

REGIONAL TRANSIT ISSUE PAPER

Agenda Item No.	Board Meeting Date	Open/Closed Session	Information/Action Item	Issue Date
6	08/26/19	Open	Action	08/19/19

Subject: Annual Performance-Based Evaluation for the General Manager/CEO

ISSUE

Whether or not to approve the General Manager/CEO's annual performance-based evaluation.

RECOMMENDED ACTION

Adopt Resolution No. 19-08-____, Approving the Annual Performance-Based Evaluation for SacRT's General Manager/CEO, Henry Li.

FISCAL IMPACT

Budgeted: No, cost will be absorbed with efficiency/vacancy savings This FY: \$ 18,978

Budget Source: Operating Budget

Funding Source: Operating Revenue

Cost Cntr/GL Acct(s) Labor GL accounts

DISCUSSION

The Sacramento Regional Transit District (SacRT) Board of Directors selected Henry Li as General Manager/CEO effective July 1, 2016, after a nationwide search. Since then, SacRT has experienced a historic transformation. Services are more reliable and consistent; accountability and transparency are improved; financial ratings are positive; ridership and customer satisfaction are up; and safety and security practices are among the best in the industry.

Under Mr. Li's leadership, SacRT received the Transportation Security Administration's Gold Standard Award, the highest recognition given to a transit agency. SacRT achieved a score of 98% in all 17 security and emergency preparedness categories and now has one of the lowest crime rates in the industry.

Having secured an initial \$200 million grant, SacRT jump-started a comprehensive rail system modernization and expansion initiative, which includes investing in new low-floor rail vehicles, revitalizing aging infrastructure, implementing new technologies to improve reliability and safety, modernizing stations and expanding the system.

Mr. Li is a champion of innovative mobility solutions for SacRT and the entire industry. From on-demand microtransit to partnering with Transportation Network Company's (TNC) and micro-mobility providers, SacRT is at the forefront of integrated transportation solutions. Mr. Li consistently delivers on his goal of putting customers first, as demonstrated by SacRT's remarkable efforts to re-imagine and optimize SacRT's bus network, which has not been updated

Presented:

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in 30 years. SacRT Forward, to be launched in September, features more frequent and direct service, seven days a week, more late night service and better integration with 15-minute light rail service frequency.

Mr. Li forged an unprecedented partnership with all member jurisdictions and school districts to offer K-12 grade students free rides beginning October 2019, which is the largest program of its kind in the nation. He fostered a strong regional collaboration that led to the successful annexation of the transit services in the cities of Folsom and Citrus Heights and most recently, SacRT seamlessly implemented a contract with the City of Elk Grove to operate its transit services. This unification of transit systems promotes customer-friendly and integrated mobility solutions for regional economic growth, congestion mitigation, and air quality and environmental improvement.

Mr. Li is a recognized leader in the community and in the transit industry. One of his most notable community recognitions is the **Good Governance Award from the Sacramento Taxpayers Association** for his outstanding leadership in defending taxpayer funds and he recently received the **American Public Transportation Association’s 2019 Outstanding Public Transportation Manager Award**, the highest honor given to only one transportation CEO per year throughout North America.

This is just a sampling of Mr. Li’s long list of accomplishments as SacRT’s General Manager/CEO. Attached are a comprehensive report of his accomplishments for FY 2019 and his FY 2020 letter to the Board of Directors which were submitted to the Board and presented at a retreat on July 22, 2019.

The Second Amendment to Mr. Li’s Employment Agreement specifies that “the Board may approve a merit pay increase above the COLA and/or a performance incentive payment in an amount to be determined by the SacRT Board, based on Li’s performance and achievement of specified and agreed upon metrics and goals.” Considering the foregoing, the following are the proposed compensation adjustments for Mr. Li for the Board’s consideration:

First, retroactive to 7/1/2019, Mr. Li would receive a 3% merit increase. The 3% increase is at the same rate as SacRT employees in the Management and Confidential Employee Group (“MCEG”) for the 2019 fiscal year.

Second, Mr. Li would receive a one-time lump sum incentive performance payment of \$10,000 to be issued upon the Board’s approval of this recommendation.



Regional Transit

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Transit District**
A Public Transit Agency
and Equal Opportunity Employer

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Public Transit Since 1973

General Manager/CEO Year Three in Review *Elevating Sacramento's Transit System to New Heights*

July 22, 2019

Dear Chair Kennedy and Board of Directors:

The Sacramento Regional Transit District's Fiscal Year (FY) 2019 was truly a remarkable year for the agency. In just a few years, we have seen a historic turnaround – we're no longer just a public transit provider, we are a regional mobility provider. SacRT has been an industry pioneer in testing innovative mobility solutions such as microtransit on-demand, collaborative transportation network companies, mobile apps, electric and autonomous vehicles, and micro-mobility integration.

