIVE PROGRAMS FOR TOD

Some localities and regions around the country and in the Bay Area have developed focused financial incentives to assist TOD. The transportation related costs of TOD are an eligible cost for some financial programs through SACOG (e.g. Community Design), the Sacramento Transportation Authority has an infill fund established through Measure A that could potentially be used to support TOD, CADA has financially supported TOD, the Air District has a fund that could help support good TOD planning, SHRA has been leading a study to develop a loan and/or grant program to support TOD and some of the new Cap and Trade funds at the State can be used

to support TOD. But there is no focused, at-scale set of financial incentives in this region in place with a capacity to make a significant, near-term impact to the rate of TOD construction. We will work with all of the existing relevant governmental entities, our financial community, development community and other stakeholder interests bringing creative, ambitious ideas forward for effective public-private partnerships to promote TOD. The scope of this work will include the “last mile” connectivity needs for pedestrian, bicycle and automobile access to stations as well as programs such as supportive programs such as bike-share.

10. ANNUAL MONITORING KEY SYSTEM PERFORMANCE METRICS

One theory of how to activate a higher volume of near term TOD is to use performance metrics to prioritize which geographic areas and types of investments will yield the biggest results. The region has sophisticated data and analysis capabilities that could support development of such a prioritized framework. And a few regions around the country have been leading in this area and are developing knowledge of what works and does not that will be useful to us. We will work to build on the work in this area already accomplished through the SHRA led project and bring forward a recommended system to target investments to high priority geographic areas and types of projects that will yield the maximum benefit. This task will also involve establishing the most important performance metrics to continuously monitor and report at annually. Examples might be: on-time performance, farebox cost recovery rate for the transit system; total ridership and commute trip ridership, percentage of new housing and employment development in region within walking distance of transit; percentage of new housing and employment development in region close to transit that is consistent with TOD principles; transit customer satisfaction.

11. COMMUNICATIONS

RT is doing good things for Sacramento. An effective communication strategy helps RT share those things both internally and with the communities it serves. Separate communication strategy will be implemented for RT employees, the business community and residents for the purpose of increasing riders. Efforts will also include outreach to Elk Grove commuters to increase ridership on the Blue Line and communicating RT’s progress and initiatives to the community and RT employees.

Regional Transit System-Wide Improvement Initiative

Work Program

September 9, 2015

1. *Implement Clean & Safe Program System-Wide*

A. Complete multiple initiatives to improve system security presence and cleanliness

Complete by: August 1, 2015 through March 2016

Key Responsible Party: RT

Explanation: Staffing was reorganized August 1, 2015 to provide focus on customer service and clean and safe facilities, including additional police officers and a Chief of Police position. RT is entering into contracts with Property Based Improvement Districts (PBID) and/or Cities for stop and station cleaning; these are discussed in more detail in part 1,C., as well as the new bench and shelter contract. RT will need to continue to negotiate with PBIDs, analyze facilities and security staffing, and potentially address gaps by Summer of 2016.

Key issues are the implementation of the RT Prohibited Acts Ordinance, including paid fare zones at LR stations. Paid fare zones will initially be designated at six light rail stations. A customer reporting phone application also needs to be implemented by Fall 2015 for reporting nuisance/criminal incidents and facility related problems. A homeless navigator will be included in RT Police Services staffing by October/November 2015. RT will be installing passenger address systems that will be used by Police Services to communicate with customers at stations; this will be in place by Fall 2016. RT is exploring alternatives for increased staffing to conduct a greater number of fare inspections .

B. Update of Prohibited Acts Ordinance, New State Legislation

Complete by: Prohibited Acts Ordinance, full implementation January, 2016. New State legislation may take a year or more (January 2017).

Key responsible parties: RT

Explanation: RT's Prohibited Acts Ordinance was amended and approved by the Board in July 2015 in order to create paid fare zones and more effectively address nuisance behavior. RT's authority to enforce Paid Fare Zones in light rail stations is now in place. The next steps are to: (1) make appropriate physical changes to the initial six stations (including striping and signage); (2) enter into an agreement with City of Sacramento where City property is implicated; and (3) educate the public regarding enforcement of the zones. Proposed striping plans have been provided to the City with the goal of having the striping work done in six stations by City crews before the end of the calendar year. The City has reviewed the plans and the parties are working on several technical and logistical issues. The station signage has been ordered and should arrive by January 2016. A public education campaign will commence within the next couple of months. It should be noted that RT intends a "soft" enforcement approach during the early stages of the program so that the public has an adequate opportunity to adjust to the Paid Fare Zones.

