



## STAFF REPORT

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**DATE:** June 8, 2020  
**TO:** Sacramento Regional Transit Board of Directors  
**FROM:** Shelly Valenton, VP, Integrated Services and Strategic Initiatives  
**SUBJ:** Annual Performance-Based Evaluation for the General Manager/CEO

### RECOMMENDATION

Adopt the Attached Resolution.

### RESULT OF RECOMMENDED ACTION

Approve the Annual Performance-Based Evaluation for the General Manager/CEO (GM/CEO) and the Third Amendment to the GM/CEO's Employment Contract.

### FISCAL IMPACT

Merit-based salary increase of \$9,247 annually. This amount is included in the FY 2021 Operating Budget.

### DISCUSSION

The Sacramento Regional Transit District (SacRT) Board of Directors selected Henry Li as GM/CEO effective July 1, 2016, after a nationwide search. Since then, SacRT has experienced a historic transformation.

The Board of Directors met in Closed Session on May 11, 2020 to conduct the General Manager's Annual Performance Evaluation. The Board was provided with a comprehensive list of the District's accomplishment for the Fiscal Year (FY) 2020. Highlights of the FY 2020 accomplishments include:

1. Launched a re-imagined bus network featuring more frequent and direct bus service seven days a week and more late-night service.
2. Partnered with the cities and school districts to offer fare-free transit for youth in transitional kindergarten through 12th grade with SacRT's RydeFreeRT program. SacRT's ridership was up approximately 125% (pre-COVID-19) as a result of this and other initiatives.
3. Ridership increased overall, with bus ridership trending up by 21% by February 2020 and 7% trending system-wide through March (pre-COVID-19).
4. Successfully hosted the first SacRT Transit Academy with 55 participants.

5. Bolstered the microtransit program, SmarT Ride, by increasing the total number of SmarT Ride zones to nine throughout Sacramento County, making it the largest program of its kind in the nation.
6. Launched express bus service to the Sacramento International Airport for the first time in SacRT's history.
7. Signed a service contract to operate Elk Grove's e-tran and e-van transit services and successfully implemented the service transition.
8. Secured \$150 million in State Transit & Intercity Rail Capital Program (TIRCP) funding to accelerate SacRT's light rail modernization efforts, with an additional award of TIRCP funding in the amount of \$24 million to support the purchase an additional eight low-floor light rail vehicles, as well as \$4 million for a tunnel connection to the SVS light rail station.
9. Executed a contract with Siemens Mobility for the first 20 of 76 modern low-floor light rail vehicles to be delivered starting in 2022.
10. Secured \$17.5 million from the Transformative Climate Communities and another \$16 million from the Affordable Housing & Sustainable Communities grant programs to construct Dos Rios and Railyards light rail stations.
11. Collaborated with the Sacramento Transportation Authority and others to craft an expenditure plan that supports public transit and increased mobility options for the 2020 November ballot. The expenditure plan would provide more than \$3 billion to SacRT over 40 years.
12. Completed the Customer Service and Sales Center Lobby Expansion to add an additional 266 square feet of lobby space, additional seating, a numbering system, and two additional service windows.
13. Partnered with JUMP Bike to install nine bike charging hubs at SacRT light rail stations.
14. Partnered with technology startup "Miles" to offer app-based travel incentives to encourage more transit usage.
15. Launched the Causeway Connection, deploying 12 zero-emission electric bus service providing service between the UC Davis Medical Center and the UC Davis campus jointly with Yolobus.
16. Partnered with City of Sacramento and CalSTA to address the digital divide by using 10 buses as Wi-Fi super-hotspots to assist with distance learning, telework and telehealth efforts.
17. Implemented numerous best safety practices to ensure the health and well-being of employees and customers in response to COVID-19.
18. Will begin operating ADA paratransit service in-house on Sunday, June 28. The service will be branded as SacRT GO Paratransit Services.
19. Received approximately 90% positive media coverage in FY 2020 with over 1,200 SacRT feature stories.
20. Received overall satisfaction ratings of over 80% on both customers satisfaction survey and employees satisfaction survey conducted by third party consulting firms.

The attached documents were presented to the Board prior to the Closed Session for review: 1) a Letter to the Board from the GM/CEO; 2) Full Report on FY 2020 Accomplishments; and 3) FY 2021 Goals.

The Board has determined that the GM/CEO has met, and in most cases, exceeded the key performance goals set for FY 2020.

Recognizing the current economic and fiscal challenges as a result of the COVID-19 pandemic, it is proposed that the GM/CEO will receive 3% annual merit/salary pay increase that the Management and Confidential Employee Group (“MCEG”) and other employee union groups are receiving, and forgo any annual performance incentives.

Given the work demands placed on the GM/CEO, particularly during the COVID-19 pandemic crises, the new Measure A expenditure preparations, and the implementation of major projects related to securing future funding for SacRT, the GM/CEO has been unable to schedule and take vacation time off to remain below the vacation accrual cap as set forth in the Personnel Policy Manual (PPM) adopted by the Board of Directors on June 10, 2019. At the time of the adoption of the PPM, the vacation cap was reduced by 1/3, making it even more difficult for the GM/CEO to remain below the vacation cap, given that his schedule will not easily accommodate a vacation. The Board wants to ensure that the GM/CEO receives the benefit provided by vacation accrual under the PPM and his contract (the GM/CEO receives the same vacation hours like all other Executive Management Team or EMT members). Therefore, for the vacation hours above 380 hours in his vacation bank, Mr. Li will **take more than half of the time for vacation, and the Board will authorize the GM/CEO to deposit the value of the remaining hours into his 401(a) account on a post-tax basis.**

In addition, SacRT’s current General Counsel identified two drafting errors in his contract relating to A) a paragraph in the Principal Agreement/Contract that was inadvertently deleted and replaced by a new Subparagraph when the First Amendment to his contract was drafted; and B) the calculation of deferred compensation of 401(a) benefits in the previous contract amendment three years ago was incorrectly described in the amendment to the GM/CEO’s contract and should now be corrected.

Considering the foregoing, the following actions are recommended for the Board’s consideration:

1. Effective 7/1/2020, the GM/CEO will receive a **3% merit pay/salary increase.**
2. Notwithstanding anything to the contrary contained in the vacation sell back provision set out in Section 10.02.D. of the SacRT Personnel Policy Manual dated June 10, 2019, for all accrued vacation hours exceeding 380 hours, the Board asks the GM/CEO to **take more than half of the hours above-380-hours off for vacation** by the end of December 2020, and authorizes the GM/CEO to deposit the value of the remaining hours above-380-hours, up to the IRS contribution cap into deferred compensation plan 401(a), retroactive to the June 2019 and ending in December 31, 2020; and his contribution of vacation accruals into his 401(a) account will not exceed \$14,000 (post-taxes).
3. The drafting errors contained in the amendment(s) to the GM/CEO’s employment contract are corrected as follows:

- a. Subparagraph 5.3 of Article 5 of Principal Agreement entitled, “Standard Benefits”, which was inadvertently deleted from the Principal Agreement in the First Amendment to the Principal Agreement is restated.
- b. Subparagraph 5.3 of Article 5 of the Principal Agreement entitled, “Supplemental Retirement Benefit – 401(a) Defined Contribution Plan,” is revised to use SacRT’s contribution in the previous fiscal year as the basis for calculating the increase in the current year’s contribution, based upon the percentage increase in the IRS 401(a) contribution cap for the year. This was the intent of the Board three years ago, but the wording in this section of the contract inadvertently used the original SacRT contribution as the base for calculating the annual increase in SacRT’s contribution for succeeding years.



