



## STAFF REPORT

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**DATE:** June 27, 2021  
**TO:** Sacramento Regional Transit Board of Directors  
**FROM:** Shelly Valenton, VP, Integrated Services and Strategic Initiatives/Chief of Staff  
**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 Fourth Amendment to the GM/CEO's Employment Contract.

### FISCAL IMPACT

Performance-based salary increase of 3% of base pay, similar to what the Management and Confidential Employee Group ("MCEG") and other employee union groups are receiving, equivalent to an annual amount of \$9,617, plus \$7,000 annually in the form of additional employer contribution to a 401 (a) Deferred Compensation Plan. These amounts are included in the FY 2022 Operating Budget.

### DISCUSSION

The Board of Directors met in closed session on May 24, 2021, to conduct the General Manager's Annual Performance Evaluation. The Board was provided with a comprehensive list of SacRT's accomplishments for the Fiscal Year (FY) 2021. Highlights include:

1. Over the last year, amid the unexpected challenges caused by the pandemic, SacRT was able to generate \$12.8 million in operating surplus, staving off layoffs, furloughs, and salary cuts, while maintaining service levels close to 100% to reduce barriers for essential travel, especially for those living in disadvantaged communities. Despite a 60% drop in ridership and farebox revenue during the peak of the pandemic and shelter-from-home order, SacRT's fiscal year 2021 operating results remained very strong, increasing operating reserves and working capital balances by 500% over the last five years (achieving over \$30 million in budget savings for reserves).

2. Proactively implemented numerous best practices to continue to provide customers with essential travel while protecting employees and passengers during the pandemic. Some of SacRT's immediate efforts included: fogging and disinfecting vehicles and sanitizing all touch points; providing employees with PPE; advocating for priority inclusion in the state and county's vaccination schedule, enforcing rear door boarding; requiring and providing masks to passengers; creating seating policies to provide physical distancing; installing temperature check stations at all SacRT facility entrances; and installing protective plexi-glass operator barriers on buses.
3. After more than 30 years of contracting, SacRT transitioned the operation of its ADA Paratransit and non-ADA Demand Response service back in-house, called SacRT GO - not an easy task during a pandemic - resulting in operational efficiencies and more seamless customer experience. A recent survey showed an average customer satisfaction rating of over 96%.
4. The Elk Grove City Council and SacRT Board of Directors unanimously approved an annexation agreement, which was successfully implemented beginning July 1, 2021.
5. Successfully launched a new public intercity express bus service, Causeway Connection, connecting the cities of Davis and Sacramento using zero emission electric vehicles in partnership with Yolobus and Electrify America (EA).
6. Expanded SmarT Ride service to Rancho Cordova, Natomas – North Sacramento, Folsom and Arden – Carmichael and most recently, Elk Grove.
7. Continued the RydeFreeRT fare-free for youth program for a second year and after annexation, expanded the program to Elk Grove.
8. The California State Transportation Agency (CalSTA) awarded SacRT grants to help fund two major projects: \$23.6 million as part of a nearly \$600 million Light Rail Modernization and Expansion of Low-Floor Fleet Project; and an additional \$3.9 million to support connectivity and planning at the Sacramento Valley Station (SVS) to prepare for future development at the Railyards. In the last two years, SacRT received over \$366 million grant to modernize its light rail system.
9. Received \$3.75 million in Low Carbon Transit Operations Program (LCTOP) funding from Caltrans that will assist in five mobility improvement projects, which includes reimagining core bus routes through the SacRT Forward plan and supporting SacRT's light rail modernization program.
10. In partnership with the California State Transportation Agency and the City of Sacramento, launched the WiFi Bus to turn buses into free wireless super hotspots in communities with limited high-speed internet to close digital divide.
11. Implemented a region-wide effort to help "drive the vote" by offering free rides to everyone traveling to and from a voting center and/or ballot box location.
12. Installed new smart fare vending machines, which offer several convenient ways to pay, including cash or credit/debit card, Google Pay and Apple Pay, and the ability to add tickets and passes to the ZipPass fare app and Connect Card.
13. Offered free transit rides to everyone who needs to get to and from a scheduled COVID-19 vaccine appointment location.
14. Partnered with the Downtown Sacramento Partnership, R Street, Midtown and Broadway Business districts to offer free rides every Wednesday through June

16th in support of local businesses and jobseekers

15. Partnered with Midtown Association to create an “Art Stop” at the 29th Street Station by installing a vibrant LED art installation to attract and encourage ridership while also creating a welcoming connection and pedestrian gateway between Midtown and the nearby Alhambra corridor.
16. Held a ground-breaking “plug-in” event to celebrate the start of the largest, first-in-the-nation public-private partnership new high-speed electric vehicle charging hub at the Power Inn light rail station in partnership with the Sacramento Municipal Utility District (SMUD), and GiddyUp EV, Inc.
17. Partnered with the California Department of Transportation (Caltrans), Visa, Littlepay, and SC Soft to add a contactless method for payment onboard light rail trains – a first in the state.
18. Received more than \$33 million in project funding for SacRT projects from the Sacramento Area Council of Governments (SACOG).
19. The SacRT Board adopted the FY 2021-2021 Strategic Plan including an updated mission, vision and values statement and staff has implemented the first full year of a robust and data-driven approach to measuring performance in all strategic areas (see Attachment 4 for the summary).

#### Recent Major Awards Received

- ) American Public Transportation Association’s (APTA) 2021 Outstanding Public Transportation System Achievement Award
- ) APTA 2020 Rail Safety Gold Award
- ) APTA’s First Place 2021 AdWheel Award for Comprehensive Campaign for Drive the Vote
- ) Government Finance Officers Association 2021 Distinguished Budget Presentation
- ) American Planning Association Sacramento Valley Section’s 2021 Award of Merit in Public Outreach for the SacRT Forward campaign
- ) California Association of Public Information Officials (CAPIO) 2020 EPIC Award for SacRT Forward Public Awareness Campaign
- ) CAPIO’s 2020 Award of Distinction for RydeFreeRT Community Relations/Participation Campaign
- ) Caltrans Excellence in Transportation 2020 Public Awareness Campaign for SacRT Forward

The following documents, also attached to this report, were provided to the Board prior to the May 24, 2021, Closed Session:

- ) Attachment 1- Letter to the Board
- ) Attachment 2- FY 21 GM Goals and Accomplishments
- ) Attachment 3 - The Year in Pictures
- ) Attachment 4- Strategic Plan Q1-Q3 Performance Scorecard
- ) Attachment 5- FY 22 GM Performance Objectives and Goals

The Board has determined that the GM/CEO has met, and in most cases, exceeded, the key performance goals set for FY 2021. In recognition of this, it is proposed that the GM/CEO receives a 3% performance-based salary increase, similar to what the Management and Confidential Employee Group (“MCEG”) and other employee union groups are receiving. It is also proposed that the General Manager/CEO receives an additional \$7,000 annually in the form of employer contribution to a 401 (a) Deferred Compensation Plan.