As we embark on FY20, SacRT has momentum at our backs and the support of a strong Board and community to continue to make significant improvements to our system. As transportation continues to evolve, SacRT looks forward to developing and implementing the best in class innovative solutions that put customers first and keep us operating like a true business; one that is transparent and accountable in everything we do. I look forward to working directly with the Board of Directors to elevate the SacRT system to new heights and expand our reach.

Attached, please find my FY19 Goals and Accomplishments as well as my FY20 Performance Objectives and Goals for your consideration and feedback. Last year we made significant progress to our goal of establishing a World-Class Transit Agency. Our work did not go unnoticed by the industry as we received numerous accolades, including the Transportation Security Administration's Gold Standard for System Security, the Sacramento Taxpayer Association's Good Governance Award and the American Public Transportation Association's 2019 Outstanding Public Transportation Manager Award. Here is just a sampling of some of our major accomplishments over the last year.

1. Reduced fares for the first time in SacRT's 47-year history
2. After five years of ridership decline, mirroring an industry trend, FY19 saw an increase in ridership over FY18
3. Successfully negotiated annexation agreements with the City of Citrus Heights and the City of Folsom
4. Negotiated a service contract to operate Elk Grove's e-tran bus service – the contract includes provisions to begin discussing an annexation

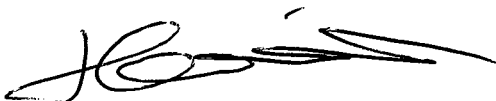
agreement of their transit services

5. After extensive public outreach and feedback, the new SacRT Forward bus network was adopted in February 2019. The new service, which launches September 8th will provide more frequency, span of service and more direct bus routes
6. Expanded SacRT's innovative SmarT Ride on-demand microtransit service to the Franklin – South Sacramento corridors, and are now in the midst of procuring a permanent scheduling app and obtaining additional vehicles to further expand SmarT Ride into more zones
7. Awarded the federal Transportation Security Administration's Gold Standard for System Security for implementing best in class security provisions such as installing live feed cameras, paid fare zones and a public address system at all 52 light rail stations
8. SacRT successfully developed a grant request and was awarded over \$17 million from the Transformative Climate Communities and \$12 million from the Affordable Housing Sustainable Communities grant program for the Dos Rios and Railyards light rail stations
9. Awarded the 2019 Sacramento Taxpayers Association Good Governance Award for being good stewards of taxpayer dollars
10. SacRT has continued to bolster partnerships in the community and received approximately 97% positive media coverage with over 800 SacRT feature stories on TV
11. Updated SacRT's procurement ordinance and procedures, including business process improvements to reduce staff time and shorten procurement time
12. Successfully progressed Transit Oriented Developments by selling Arden Way and Calvine Road/Auberry Way properties. Should be in escrow by the end of CY19 for the University/65th Street and Cemo Circle properties
13. Implemented NeoGov application to streamline the recruitment and hiring process
14. Installed automated passenger counters on a majority of SacRT light rail trains to provide a more accurate ridership count with the remaining fleet to be complete by the end of summer
15. Negotiated fair and equitable labor agreements with two unions: ATU and AFSCME – Supervisor
16. Partnered with JUMP bike to install docking/charging facilities at strategic light rail stations, putting SacRT at the forefront of new mobility solutions

We have made tremendous progress, but are not content to rest on our laurels. I am committed to working with the Board, SacRT employees and the community to raise the agency to even greater heights. We have laid the groundwork for further and greater success, but there is still plenty of work ahead of us.

It is an honor and privilege to serve the Sacramento community and the SacRT Board; and you can trust that I will continue my steadfast commitment to providing world-class mobility solutions that the region deserves.

Sincerely,




Henry Li
General Manager/CEO
Sacramento Regional Transit District

SACRAMENTO REGIONAL TRANSIT DISTRICT (SACRT) GENERAL MANAGER/CEO FISCAL YEAR 2019 PERFORMANCE GOALS & ACCOMPLISHMENTS

JULY 22, 2019

It is the intent of this document to track the performance progress for the Sacramento Regional Transit District's (SacRT) General Manager/Chief Executive Officer (GM/CEO) for FY 2019. Performance goals or expectations address progress toward SacRT Board adopted goals and execution of our strategic vision.