## Regional Transit

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

**Administrative Offices**  
1400 29th Street  
Sacramento, CA 95816  
916-321-2800

**Mailing Address**  
P.O. Box 2110  
Sacramento, CA 95812-2110

**Human Resources**  
2810 O Street  
Sacramento, CA 95816  
916-556-0299

**Customer Service &  
Sales Center**  
1225 R Street  
Sacramento, CA 95811

**Route, Schedule & Fare  
Information**  
916-321-BUSS (2877)  
TDD 916-483-HEAR (4327)  
sacrt.com

Public Transit Since 1973

## General Manager/CEO Performance Evaluation

*Public Transit an Essential Service*

May 11, 2020

Dear Chair Hansen and SacRT Board of Directors:

As SacRT concludes Fiscal Year (FY) 2020, we should all be proud of our numerous achievements that have elevated our transit system to new heights. During the first eight months of the fiscal year, our trajectory was on a steadfast climb: ridership was growing; our financial house was in order with reserves building; and a county-wide poll showed our public satisfaction rating at an all-time high. However, over the last seven weeks, much of our progress was offset by an unprecedented challenge, the COVID-19 pandemic. I would be remiss if I did not recognize the influence this crisis has had on the District in a relatively short period of time.

Whether it is implementing innovative mobility solutions or navigating a pandemic, we never skipped a beat in FY 2020, setting industry best practices for other public transit systems to emulate. We began the fiscal year by becoming the first transit agency in the nation to implement a system-wide fare-free program for youth in grades kindergarten through 12; expanded our on-demand microtransit program Smart Ride to nine zones, making it the largest program in the nation; and after a two-year public engagement process, flawlessly implemented SacRT Forward, a comprehensive system-wide bus network redesign. The District also took on new challenges and opportunities that will only bolster our operations and strengthen our financial position such as transitioning ADA paratransit service in-house; signing an agreement for the first SacRT station-naming collaboration; continuing annexation discussions with Elk Grove and Yolo; and advancing the conversion to an all zero-emission fleet.

And, that's just the warm up. Attached, please find our complete FY 2020 Goals and Accomplishments as well as our FY 2021 Performance Objectives and Goals for your consideration and feedback. SacRT has embarked on a new strategic plan that is currently being finalized, which is reflected in the attached FY 2021 GM Objectives and Goals format. The new focus is on the "four pillars" approach established by working sessions with staff and will be used for regularly tracking key performance indexes (KPIs) and the status of priority projects throughout the year. I believe this will ensure focus on execution of key initiatives and will uphold stronger accountability to the Board and public. We are looking forward to presenting to the Board a draft of the strategic plan for your input and feedback and telling you more about our collaborative approach to this process.

Looking back on FY 2020, SacRT has numerous noteworthy accomplishments that are captured in the attached report. Allow me to underscore some of those accomplishments:

1. Launched a re-imagined bus network featuring more frequent and direct bus service seven days a week and more late night service
2. Partnered with the cities and school districts to offer fare-free transit for youth in transitional kindergarten through 12th grade with our RydeFreeRT program. Ridership was up approximately 125% (pre-COVID-19)
3. Ridership increased overall, with bus ridership trending up by 21% by February 2020 and 7% trending system-wide through March (pre-COVID-19)
4. Successfully hosted the first SacRT Transit Academy with 55 participants
5. Bolstered the microtransit program, SmaRT Ride by bringing SacRT's total to nine zones throughout Sacramento County, making it the largest program of its kind in the nation
6. Launched express bus service to the Sacramento International Airport for the first time in SacRT's history
7. Signed a service contract to operate Elk Grove's e-tran and e-van transit services and successfully implemented the service transition
8. Awarded \$150 million in Transit & Intercity Rail Capital Program (TIRCP) funding to accelerate SacRT's light rail modernization efforts, with an additional award of TIRCP funding in the amount of \$24 million to support the purchase an additional eight low-floor light rail vehicles, as well as \$4 million for a tunnel connecting the SVS light rail station
9. Signed a contract with Siemens Mobility for the first 20 of 76 modern low-floor light rail vehicles to be delivered starting in 2022
10. Secured \$17.5 million from the Transformative Climate Communities and another \$16 million from the Affordable Housing & Sustainable Communities grant programs to construct Dos Rios and Railyards light rail stations
11. Collaborated with the Sacramento Transportation Authority and others to craft an expenditure plan that supports public transit and increased mobility options for the 2020 November ballot. The expenditure plan would provide more than \$3 billion to SacRT over 40 years
12. Completed the Customer Service and Sales Center Lobby Expansion to add an additional 266 square feet of lobby space, additional seating, a numbering system, and two additional service windows
13. Partnered with JUMP Bike to install nine bike charging hubs at SacRT light rail stations
14. Partnered with technology startup "Miles" to offer app based travel incentives to encourage more transit usage
15. Launched Causeway Connection, deploying 12 zero-emission electric bus service providing service between the UC Davis Medical Center and the UC Davis campus jointly with Yolobus
16. Partnered with City of Sacramento and CalSTA to address the digital divide by using 10 buses as Wi-Fi super hotspots to assist with distance learning, telework and telehealth efforts
17. Implemented numerous best safety practices to ensure the health and well-being of employees and customers in response to COVID-19
18. Will begin operating ADA paratransit service in-house on Sunday, June 28. The service will be branded SacRT GO Paratransit Services
19. Received approximately 90% positive media coverage in FY 2020 with over 1,200 SacRT feature stories

I continue to be inspired by the Sacramento community and our indomitable spirit, which I attribute to the strong leadership and steadfast support of the SacRT Board of Directors, employees and customers; federal, state and local electeds; key stakeholders; regional partners; and community advocates. I would also like to thank our union leaders for their great partnership and recognize the hard work of the SacRT team. It is very encouraging to continue to receive positive feedback from our stakeholders and employees, as reflected in recent survey results:

- Measure A Poll – SacRT has the highest satisfaction rating from the public on SacRT’s performance compared to other public agencies
- Elk Grove Passenger Survey – SacRT received an overall satisfaction score of 4.19 out of 5 from those riding the local service.
- 2020 Employee Survey - SacRT received higher than 80% satisfaction rating in 8 of the 12 areas measured and the overall results show an employee satisfaction rating higher than industry standards
- 2020 Passenger Survey – Initial results indicate a high overall satisfaction rating of 4.07 out of 5

I feel honored to be able to serve the Sacramento community during these unprecedented times. As we make progress towards returning to a “new normal,” I feel confident that SacRT will emerge from this crisis stronger and nimbler than ever before.

As SacRT prepares for FY 2021, I realize some of our priorities have shifted; however, we will not be deterred from continuing to improve mobility in the Sacramento region and push for additional funding at the federal, state and local levels. The successful passage of Measure A could provide SacRT with approximately \$3 billion over 40 years for state-of-good repair, system-wide improvements and capital projects, which would bring a much-needed economic boost to the region.

I would like to express my sincere gratitude for the Board’s steadfast leadership of SacRT! There is still a great deal of work to be accomplished and I know with the Board’s support we will continue to make progress in delivering innovative mobility solutions for the Sacramento region.

With gratitude,



Henry Li  
General Manager/CEO  
Sacramento Regional Transit District

# Sacramento Regional Transit District (SacRT) General Manager/CEO Fiscal Year 2020 Performance Goals & Accomplishments



June 2020

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 Fiscal Year 2020. Performance objectives, goals or expectations address progress toward SacRT Board adopted goals and execution of our strategic vision. Many of these accomplishments could not have been achieved without a strong partnership with our union leaders and the hard work of SacRT employees.