RT staff is currently evaluating additions and changes to Title XII of RT's Administrative Code that sets forth what is essentially a "code of conduct" for RT passengers. These rules cover nuisance conduct for which a passenger may be asked to cease and desist, asked to leave the vehicle, or be removed from the vehicle. Any proposed additions will first be validated by reference to RT's customer complaint database.

A California Transit Association (CTA) sponsored measure related to prohibited acts is currently moving through the legislative process. Senate Bill 413 would enable both criminal and administrative enforcement of priority seating on transit vehicles and open the administrative process for youth offenders. In a similar prohibited conduct measure, RT is sponsoring Assembly Bill 869 authored by Assemblyman Jim Cooper. In its current form, the measure is a two-year bill and, if enacted, would allow RT to establish an administrative adjudication process that would be offered as a voluntary alternative to those issued a criminal citation for fare evasion. Under current state law, RT must select either an administrative or criminal process.

C. Enhanced Cleaning (Partnerships with Cities and PBIDs, Restructure of RT Staffing, New Bench & Shelter Installation and Cleaning Contract)

Complete by:

- Bench and shelter contract executed July 2015
- Several contracts with PBIDS executed by August 2015; others by Spring 2016 and beyond
- Ongoing cleaning focus and staffing adjustments through Winter 2016
- The PBID arrangements will require monitoring to determine effectiveness

Key Responsible Parties: RT and various PBIDs in the region and City of Rancho Cordova.

Explanation:

New contracts and staff management structure were recently implemented; these will require close monitoring for effectiveness.

A new bench and shelter contract was approved in July 2015 to provide greater flexibility in bench/shelter placement and improved stop cleaning. New benches have arm rests to prevent sleeping, and shelters have a see-through design to improve security.

Contracts with the City of Rancho Cordova and several PBIDs were complete by August 2015, including Del Paso PBID, the City of Rancho Cordova, Power Inn Alliance, and Midtown PBID; several other pending contracts should be implemented by Winter 2015, with four others trailing into 2016. RT will need to continue to negotiate with various groups and enhance staffing to fill any gaps. RT must also to focus closely on adequate staffing and supervision to ensure improvement in this area. RT will need to monitor and adjust through winter 2016 and make changes or add staff if required.

D. Enhanced customer communication (smart phone reporting)

Complete by: Winter 2016

Key responsible parties: RT

Explanation: Bids were received and evaluated for a smart phone reporting application in August 2015. The contract should be awarded by October 2015. A customer education and communication stream will continue through January 2016, and it is anticipated that the application will be on line for customers by January 2016. RT will need to assure adequate staffing and response for reported issues.

2. Financial Improvements

A. Cost reductions

Complete by: July 2015 through July 2017

Key responsible parties: RT

Explanation: An initial cost output to support increased fare inspections is anticipated to reduce the fare evasion rate over time; this reduced evasion rate will result in additional revenues or reduced fare loss. Additional staff will be available by Winter of 2016.

RT must also address current schedules and staffing for its operation to achieve a reduction of unscheduled employee absences and overtime. These issues are linked to labor negotiations and the current contract expires in March 2017.

B. Revenue Enhancements

Complete by:

Earning carbon credits for Compressed Natural Gas (CNG) usage is underway; one credit sale is complete. CNG sales are also underway at the McClellan site (July 2015) and will be expanded to the downtown site in Fall 2016. Carbon credits will continue to be earned and sold through Fall 2016 and on an ongoing basis.

- Sold CNG Fuel credits in June of 2015 for \$257,145.
- Projected in excess of \$200,000 for Renewable Identification Numbers (RIN) Federal credits in FY 2016.
- Projected in excess of \$650,000 for CNG Fuel credits in FY 2016.
- Budgeted \$250,000 for Light Rail (LR) Fuel credits in FY 2016 (effective date January 2016).
- FY 2017 annualized revenue from LR Fuel credits is estimated to be about \$500,000.

Sales of excess property are underway and estimated to be complete by August 2017. A broker contract is expected to be executed in the Winter of 2015.