FY19 GOAL 1	FY19 ACCOMPLISHMENT
<p>STRATEGIC PLANNING & SYSTEM DEVELOPMENT – Envision a more expansive, convenient and frequent public transit network. Identify service enhancements, infrastructure, capital improvement projects that will attract more riders to the SacRT system.</p> <p>GM/CEO PERFORMANCE GOALS:</p> <ol style="list-style-type: none"> 1. Continue SacRT Forward route optimization study, develop network options, seek public and stakeholder input, submit alternatives for Board consideration, and design final network plan for Board review and adoption, including expanded network options when additional local funding is available. 2. Expand SmaRT Ride, on-demand microtransit service, with new routes in communities across Sacramento County. 3. Start the Project Approval and Environmental Document phase of the Folsom double-tracking and systems improvement project to provide 15 minute service to Folsom stations. 4. Develop a comprehensive plan and begin the process of converting to a low-floor light rail fleet, including light rail vehicle replacement and station modifications. 5. Provide quality technical support to help 	<p> HIGHLIGHTS:</p> <ul style="list-style-type: none"> • SacRT Forward • Microtransit expansion • Light rail modernization • TOD ordinance • Electric zero emission vehicles <p>ACCOMPLISHMENT BY PERFORMANCE GOAL:</p> <ol style="list-style-type: none"> 1. The SacRT Forward Network redesign was completed and adopted by the Board on February 25, 2019, to be launched on September 8, 2019. The new bus network provides improved frequency, more weekend and evening service, and better routing to serve activity, employment and education centers. Staff will continue to pursue new funding sources to further expand the network and provide even better route span and frequency. Staff will also provide constant updates to the Board, and refine the network based on performance. 2. In addition to the initial launch of SmaRT Ride in Citrus Heights in February 2018, SacRT was awarded \$12M of Measure A Neighborhood Shuttle funds by STA to expand the service in zones across Sacramento County. The Citrus Heights zone was expanded to include Antelope and Orangevale, and service launched in South Sacramento/Franklin in July 2018. Downtown/Midtown, Gerber and Rancho

progress the Downtown/Riverfront Streetcar project.

6. Continue to work diligently with City of Sacramento, County of Sacramento and SACOG on SacRT tasks and roles in developing and promoting transit oriented development (TOD) policies and guidelines to encourage joint use development around light rail stations.
7. Serve as partners for the Urban Land Institute's (ULI) Advisory Services Panel, which will bring in national experts in equitable TOD to evaluate current conditions and offer suggestions for TOD around the areas of SacRT's Florin and Meadowview stations.
8. Work with SHRA, the City of Sacramento and the City of Rancho Cordova to pursue grant funding that will progress the Dos Rios and Horn light rail station concepts through final design.
9. Develop a ZEV fleet conversion plan and pursue funding to begin the first phase of purchasing electric buses and related infrastructure.
10. Pursue grant funding to implement the environmental design phase of the Re-Imagine Watt/I-80 plan, including the replacement of the elevators to improve accessibility between transit center and station.

Cordova will launch later this summer followed by all additional planned zones. The current average is 400 trips per day with approximately 150,000 trips total to date.

3. The project approval, environmental document and design are underway for 15-minute Folsom service and the Light Rail Modernization project on the Gold Line. Grant funding is secured for high-priority stations.
4. A comprehensive plan was drafted and the grant funding was awarded for 13 replacement and 7 expansion low-floor light rail vehicles. SacRT was able to utilize an active light rail vehicle procurement in San Diego to quickly move forward with a vehicle build as soon as a contract is awarded.
5. SacRT has provided quality technical support through all phases of the Downtown/Riverfront Streetcar project and is currently providing support to transition the project to SacRT.
6. Staff worked successfully with City of Sacramento staff to assist in developing the TOD ordinance, which the City Council adopted in November 2018. Staff meets monthly with the City, SACOG and the Air Quality District to discuss and coordinate on all TOD related activities. Staff also completed a Request for Information (RFI) to solicit information from developers interested in developing TOD options at the Florin light rail station (approximately 20 acres of land). Staff successfully received input from five developers, providing great opportunities for SacRT to pursue.
7. SacRT provided sponsorship funding that helped facilitate a ULI panel that examined Florin and Meadowview light rail stations and made recommendations in final report in March 2019.
8. SacRT successfully developed a grant request and was awarded over \$17 million from the Transformative Climate Communities and \$12