## SacRT Major Performance Goals and Accomplishments in Fiscal Year 2020




### 1. STRATEGIC PLANNING & SYSTEM DEVELOPMENT




Envision a more innovative, expansive, and convenient mobility network. Identify service enhancements, infrastructure and capital improvement projects that will attract more riders to the SacRT system.

| GM/CEO PERFORMANCE GOALS  | FY20 ACCOMPLISHMENTS  | STATUS  |
|---|---|---|
| <p>1. Flawlessly launch SacRT Forward on September 8<sup>th</sup> and continue to monitor, seek public input and address any issues that arise. Establish performance metrics to identify if the new network is accomplishing the District goals.</p> | <p>1. Successfully launched SacRT Forward 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. Launch day was smooth and ridership increased overall, with bus ridership trending up by 21% by February 2020 and 7% trending system-wide through March (pre-COVID-19). Staff will continue to pursue new funding sources to further expand the network and provide even better route span and frequency. Staff continues to monitor performance of the new bus network, seek public input, update the Board, and refine the network based on performance.</p>   |   |
| <p>2. Continue to execute on the Sacramento Transportation Authority's \$12 million neighborhood shuttle grant and implement new SmaRT Ride zones, such as Downtown/East Sacramento, Gerber, and Rancho Cordova.</p>                                  | <p>2. SacRT continues to work closely with our partners to roll out new SmaRT Ride zones and make updates to existing zones. On January 6, 2020, SacRT successfully launched six additional SmaRT Ride service areas (making a total of nine zones). New corner-to-corner service includes Arden, Carmichael, Downtown-Midtown-East Sacramento, Gerber-Calvine, Folsom, and North Sacramento. SmaRT Ride successfully transitioned software scheduling app to Via Transportation, which has improved productivity. SacRT Customer Satisfaction team increased their phone support hours and team size to accommodate the call volume and increased demand for SmaRT Ride as the zones were developed. SacRT has expended over \$3.2 million of the \$12 million grant. SacRT anticipates expanding the service area of Franklin, Rancho Cordova</p> |  |




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|  | <p>and North Sacramento this summer. SacRT’s implementation of SmarT ride was presented as a successful project to the California Transportation Commission and Governor Newsom’s Administration in January 2020 by both GM/CEO Henry Li, and in addition, Via, as part of their Innovations in Transportation presentation.</p>   |   |
| <p>3. Complete Project Approval and the Environmental Document related to the Folsom double-tracking project that will lead to 15-minute service frequency to and from the Folsom light rail stations.</p>   | <p>3. Staff completed environmental documentation (CEQA/NEPA) and submitted to the FTA for approval for 15-minute service frequency from downtown Sacramento to Historic Folsom. The draft Initial Study/Proposed Mitigated Negative Declaration Folsom Light Rail Modernization Project was available for public review last fall and the Board of Directors adopted the resolution during the January 2020 Board meeting.</p>  |    |
| <p>4. Successfully work with all partners (City of Sacramento, City of West Sacramento, SACOG, FTA, and CalSTA) to transition the Downtown/Riverfront Streetcar project to a SacRT light rail expansion project with a modified route that connects West Sacramento with Township 9.</p>                               | <p>4. SacRT has been named as the owner of the Downtown/Riverfront Streetcar project and has been successfully leading the project. In the past, SacRT only provided technical support as a partner, but not recognized as the owner of the project. Is currently working closely with project partners (City of Sacramento, City of West Sacramento, SACOG, FTA, CalSTA) to revise the Downtown/ Riverfront Streetcar project scope in order to preserve the federal small starts appropriations with a modified route that connects West Sacramento (Sutter Health Park) to the Sacramento Valley Station. SacRT continues to update the FTA Roadmap and conducts regular calls with Headquarter, Region 9 and the project partners.</p> |    |
| <p>5. Continue to progress two new light rail stations along the system by coordinating with Railyards developer on the construction of a new light rail station serving the future development and potential Major League Soccer Stadium; and by progressing the Final Design of the Dos Rios light rail station.</p> | <p>5. Secured \$17.5 million from the Transformative Climate Communities and another \$16 million from the Affordable Housing &amp; Sustainable Communities grant programs to construct Dos Rios and Railyards light rail stations and other surrounding infrastructure. Staff continues to work with the grant recipients (SHRA and LDK) to ensure both projects are moving forward and compliant.</p>  |  |
| <p>6. Form a Florin Station Joint Development Public Advisory group to execute on the vision laid out by the Urban Land Institute’s Technical Advisory Panel recommendations.</p>  | <p>6. SacRT continues to work with partners and the community on planning the future development of the Florin light rail station excess parking lot and property. On July 18, 2019, staff held a Joint Development Public Advisory meeting to define parameters for Joint Development Request for Proposal and determine the level public participation interest. SacRT expects to release an RFP for joint development before the end of</p>   |  |





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|   | the FY20.   |   |
| 7. Successfully procure four new low-floor light rail vehicles to be delivered in 2020 and continue to progress modernization efforts.  | 7. The original plan was to have four low-floor light rail vehicles ready this calendar year. However, after careful analysis of the operational feasibility, we changed direction for a better solution in the long-term, which is to have 20 LRVs ready over the next two to three years. This led to the successful negotiation of a contract to procure up to 76 light vehicles from Siemens Mobility, Inc. SacRT issued a Notice to Proceed on April 15, 2020, for the manufacturing of 20 of those new low-floor light rail vehicles to be delivered by 2022. This will be the first purchase of new light rail vehicles in over 20 years. Staff also progressed modernization efforts by completing the preliminary engineering of the low-floor station conversion of the Gold Line stations and completing the interim design of these stations to fall within the available funding. In April 2020, SacRT also received \$24 million in Transit & Intercity Rail Capital Program funding to support the purchase of eight new LRVs. |  Exceeded      |
| 8. Launch zero emission electric shuttle bus service between UC Davis and the UC Davis Medical Center and launch frequent shuttle service from downtown Sacramento to the Sacramento International Airport. | 8. On January 5, 2020, SacRT's new Route 142 airport express service successfully launched, serving the Sacramento International Airport seven days a week every 20 or 30 minutes combined with Yolobus downtown/airport routes 42A and 42B. In 2020, SacRT, Yolobus, UC Davis, City of Sacramento, Electrify America, and SACOG partnered to launch a new public intercity express bus service using zero emission electric vehicles called the Causeway Connection. Electrify America invested \$14 million to purchase zero-emission buses and install charging infrastructure to support a frequent UC Davis to UC Davis Medical Center ZEV shuttle. Due to the COVID-19 pandemic, service hours were modified to only operate during peak commute hours.   |  Exceeded     |
| 9. Complete a comprehensive corridor study that identifies the best places to plan for future Bus Rapid Transit (BRT).  | 9. SacRT is pursuing opportunities to implement Bus Rapid Transit (BRT) service along key economic development corridors and has launched a comprehensive bus rapid transit corridor study. Five corridors have been identified to move forward for BRT implementation, including Stockton Boulevard, Watt/I-80, Sunrise Boulevard, Iron Point Road and Watt Avenue. Staff is working with the City of Sacramento to develop a demonstration project along Stockton Boulevard. In addition to working with the local jurisdictions, SacRT continues to engage with Caltrans District 3 in identifying congested corridors, traffic light signal optimization and ramp meter priorities, as well as including BRT projects in multi-modal corridor plans that would be prioritized for state funding.  |  In Progress |