The Cemo Circle property is expected to sell in May 2016 for \$1.7 million

- Three properties are expected to sell in FY 2016 for about \$600,000
- Other excess properties are estimated at \$4M to \$10M of one-time revenue or \$500K to \$1M of annual revenue.

Sales of vehicles that are beyond their useful life (revenue and non revenue) are underway and will be complete by Fall 2015)

- Vehicles sold in July and August provided \$37K and \$38K respectively in one time revenue

Update of Financial Policies by January 2016

Key responsible parties: RT

Explanation: RT will utilize cap and trade and other related programs to get the most out of its natural fuel use, including biogas (bus) and clean electricity (LR). This includes a recent conversion to bio gas, and the sale of carbon credits at the state and federal level. RT is implementing public sale of CNG at its existing fueling sites. RT will sell excess property and vehicles that have exceeded their useful life (revenue and non-revenue) in order to enhance revenue available for security, cleanliness, and passenger experience.

Critical issues include an update of RT financial policies; for example; a fare change and farebox recovery policy, a capital investment fund and grant management policy, a fiscal sustainability policy, and a unit cost policy. Discussions are underway related to policies and more information including a timeline will be presented in October 2015. It is anticipated that policy documents will be complete in December 2015.

3. Customer Service Improvements

A. Improve reliability and convenience (on time performance)

Complete by: New information published by January 2016 with ongoing reporting

Key responsible parties: RT

Explanation: Explanation: RT will evaluate its methods to assess on-time performance and service cancellations and release updated metrics by January 2016. Recent issues associated with missed service have impacted customer confidence. RT routinely provides a ridership report to the Board of Directors that includes overall ridership and on-time performance information. On-time-performance data is also used to adjust published schedule information. It is clear that some reliability issues need to be addressed and that metrics associated with on-time performance should be included in regular reports. Overall metrics are discussed in more detail in section 10,A. Public access to these performance metrics are expected to boost consumer confidence.

RT must also widely promote its mobile app, m.sacrt.com, which provides access to real-time bus information and train schedules. A pilot test is underway for real-time light rail arrival information technology; at the conclusion of a successful pilot, RT has a budget to move forward with acquisition of equipment for the entire light rail fleet. This will allow real-time information for bus and light rail service on the RT Mobile app and include real-time information on electronic passenger information signs at stations. Easy access to real-time information will serve to validate the convenience of the system.

B. Implement RT cultural change effort

Complete by: January 2016

Key responsible parties: RT

Explanation: With the assistance of a nationally-recognized consultant, RT will develop an interdepartmental team to identify and implement RT cultural aspirations related to customer service and excellence. Executive leaders have approved an approach, and the effort is moving forward.

C. Implement new technology (smart ticketing and Wi-Fi)

Complete by: Spring 2016

Key responsible parties: RT

Explanation: A pilot smart ticketing program using smart phones will launch in November of 2015 with full implementation six to nine months later. RT is working on the demonstration and full implementation plans now.

RT is exploring a couple of different options for installing Wi-Fi on the LR system; funding must be identified for full roll-out; therefore, this is an on-going project. Wi-Fi at stations may be possible with support of nearby businesses that could share Wi-Fi with RT. RT is in discussion with the Del Paso PBID on such an effort now.

D. Implement “Fix My Ride 916” feedback initiative

Complete by: Start September 2015 and on-going

Key Responsible Parties: Private business

Explanation:

An independent and transparent hub has been created for RT riders and the Sacramento community to identify and share improvements that will make RT the best possible transit system for all. This effort was created, and is being monitored by private business leaders as an outgrowth of the Business Task Force component of the System Improvement Initiative (SII). The idea is that an independent hub will generate far more interest and buzz than one set up by the transit district itself. Also, with the social media connections of the Sacramento Republic (SRFC) and the Sacramento Kings, the initial reach will be to over 200,000 members of the community, and will quickly grow from there.

It is called Fix My Ride 916. This hub will both inspire as well as identify what areas of improvement are needed for RT. Citizens and riders are invited to follow, like, and retweet, but most importantly start a conversation on the various social media platforms regarding their ideas and RT experience. Fix My Ride 916 is accessible via Facebook, Twitter and Instagram:

<https://www.facebook.com/FixMyRide916>

<https://twitter.com/FixMyRide916>

<https://instagram.com/FixMyRide916>

Content, Monitoring and Responding

An independent third party, fluent in Spanish, will post, monitor, respond and track the day-to-day conversations for Fix My Ride 916.