	<p>million from the Affordable Housing Sustainable Communities grant program for the Dos Rios and Railyards light rail stations.</p> <p>9. SacRT is currently developing a pilot for infrastructure and routing of electric zero emission vehicle (ZEV) service to the Sacramento International Airport. SacRT was also recently awarded a grant for a complete ZEV fleet transition plan. In addition, grants were recently awarded for the purchase of 20 small ZEVs, and three full size buses for airport service.</p> <p>10. SacRT was awarded funding to begin design of the reimagined station. Elevators are funded for replacement, and a contractor has been selected for new elevator fabrication.</p>
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FY19 GOAL 2	FY19 ACCOMPLISHMENT
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<p>FINANCIAL STABILITY, ACCOUNTABILITY AND BUSINESS PROCESS OPTIMIZATION – SacRT is dedicated to strengthening our financial footing by tapping innovative revenue sources and conducting relentless organizational optimization to fund our current level of service, state of good repair initiatives, maintenance and capital investments, and build reserves. Moving forward, SacRT will continue to identify and implement cost-cutting measures to maximize efficiencies and minimize duplication, consistent with operating like a true business. SacRT will continue to seek operating revenues through more local, state and federal funding, as well as pursue capital grant opportunities.</p> <p>GM/CEO PERFORMANCE GOALS:</p> <ol style="list-style-type: none"> 1. Identify and implement cost-cutting measures to maximize efficiencies and minimize duplication in processing procurements and executing contracts for goods and services. 	<p> HIGHLIGHTS:</p> <ul style="list-style-type: none"> • AB 709 • Arden Way Property and Calvine/Auberry properties sold; University/65th Street and Cemo Circle soon in escrow • NeoGov Online Recruitment • Planet Bids implementation • Financial reporting improvements • Transit Ambassador Program • Broad functional alignments district-wide • Significant process optimization along with improvements on ordinances, rules and procedures <p>ACCOMPLISHMENT BY PERFORMANCE GOAL:</p> <ol style="list-style-type: none"> 1. SacRT’s procurement ordinance and procedures are now updated, including business process improvements to reduce staff time and shorten procurement time. SacRT also transitioned to Planet Bids, a web-based
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2. Work with state delegation to move AB 709 forward in an effort to clean up SacRT's enabling legislation.
3. Continue to progress the vision for a Campus Master Plan that will consolidate business efficiencies and improve employee morale.
4. Continue progress that was made in FY18 and close escrow with the developers for land located at University/65th Street Station, Arden Way and Cemo Circle properties.
5. Make substantial progress in transit oriented development or joint development projects for property at Power Inn and Calvine Road/Auberry Drive to attract new riders and increase revenue.
6. Continue to aggressively pursue all grant opportunities, such as the Federal Build Program and No and Low Emission Program (NOLO).
7. Develop a Business Process Re-engineering (BPR) program to help modernize, streamline and improve recruiting, hiring and retention policies and procedures.
8. Implement HR applicant tracking software to automate hiring, onboarding and performance evaluations.
9. Implement financial software to speed up preparation of annual financial reporting.
10. Implement procurement management software to improve purchasing activity such as bidding and contracting online.
11. Procure a fleet management software program to modernize and improve efficiencies that will ensure timely maintenance of bus fleet.
12. Procure and install Automated Passenger Counters on 40 of SacRT's CAF light rail

electronic procurement system for additional efficiencies and paperwork reduction.

2. The state legislature approved and the Governor signed into law AB 709.
3. In Progress. SacRT closed out the Campus Master Plan RFP due to a major change in the project budget and the bids. SacRT is actively pursuing alternative sites, including developing on existing SacRT land.
4. SacRT has successfully sold Arden Way (\$800K) and should be in escrow for University/65th Street and Cemo Circle by the end of CY 2019. SacRT received FTA concurrence on the University/65th Street property, which was the last due diligence step prior to closing escrow. This should generate close to \$2 million in cash proceeds, and SacRT anticipates receiving about \$5 million in transit related improvements to the bus and rail facilities. The Cemo Circle project is now in the environmental cleanup phase, which is anticipated to be completed by August 2019.
5. SacRT has sold a property at Calvine Road/Auberry Way for \$1.6 million. SacRT has received considerable interest for Power Inn and will soon be accepting offers.
6. In Progress. SacRT was not successful for Low-No or BUILD, but was extremely successful at the state level securing \$17.5 million from the Transformative Climate Communities and another \$16 million from the Affordable Housing & Sustainable Communities grant program to construct Dos Rios and Railyards light rail stations. In June and July, SacRT submitted new applications to the Low-No/BUILD grant programs.
7. SacRT has implemented NeoGov to streamline the recruitment and hiring processes. Staff has also reformed the internal process to ensure the recruitments happen at a quicker pace and vacancies are filled. Efforts include reducing the

vehicles.