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| <p>10. Start the process to update SacRT’s Strategic Plan that clearly calls out the agency’s mission, goals, vision, values and key performance indicators over the next five years.</p>           | <p>10. In consultation with TransPro Consulting, staff is working to update SacRT's 5-year Strategic Plan and implement strategic plans, projects, and performance measurements that are aligned with the organization’s mission, grounded in best practices, and are highly actionable. The Plan will be presented to the Board for review and approval prior to roll-out before end of 2020.</p>  |   |
| <p>11. Complete a Zero Emission Fleet Conversion Plan that will be compliant with California Air Resources Board regulations that will position SacRT to pursue additional grant funding.</p>       | <p>11. Phase I is complete, and SacRT staff will bring the Innovative Clean Transit plan to the Board in June 2020. Phase II, which will incorporate the comprehensive roll out plan, will begin implementation in June 2020. SacRT completed the installation of six microtransit charging stations and five full size charging stations for the first delivery of the zero emission bus fleet. Staff is implementing a plan to procure 50 Electric Vehicles by mid-2020 and aims to convert the entire vehicle fleet (approximately 600) to Zero Emission ahead of state mandate.</p> |   |
| <p>12. Develop a plan to either purchase or build an Administrative Campus in an effort to consolidate and improve efficiencies, while creating a better working environment for its employees.</p> | <p>12. Staff is actively pursuing opportunities to relocate the Administrative Campus in an effort to consolidate and improve efficiencies, as well as locate opportunities for satellite bus maintenance and dispatch facilities to improve operational efficiencies, while creating a better working environment for employees. Options will be presented to the Board in the coming months.</p>  |  |

## 2. 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.



| GM/CEO PERFORMANCE GOALS  | FY20 ACCOMPLISHMENTS   | STATUS  |
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| <p>1. Work with state delegation to pass and sign into law AB 631, amending SacRT’s detachment as stipulated in the annexation agreement with the City of Citrus Heights.</p> | <p>1. On July 12, 2019, Governor Newsom signed into law AB 631 (McCarty), amending SacRT’s detachment as stipulated in the annexation agreement with the City of Citrus Heights.</p> |  |




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| <p>2. Continue to aggressively pursue all grant opportunities, specifically state grant opportunities such as Transit &amp; Intercity Rail Capital Program (TIRCP) and the Solutions for Congested Corridors grant program.</p> | <p>2. SacRT submitted two TIRCP applications, a joint application with the Capitol Corridor JPA and the City of Sacramento focused on Sacramento Valley Station (SVS) integration and our own application requesting low floor light rail vehicles (LRVs). In April, SacRT received \$23 million for the purchase of 8 new LRVs as well as \$4 million for a tunnel connecting the SVS light rail station. SacRT also submitted a joint Affordable Housing and Sustainable Communities (AHSC) application with Sacramento Housing and Redevelopment Agency (SHRA) and Developer, McCormack Baron Salazar, requesting \$5,000,000. Staff is preparing to submit over 15 federal, state and local requests for funds. SacRT is currently forming a Solutions for Congested Corridors application for the June 30<sup>th</sup> deadline, that would be submitted as part of a coordinated effort with Placer County Transportation Planning Agency, SACOG, City of Sacramento, and Caltrans, for improvements in the north eastern corridor of the Blue Line.</p> |    |
| <p>3. Complete the installation of Automated Passenger Counters (APCs) on all of SacRT's 97 light rail vehicles to ensure a more accurate ridership count.</p>  | <p>3. Staff successfully completed the installation of APCs in September 2019, and in March 2020 was approved for use in National Transit Database (NTD) reporting for FY20. Following certification of APCs on all of SacRT's 97 light rail vehicles, staff began providing more accurate monthly ridership data.</p>   |   |
| <p>4. Complete the remodel of SacRT's Customer Service Center lobby area to create a more welcoming and comfortable environment.</p>  | <p>4. In July 2019, SacRT completed the Customer Service and Sales Center Lobby Expansion to add an additional 266 square feet of lobby space, additional seating, a numbering system, and two additional service windows. Customers can come into the lobby, out of the elements, and receive friendly service from one of the five customer service windows.</p>   |  |
| <p>5. Participate on the California Transit Association's (CTA) Transportation Development Act (TDA) Task Force to ensure that any change to TDA serve the best interests of SacRT.</p>   | <p>5. SacRT participated on the Alternatives Subcommittee to rework the framework on the TDA. At the request of legislative leaders, SacRT and CTA provided an initial draft of the results of public transit operators and regional transportation planning agencies examination of TDA's performance measures. SacRT shared a proposal for possible legislative revisions to several aspects of TDA to Senate and Assembly transportation committees. In addition, as part of ensuring that transit agencies remain whole in the light of COVID-19, SacRT staff continues to work with CTA, the legislature, and the State administration in implementing policy changes to TDA and other funding sources that would not negatively impact SacRT in future funding cycles and recovery from</p>  |  |

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|  | the pandemic.   |   |
| 6. Make substantial progress in transit oriented development or joint development projects for property at Power Inn, Florin Road and Meadowview to attract new riders and increase revenue. | 6. SacRT continues to develop our relationships with transit oriented development partners and examine various surplus properties to determine if they qualify for projects that would encourage transit use and potentially increase our ridership. In partnership with SACOG, a TOD Action Plan/Toolkit for the region will be released this summer. In early 2020, SacRT's leadership team began a workgroup coordinating with State Treasurer Fiona Ma on TOD planning, opportunity zones, and project development. |  |
| 7. Enter into a Purchase Sale Agreement with a developer at the Power Inn site.  | 7. SacRT continues to work with interested parties to purchase and develop the Power Inn site and has received interest from developers.  |  |

### 3. 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   | FY20 ACCOMPLISHMENTS  | STATUS  |
|--|---|---|
| 1. Complete an audit of SacRT's Information Technology department and various hardware and software programs to ensure better integration and to improve on the District's technology needs. | 1. Staff completed an audit review of SacRT's Information Technology department and various hardware and software programs and are currently procuring and implementing system updates to improve the District's technology infrastructure. A new position of Assistant Vice President of Technology, Innovation and Performance Monitoring was created and filled to fully support SacRT's various innovative efforts that Technology solutions target opportunities to increase efficiencies and modernize business processes, such as an online, cloud-based eProcurement system, electronic recruitment system (NeoGov) and the replacement of an outdated email system. The district has formed a Information Technology Advisory Committee (ITAC) to better align projects and district IT needs. |   |
| 2. Continue to embrace and integrate micro-mobility services such as JUMP bikes, Gotcha bikes, scooters, and GIG cars.   | 2. In an effort to encourage more people to try going car-free, JUMP bikes installed nine bike charging hubs at SacRT light rail stations. SacRT and JUMP partnered in December 2019 to offer free rides on light rail for anyone that uses a JUMP bike as a first-mile/last-mile mobility solution to get to a SacRT light rail station. SacRT hosted an APTA micro-mobility webinar to share our leading industry practices.  |  |