## Regional Transit

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

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1400 29th Street  
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916-321-2800

**Mailing Address**  
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Sacramento, CA 95811

**Route, Schedule & Fare  
Information**  
916-321-BUSS (2877)  
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Public Transit Since 1973

## General Manager/CEO Performance Evaluation

*SacRT Mission: Moving you where you want to go, when you want to go*

June 9, 2021

Dear Chair Miller and SacRT Board of Directors:

As I'm about to embark on my 6th year as SacRT's General Manager/CEO, allow me to reflect back on some of the tremendous accomplishments the SacRT team has achieved between FY 2017 and 2021 to improve the customer experience: we lowered fares; expanded service; launched the Alert SacRT safety and reporting app; led the industry in first and last-mile mobility integration through partnerships with ride-hailing and shared mobility companies; reimaged our bus network to align with travel patterns and key destinations; introduced one of the nation's biggest and most successful microtransit services; welcomed the cities of Citrus Heights, Elk Grove and Folsom transit services back into the SacRT family; implemented the nation's first unrestricted fare-free student/youth program of its magnitude; achieved double-digit ridership growth; transitioned our ADA paratransit services back in-house for better customer experience and efficiency; launched Airport Express bus service between downtown Sacramento and the Sacramento International Airport; launched an all- electric express bus service, Causeway Connection, connecting the cities of Davis and Sacramento; and increased operating reserves by nearly 500% – all for the first time in our 48-year history.

It's been truly amazing at how much we have been able to accomplish despite the pandemic challenges. Without a doubt, the past fiscal year has been turbulent and a true test of our nation's resolve, including jeopardizing the long-term health of the public transit systems in cities across the country. The pandemic has demonstrated the vital role public transit plays in keeping our communities moving. One thing that has been consistent from the start of the crisis is that public transit is a lifeline for many—providing critical access to health care, grocery stores medical facilities, and, as research shows, connecting essential workers to their places of work. I am proud of what we have accomplished and the role we will play in assisting with an equitable economic recovery across our region.

We have used this unique time to innovate and adapt to the changing needs of our diverse communities to become much more than a transit agency and thrive as a health and social service partner. Over the summer, SacRT transformed 10 buses into mobile Wi-Fi hotspots. The buses were deployed to over 140 locations a week, providing free high-speed internet to “digital deserts” in Sacramento. And, as our region abided by public health orders, SacRT collaborated on food delivery to seniors and others experiencing food insecurity, and transporting the unhoused to warming centers and shelters. SacRT has stepped in to provide free rides to voting centers during the election and most recently, to anyone traveling

to and from a COVID-19 vaccine appointment, ensuring equitable vaccine distribution by removing access barriers.

SacRT hasn't let the COVID-19 pandemic slow progress. In fact, it has become a trendsetter for innovative partnerships and projects, helping to re-shape the transit industry landscape in creative mobility solutions. What is truly remarkable is that we have been able to achieve what seemed unattainable over the last five years with a small, but mighty team, of almost 1,300 employees, including a small management team; over 1/3 of light rail trains that are operating at the end of useful life; and no additional local funding (only a 1/6 of a cent) since 2004 – all while maintaining a balanced budget each year with year-end budget savings, receiving an elevated credit rating and building our once depleted reserves.

As vaccines become more readily available, and our economy reopens, we anticipate our ridership to continue to grow. Ridership is already trending up approximately 5% higher in April of this year compared to previous month, and up approximately 30% from April 2020. Our demand response services, which includes SmARt Ride on-demand microtransit and SacRT GO paratransit service show the highest ridership. SmARt Ride is up around 58% from the year before.

Overall, SacRT has still provided over 10 million passenger trips since the pandemic began, underscoring the essential lifeline services that SacRT provides to the Sacramento community. The COVID-19 pandemic has demonstrated the vital role public transit plays in our community bringing healthcare professionals to the frontlines, delivering groceries and medicine to at-risk populations, and connecting essential workers to their places of work.

Although I have covered a lot in this letter, the true details of SacRT's accomplishments are outlined in the attached FY21 GM Goals and Accomplishments. All of which follow SacRT's new strategic plan approach, which focuses work on four strategic priorities: Operational Excellence, Community Value, Employee Engagement, and Customer Satisfaction. Our organizational success aligns with these priorities – goals and tactics have been thoughtfully developed to align directly with one of the four strategic priorities that have successfully guided our work over the last fiscal year resulting in numerous noteworthy achievements. Please allow me to highlight a few:

#### Awards

- American Public Transportation Association's 2020 Rail Safety Gold Award
- American Public Transportation Association's First Place 2021 AdWheel Award for Comprehensive Campaign for Drive the Vote
- Government Finance Officers Association (GFOA) 2021 Distinguished Budget Presentation
- American Planning Association Sacramento Valley Section's 2021 Award of Merit in Public Outreach for the SacRT Forward campaign
- California Association of Public Information Officials (CAPIO) 2020 EPIC Award for SacRT Forward Public Awareness Campaign

- California Association of Public Information Officials (CAPIO) 2020 Award of Distinction for RydeFreeRT Community Relations/Participation Campaign
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### Customer Satisfaction

- Rider and Public Attitude Survey (September 2020) – 313 Respondents were asked to rank their satisfaction in nine best safety practices on a scale of 1 to 5. SacRT received an overall score of 4.15.
- SacRT GO Customer Satisfaction Survey (April 2021) – 370 respondents were asked to rank 10 key performance measures. SacRT received a high overall service satisfaction rating of 96%.
- As a follow up to the employee survey that we conducted last year which showed a high satisfaction rating among staff (the question overall I am happy at work received an 89%), we conducted employee interviews to get a deeper insight into employees' suggestions and feedback. The consultant's team who conducted the interview reported that: *"employees were eager, engaged and encouraged by the opportunity to share feedback and solutions with SacRT's leadership."*

As SacRT prepares for FY 2022, we know that a return to pre-pandemic normal will not happen overnight. Thanks to the Board's strong leadership and an outstanding team of SacRT professionals, I believe SacRT is well positioned to thrive in the coming years. We are prepared to welcome back former and new riders, and continue to forge creative partnerships and initiatives to encourage ridership and support our region's economic recovery. We also look forward to a continued dialogue with the community regarding transportation funding needs to help us achieve our region's climate and mobility goals through the buildout of a robust transit network.

In closing, I would like to express my sincere appreciation to the entire SacRT team and Board of Director's for the steadfast support of public transit and SacRT's mission of *Moving You Where You Want To Go, When You Want To Go*. There is still a great deal of work to be accomplished and I know working together 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

### Attachments:

1. FY 21 GM Goals and Accomplishments
2. The Year in Pictures
3. Strategic Plan Q1-Q3 Performance Scorecard
4. FY 22 GM Performance Objectives and Goals

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


June 2021

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 2021. Performance objectives, goals or expectations address progress toward SacRT Board adopted goals and execution of our strategic vision.




While the ongoing pandemic may have impacted some of our original FY21 goals, it provided us an opportunity to live our mission, vision and values. This was truly a year of providing community value in the Sacramento region and staff prides itself on not only maintaining service levels but delivering a variety of innovative solutions throughout the year. The result of staff successfully pivoting to address rapidly changing priorities is seen in our rider survey, which reported high levels of customer satisfaction. The report below provides additional details on our purpose-driven work and strategic accomplishments.

### SacRT Major Performance Goals and Accomplishments in Fiscal Year 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 and creating industry best practices and ensuring operational excellence for our customers.