13. Submit a Transit Asset Management Plan - The Moving Ahead for Progress in the 21st Century Act (MAP-21) stipulates that all FTA grantees and their sub-recipients are required to develop transit asset management plans that include capital asset inventories, condition assessments, and investment prioritization.

requirement for multiple interviews, allowing managers and above to administer the interviews, thereby freeing up HR staff to complete other priorities; and the Board authorizing the GM/CEO to appoint (directly hire) for positions at director or higher levels based upon qualifications and demonstrated ability to perform the job.

8. NeoGov allows for online submissions and tracking of the hiring process.
9. SacRT purchased a cloud-based software to improve the time it takes to prepare the financial reporting requirements. This was implemented in less than 60 days and has reduced the amount of time spent on financial statement preparation by approximately 30 percent.
10. SacRT has implemented Planet Bids, which is a more streamlined system and attracts a wider audience.
11. SacRT has hired a consultant to assist staff in evaluating fleet maintenance software solutions that can improve efficiencies in the bus, rail, and facilities departments. This is a significant investment in the future and funding remains to be the largest hurdle in moving it forward. SacRT is actively pursuing a grant to fund this technology investment and the outcome will be determined by fall 2019.
12. More than 40 light rail cars out of 97 had APCs installed and the remaining will be installed by the end of summer, providing for more accurate ridership counts.
13. In October, SacRT implemented the TAM plan and continues to improve asset management processes.

FY19 GOAL 3**FY19 ACCOMPLISHMENT**

STRATEGIC VISION, INNOVATIONS & BEST PRACTICES – Develop and implement industry best practices by re-imagining a more innovative service network and leveraging new technologies to improve the customer experience by making it easier to ride transit, receive information, and pay fare.

GM/CEO PERFORMANCE GOALS:

1. Continue to conduct IT modernization efforts to ensure that SacRT is at the forefront of technology innovations to provide riders with excellent customer service.
2. Support IT modernization with updating fare vending machines and installing new fare vending machines that include faster payment options to improve customer experience.
3. Complete the installation of the Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) system and associated reports to improve service operations and reliability.
4. Procure permanent microtransit software and scheduling vendor to expand SmarT Ride.
5. Design, develop and implement an Automated Track Warrant Application Management system for light rail right-of-way access.
6. Complete a cyber-security overhaul of SacRT's networks and technology infrastructure.
7. Progress SacRT's sustainability commitment, including a formal with organizational policy to identify and establish sustainability goals.
8. Continue to explore innovative mobility

**HIGHLIGHTS:**

- Real-time consist manager application
- Miles incentive program
- Autonomous vehicles collaboration
- Microtransit

ACCOMPLISHMENT BY PERFORMANCE GOAL:

1. Some of the major projects that are completed or are nearing completion include Consist Manager application; Informacast Emergency Notification System; CISCO telephone systems upgrade; and Siemens APC installation.
2. Partnered with the City of Sacramento to launch incentive program called Miles; continue to make investments in the repair and maintenance of fare vending machines.
3. IT upgraded the Consist Manager software application for Light Rail and the Radio Controllers are now using the new system to input accurate consist information for each train number to support real-time location information and validate the data collected by the automatic passenger counters currently installed in the light rail vehicles.
4. In progress. Vendor selection expected to be completed in July 2019.
5. Project was put on hold due to staffing limitations; work to resume by fall 2019.
6. In progress. A consultant has been hired to conduct an assessment of SacRT's Information Technology operations.
7. SacRT has signed the American Public Transportation Association's Sustainability Pledge. SacRT is serving on and helping staff with the Mayor's Commission on Climate Change. A zero-emission conversion plan has begun.

solutions with regional partners such as the City of Sacramento and Sacramento State University, such as the implementation of an autonomous vehicle pilot project.

8. SacRT was part of a team that recruited the Local Motors autonomous vehicle, Olli, to Sacramento State as a pilot project. Future deployments are planned to connect transit with additional destination.

Joined with the City of Rancho Cordova on the “Free \$5 to Ride” pilot program that can be used towards a Lyft ride that begins or ends at one of the four SacRT light rail stations in Rancho Cordova.

FY19 GOAL 4

FY19 ACCOMPLISHMENT

SYSTEM SECURITY – Prioritize security efforts by implementing industry best practices and response to customer concerns over safety and security.