A Google Drive Folder has been set up that has all content, tracking, news clips and reporting. Media, Events and Buzz

Out of respect for the August 24th opening of the Blue Line, the media event will take place in early September. There are several key events/promotions planned to implement to build earned media, buzz and followers. In addition, SRFC and Kings' fans will be engaged, as well as Metro EDGE, Downtown Sacramento Partnership (DSP) and Chambers of Commerce to engage their audiences and help spread the word.

E. Hire transit ambassadors and produce informational videos

Complete by: Summer 2016

Key Responsible Parties: RT and Community Partners

RT is developing a job description for a "transit ambassador" envisioned for part-time employees, primarily RT retirees, who will provide personalized assistance to new riders attending events at the Golden 1 Center. RT is currently developing a job description for this new position and expects to advertise, hire, and train employees by Summer 2016.

F. Produce informational videos

Complete by: Spring 2016

Key Responsible Parties: RT and Community Partners

RT needs to enhance information available to customers about how to use the system. There are many opportunities to develop short informational videos about various aspects of using the system, such as using a fare vending machine, what to expect in the fare inspection process, how to use a bike rack on a bus, etc. These videos should be shared in easily accessible locations for the new rider, such as various social media outlets (e.g., Facebook, Twitter). RT is in the process of developing a new job description for an e-communication position who will take the lead on this effort. A list of potential videos has been developed and RT has received a small Homeland Security grant of \$35,000 in order to produce the videos. RT may even be able to get assistance from local celebrities to star in its videos as this project moves forward.

4. Physical Station Improvements

A. Golden 1 Center-Related Origin and Destination Stations

i. Make final routing decisions affecting station location and identify all key stations

Complete by: September 1, 2015

Key responsible party: RT

Explanation: RT staff has reviewed issues related to light rail stops near the Golden 1 Center with RT Board and sought input from the Working Group on August 11, as well as Kings leadership on August 12. RT has designated a number of key stations that are anticipated to receive the most usage by visitors to the Golden 1 Center, including trip origin, mainly suburban, light rail stations for improvement. RT has prepared a cost estimate and identified a funding source for station improvements, such as signage,

shelters, and lighting. One key issue to be resolved is operational concerns surrounding the use of the 7th & K light rail station.

ii. Complete 1-3 pilot tests (Center for Public Interest Design - Community-Based Method)

Complete by: December 31, 2015

Key responsible parties: RT and SACOG

Explanation: The Center for Public Interest Design (CPID) currently is under contract to the Sacramento Area Council of Governments (SACOG) doing community work in North Sacramento and Franklin Boulevard areas and is expected to complete a prototype bus shelter/mini-community center in one of those areas this Fall. Also, this Fall RT/SACOG will organize a design charrette to develop creative options for implementing this design concept at 1-3 of the LR stations near the Golden 1 Center. Financing options for making improvements at all the relevant LR stations near the Golden 1 Center and at trip origin stops will also be developed and a financial plan adopted no later than end of calendar year 2015.

iii. Develop plans and complete improvements for all key stations

Complete by: Plans by February 29, 2016 and construction by September 30, 2016

Key responsible parties: RT with assistance from SACOG as determined by pilot tests

Explanation: As described previously, RT has identified key stations anticipated for use by Golden 1 Center attendees, both in the downtown core and in outlying suburban areas. A \$3.2M budget is identified for station improvements through the use of RT revenue bonds and savings from the recently completed Blue Line project. Efforts are moving forward to finalize a detailed scope of work. Details of this effort will be shared with the RT Board System-Wide Improvement Ad Hoc Committee on September 12. RT must also make final decisions on bus stations near Golden 1 Center, including possible consolidation of stops with non-RT bus providers.

B. All other stations system-wide

i. Inventory target stations for improvement

Complete by: March 2016

Key responsible parties: RT

Explanation: RT has a substantial start on this and it should be possible to complete the inventory of needs for both light rail and bus stops by Spring of 2016.

ii. Develop plans based on Golden 1 Center station experience and complete improvements

Complete by: March 2017

Key responsible parties: RT

Explanation: For the light rail stops, the coming introduction of low floor cars presents both an opportunity and a challenge. The ability to eliminate the Americans with Disabilities (ADA) access ramps will create new design opportunities, but it is going to take time to raise the approximately \$200 million to purchase the new low floor cars, so it likely will be at minimum

a few years before the low floor cars can be introduced. This creates the challenge of how much to invest in station upgrades in the near term, before the ramps can be eliminated. No matter how it is phased, the cost of a system-wide upgrade to all bus and light rail stops that need enhancements will be substantial. It will take some time to develop both the system-wide improvement plan and a viable financing plan to implement it.