GM/CEO PERFORMANCE GOALS	FY21 ACCOMPLISHMENTS	STATUS
<p>1. SacRT will leverage funding and staff resources to accelerate the achievement of priority goals and initiatives to achieve operational excellence.</p>	<p>Over the last year, while the COVID-19 pandemic crippled many transit agencies, SacRT was able to generate \$13.1 million in operating surplus, staving off layoffs, furloughs, and salary cuts, while maintaining service levels close to 100%. Despite a 60% drop in ridership and farebox revenue during the peak of the pandemic and shelter-from-home order, SacRT's fiscal year 2021 operating results remained very strong. We have increased operating reserves and working capital balances by 500% over the last 5 years (achieving over \$30 million in budget savings for reserves). In 2016, Standard &amp; Poor's Financial Services (S&amp;P) issued severe negative comments regarding SacRT's financial health, pointing out service cuts, ridership drop and reserves depleted to near zero. Four years later, when most agencies are still on negative watch due to the pandemic, S&amp;P elevated SacRT to a positive rating and cited that, "SacRT is faring much better than most transit agencies due to its strong fiscal and governance policies and practices."</p> <p>SacRT continues to pursue opportunities for coordination and consolidation to provide a more cost-effective and coordinated transit service for the entire region. In recent years, SacRT successfully negotiated the annexation of the transit services of the cities of Folsom and Citrus Heights followed by Elk Grove beginning July 2021. These consolidation efforts, made possible because of a renewed trust in SacRT by the jurisdictions, provided economies of scale, and a true integrated regional system and the opportunity to compete and win additional grant funding</p>	



	that may have been lost to larger transit agencies in other regions – bringing additional funding to the region.	
<p>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.</p>	<p>As our region and the rest of the nation responded to COVID-19, SacRT temporarily reduced service in March 2020 in response to the local shelter-in-place order and quickly shifted to rear door boarding among many other COVID related efficiencies. Staff continued to monitor ridership and made adjustments by adding extra buses to popular routes during peak commute hours, bringing back approximately 100% of service levels by September 2020 to help essential employees get to work, reduce transportation barriers and ensure equitable transit for disadvantaged and underserved communities. The restored serviced levels ensured enough space for riders to social distance while traveling safely to their destinations while also protecting our operators.</p> <p>SacRT has been an important partner in supporting the Sacramento region’s recovery and providing over 10 million passenger trips since the pandemic began, underscoring the essential lifeline services that SacRT provides to the Sacramento community. The pandemic has demonstrated the vital role public transit has played in the Sacramento region for continuing to get people to essential jobs, medical facilities, grocery stores and other services. To help re-enforce the federal mask mandate for public transportation, SacRT has free masks available at the Customer Service and Sales Center, and on board most buses and trains. In addition, SacRT has distributed more than 600,000 free masks since July 2020.</p>	
<p>3. Implement industry innovations and identify operational efficiencies to reduce operating cost per vehicle revenue hour.</p>	<p>The pandemic didn’t slow down SacRT’s efforts to continue with operational efficiency improvements. We launched a new public intercity express bus service in May 2020, connecting the cities of Davis and Sacramento using zero emission electric vehicles in partnership with Yolobus and Electrify America (EA). EA invested \$14 million to purchase 12 zero-emission buses and installed charging infrastructure to support the ZEV shuttle service. Similar to the Airport service, this partnership provided for tremendous operational efficiencies with two separate transit agencies working together to offer more frequent service for a better customer experience while saving costs. In June 2020, we also successfully brought back our paratransit services in-house, resulting in operational efficiencies and more seamless customer experience. In July, as part of the Elk Grove annexation, ADA paratransit riders will have access to a one seat ride regionally, no longer forced to transfer at the city boarders.</p>	
<p>4. Continue repair and replacement policies of vehicle fleet to reduce in-service failures to improve service across the system.</p>	<p>SacRT has created and implemented a variety of innovative mobility &amp; service improvements and rapidly increased service through a variety of innovative technologies and service area expansions. As a result of this rapid expansion, SacRT saw a 63% increase in the</p>	

	<p>number of peak vehicles that our bus maintenance department regularly services. All of this occurred without cost increases and while our Maintenance staff continue to meet day-to-day targets, perform ongoing preventative maintenance, nimbly realign priorities in response to severe weather conditions and unplanned incidents, and comply with rapidly changing expectations and workload associated with pandemic safety protocols.</p> <p>As part of our \$610 million Light Rail Modernization Project that includes new vehicles, station enhancements and additional track to improve headways and reliability, SacRT has awarded a contract to Siemens Mobility in Sacramento to manufacture up to 76 new low-floor light rail vehicles. After securing \$185 million in state and federal funds, we have ordered 20 new modern low-floor light rail vehicles - the first in nearly 20 years - from Siemens Mobility, with the first ones ready for revenue service by spring 2023.</p> <p>Over the past year, SacRT has received more than \$73.4 million from state and local funding to progress the Light Rail Modernization Project and with leveraged federal funding available, SacRT plans to transition to an entirely new low-floor light rail fleet.</p> <p>In December 2020, SacRT was awarded state grants by the California Transportation Commission (CTC), including over \$33.8 million to SacRT to assist with the Light Rail Modernization Project from the Solutions for Congested Corridors Program (SCCP), which will improve access, reliability and capacity on SacRT's Blue Line.</p> <p>In April 2021, SacRT was awarded over \$33.1 million in project funding from SACOG's 2021 Regional Funding Round to assist with the Light Rail Modernization Project, to support CNG tank and bus replacements, to further Sacramento Valley Station Loop Stations Project, and to complete the funding needed to reimagine the Watt/I-80 Transit Center Improvements. This funding includes \$22 million towards the purchase of 16 additional new low-floor light rail vehicles, bringing the total to 36 new vehicles.</p>	
<p>5. Reduce preventable accidents to improve rider safety, system performance, and fiscal responsibility.</p>	<p>In September 2020, staff submitted the SacRT Safety Management System (SMS) Public Transportation Agency Safety Plan (PTASP) to the California Public Utilities Commission (CPUC). The Safety Department is directed and empowered to develop, administer and implement a comprehensive PTASP with specific goals, programs and activities to prevent, control and resolve unsafe conditions/hazards which may occur during the life cycle of the transportation systems. The Safety Department works with all departments and executive leadership to provide information, identify safety concerns, conduct internal reviews and inspections, develop recommendations and corrective action plans to address</p>	

	<p>safety concerns, track and verify the Implementation or recommendations and corrective action plans, and report, on a regular basis, to EMT. As part of their strategic work over the next year, the Safety Department will implement an integrated risk management (IRM) practices and processes supported by a risk-aware culture and Integrated Risk Identification System (IRIS), that improves decision making and performance through an integrated view of how well SacRT manages its unique set of risks. Full implementation of the SMS system is expected to be completed by the end of the year and will enable the agency to track real time data and begin a transformational management of incidents going forward.</p>	
<p>6. Continue to improve vehicle cleanliness, provide exceptional security, and maintain vehicles in a state of good repair to meet customer expectations.</p>	<p>Since the beginning of the pandemic, SacRT has further enhanced an already robust cleaning regimen of its stations and vehicles. Each vehicle is cleaned before going into service and throughout the day, in addition to routine deep cleanings. Numerous adjustments also have been made to bus and light rail service, including providing as much service as possible to offer ample room for riders.</p> <p>As part of our efforts to ensure the safety and health of our employees and customers, our bus and light rail maintenance teams are taking a number of proactive measures in response to COVID-19, on top of their regular critical duties. Right at the beginning of the pandemic, staff quickly began daily fogging and disinfecting buses, light rail trains and facilities; maintenance workers installed signs for new seating policies blocking seats to provide more physical distancing; installed protective plexi-glass barriers on each bus near the driver’s seat for the health and safety of operators and customers; and increased the schedule for cleaning and sanitizing all touchpoints. SacRT’s bus and light rail maintenance staff have been very responsive in rapidly addressing and implementing safety protocols to protect our workforce and customers and keep transit moving in our region.</p>	
<p>7. Deliver outstanding trip experiences for all users of the transportation system.</p>	<p>In April 2021, SacRT further expanded SmaRT Ride on-demand microtransit shuttle zones. The expansions will better serve residents of Arden, Carmichael, Folsom, Natomas and North Sacramento. These service areas offer corner-to-corner service where passengers are picked up and dropped off at the nearest corner or ‘virtual bus stop,’ which is usually within a block or two of the pickup or drop-off location. With these new SmaRT Ride zone enhancements, SacRT will have eight SmaRT Ride zones, making it one of the largest microtransit services in the country operating with 45 shuttles, nine of which are electric-battery powered. In October 2020, the Sacramento Transportation Authority (STA) extended agreement with SacRT for two additional years through June 30, 2023, with an additional \$2 million for the service.</p>	