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| 3. Roll-out real-time passenger information for light rail vehicle arrivals, and display actual times as opposed to scheduled.   | 3. Staff continues to pursue technological solutions and funding to enable the system to provide real-time passenger information for the light rail system.   | <br>In Progress |
| 4. Support IT modernization with updating fare vending machines and installing new fare vending machines that include faster payment options to improve customer experience. | 4. Construction for new fare vending machines on the Blue line is currently underway, to be completed by December 2020. The new fare vending machines support IT modernization, include faster payment options to improve customer experience and can dispense Connect Cards. Grant opportunities are being pursued for additional fare vending machine replacement on the Gold line. | <br>Achieved    |
| 5. Progress SacRT's sustainability commitment, including a formal organizational policy to identify and establish sustainability goals.                                      | 5. SacRT signed the American Public Transportation Association's Sustainability Pledge. SacRT is serving on and helping staff with the Mayor's Commission on Climate Change, including providing significant feedback to the Technical Advisory Committee on Mobility. Staff continues to work on standardization efforts that reduce paper-based processes.                          | <br>Achieved    |

#### 4. SYSTEM SAFETY & SECURITY

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


| GM/CEO PERFORMANCE GOALS  | FY20 ACCOMPLISHMENTS  | STATUS   |
|---|---|--|
| 1. Successfully wind down the Transit Agent program and launch the new Transit Ambassador program with a renewed focus on customer service, fare inspection and safety.                                     | 1. The Transit Agent demonstration program successfully ended June 28, 2019. The new Transit Ambassador program is focused on customer service successfully began July 1, 2019, six Lead Transit Ambassadors were hired, 25 Transit Ambassadors were hired, and three vacant Transit Ambassador positions went out for recruitment. Resulting in light rail fare evasion dropping from 20% in 2016 to below 4%, and below 1% following the implementation of the RydeFreeRT program in October. | <br>Exceeded    |
| 2. Work with the newly formed Rancho Cordova property business improvement District (PBID) to ensure security personnel is patrolling SacRT light rail stations and assisting with SacRT's Police Services. | 2. The SacRT Board voted to support the PBID, but the measure failed to gain enough total votes to pass.  | <br>In Progress |
| 3. Develop and implement a security solution for Roseville Road light rail station that will allow for off-site camera monitoring to address crime  | 3. SacRT developed a security solution, which included the purchase of security license plate recognition cameras to enable off-site monitoring. Staff is working to identify a funding source to purchase needed technology and  | <br>In Progress |

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| and social disorder.  | personnel for off-site monitoring.  |   |
| 4. Bolster internal security measures by adding cameras and conducting Crime Prevention Through Environmental Design (CPTED) assessments for our critical assets.   | 4. SacRT completed CPTED assessments of several facilities including Bus Maintenance Facility 2, Engineering, and Light Rail Maintenance and identified potential additional security measures for these assets. Staff is working to identify a funding source to purchase needed resources to implement additional security enhancements.  |    |
| 5. Design and implement a communication consolidation plan. This would combine, bus, rail, and the security operations in one location for efficiency and further our customer service goals.                               | 5. In December 2019, development and design of the SacRT Operations Control Center (RTOCC) began, with a launch goal of Summer 2020. The RTOCC will enhance the safety, performance, and service delivery by combining bus, rail, and the security operations in one location, facilitating efficient and effective real-time management of SacRT's public transportation network.  |    |
| 6. Implement a new contract with First Security Services to bolster our security efforts. This will include scaling to 35 security officers, ongoing training, and ensuring accountability.                                 | 6. New contract was successfully transferred from Paladin Security to First Security Services in June 2019. On July 1, 2019, 35 station security guards were deployed into the system, also covering trains as they rode in between stations.   |    |
| 7. Add a video monitoring position to the Security Operations personnel. This will ensure dedicated attention to the existing camera network and utilizing the PA address system when needed to address nefarious behavior. | 7. Currently video monitoring and PA announcements are covered by all Security Operations Center personnel. As funding becomes available, this position will be filled to provide dedicated attention to security network.  |   |
| 8. Actively engage in promotion of our security efforts in teaming with our Marketing department and utilizing existing social networks such as Nextdoor.com.   | 8. Partnered with City of Sacramento Police Department and Sacramento County Sheriff's Department providing access to over 250,000 Nextdoor subscribers in Sacramento County to send out important SacRT information, including the launch of new bus routes and youth fare-free service.   |  |
| 9. Ensure 100% compliance with the California Public Utilities Commission's speed requirements at light rail stations.  | 9. Safety leveraged train tracking software developed by IT to measure train entry speed at each station entry. Using statistical process controls (SPC), non-compliant locations and time-bands were identified and reported to Light Rail Operations. This provided targeted locations to focus enforcement. Performance reports are provided to Operators as a feedback mechanism and compliance has dramatically increased. |  |




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| <p>10. Provide Transit Safety Institute (TSI) certification training to supervisors and training personnel.</p> | <p>10. This year, TSI provided two courses to SacRT staff, Transit System Safety and Paratransit/Transit Instructors course. Over 12 SacRT staff members participated in the instructor course. This is a 5-day, 40 hour course to learn the training an operator is required to receive and ways to deliver the training. Over 20 Staff members were trained in the transit system safety class. This is a required course for any staff working in the supervision of the Light Rail line. It is a 4-day, 32 hour course going over safety measures around the trains and right of ways. Additionally, SacRT began using TAPTCO Bus Driver Training to provide instructor training for in-line instructors, Paratransit training for the paratransit service, and Bus Operations training for big bus drivers. The use of these products has assisted in lowering the accident rate and improved operator in-line instruction. All TAPTCO training has been fully vetted and approved by the US Department of Transportation.</p> |  |
| <p>11. Update SacRT's Safety Policy to be more relevant to current travel patterns and road conditions.</p>     | <p>11. Safety continues to update policies as needed. In FY20 their efforts were focused on the creation of policies for new services such as Elk Grove. Since the outbreak of COVID-19, SacRT has implemented a number of additional safety measures to protect employees and riders.</p>  |  |



## 5. 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 GOAL   | FY20 ACCOMPLISHMENTS  | STATUS  |
|---|---|---|
| <p>1. Work with all jurisdictions to successfully implement the Fare-Free student pilot program district-wide. Identify ways to make the program permanent.</p> | <p>1. SacRT partnered with the City of Sacramento, Folsom, Rancho Cordova, Citrus Height, the Twin Rivers and San Juan school districts and school districts within our service area to offer free fare for students in grades TK through 12 to ride SacRT bus and light rail vehicles. The RydeFreeRT program offers fare-free transit for youth and students on the entire SacRT network starting on October 1, 2019. In total approximately 300 schools distributed student stickers. By February 2020 student ridership was reported more than 125% higher than last year. The program is set to run for one year from October 1, 2019 through September 30, 2020. SacRT anticipates extending the program and is working with partners on funding details. A request for permanent funding allocation is also included in the Measure expenditure plan. In addition,</p> |  |