5. *Programming Activities for Golden 1 Center opening and beyond*

A. *Learn from RT Cosumnes River College (CRC) opening and Tri-Met Orange Line events*

Complete by: September 30, 2015

Key responsible parties: RT with assistance from SACOG

Explanation: RT had several activities planned in connection with the opening of the Blue LR Line extension to Cosumnes River College (August 23-24). Work Group (WG) participants were encouraged to attend, participate and observe the festivities to identify promising ideas and lessons learned that will be relevant to the opening of the Golden 1 Center. RT and SACOG have also arranged for the Portland State University (PSU) Urban Sustainability Accelerator (USA) Program, in conjunction with Tri-Met, to host a delegation from Sacramento to observe activities associated with the opening of the new Orange LR line in Portland. WG members, RT staff and Board members have been invited to attend. RT/SACOG/USA will produce a paper to identify programming options at stations for the WG to consider for the opening of the Golden 1 Center.

i. *Programming for key Golden 1 Center related stations*

Complete by: December 31, 2016

Key responsible parties: RT

Explanation: A framework/outline for programming activities at all stations, and for coordinating programming with promotions at Golden 1 Center events, will be completed by the end of the year. While many of the details can be completed during the first 9 months of 2016, it is important to have the framework completed earlier, in part because there may be some elements of the plan that should start to be implemented during the months leading to the fall opening of the Golden 1 Center.

6. *Activate RT Owned Parcels for Transit Oriented Development (TOD)*

A. *Inventory/Prioritize parcels for near and longer term*

Complete by: Done

Key responsible parties: RT

Explanation: RT owns approximately 64 acres of property at 7 LR stations. Approximately 40 acres of the property are at 4 LR stations where the land currently is being used for Park and Ride purposes (Meadowview, Florin, Swanston and Butterfield stations). The 24 acres are at the R Street, Power Inn, Royal Oaks and 65th Street stations.

B. Best practices research

Complete by: September 30, 2016

Key Responsible Parties: SACOG/USA

Explanation: RT has had a program to promote development of some of these parcels for several years, but it has not yet yielded results. The best practices research should help to determine whether this is because of challenging market conditions associated with these particular properties, or whether changes in the program design might yield more results.

C. Develop program

Complete by: December 31, 2016

Key responsible parties: RT

Explanation: Soon RT staff will recommend that the RT Board approve hiring a real estate broker to help assess current market prospects for the properties and evaluate the effectiveness of the current program. RT also will work with Urban Land Institute (ULI) to evaluate the current program and recommend changes. This information will be combined with the findings from the Best Practices research to create a new program.

D. Implement program

Complete by: New program to begin January 2016 and be on-going

Key responsible parties: RT

Explanation: The best ideas from the research will be taken to the RT Board for action and implementation.

7. Policy/Regulatory Changes

A. Local Government

Complete by: December 31, 2015

Key responsible parties: SACOG/USA and affected local governments

Explanation: Local government policies and codes have a significant impact on the economic viability and transit ridership benefits provided by TOD. Some of the most important considerations are provisions related to parking (are the minimums and/or maximums too high? Is shared parking encouraged/required?); allowed uses (are a mix of uses allowed/required? Are only pedestrian/transit oriented uses allowed?); density (are there minimum densities? Are

there density incentives?); urban design (are the buildings required to front on streets? Are ground floor uses required to be pedestrian friendly?); traffic impacts (are urban, multi-modal standards used to evaluate traffic impacts and assess fees?); and approval processes (are approval standards clear and objective and are projects that meet them assured timely processing?). SACOG/USA will work with the county and city of Sacramento, Folsom and Rancho Cordova to design an assessment form to gather and analyze this information and develop possible recommendations for refinements. The question of whether there is merit to encouraging a consistent set of TOD policies/standards among the local governments with LR stations will be considered. Interviews will be conducted with representatives of the development to help assess the effectiveness of existing policies/codes at encouraging TOD. And SACOG will conduct technical analysis to estimate the effects on transit ridership from current codes and refinements the analysis suggests should be considered.