	<p>In 2020, SacRT, in partnership with Yolobus, began providing Causeway Connection electric bus service between the Davis Campus, downtown Sacramento and UC Davis Health. The Causeway Connection service was developed in partnership between SacRT, Yolobus, UC Davis, UC Davis Health and the City of Sacramento, as well as Electrify America, which provided funding for the electric buses and charging infrastructure. Due to the impacts of COVID-19, the service began with a modified schedule on May 4 with only 10 trips per day. On September 28, 2020, the number of bus trips increased to 30 trips per day, which aligned with the start of the new UC Davis school year. Apart from being zero-emission, the new buses offer Wi-Fi, USB charging ports at each seat, real-time tracking, and improved boarding and disembarking accessibility.</p> <p>In January 2020, SacRT launched an express bus route with 20-30 minutes service, seven days a week, between downtown Sacramento and the Sacramento International Airport in partnership with Yolobus. While this service was impacted by the pandemic, it is scheduled to restart in September 2021, utilizing three electric buses. Not only will this service provide a vital transportation link and helped reduce congestion on one of our busiest stretches of freeway, it also delivers outstanding operational efficiencies by having two separate transit agencies collaborate to offer more frequent and better service while saving costs.</p>	
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**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.

GM/CEO PERFORMANCE GOALS	FY21 ACCOMPLISHMENTS	STATUS
<p>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.</p>	<p>In June 2020, after more than 30 years of contracting, SacRT transitioned the operation of our ADA Paratransit and Non-ADA Demand Response service back in-house - not an easy task during a pandemic. The service was launched with a new name and branding, SacRT GO Paratransit Services. A cross-functional implementation team ensured a smooth transition for our most vulnerable customer groups. Extensive outreach, including phone calls, emails, letters, virtual public meetings, and working closely with social service partners were key in the success of the transition. The service take over was not without political challenges given the long history of contracting; however, SacRT knew it was the right thing to do for our customers and with the team’s proven ability to build consensus and implement a new service model, it was a resounding success. SacRT is delivering an improved</p>	

	<p>customer service and better on time performance for its vulnerable customers - most critical during the pandemic.</p> <p>Not only did the transition save us millions in operational cost, it allowed SacRT to apply and be eligible for Consolidated Transportation Service Agencies (CTSA) funding. At the December 2020 Sacramento Transportation Authority meeting, SacRT was awarded \$8.6 million for vehicle purchases, operating assistance, ride quality improvements and support infrastructure. The ability to provide accessible on-demand options, including access to our SmART Ride microtransit service for our paratransit customers is a win-win for connectivity, accessibility, rider cost savings and overall quality of life.</p> <p>The SacRT Board and City of Elk Grove Council have unanimously approved an annexation agreement that will officially bring the City of Elk Grove transit services into SacRT as a member entity effective July 1, 2021. SacRT has been operating e-tran and e-van services under a service contract since July 2019. Under the annexation agreement, SacRT will provide fixed-route local, commuter and paratransit services and maintenance operations for Elk Grove. The integration of e-tran and e-van services is another step toward making the system truly regional. This change allows SacRT to expand greater opportunities for regional collaboration, with the goal of providing a smoother experience for riders. In particular, it will offer a more convenient one-seat ride to paratransit users, eliminating the need to change buses when leaving service areas for any of their transit needs. As part of the agreement, SacRT is committed to a seamless transition with no impact to current riders. Service levels will be maintained or improved, and there are no immediate plans to make changes to the existing bus service, or fares.</p>	
<p>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.</p>	<p>In March 2021, the Board approved a Zero-Emission Bus Rollout Plan, which will transition SacRT’s fleet to 100% zero-emission by 2040. In their letter of support, SMUD reiterated its commitment to a true regional partnership to help SacRT fulfill this ambitious ZEB plan through close coordination and infrastructure that will be vital with this fleet transition, stating that <i>“it is paramount that we increase transit ridership and electrify the mobility sector, the largest source of greenhouse gas emissions in California.”</i></p> <p>SacRT’s GM/CEO served as a Commissioner on the Mayor’s Commission on Climate Change, which unanimously adopted a final report in 2020 with the goal of achieving carbon zero by 2045 in the cities of Sacramento and West Sacramento. The Commission’s bold recommendations included a set of equity strategies, foundational principles, and actions to reduce emissions in the built environment, mobility, and community health and</p>	




	<p>resilience sectors. The plan calls for a 50% mode share for transit and pooled shared mobility by 2045.</p> <p>In addition, SacRT is moving forward with the Power Inn Road P3 Electric Charging project to install passenger electric vehicle chargers, a solar system (including electrical equipment) on top of canopies acting as covered carports, and an ATM. The charging facility will be used by SacRT, the public, and private partners to help advance local, regional, and state goals in electric vehicle adoption. In addition, the project will provide a sustainable, renewable energy option while reducing greenhouse gases. We are currently in design and seeking CEQA approval and is expected to be ready in November 2021.</p>	
<p>3. Provide opportunities for increased economic activities within and around station areas and service routes.</p>	<p>SacRT served as an important social service partner during the pandemic, with initiatives such as providing Wi-Fi buses to support telehealth and telework efforts for disadvantaged neighborhoods; Wi-Fi enabled buses for Census counts; assisting with food deliveries to seniors and other vulnerable populations; a region-wide effort to help “drive the vote” by offering free rides to everyone traveling to and from a voting center; offering free rides on October 7 on all services in recognition of California Clean Air Day; offering free rides on the Holiday bus with all donations benefiting the Food Literacy Center; offering free rides on its SmaRT Ride on demand microtransit shuttles in all nine service zones every Tuesday in December to encourage more people to shop local; and offering free rides to warming centers.</p> <p>To support increased activities at our stations and surrounding communities, SacRT has been progressive with partnerships that achieve both. This year, we partnered with Midtown Association to install a colorful and dynamic LED Art Installation creating a “lighted gateway” at the 29<sup>th</sup> Street Station. And, we are working with the nonprofit arts organization, Sacramento Valley Spark, to create temporary LED Art Stops at our Rancho Cordova light rail stations this summer.</p>	
<p>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.</p>	<p>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 for the region was released in June 2020. The Action Plan is designed to help local governments, property owners, developers, and the community prioritize TOD projects that result in inclusive, sustainable, and connected communities. This Action Plan articulates the need for a concerted effort between local municipalities, the State, SacRT, and SACOG to ensure TOD projects are prioritized, coordinated, and thoughtfully implemented throughout the region.</p>	