GM/CEO PERFORMANCE GOALS:

1. Security Operations Center to start dispatching officers with the use of Computer Aided Dispatch.
2. Regional Transit Police Services (RTPS) to implement the use of a drone to monitor and assist in keeping SacRT’s system secure.
3. Modify staffing to provide higher visibility of transit agents, transit officers and police officers on the light rail system.
4. Implement a permanent fare inspection program.
5. Assess and implement security improvement measures for each light rail station as well as complete crime prevention through environmental design for additional stations.
6. Collaborate with local, state and federal



HIGHLIGHTS:

- **TSA Gold Standard Award for Safety and Security**
- Revitalized Transit Ambassador Program
- Adopt-A-Station Program
- Lowest crime rates in the industry
- E-citation Program

ACCOMPLISHMENT BY PERFORMANCE GOAL:

1. Securing IT resources to develop and support technology.
2. After assessing drone technology, it was determined that we would re-visit the technology at a later time due to the current laws and community acceptance.
3. Additional Transit Agents and security personnel were added throughout the year and strategically placed. A weekly assessment was conducted and tweaks in deployment were based on actionable crime data or trends identified through our Customer Satisfaction Division. Additionally, police officers were employed to ride trains based on a mix of data such as ridership, special events, and specific crime issues. Lastly, our Security Operations Center personnel have been integral in proactively monitoring our cameras and utilizing the public address system to prevent

law enforcement agencies to provide cohesive, coordinated and regional response to security concerns.

7. Work with the Superior Court of California, County of Sacramento to implement and improve the SacRT citation process through the conversion to electronic ticketing enforcement.

crime and disorder. SacRT Police Services now boasts an 85% apprehension rate for law breakers thanks to excellent video and police work. Year-to-date crime stats indicate a 27% reduction in crime system-wide, compared to the same time last year.

4. SacRT, in partnership with ATU, has successfully implemented a new transit ambassador (TA) program that will be focused more on customer service. The TAs will be supplemented by security guards who will be highly visible and support the TA efforts. Light rail fare evasion rate dropped from 20% in 2016 to below 4% in 2018.
5. SacRT has launched an Adopt-A-Station program where SacRT Police officers and senior staff become station ambassadors and visit their assigned stations once a week and make security and facility recommendations or repair requests. Partnered with Sacramento Steps Forward to pilot the Homeless Navigator Program at SacRT.
6. SacRT has been in close coordination with peer law enforcement agencies at all levels. This coordination helped SacRT received the federal Transportation Security Administration’s Gold Standard Award for System Security.
7. SacRT successfully implemented the e-citation program working in conjunction with the Superior Court of California.

FY19 GOAL 5

FY19 ACCOMPLISHMENT

OPERATIONAL AND OCCUPATIONAL SAFETY

Focus on employee and customer safety through better training, data collection, use of technology, and public education. SacRT will maintain strong relationships with regulatory agencies and seek guidance whenever necessary.



HIGHLIGHTS:

- Safety and Security Reports
- Early Warning Alarm Technology on Rail Operations
- Comprehensive training program
- Better relationship with regulatory agencies

GM/CEO PERFORMANCE GOALS:

1. Revise safety policies and procedures in compliance with Public Transportation Agency Safety Plans to improve customer service and to improve the safety and security of customers and employees.
2. Develop Public Transportation Agency Safety Plan as required by 29 CFR Part 673 and CPUC GO 164E.
3. Provide Transit Safety Institute certification training to supervisors and training personnel.
4. Continue to evaluate and implement resources available through the Track-It Management program.
5. Provide sampling and testing to ensure SacRT infrastructure is safe and compliant with regulations.
6. Develop reports identifying areas of improvement with respect to employee injuries and accident reduction.
7. Complete implementation of a secondary warning system to improve track worker employee safety.

ACCOMPLISHMENT BY PERFORMANCE GOAL:

1. Draft of new plan expected to be completed in November 2019 and submitted to CPUC in February 2020; Safety policies will be developed upon completion of plan. A Safety Management System, including a Sharepoint database, will be developed and completed in FY 2020.
2. A draft will be ready for internal review by November 2019 and a final draft will be available in February 2020.
3. Safety staff and some senior management team members have already provided proof of completion.
4. The development of the Sharepoint database will enhance the tracking process for completion.
5. Completed. The testing result is that SacRT infrastructure is safe and compliant with regulations.
6. Completed reports include: Job Hazard Analysis; LRV and E&H ramp review (resulted in \$100,000 reduction in losses compared to previous year); bus patron injury reviews (draft); and speeding in station (review of GPS data and LR Operations supervisor field inspections). Currently working on employee injury and lost time analysis report.
7. Made substantial progress on the installation of an early warning alarm technology on all light rail vehicles to provide secondary track worker protection. Beginning December 2018, Wayside track workers have been using a personal alert device (PAD) that alerts them when a train is approaching to help improve their safety when working on or near the tracks. This was Phase 1 of a Safety Research and Demonstration Project funded by the FTA involving an Enhanced Employee Protection Warning System. SacRT is in progress with Phase 2 involving the development and demonstration

of an Employee In-Charge Software System to evaluate the software system's capabilities to further enhance track worker employee safety.

FY19 GOAL 6

FY19 ACCOMPLISHMENT

STRATEGIC COMMUNICATIONS AND PARTNERSHIPS.

Ensuring that SacRT customers can intuitively navigate the bus and light rail system is critical to attracting new customers and building ridership. To ensure this, SacRT will continue to promote programs and incentive options that will encourage more people to try transit, and educate the public about the benefits of transit and how local funding is important to create a “world class” public transit system.

GM/CEO PERFORMANCE GOALS:

1. Develop educational programs to support current and future local funding.
2. Partner with local jurisdictions to enhance regional efforts to expand and fund regional transportation services.
3. Partner with Metro Chamber to continue the Transit Means Business programming.
4. Partner with City of Sacramento on the Climate Commission working group to diligently execute SacRT tasks and roles in a timely manner to help implement environmental mitigation efforts.
5. SacRT will continue to build strong relationships with our regional stakeholders, community members and media through transparency and open communication.
6. Work with partners to distribute core information to broader audiences, such as the SacRT Board of Directors contact lists.
7. Continue to expand regional partnerships to promote SacRT and build ridership and value.



HIGHLIGHTS:


- Transit Academy
- 97% positive media coverage with over 800 SacRT feature stories
- “Safe and Secure” Marketing Campaign
- Measure A 2020 Outreach
- SacRT Forward Outreach

ACCOMPLISHMENT BY PERFORMANCE GOAL:

1. SacRT has developed a transit academy designed to educate and engage residents, business and community leaders about SacRT’s planning process and how transit shapes our communities. Over 55 community members have signed up to participate. Academy participants represent Sacramento’s diverse population, which includes a mix of students, business professionals, seniors, individuals with disabilities, appointed and elected officials, key stakeholders and community-minded individuals that will promote transit at a grass-roots level. A new transit advocacy group has formed as well.
2. Strengthened partnership with federal, state, local and regulatory agencies to advocate for more transit funding and better coordinate planning and project development.
3. In October 2018, SacRT sponsored a Transit Means Business session during the 2018 Study Mission in New York City. SacRT will host the next Transit Means Business event on Monday, September 30. President & CEO of the Downtown Seattle Association Kate Joncas will be the keynote speaker.
4. SacRT has staff attending all three Technical