B. State Government

Complete by: On-going

Key responsible parties: SACOG, RT, WG

Explanation: California Environmental Quality Act (CEQA) often has had the unintended impact of discouraging more intensive development in infill situations near transit stations. This is because, generally, CEQA analyses treat additional housing and jobs as increasing impacts, an effect that needs to be mitigated. In fact, when analyzed at a community or regional scale more intensive infill development has the net effect of reducing impacts because it offsets less efficient development that would have greater negative impacts. Over the last few years the state has attempted to cure this problem through CEQA amendments that provide streamlined approvals for transit priority projects (SB375), expanding the definition of infill projects entirely exempt from CEQA (SB375), easing approval processes for projects in which vehicle miles traveled are less than average and eliminated the traditional auto-oriented level of service standard for infill projects near high quality transit. All of these changes are relatively recent and some not yet even implemented, so a comprehensive evaluation of their effectiveness has not been possible. However, substantial anecdotal evidence from the development and local government sectors indicates the problem likely is not yet comprehensively solved. This is a longer-term effort, but SACOG will continue active involvement with the state legislature and relevant state agencies to advocate for CEQA reform that truly puts out the welcome mat for TOD projects.

8. Education/Technical Assistance on High Performing TODs

A. To development community

Complete by: On-going

Key responsible parties: SACOG/PSU USA Program and RT

Explanation: Part of the challenge increasing both choice and transit riders has been the slow growth in transit oriented development within walking distance to light rail and high quality bus service. Market economics and sometimes local and state regulatory practices partially explain the sluggish market penetration of TOD, but lack of experience with high performing TOD within the region's development community is another component. The difference in transit rider

generation rates between housing densities of 20 to 30 dwelling units/acre and 40-60 units/acre and greater is substantial. This task will be a dialogue, bringing the latest research nationally on the relationship between development design and density and transit ridership, the key features of top performing private and public private TOD projects, and nuts and bolts discussions about local TOD projects. The goal is to identify practical ideas that will help bring TOD in this region from a boutique to a mainstream product, and to increase the transit ridership productivity of TOD locally.

B. To stakeholder groups

Complete by: On-going

Key responsible parties: SACOG/PSU USA Program and RT

Explanation: This activity is connected with the education/technical assistance activities with the development community. Many interests groups are active on land use issues, from neighborhood associations to environmental, business and development organizations. We will work with these organizations to diffuse the latest research on the features of high performing TODs and the financial, regulatory/policy and political challenges that TOD projects sometimes face. The goal is to increase the knowledge base that these organizations and individuals draw on to shape their involvement in TOD land use decisions.

9. Financial Incentive Programs for TOD

A. Research best practices across country

Complete by: September 30, 2015

Key responsible parties: SACOG/PSU USA Program

Explanation: The universe is broad of programs to incentive TOD around the country, including some in other cities/regions of California. We will work with the handful of national organizations that track this issue and prepare a short paper on the practices that have the most relevance to Sacramento conditions. An important part of this research will be looking for effective programs that do not rely on the type and level of tax increment financing that was lost in California with the elimination of redevelopment. The housing component of this research will examine both market rate and affordable products.

B. Inventory all existing programs and prior studies in region to provide financial incentives for TOD

Complete by: October 31, 2015

Key responsible parties: SACOG and PSU USA Program

Explanation: At the minimum, existing local programs to inventory include the SACOG Community Design regional funding program (implemented for 10 years), The Sacramento Air Quality Management District's infill planning fund (implemented for 2 years), and the Sacramento Transportation Authority's infill fund (authorized with passage of Measure A but not yet implemented). The findings/recommendations from the substantial body of work

produced recently through Sacramento Housing and Redevelopment Agency's (SHRA) Equitable TOD Fund planning study will also be included. SACOG, RT and the City of Sacramento as well as others were active participants in this study, which was funded by Housing and Urban Development (HUD) through its Sustainable Communities Partnership program.