	<p>SacRT’s leadership team continues to participate in a workgroup coordinating with State Treasurer Fiona Ma on TOD planning, opportunity zones, and project development. SacRT’s renewed focus on progressing transit-oriented developments will help the region meet these ambitious climate goals.</p> <p>SacRT is working with SMUD on their 59<sup>th</sup> Street Reuse project. The mixed-use development calls for relocation of the light rail station to the western side of the street to better accommodate the new residents. In early 2021, SacRT closed on 2200 Cemo Circle, bringing over \$2 million to the district and 162 much needed housing units.</p>	
<p>5. Strengthen community pride for SacRT through ongoing successful stakeholder interactions.</p>	<p>SacRT is committed to providing opportunities for Disadvantaged Business Enterprises and Small and Local Businesses. We are steadfast in our focus to deliver a level playing field on which these groups can compete fairly for contracts relating to SacRT’s construction and professional services activities. We partnered with The Alliance made up of Sacramento’s Asian, Black, Hispanic and Rainbow chambers of commerce for a broader vendor reach.</p> <p>SacRT is proud of our social service response team, part of a broader County and City emergency and public health response group, that has been connecting the unhoused who are camping near transit stations and stops with much needed resources.</p> <p>Public outreach and participation were an integral part of SacRT’s High-Capacity Bus Corridor Study project and was captured in several different formats. Staff conducted an onboard survey on nine routes on the studied corridors and also conducted an online survey. In total, SacRT received over 600 survey responses. Staff held an online public workshop, where 45 interested parties were in attendance representing a wide cross section of our community. Staff also conducted stakeholder interviews, reaching out to business associations, neighborhood associations and community groups. Feedback from riders was overall very positive towards SacRT service. Over 84% said they were satisfied with current service, around 90% said they felt safe riding on the bus. However, riders did share the top three things they would like to see improved. Those improvements include more frequency, buses arriving on time and later service hours. Stockton Blvd. and Watt Ave. received the most interest from participants. Another major theme from riders was improving conditions for those waiting on the bus and access to get to bus stops. Sidewalks, ADA accessibility, connectivity, lighting and shelter were all very important as highlighted by participants.</p> <p>In September 2019, SacRT launched the RydeFreeRT program, which provides fare-free transit for youth in</p>	

	<p>grades TK through 12. With RydeFreeRT, students and youth can ride the entire SacRT transit network for free. A study released in January 2021 by the University of Texas evaluated SacRT’s “RydeFreeRT” fare-free transit for youth program and found the innovative program achieved multiple key goals to increase transit ridership and school attendance. The RydeFreeRT program was well received, pre-COVID-19, by February 2020, student ridership increased by 127%. Even during the COVID-19 pandemic, students took advantage of the fare-free program as SacRT provided more than 1 million rides in 2020. The program was extended for a second year through September 30, 2021, and the City has committed to continue its investment annually. In 2021, SacRT is expanding outreach efforts to reach limited English-speaking populations as well as disadvantaged communities.</p> <p>Transportation equity for our disadvantaged, low-income, and high-risk populations continues to be our primary focus. In 2020, SacRT provided innovative solutions to access challenges to support our community throughout the pandemic. We provided Wi-Fi enabled buses for Census, distance learning and telehealth efforts; provided food deliveries for vulnerable populations; and offered free rides to special events such as vaccination appointments and vote centers; and formed a Social Awareness Committee to provide employees and riders with a safe platform to express concerns, get guidance and resources related to social justice issues.</p> <p>SacRT in partnership with California Volunteers and AmeriCorps NCCC utilized a cohort of volunteers this year to assist with marketing, PPE distribution and customer engagement. The joint program helped promote the federal mandate that required passengers to wear face masks or coverings while they’re waiting at light rail stations and bus stops and while onboard any SacRT vehicle. They also help with other SacRT outreach, such as pop-up events, surveys and social media.</p>	
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**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.

<b>GM/CEO PERFORMANCE GOALS</b>	<b>FY21 ACCOMPLISHMENTS</b>	<b>STATUS</b>
1. Continue to develop marketing strategies and campaigns to improve outreach efforts and meaningful engagements with customers.	Telling SacRT’s story comes down to successful marketing and innovative strategies to attract and retain ridership. Staff places high emphasis on zero to low-cost community partnerships efforts with huge returns on investment. Over the last year marketing initiatives that we have launched and promoted include SacRT GO paratransit services; We Speak Your Language tele-interpretation services; GM	



	<p>Chat monthly forum; Transit Means Business; Drive the Vote; SacRT Frontline Heroes; Airport Express service; Causeway Connection service: Miles Rewards app; College Pass and Summer Pass programs – all on top of marketing for service changes, safety and COVID-19, public meetings, fare changes, passenger newsletters, and how to videos.</p> <p>SacRT received approximately 93%-95% positive media coverage by building trust, cultivating strong relationships and quickly responding to inquiries.</p>	
<p>2. Implement policy initiatives that will improve our customer perception of strategic metrics, such as on-time performance and cleanliness.</p>	<p>In anticipation of ridership increasing, we have expanded SacRT's Customer Service and Sales Center hours to 8:30 a.m. to 5 p.m. During the pandemic, SacRT had to be creative in finding easy opportunities to ensure the public had easy and equitable access to fares. Due to distribution limitations resulting from closures, we eliminated the requirement for students/youth to use a sticker in order to access the RydeFreeRT program. We also successfully installed new smart FVMs at all our light rail stations, which allow customers to pay via cash, credit/debit card, Apple Pay or Google Pay, with a Spanish language and voice audio option.</p>	
<p>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.</p>	<p>In September 2020, SacRT conducted a two-week online rider survey on transit ridership during the COVID-19 pandemic. As a result, 313 total responses were provided on how they have been affected and their current and future plans for transit use. The survey results show a strong correlation between commuters no longer going to their place of work and ridership declines with 50.7% (+/-) of respondents stating that they are teleworking full-time, were furloughed or lost their job as a result of the pandemic. Survey results demonstrated that the majority of respondents intended to return back to using the system once more people are vaccinated and COVID-19 cases drop. Overall, SacRT received a 4.15 satisfaction score on a scale of 1 to 5 (5 being very satisfied) in nine best safety practices.</p> <p>In March 2021, SacRT surveyed riders asking for feedback from the public to help plan future transit service by taking a brief online survey. Travel patterns and work schedules have changed over the last year, and SacRT is gauging rider and community interest in riding transit as more vaccines become available and COVID-19 cases drop. SacRT will use the data to help update its Short-Range Transit Plan, and planning standards and metrics for measuring success on the system overall.</p> <p>In March 2021, the SacRT GO Paratransit Customer Satisfaction Baseline Survey was designed, administered and analyzed to provide SacRT with feedback from 370 customers. All key performance indicators have high satisfaction ratings 85% or greater. This feedback is Very</p>	