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|   | <p>RydeFreeRT’s success was used as a basis for Appropriations Chair Assemblywoman Gonzalez’s bill on free fare for students. While the bill was shelved due to COVID-19, SacRT staff and Director Schenirer presented in an Assembly Transportation Committee hearing in early 2020.</p>  |   |
| <p>2. Collaborate with the Sacramento Transportation Authority to craft a transit friendly expenditure plan that will be placed on the 2020 November ballot.</p>  | <p>2. SacRT collaborated with the Sacramento Transportation Authority, transit advocates, environmental justice communities, public health officials, business leaders, labor and members of the public to craft an expenditure plan that supports public transit and increased mobility options for the 2020 November ballot. The expenditure plan would provide more than \$3 billion to SacRT over 40 years. SacRT presented to all of the jurisdictions and city councils on approving the expenditure plan and highlighting specific transit projects in their communities. Voter polling in November 2019, in preparation for a possible Measure A ballot, showed SacRT receiving the second highest satisfaction rating above cities, County and STA, and more favorable support for public transit projects.</p>   |    |
| <p>3. Better align regional priorities and coordination, such as fleet electrification, by meeting with the executive staff of the Four Agencies (SacRT, SMUD, SACOG and Air Quality) on a quarterly basis.</p> | <p>3. SacRT continues to coordinate regional priorities with partner agencies. In July 2019, completed the relocation of the A-1 Traction Power Substation required for SMUD’s major downtown grid power substation expansion. The Four Agencies executive staff continues to meet on a quarterly basis as do the CEO’s on a bi-monthly basis.</p>   |   |
| <p>4. Continue to expand regional partnerships to promote SacRT and build ridership and value.</p>  | <p>4. Developed strong partnerships with all key stakeholders in the region, including elected officials, business groups, faith-based organizations, various community organizations and stakeholders to continue strong support of SacRT initiatives. Participated in over 350 regional and pop up community events. Signed an agreement for the first SacRT station-naming collaboration in October 2019 with UC Davis Health purchasing the station naming rights in a 10-year deal for the 39th Street/UC Davis Health Station. Partnered with technology startup “Miles” to offer app based travel incentives to encourage more transit usage. Received approximately 90% positive media coverage in FY2020 with over 1,200 SacRT feature stories. Implemented a grassroots outreach tactic and hired a team of 20 temporary employees designated as the “SacRT Street Team.” The street team members were assigned to ride every single bus route and light rail line during different times and days of the week to educate riders about upcoming SacRT initiatives.</p> |  |

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| 5. Launch a Transit Academy program to help prepare the next generation of transit advocates that can support SacRT in the community. | 5. SacRT successfully hosted the first SacRT Transit Academy with 55 participants from July 18 through August 8, 2019. Courses were designed to educate and engage riders, business owners, and community leaders about SacRT’s planning process and how transit shapes our region during four strategic sessions. |  Exceeded    |
| 6. Partner with Metro Chamber to continue the Transit Means Business programming.   | 6. The Sacramento Metro Chamber of Commerce cancelled the event. SacRT will continue to look for other opportunities and partnerships to promote SacRT initiatives and successes.  |  In Progress |

## 6. 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.





| GM/CEO PERFORMANCE GOALS  | FY20 ACCOMPLISHMENTS   | STATUS  |
|---|--|---|
| 1. Negotiate fairly and in good faith a new labor contract with the Operating Engineers Local 3.  | 1. The OE3 and SacRT bargaining team members participated in 14 bargaining sessions and reached tentative agreements on numerous subjects. However, full agreement on all issues including several primary economic items could not be reached. After three confidential mediation sessions that did not result in an agreement, in February 2020, the Board of Directors approved the implementation of SacRT’s Last Best and Final Offer in lieu of a Collective Bargaining Agreement. SacRT’s bargaining team continues to keep the invitation open to negotiate a contract with OE3.   |  In Progress |
| 2. Build upon the progress SacRT has made and strengthen “Customers First” and “Business Optimization” principles, and do more and better with limited resources by relentlessly pursuing excellence on all fronts. | 2. SacRT continues to pursue excellence through implementing customer first policies and implementing business optimization principles. The following are some examples: the procurement unit continues document standardization efforts for contracts, solicitation documents, special conditions, and forms to increase efficiencies and reduce the amount of time needed for reviews and edits; the IT department completed an IT assessment is now working on opportunities to maximize limited resources and better align its work activities with the strategic goals of the agency; Human Resources has implemented NeoGov and continues to streamline the recruitment process; the Customer Satisfaction team added temporary staff opened the call center on weekends and added a dedicated line for SacRT Forward calls during the peak of its implementation. |  Exceeded  |
| 3. Continued emphasis on accountability and performance management, and ensure appropriate staffing level so that SacRT can timely deliver all of its   | 3. In May 2019, SacRT implemented a strategic restructuring that allows for better coordination and oversight of related and cross-cutting functions. SacRT has recruited new talents in various areas, updated positions to meet new demands, and provided internal promotional   |  Exceeded  |

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| service commitments.  | opportunities. SacRT’s new strategic initiatives will create department scorecards to better track project and staff performance. An enhanced performance evaluation system and performance management training program for all managers is also underway to further strengthen performance management and accountability. In addition, a new position of Senior Manager of Strategic Projects and Performance was created to focus on performance measures and successful and timely delivery of strategic projects and programs. |   |
| 4. 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.” | 4. SacRT continues to offer all of these courses and working toward 100 percent compliance among employees.  |    |
| 5. Recruit a new Internal Auditor and continue to formalize and memorialize procedures in the SacRT Audit Plan in order to create greater transparency.   | 5. SacRT successfully recruited a new Internal Auditor.  |    |
| 6. Continue to provide the SacRT Board with timely reports and update on the work activity of the Internal Auditor and the Equal Employment Officer.  | 6. On March 9, 2020, SacRT staff provided the Board and members of the public with a formal presentation of the work activity of the Internal Auditor, the Equal Employment Officer and General Counsel. SacRT will continue to review our performance and seek greater transparency.  |  |

## 7. LONG-TERM ASPIRATIONAL GOALS AS SET BY THE BOARD OF DIRECTORS

After incorporating the input from the SacRT Board and key stakeholders throughout the region, the following and additional items might be added to the General Manager/CEO Fiscal Year 2020 Performance Objectives and Goals as a long-term vision for the agency.

| GM/CEO PERFORMANCE GOALS  | FY20 ACCOMPLISHMENTS  | STATUS  |
|---|---|---|
| 1. Pursuit of Annexation and collaborations with peer transit agencies (Elk Grove, West Sacramento, YCTD, South County Link) – With other small transit operators serving the greater Sacramento region, there are additional opportunities for coordination and consolidation to provide a more cost-effective and | 1. SacRT continues to pursue opportunities for coordination and consolidation to provide a more cost-effective and coordinated transit service for the entire region. Successfully negotiated transit service annexation agreements with the cities of Citrus Heights and Folsom, and signed an agreement with City of Elk Grove to operate their bus service. SacRT continues to have positive annexation discussions with the City of Elk Grove. Since SacRT began providing e-tran and e-van bus services to Elk Grove in July 2019, we have reported increased cost |  |