	<p>Advisory Committees (TAC) including serving as the facilitator staff for the Mobility TAC. The GM/CEO serves on the Climate Commission. Recommendations will be put forward at the beginning of 2020.</p> <ol style="list-style-type: none"> SacRT has continued to bolster partnerships in the community and received approximately 97% positive media coverage with over 800 SacRT feature stories on TV. SacRT’s Board of Directors and other partners have been distributing SacRT information via their distribution networks, especially focused on the SacRT Forward outreach and implementation. Partnered on over 75 regional community events, including the MLK March, Folsom Pro Rodeo, Pride, Elk Grove Graduations and Women’s March. SacRT joined the Wide Open Walls festival, in partnership with CADA, for mural installation to improve the R Street Customer Service and Sales Center building.
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FY19 GOAL 7	FY19 ACCOMPLISHMENT
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<p>ORGANIZATIONAL EXCELLENCE AND PERFORMANCE MANAGEMENT – Make positive transformations that include building a strong workforce, negotiating fair and equitable labor and non-labor agreements, implementing cost-saving alternatives and progressing efforts to make a significant change in organizational culture.</p> <p>GM/CEO PERFORMANCE GOALS:</p> <ol style="list-style-type: none"> Formalize the SacRT internal audit plan, addressing areas of risk management effectiveness, internal controls, and regulatory compliance; present the plan to 	<p> HIGHLIGHTS:</p> <ul style="list-style-type: none"> GM/CEO Receiving the 2018 APTA Transportation Manager of the Year Award Successful labor negotiations Operator attendance control program Hiring of multiple industry top talents in key positions Comprehensive internal auditing process Robust EEOC process and procedures <p>ACCOMPLISHMENT BY PERFORMANCE GOAL:</p> <ol style="list-style-type: none"> An audit plan was presented to the Board and staff focusing on areas of risk management effectiveness, internal controls and regulatory compliance. We will continue to
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<p>staff and the Board.</p> <ol style="list-style-type: none"> 2. Negotiate fairly and in good faith the three labor agreements (AFSCME-Supervisor; ATU; AEA) that will be up for renewal. 3. Continued emphasis on accountability and performance management, including a reduction in absenteeism. 4. Continue to explore methods of service delivery to improve overall service performance and efficiency. 5. Implement various programs, activities and training to boost employee morale and job satisfaction. 6. Strengthen training program to ensure mandatory training classes are fully implemented, such as “Creating a Positive Work Environment”, “Workplace Biases, Diversity and Conflicts” and “Addressing Workplace Bullying. 7. Work with the SacRT Board to strengthen Board’s oversight by providing regular and timely reports to Board on internal auditing activities and EEO related updates. 	<p>formalize/memorialize procedures and seek greater transparency.</p> <ol style="list-style-type: none"> 2. SacRT has successfully negotiated new labor agreements with the AFSCME-Supervisor unit and ATU. AEA has voted to be represented by Operating Engineers Local 3. Negotiations have commenced. 3. SacRT implemented an operator attendance control program. SacRT is also close to implementing a bonus incentive program for operators. Significantly strengthened performance management and accountability by optimizing organizational structure and incentivizing high performance while proactively addressing underperformance. 4. SacRT is at the forefront of new mobility service models. In addition to expanding SmarT Ride, SacRT partnered with the City and Sacramento state on autonomous vehicle pilots. The District also partnered with JUMP Bikes, allowing docking stations at strategic light rail stations. 5. SacRT reinstated employee events that had gone away in the past. In addition to quarterly town halls for all employees, SacRT hosted three employee appreciation events. 6. SacRT has been offering all of these courses and working toward 100% compliance among employees. 7. SacRT’s EEO, Internal Auditor and Legal department now all have a dotted line report to the Board of Directors.
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FOTHER NOTABLE ACCOMPLISHMENTS IN FY 2019

<p>Major Awards Received:</p> <ul style="list-style-type: none"> • APTA 2019 Outstanding Public Transportation Manager Award • Taxpayer’s Association 2019 Good Governance Award • Federal Transportation Security Administration Gold Standard Award for System Security • Clean Cities Coalition Clean Air Champion Award • 50 Corridor TMA Big Wheels on the Corridor Award <p>Other Notable Initiatives:</p>

- Reduced fares for the first time in 47 years, discontinued charging parking fees at stations and implemented 15-minute weekend light rail service
- Ridership steadily increasing; ended the fiscal year with a better ridership than last year
- Finalized the partnership with the City of Sacramento to offer students of all school districts free rides beginning October 2019

RESOLUTION NO. 19-08-_____

Adopted by the Board of Directors of the Sacramento Regional Transit District on this date:

August 26, 2019

**APPROVING THE ANNUAL PERFORMANCE-BASED EVALUATION FOR SACRT'S
GENERAL MANAGER/CEO HENRY LI**

WHEREAS, Henry Li has met and exceeded the SacRT Board of Directors' expectations related to his performance during his tenure at Sacramento Regional Transit District.

WHEREAS, in recognition of his outstanding performance in FY 2019, the Sacramento Regional Transit District desires to provide him with a merit based pay increase, and an incentive performance payment.

WHEREAS, because Mr. Li's contract has an automatic renewal provision, any merit increases must be approved by the Board of Directors in an open Board meeting, listed under New Business pursuant to California Government Code Section 54953(c)(3).

BE IT HEREBY RESOLVED BY THE BOARD OF DIRECTORS OF THE SACRAMENTO REGIONAL TRANSIT DISTRICT AS FOLLOWS:

THAT, the Board hereby approves a 3% merit pay increase for Henry Li, effective July 1, 2019.

THAT, the Board hereby approves a \$10,000 incentive performance payment for Henry Li, to be issued to him on August 27, 2019.

THAT, Board Chair is hereby authorized and directed to sign a payment authorization form approving the incentive payment described above and SacRT staff are hereby authorized and directed to perform all tasks necessary to effectuate the terms of this Resolution.

PATRICK KENNEDY, Chair

A T T E S T:

HENRY LI, Secretary

By: _____
Cindy Brooks, Assistant Secretary