	<p>Satisfied/Satisfied extremely favorable regarding the paratransit service. The COVID-19-related KPMs reflect an extremely positive level of passenger satisfaction and confidence with SacRT GO's efforts to provide them a safe transportation experience.</p>	
<p>4. Develop and implement innovative technology solutions that increase our ability to provide customers with accurate and timely system information.</p>	<p>By leveraging new technologies and putting “customers first” in everything we do, SacRT has greatly improved the customer experience over the last several years. From apps to live chats, we pride ourselves on being industry pioneers to improve equity and access for all, including innovative and unconventional ways to overcome first-mile/last-mile barriers to support our customers and attract new ones.</p> <p>By 2020, SacRT had a suite of ways to purchase tickets, including account-based fare systems that afford our customers, including unbanked customers, a virtual wallet and fare capping. This includes our mobile fare app ZipPass that conveniently allows riders to purchase tickets and passes on their smartphone. Our regional smartcard, Connect Card, allows customers to travel seamlessly between nine regional transit agencies with a simple tap. In 2020, we installed new smart fare vending machines, which offer several convenient ways to pay, including cash or credit/debit card, Google Pay and Apple Pay, and the ability to add tickets and passes to the ZipPass fare app and Connect Card. Instructions are available in Spanish with a voice audio option.</p> <p>SacRT's Elerts reporting app not only allows customers an easy and discrete way to report nuisance behavior or facility requests, as an added benefit, users can opt-in for push notifications to be alerted of major service disruptions and other SacRT information to connect with customers. To date, there has been over 28,000 app downloads and 20,445 customer reports received.</p> <p>Protecting the safety and well-being of our employees and riders has been one of our top priorities over the past year. At the start of the pandemic, many SacRT staff rapidly transitioned to remote working, rapidly updating technology resources, and rethinking the way we hold meetings internally and with the public. Staff quickly adapted to new technologies, maintaining high levels of productivity and attendance. To ensure continuity in our call center operations while protecting our workforce during the shelter in place order, our IT department quickly put in place technology systems to enable our call center staff to receive and take customer service calls while teleworking.</p>	
<p>5. Actively engage in promotion of our security enhancement efforts across the district to highlight the incredible work our security and</p>	<p>The Safety and Security teams at SacRT worked collaboratively through the pandemic to provide a safe work environment and system for employees and riders. Covid-19 provided many challenges for the team as the need for Personal Protective Equipment (PPE) was</p>	

safety teams perform on a daily basis.

immediate, yet resources were scarce. The entire agency rallied along with political partners to acquire necessary PPE for all SacRT employees as well as provide masks for tens of thousands of riders and employees.

The following provided collectively over 200,000 free masks to SacRT's customers and frontline staff:

- Asian Pacific Islander American Public Affairs Association (APAPA)
- California Chinese Engineers Association
- California Office of Emergency Services
- California State Transportation Agency
- Chongqing Government
- City of Sacramento
- Chang Cheng Chinese School
- Federal Transit Administration
- Fiona Ma, State Treasurer
- Jinan-Sacramento Sister Cities Corporation
- Manny Leon, Principal Consultant, State Senate Transportation Committee
- PackTowl by Cascade Designs Inc.



The pandemic's relentless effect on the community resulted in a noticeable increase in unhoused community members. Regional Transit Police Services (RTPS) saw an increase in the number of security-related issues to the unhoused population that were loitering or residing in and around our tracks, facilities and property. In an effort to provide resources to the unhoused population residing by SacRT assets, RTPS partnered with the City of Sacramento Department of Community Response to work with a Masters of Social Work intern. The MSW intern was assigned to SacRT 20 hours a week and the City 20 hours week. The intern was partnered with a sworn police officer and worked in the field contacting the unhoused population providing resources and free fare for those who needed to connect to social services. This program proved to be highly effective, resulting is SacRT actively hiring a full time MSW to manage a group of interns solely focusing at SacRT.


The Safety Team was increased 50% during 2021 growing from 3 total personnel to 6. Safety is first for SacRT, and the pandemic highlighted the need for a robust Safety Team capable of responding to all accidents, incidents and occurrences.



The Safety and Security Teams received the 2020 APTA Gold Standard award for Rail Security. Based upon the tremendous efforts of SacRT Safety and Security Teams, keeping all safe and secure during the pandemic and amidst numerous violent protests two applications for

	APTA Safety and Security Awards in 2021 have been submitted.	
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**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.

GM/CEO PERFORMANCE GOALS	FY21 ACCOMPLISHMENTS	STATUS
<p>1. Create an environment that fosters and promotes workplace safety, operational performance excellence and high employee morale.</p>	<p>SacRT is committed to combating workplace bias, racism and discrimination. One of our core values is Diversity, expressed in our Strategic Plan goal, “I recognize and honor diversity and social justice, and seek out and listen for voices different than mine.”</p> <p>SacRT’s service area is 53% minority and 28% low-income and many of SacRT’s employees were raised and live in these communities. Our workforce is an excellent representation of the diversity of our region: 70% of SacRT employees are persons of color, 4.2% are veterans and 3.9% are individuals with a disability. In SacRT’s Executive Management Team, more than half are persons of color, including the GM/CEO; 78% are women and one is a member of the LGBTQ community.</p> <p>A recent internal workforce salary and diversity audit completed at the beginning of 2021 found that 69% of SacRT’s employees are minority/non-white, which is higher compared to 58% for Sacramento County’s overall population. The average pay for female employees is slightly higher than males. And, female representation at SacRT is much higher (more than doubled) than the overall composition of females in the transit industry in general, which is only at 15%.</p>	
<p>2. Invest in programs and initiatives that support employee growth and success.</p>	<p>SacRT’s biggest asset is our diverse, empowered and engaged workforce and we take tremendous pride in our workforce development programs.</p> <p>All new employees go through a 2-day intensive orientation and training in areas such as harassment prevention, diversity, drug and alcohol and safety to ensure their successful onboarding. We have a tuition reimbursement program that provides up to \$1,750 annually per employee for a degree or certification expenses.</p> <p>All SacRT employees undergo diversity and harassment prevention training, which follows both state and federal guidelines. In 2020, in the midst of the pandemic, we had a 99% success rate of employees completing virtual training programs that had strict compliance deadlines.</p>	

	<p>Recognizing the benefits and desire to increase our workforce development and training programs at SacRT, recruitment has started for a Manager of Training and Workforce Development. The position will provide overall strategy and direction to ensure the effective implementation of training and employee development initiatives for SacRT as a whole.</p> <p>Our Environmental Health and Safety Department has gone above and beyond over the past year keeping our staff up to date on the latest developments in COVID related guidelines and best practices. They provided information via regular bulletin notifications, educating our employees about changing covid scenarios, hosting informational meetings to staff at all levels. On March 22, 2021, Sacramento County Public Health Officer Dr. Olivia Kasirye joined us at an all employee townhall event to provide the latest on the County's response to COVID-19 and to answer questions about vaccinations.</p>	
<p>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.</p>	<p>Adopted by the Board of Directors in October 2020, Sacramento Regional Transit's (SacRT) new Strategic Plan details SacRT's strategic initiatives, key performance indicators, and identifies tactics that teams and individuals within the agency will work on to achieve strategic goals over the 2021-25 fiscal years.</p> <p>Following a months-long collaborative internal planning process with staff and board members, SacRT's five-year Strategic Plan will serve as the guiding vision for post-pandemic strategic success. SacRT strives to balance the delivery of high-quality customer experience with value to taxpayers, and this strategic plan offers a platform from which the agency will take aim at these two high level aspirations.</p> <p>This strategic plan is crafted for personnel at all levels of the organization and its contents convey objectives for the fiscal year and how SacRT will work to achieve them. The plan enables SacRT to shape activities to support identified strategic priorities and to help narrow focus on areas of service and operations that most closely align with stated goals. Departments develop work plan tactics that encompass projects and programs SacRT teams will strive to complete over the coming years.</p> <p>The strategic plan introduces a comprehensive performance scorecard that SacRT management and division leaders are monitoring and reporting on a quarterly basis to track projects and programs of strategic importance. The performance scorecard is comprised of metrics that are significant to the quest for service excellence and value to taxpayers and which tie directly to the four strategic priority areas: Operational Excellence, Community Value, Employee Engagement, and Customer Satisfaction. With the scorecard all members of the</p>	