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| <p>coordinated transit service for the entire region as seen by the annexation agreements with the Cities of Folsom and Citrus Heights.</p>  | <p>savings and ridership, service optimization, and overall improved rider satisfaction. In addition, SacRT and the Yolo Bus Boards have each assigned two directors (two on two communications) to continue making progress for a possible annexation in the near future.</p>  |   |
| <p>2. Green Line / American River Bridge – A north/south river American River crossing is critical to the mobility of the region and enables SacRT to continue to progress a light rail expansion through South and North Natomas to the Sacramento International Airport.</p>   | <p>2. SacRT continues to progress the Environmental Clearance report in coordination with the City of Sacramento, Caltrans, SACOG, and other partners and seek approval from the Federal Transit Administration for a New Starts Project. The project is proposed for funding in the Measure A expenditure plan. This project has also been included in Caltrans’ priorities for multi-modal corridor planning and project delivery.</p>  |    |
| <p>3. Light Rail Extension to Elk Grove – SacRT completed the South Line Phase 2 light rail extension to Cosumnes River College in 2015 and should seek to extend the service to Elk Grove with a population of over 185,000 residents.</p>  | <p>2. SacRT continues to pursue opportunities to extend service in the Elk Grove community. Staff will develop and initiate an alignment alternatives study to refine the proposed route to the Elk Grove Civic Center. The project is proposed for funding in the Measure A expenditure plan.</p>  |    |
| <p>4. Future Paratransit Collaboration – SacRT currently contracts its complementary paratransit services out to Paratransit, Inc. (PI). Better collaboration or integration between SacRT with PI in the future can improve the service and save money through streamlined efforts. Also, review and revise the Four Party Agreement to develop a fair and reasonable funding stream and board structure is critical to regional mobility growth.</p> | <p>4. SacRT will begin operating ADA paratransit service in house on Sunday, June 28, 2020. The service will be branded SacRT GO Paratransit Services. SacRT believes that it is well positioned to leverage technology and other innovations, such as our SmARt Ride microtransit on-demand bus service, as part of future paratransit services. SacRT’s focus is on working with our partners in the disability, elderly and transit communities to develop and operate an ADA paratransit service model that complements our accessible transit system and meets the mobility needs of all members of our community.</p>   |   |
| <p>5. Commuter Benefit Programs – Commuter Benefit Programs are incentives to improve air quality, reduce greenhouse gas emissions, and decrease traffic congestion by encouraging employees to commute to work by transit and other alternative commute modes. These proven programs can help attract new riders.</p>   | <p>5. SacRT is has collaborated with the Air Quality District and SACOG on pursuing legislation. Senator Richard Pan has introduced SB 1273 (Pan), which would allow SacRT and Sacramento Metropolitan AQMD to jointly adopt a commuter benefit ordinance in the region. However, the bill will not move forward this year due to the legislature’s direction of limiting bills to those related to COVID-19. Staff will work with the Senator’s office and the partner agencies to pursue the bill in the 2021-22 legislative session. SacRT is also working with the California Transit Association (CTA) on legislation to establish a bus on shoulder pilot (SB-1283)</p> |  |

## OTHER NOTABLE ACCOMPLISHMENTS IN FY20

### Major Awards Received:

- American Public Transportation Association's 2019 Outstanding Public Transportation CEO of the Year in North America
- General Manager/CEO Henry Li Elected to Serve on the American Public Transportation Association's Executive Committee
- American Public Transportation Association's 2020 First Place AdWheel Award for Comprehensive Outreach Campaign (SacRT Forward)
- Asian Resources, Inc's 2020 Community Partner Award
- General Manager/CEO Henry Li was selected as one of Sacramento Magazine's Sacramento Region's Most Powerful Leaders
- Federal Transportation Security Administration's 2019 Gold Standard Award for System Security
- Sacramento Taxpayer Association's 2019 Good Governance Award
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting: Evidence of the spirit of transparency and full disclosure.

### Other Notable Initiatives:

- SacRT sold its property located at the University/65th Street Transit Center to allow for the building of a transit oriented development next to the light rail station. The "65th East" project includes 223 student housing apartments with ground floor retail, will be located at one of SacRT's busiest transit centers that is utilized by more than 40,000 light rail riders and 30,000 bus riders per month. The project includes the modernization of bus stops on 67th and Q streets. The new bus stops will be closer to the station and have all new ADA compliant crosswalks, making it easier for connections to transit. Our joint development partner has broken ground on a student housing project adjacent to the station.
- Completed the remediation of our Cemo Circle property so that it can be sold for TOD projects.
- Completed the design of the Morrison Creek Station Activation as part of the South Sacramento Corridor Phase II. Morrison Creek was deferred due to the lack of development in the surrounding area, but the FTA requires that the Station be activated to meet the requirements of the Grant.
- Continued signing of outlets to Connect Card and ZipPass mobile fare app. Convenience and ease of use for customers with mobile connectivity option.
- Partnered with City of Sacramento for creative lease, which increased parking options and revenues.
- Streamlined the process for reserves fund liquidity while the increasing the rate of return on SacRT's operating reserve.

### Positive Survey Outcomes:

- **Measure A Poll** – the results indicated that SacRT has the highest satisfaction rating from the public on SacRT's performance compared to other public agencies.
- **2020 Employee Survey** – this is the first year that SacRT has conducted an employee survey. Participation rate exceeded goals across all employee units (overall participation rate of 54%). SacRT has garnered scores that are well above industry standards. SacRT received higher than 80% satisfaction rating in 8 of the 12 areas measured. One statement, "I have a good working relationship with those around me," received a 96.5% score. The statement "Overall I am happy at work" garnered a score of 88.5%.
- **2020 Passenger Survey** – the survey is still underway (80% complete) but the initial results indicate a high overall satisfaction rating of 4.07 out of 5. The top three areas are route reliability (4.22), friendly drivers (4.10) and customer information (4.0).

### **Successful Implementation of Best Practices – COVID-19:**

- The SacRT team has been working very effectively to manage SacRT's business to ensure we are ahead of the curve and be prepared for any challenge ahead of us. Right from the start of the COVID-19 pandemic, SacRT's number one priority was the health, safety and well-being of our customers and employees. In response, SacRT implemented a number of best safety practices to ensure this as well as swiftly getting administrative employees telework ready: Sanitizing and fogging buses, light rail trains and facilities every day; cleaning and sanitizing all touch points; providing employees with personal protective equipment (PPE) such as hand sanitizer, disinfectant wipes, disposable gloves, masks and safety glasses; reminding riders to maintain a social distance; implemented rear door boarding; installing a protective plexi-glass barrier on each bus by the driver's seat; added a detachable chain barrier six feet away from the driver's seat to further reduce exposure; implemented SOP requiring all employees to wear a face covering or mask in the workplace; urging riders and visitors to wear a mask; urging riders to download the free mobile fare app or pick up a transit card to reduce touchpoints while paying fare; automatically opening light rail train doors during peak hours at every station to reduce touchpoints; operating shadow (extra) buses on busier routes to ensure proper physical distancing; monitoring light rail ridership and adding more train cars for busier commutes; in preparation for the phasing of return to work and an increase in ridership, SacRT is adding more service and frequency to bus routes effective Sunday, June 14; and ensuring all administrative employees have the necessary tools to telework. Thankfully, these quick actions have paid off so far – SacRT has not had a confirmed case of COVID-19 among employees or any of our riders.
- SacRT received welcomed news during the pandemic, and will have access to approximately \$95 million in Coronavirus Aid, Relief, and Economic Security (CARES) Act stimulus funding, which will help mitigate the worst and most immediate impacts of COVID-19. We are grateful to federal leaders for passing this lifeline emergency support.
- Although bus and light rail ridership took a significant dip around 75% (only dropped approximately 15% for SmaRT Ride on-demand microtransit service), SacRT has been closely monitoring ridership and based on ridership trend, we have added more frequency and earlier start times to highly utilized bus routes, while ensuring proper physical distancing.
- Implemented telecommuting solutions, including online training and purchased additional computers and equipment so administrative staff can effectively do their jobs remotely, as a result, the business efficiency and productivity has been great. Overall, the spirit of SacRT employees is very high and the dedication is strong, only less than 15% of employees have called out because of crisis related reasons such as child care or taking care of family members.
- Taking a proactive approach now and looking at cost savings opportunities to prevent any financial setbacks. It is important for SacRT to continue to find ways to remain an essential transportation agency that provides all types of mobility options to the public while maintaining employment opportunities and economic growth for the region despite any downturn in economic indicators.
- During the COVID-19 crisis, SacRT is proud to help support the Sacramento community: Working with community partners on the delivery of fresh food from local farmers markets directly to residents impacted by the pandemic using our shuttles buses; partnering with the City of Sacramento and Sacramento Steps Forward on the coordination of transport of persons experiencing homelessness to dedicated shelters and specified trailers in coordination with county medical personnel and police services (who do not exhibit signs of COVID-19); and partnering with CalSTA, and City of Sacramento on equipping (10) 40 ft. buses to turn them into free wireless super hotspots to address the digital divide in communities with limited high-speed internet access to support California Governor Newsom's telehealth, telework and distance learning efforts.