C. Develop options for new incentive(s) indicated by research

Complete by: December 31, 2015

Key responsible parties: SACOG and PSU USA Program

Explanation: The intent is to bring forward some "push the envelope" options for more detailed examination of their technical, policy and political feasibility. One finding/recommendation from the recently completed SHRA study was that the region needs a framework to prioritize the nature and timing of investments in its many TOD opportunities, and that the focus should be expanded beyond TOD to include infill more generally. This is a typical, systemic challenge for public agencies that fund infrastructure, i.e. how to balance the understandable political pressures to allocate scarce resources in smaller amounts geographically evenly (a 'fair share' paradigm) versus larger expenditures in fewer projects with big impacts (a "performance" paradigm). Regions including Seattle, the Bay Area, Portland and Washington, D.C. have broken new ground for TOD on this topic and will be useful examples.

D. Implement new incentive(s) as appropriate

Complete by: TBD

Key responsible parties: TBD

Explanation: TBD

10. Annual monitoring Key System Performance Metrics

A. Pick ridership, financial, satisfaction, other metrics

Complete by: December 31, 2015

Key responsible parties: RT and SACOG

Explanation:

The art and science of performance metrics has been significantly refined over the last several years. There is broad consensus that metrics need to be few in number, be understandable and actionable, and be used to drive decision-making (i.e. not simply after-the-fact reports of the impacts of decisions that were made for other reasons). Many more detailed metrics can be nested under the "headline" metrics to provide context and nuance when appropriate. But policy-makers and staff alike need a concise dashboard of performance expectations to strive to implement in all decisions and actions. This task will decide on this list of measures, but for illustrative purposes such metrics might include: percent of total costs recovered in farebox revenue, percent of time transit vehicles arrive on time, increases or decreases in ridership, and ratio of transit service hours to transit riders (a productivity measure).

B. Track and issue final report

Complete by: January 2016

Key responsible parties: RT and SACOG

Explanation: The first annual performance metrics report will basically be created during the process of selecting the performance metrics (A above). When feasible and appropriate, the report will include a back cast trend line of at least five years to determine the direction and magnitude of change for each metric over that time period. This is important context to help determine which areas are improving or degrading, by how much, and helps determine the causes of the change.

C. Annually update Action Plan based on results

Complete by: January each year

Key responsible parties: RT and SACOG

Explanation: For performance metrics to make a difference they must be used. The report will be issued each year, with refinements to the metrics as needed to reflect changing conditions.

11. Communications

A. Communicating vision/direction of RT to employees (internal communication)

Complete by: January 2016

Key responsible parties: RT

Explanation: RT needs to communicate that it will be prepared and equipped to manage increased operations ahead of the opening of the Golden 1 Center; therefore, it must communicate to staff RT's role and their individual roles in the system's success. Staff must be equipped with the tools to manage inbound and outbound communication with riders.

B. Communicating vision/direction of RT to the business community

Complete by: December 2016

Key responsible parties: RT

Explanation: RT needs to develop a communication strategy surrounding the benefits of transit to the business community and major employers in the region. A strategy will be developed that is specific to this audience.

C. General market outreach and awareness campaign to acquire new riders

Complete by: December 2016

Key responsible parties: RT

Explanation: RT is doing good things for the Sacramento Region. An effective communication strategy helps RT share those things both internally and with the communities it serves. A communication strategy will be implemented specific to residents for the purpose of increasing riders. Efforts will also include outreach to Elk Grove commuters to increase ridership on the Blue Line and communicating RT's progress and initiatives to the community.

“To improve transit for the public, we—elected officials, policymakers, transit and transportation managers, and advocates—need to better understand public attitudes towards transit,” says David Bragdon, Executive Director, TransitCenter, an independent civic philanthropy dedicated to sparking innovations and supporting policies that improve transportation. As documented in TransitCenter’s study, “Who’s On Board 2014 – Mobility Attitudes Survey,” it is evident that that people care most about the basics of transit service; people are more likely to ride transit if it is quick, convenient, reliable and inexpensive. People who are offered transit benefits from an employer use them; in fact, people offered pre-tax transit commuting benefits from their employers are over five times as likely to take transit regularly as employed persons who are not receiving benefits. Another top predictor of whether or people use transit is what type of neighborhood they live in -- there is widespread demand for walkable cities, suburbs and towns with more variety of residential and retail. Millennials, who grew up riding in their parents’ cars, are turning to transit in large numbers. There is increased transit ridership across the country where communities are investing in transit. However, conventional funding sources have run their course and federal funding for transit is on the decline. Getting ahead of the interest and investing in transit is essential.”