	<p>workforce can see how their efforts support the success of the entire agency. The plan is best seen as an evolving process, not a rigid or fixed document. This plan will change as the needs of the region change and will reflect the transportation requirements of our riders (see attached Q1-Q3 performance scorecard).</p>	
<p>4. Cultivate a workplace that inspires our team to recommend SacRT as a great place to work.</p>	<p>Despite an increase in retirements in 2019 and 2020, three significant service expansions, and bringing paratransit services in-house, we were able to quickly onboard nearly 300 new employees. Not an easy task when unemployment rates fell to 3.5%, the lowest rate since 1969.</p> <p>With the onset of COVID-19, SacRT successfully shifted administrative staff to a telework environment. Within a two-week period, we were able to safely distribute the necessary equipment and critical supportive training programs in the new environment, while implementing numerous best safety practices to keep essential workers healthy while on the frontlines. SacRT continues to invest on its technology infrastructure to enable employees to adapt to new workplace demands.</p> <p>In 2020, advanced leave was offered for COVID-related absenteeism for all operating departments. SacRT successfully implemented the Families First Coronavirus Relief Act requirements for special “emergency” leave categories in April 2020 and administered those programs through their conclusion on December 31, 2020. Through SacRT’s efforts to ensure the safety of employees during the pandemic and quickly shifting to telework for most of its administrative and support staff, sick time utilization has decreased by 42% for those groups while maintaining and even exceeding productivity goals as evident in the successful delivery of critical projects through an engaged workforce.</p>	
<p>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.</p>	<p>SacRT provides regular opportunities for employees to provide feedback and engage with its leadership. We have a quarterly employee town hall where the GM/CEO provides updates and employees from all levels ask questions. Our first employee satisfaction survey in 2019, completed by majority of our employees and across employee groups, showed a higher than 80% satisfaction rating in eight of the 12 areas measured. The question “overall I am happy at work” and “my skills and abilities are well utilized at work” received an 89% and 88% rating, respectively. This can be attributed to several factors, including strong training programs and a culture of ownership that encourages the entire team to be creative thinkers regardless of their position.</p> <p>In January 2021, a series of employee focus groups were conducted to provide additional insight and further develop solution for a variety of topics. The solution-based interviews focused on three key areas where employees</p>	



	<p>participating in the survey provided the most feedback on (Employee Training, Teamwork, Tools and Technology). The respondents of the employee focus interviews were eager, engaged and encouraged by the opportunity to share feedback and solutions with the SacRT leadership team. The feedback from the focus groups and the survey results are actively being incorporated into our planning and management goals, including the creation of a workforce development unit to address employee training and professional development needs</p> <p>Employees have multiple access points, including our EEO Officer, to express concerns and have them addressed. Our EEO Policy Statement, Harassment, Discrimination and Retaliation Prevention Policy and Affirmative Action Plan outline the specific steps we take in these regards.</p>	
<p>6. Maintain and foster a strong safety culture to ensure the wellbeing of SacRT's employees and customers.</p>	<p>At the beginning of the pandemic, we were proactive in implementing numerous best practices to enable us to continue to provide customers with essential travel while protecting our employees. Our immediate efforts include: fogging and disinfecting vehicles and sanitizing all touch points; providing employees with PPEs; advocating for priority inclusion in vaccination schedule, enforcing rear door boarding; requiring and providing masks to passengers ("No mask, no ride" program); creating seating policies to provide physical distancing; installing temperature check stations at all facility entrances; and installing protective plexi-glass operator barriers on buses. As a result, we thankfully did not have a single COVID case among our 1,300 team members until four months after the pandemic started and successfully minimized COVID cases due to workplace exposure.</p>	
<p>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.</p>	<p>SacRT staff have been able to continue to participate in a variety of training programs through Training Services International (TSI) as they have transitioned from in-person training to online webinars in response to the COVID pandemic. Courses cover the latest EPA and OSHA requirements and a variety of health and safety solutions to keep supervisors, managers, and staff up to date on workplace safety. In May 2021, the Chief of Safety and other executive members completed the three-day Federal Transit Administration (FTA) Safety Management System (SMS) Awareness Course to align our new SMS program, system, and strategic priorities.</p> <p>Staff also have access to online training resources and webinars through Transportation Research Board (TRB) and the National Transit Institute (NTI) who provide trainings on a wide variety of topics for transit agencies. In October 2020, 10 employees participated in NTI's four day "Project Management for Transit Professionals" course, to help transit professionals to build, manage, and execute a project, and better appreciate the importance of analyzing, leading, and managing the complexities of transit projects.</p>	

In 2016, SacRT's Bus Maintenance Department, in partnership with International Brotherhood of Electrical Workers Local (IBEW) 1245 and American River College, received state certification by the Department of Industrial Relations for a Bus Mechanic Apprenticeship Program, the first in Northern California, and is essential to developing our workforce and training future generations of critical mechanics at SacRT. In 2019, SacRT Bus Mechanic Kris Arvizo was the first employee to complete and graduate from the state apprenticeship program. In April 2021, Bus Mechanics Jose Ruiz and Arnold Temples successfully completed SacRT's Apprenticeship program. The 36-month program trains individuals to be a journey-level bus mechanic. Students take classes at community colleges and receive on-the-job training. Having trained and qualified mechanics is critical to RT's mission of providing reliable bus service to the Sacramento region.

In April 2021, SACOG's 2021 Regional Funding Round awarded SacRT with \$1.6 million to complete the funding needed to reimagine the Watt/I-80 Station. This builds on the 2018 project, in partnership with WALKSacramento, to improve safety and bike, pedestrian, and ADA access to one of SacRT's busiest transit hubs. One of the key outcomes of the process identified the 30-year-old elevators as barriers to access. In 2020, SacRT was awarded State of Good Repair funding in the amount of \$890,000 to replace the elevators. The additional project funding from SACOG will improve bicycle, pedestrian and bus access from the Watt Avenue Station Plazas (on the west side of Watt Avenue) to the Watt/I-80 Station. Improvement include expanding the Watt Avenue Station Plaza, including a new stairway connecting to the light rail station platform, new pedestrian lighting, removing concrete barriers, adding wayfinding signage and adding passenger amenities such as seating, shade/rain shelters and landscape buffers between the plaza and vehicular traffic. The project will also increase pedestrian amenities on the west side of Watt Avenue, including wider sidewalks, pedestrian-level lighting, landscape buffers and new security fencing along the overcrossing.



## OTHER NOTABLE ACCOMPLISHMENTS IN FY21

### Major Awards Received:

- American Public Transportation Association's 2020 Rail Safety Gold Award
- American Public Transportation Association's First Place 2021 AdWheel Award for Comprehensive Campaign for Drive the Vote
- Government Finance Officers Association (GFOA) 2021 Distinguished Budget Presentation
- American Planning Association Sacramento Valley Section's 2021 Award of Merit in Public Outreach for the SacRT Forward campaign
- California Association of Public Information Officials (CAPIO) 2020 EPIC Award for SacRT Forward Public Awareness Campaign
- California Association of Public Information Officials (CAPIO) 2020 Award of Distinction for RydeFreeRT Community Relations/Participation Campaign
- Caltrans Excellence in Transportation 2020 Public Awareness Campaign for SacRT Forward

### Customer Satisfaction Surveys

- Opening of APTA Awards Rider and Public Attitude Survey (September 2020) – 313 Respondents were asked to rank their satisfaction in nine best safety practices on a scale of 1 to 5 (with 5 being Very Satisfied). SacRT received an overall score of 4.15.
- SacRT GO Customer Satisfaction Survey (April 2021) – 370 respondents were asked to rank 10 key performance measures. SacRT received an overall satisfaction rating of 96%.
- As a follow up to the employee survey that we conducted last year which showed a high satisfaction rating among staff (the question overall I am happy at work received an 89%), we conducted employee interviews to get a deeper insight into employees' suggestions and feedback. The consultant's team who conducted the interview reported that: "employees were eager, engaged and encouraged by the opportunity to share feedback and solutions with SacRT's leadership."