# Sacramento Regional Transit District (SacRT) General Manager/CEO Fiscal Year 2021 Performance Objectives & Goals

## SacRT Major Objectives and Goals in FY 2021\*

**OPERATIONAL EXCELLENCE** – SacRT is dedicated to providing innovative mobility solutions and developing and implementing programs that provide best in class service that puts customers first. As public transportation service continues to evolve, SacRT is committed to providing the highest standards in transportation by implementing industry best practices and ensuring operational excellence for our customers.

1. SacRT will leverage funding and staff resources to accelerate the achievement of priority goals and initiatives to achieve operational excellence.
2. Develop and implement policies that will increase customers per revenue hour across our system and improve on-time performance of service delivery in line with peer agency standards.
3. Implement industry innovations and identify operational efficiencies to reduce operating cost per vehicle revenue hour.
4. Continue repair and replacement policies of vehicle fleet to reduce in-service failures to improve service across the system.
5. Reduce preventable accidents to improve rider safety, system performance, and fiscal responsibility.
6. Continue to improve vehicle cleanliness, provide exceptional security, and maintain vehicles in a state of good repair to meet customer expectations.
7. Deliver outstanding trip experiences for all users of the transportation system.

**COMMUNITY VALUE** – SacRT is committed to expanding regional partnerships and providing excellent public transit service to promote SacRT as our region’s premier public transit agency. SacRT will continue to promote programs and incentive options that will encourage more people to try transit, build our ridership, demonstrate our value as a community partner, and educate the public about the benefits of transit and how local funding is important to create a world class public transit system.

1. Enhance our community through increased mobility options and access to opportunities and jobs. Incorporate system enhancements that increase the percentage of jobs easily accessible by public transit.
2. Demonstrate SacRT’s contribution to meeting our region’s Air Quality and Congestion Relief goals and pursue opportunities and partnerships to further meet our greenhouse gas reduction goals.
3. Provide opportunities for increased economic activities within and around station areas and service routes.
4. Continue to develop our relationships with transit oriented development (TOD) partners and examine various surplus properties to determine if they qualify for projects that would encourage transit use and potentially increase our ridership.
5. Strengthen community pride for SacRT through ongoing successful stakeholder interactions.

**CUSTOMER SATISFACTION** – Ensuring that SacRT customers have access to high quality mobility options that they actively and increasingly use is a priority for SacRT. We want to ensure that our system provides customers with mobility options that get them where they want to go, when they want to go there.

1. Continue to develop marketing strategies and campaigns to improve outreach efforts and meaningful engagements with customers.
2. Implement policy initiatives that will improve our customer perception of strategic metrics such as on-time performance and cleanliness.
3. Conduct a comprehensive customer satisfaction survey of active transit riders to establish a baseline for our satisfaction goals and identify areas for service improvement.
4. Develop and implement innovative technology solutions that increase our ability to provide customers with accurate and timely system information.
5. Actively engage in promotion of our security enhancement efforts across the district to highlight the incredible work our security and safety teams perform on a daily basis.

**EMPLOYEE ENGAGEMENT** – SacRT is dedicated to providing a positive and collaborative workplace that enables us to build a strong workforce of highly satisfied and performing individuals. We recognize that the work our employees do every day, in every single position, has a potentially significant impact on the quality of life in the Sacramento region. Our employees are foundational to our success and we are committed to hiring the best people and supporting them throughout their careers at SacRT.

1. Create an environment that fosters and promotes workplace safety, operational performance excellence and high employee morale.
2. Invest in programs and initiatives that support employee growth and success.
3. Develop a meaningful vision and direction for SacRT that empowers employees to understand their role in advancing SacRT's operational success through performance excellence.
4. Cultivate a work place that inspires our team to recommend SacRT as a great place to work.
5. Maintain and encourage open communication with our employees which improves productivity, increases morale, promotes new ideas and increases performance that benefits the entire system.
6. Maintain and foster a strong safety culture to ensure the wellbeing of SacRT's employees and customers.
7. Remain diligent in implementing policies and providing management that support the safe operation of its buses and trains and the timely investment in maintaining a state of good repair for its operations infrastructure.

*\* SacRT has embarked on a new strategic plan that is currently being finalized, which is reflected in the draft goals and objectives presented above. The five year plan is currently being developed by SacRT. The new emphasis is on the "four pillars" approach established by working sessions with staff and will be used for regularly tracking key performance indexes and the status of priority projects throughout the year. I believe this will ensure focus on execution of key initiatives and will uphold stronger accountability to the Board and public. We are looking forward to presenting to the Board a draft of the strategic plan for your input and feedback and telling you more about our collaborative approach to this process.*



RESOLUTION NO. 20-06-0062

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

June 8, 2020

**GENERAL MANAGER/CEO'S ANNUAL PERFORMANCE EVALUATION AND THIRD AMENDMENT TO EMPLOYMENT CONTRACT**

WHEREAS, Sacramento Regional Transit's General Manager/CEO 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 2020, the Sacramento Regional Transit District desires to provide him with a merit pay increase.

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).

WHEREAS, given the work demands placed on the General Manager/CEO, particularly during the COVID-19 pandemic crises and issues related to securing future funding for SacRT, Mr. Li has been unable to schedule and take vacation time off to remain below the vacation accrual cap after the cap was reduced by 1/3 at June 2019.

WHEREAS, the Board wants to ensure that the General Manager/CEO receives the full benefit provided by vacation accrual provided to Mr. Li under his Contract.

WHEREAS, Mr. Li's contract was amended on August 23, 2017 and in that process, the language added related to the calculation of Mr. Li's 401(a) benefit did not accurately reflect the understanding between the parties, and Subparagraph 5.3 of the Principal Agreement was inadvertently deleted in its entirety from Mr. Li's contract and replaced by a new Subparagraph.

WHEREAS, the parties agree to amend Mr. Li's contract to ensure that he will not lose the full value of any vacation accruals due to his inability to take time off because of the demands of the position and addressing the COVID-19 pandemic crises and have agreed to authorize Mr. Li to sell back a portion of his accrued vacation on a one-time basis to deposit into his 401(a) account to be exercised no later than December 31, 2020, and to correct the errors contained in the previous amendments to Mr. Li's employment contract.

NOW, THEREFORE, 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, 2020.

THAT, the Third Amendment to the Employment Contract of the General Manager/CEO, which corrects two drafting errors in the First Amendment to the Principal Agreement, and authorizes the sellback of vacation hours into the GM/CEO's 401(a) retirement account reducing the vacation accruals in his vacation bank to no more than 380 hours of accrued vacation on December 31, 2020, is hereby approved.

THAT, the Chair is hereby authorized to execute said Third Amendment and SacRT staff are hereby authorized and directed to perform all tasks necessary to effectuate the terms of this Resolution.

\_\_\_\_\_  
STEVE HANSEN, Chair

A T T E S T:

HENRY LI, Secretary

By: \_\_\_\_\_  
Cindy Brooks, Assistant Secretary