# SacRT's Year in Pictures





## 2020 Ridership Campaigns



### Causeway Connection

Connecting the cities of Sacramento and Davis

### SacRT GO

ADA and Non-ADA Paratransit Services

### Wi-Fi Bus

Free Super Hotspots  
Distance Learning,  
Telework & Telehealth

### RydeFreeRT

Fare-Free for Youth  
Year 2  
Grades TK – 12th

## SmaRT Ride Campaign Results

**THREE SMART RIDE ZONES HAVE EXPANDED!**  
**ARDEN-CARMICHAEL, FOLSOM AND NATOMAS-NORTH SACRAMENTO**



13 News  
Media Stories  
↓  
257,000 Impressions

Social Media  
↓  
32,000 Impressions

Paid Ads  
↓  
1 million Impressions

Push Notifications  
↓  
2,000 views, 65% click throughs

Website  
↓  
8,400 Unique Page Views

## Fare-Free Campaigns



### Vaccine Centers

To and from vaccine locations through July 31

### Now Hiring

Connect job seekers with job opportunities  
Wednesdays through July 16

### Al Fresco Dining

Travel to favorite dining establishments  
May 30

### FixSac99

Congestion relief during Highway 99 closure  
June 12 through June 15

## Coming Soon – 2021 Campaigns



### Elk Grove Service

July 1, annex transit services into SacRT:  
New Smart Ride Zone  
RydeFreeRT Eligible

### College Pass Programs

Los Rios Community College and Sacramento State

### Airport Express

Bus Route 142  
Downtown to Sacramento International Airport

### Commuter Route

Bus Route 124  
Service Between Orangevale and Rancho Cordova

# SacRT Overall Performance Scorecard

Strategy	Overall Metric	FY2021 Performance Goals	Actual Performance Results			Goal Points	Q3 Earned Points	Definition	
			Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)				
Operational Excellence	Operating Cost Per Vehicle Revenue Hour	<b>FY21 Budgeted Cost Per Hour:</b>							
	Bus:	<b>\$164.54</b>	160.89	\$155.22	\$155.02	3	3.00	The average operating cost of an hour of revenue service.	
	Paratransit:	<b>\$224.72</b>	187.25	\$181.50	\$234.32	3	2.87	The average operating cost of an hour of revenue service.	
	CBS:	<b>\$196.25</b>	169.27	\$183.31	\$166.49	3	3.00	The average operating cost of an hour of revenue service.	
	LR:	<b>\$366.67</b>	398.22	\$369.45	\$393.14	3	2.78	The average operating cost of an hour of revenue service.	
	On-Time Performance								
	On-Time Performance (Fixed Route)	<b>76.00%</b>	84.58%	84.40%	85.16%	3	3.00	The percentage of trips completed within the scheduled on-time window.	
	On-Time Performance (Paratransit)	<b>85%</b>	95.00%	97.00%	96.00%	3	3.00	The percentage of trips completed within the scheduled on-time window.	
	On-Time Departure (LR)	<b>95%</b>	97.30%	97.56%	98.60%	6	6.00	The percentage of trips completed within the scheduled on-time window.	
	Mean Distance Between Failures (Miles)								
	Fixed Route	<b>13,900</b>	14,288	12,714	11,203	4	3.22	Total fleet miles divided by total monthly road calls.	
	Light Rail	<b>8,100</b>	8,573	7,977	10,284	4	4.00	Total fleet miles divided by total monthly road calls.	
	System Cleanliness	<b>Establish Baseline</b>	TBD	TBD	TBD	6	0	The average percentage of cleanliness metrics for LR Stations, Bus Stops, bus and light rail vehicle cleanliness metrics.	
	Collisions Per 100k Miles (YTD)	<b>1.6</b>	0.15	0.85	0.96	4	4.00	The number of preventable accidents per 100,000 miles on a 12-month rolling average. Calculated by (Preventable accidents/ Revenue Miles)*100,000.	
<b>TOTAL POINTS</b>						<b>42</b>	<b>34.88</b>		
Community Value	Rebuild Ridership Trust	<b>Q3*: 2,265,607</b>	2,021,037	1,980,150	1,898,227	10	8.74	The average number of unlinked trips per revenue hour across all service modes.	
	Fare Evasion Rate	<b>2.08%</b>	-	2.12%	2.08%	5	5.00	Fare evasion rate is calculated by percentage of fares inspected divided by the number of citations issued for the month.	
	Social Media Engagement								
	Facebook Reach/Impressions	<b>150,000</b>	208,410	122,806	101,255	3	2.03	Total reach/impressions of content shared on SacRT social media platforms. Metrics to be determined by each platform.	
	Twitter Reach/Impressions	<b>500,000</b>	553,000	473,939	361,100	3	2.17	Total reach/impressions of content shared on SacRT social media platforms. Metrics to be determined by each platform.	
	Instagram Reach/Impressions	<b>2,000</b>	N/A	1,990	2,046	3	3.00	Total reach/impressions of content shared on SacRT social media platforms. Metrics to be determined by each platform.	
LinkedIn Reach/Impressions	<b>TBD</b>	N/A	N/A	533	3	3.00	Total reach/impressions of content shared on SacRT social media platforms. Metrics to be determined by each platform.		
<b>TOTAL POINTS</b>						<b>28</b>	<b>23.93</b>		
Employee Engagement	% Agree They Receive Timely Feedback on Performance from Supervisor	<b>68.15%</b>	64.90%	64.90%	64.90%	4	3.81	The % of employees that somewhat agree, agree, or strongly agree that they receive timely feedback on their performance from their supervisors. Current: 64.9% Improve by 5% = 68.15%	
	% Agree Teamwork is Encouraged and Practiced	<b>73.92%</b>	70.40%	70.40%	70.40%	3	2.86	The % of employees that somewhat agree, agree, or strongly agree that teamwork is encouraged and practiced. Current: 70.4% Improve by 5% = 73.92%	
	% Agree They Receive Enough Training to be Their Best at Work	<b>84.11%</b>	80.10%	80.10%	80.10%	3	2.86	The % of employees that somewhat agree, agree, or strongly agree that they receive enough training to be best their best at work. Current: 80.1% Improve by 2% = 84.11%	
	% Overall I am Happy At Work	<b>88.50%</b>	88.50%	88.50%	88.50%	3	3.00	The % of employees that somewhat agree, agree, or strongly agree that they are happy at work at SacRT. Current: 88.5% Maintain	
	% Agree they Have a Good Working Relationship with Those Around Me	<b>96.50%</b>	96.50%	96.50%	96.50%	2	2.00	The % of employees that somewhat agree, agree, or strongly agree that they have a good working relationship with those around me. Current: 96.5% Maintain	
<b>TOTAL POINTS</b>						<b>15</b>	<b>14.52</b>		
Customer Satisfaction	Overall Customer Satisfaction	<b>3.5</b>	4.3	4.3	4.1	10	10.00	Through customer surveys, using a scale of 0 to 5 of how satisfied the public is with SacRT, the KPI goals needs to be an overall score of 3.5 or higher.	
	Service Level for Calls Answered for Customer Service, Customer Advocacy queues								
	Customer Service	<b>80%</b>	-	-	91%	2.5	2.50	Percentage of calls answered within 20 seconds for Customer Service	
Customer Advocacy	<b>80%</b>	-	-	83%	2.5	2.50	Percentage of calls answered within 20 seconds for Advocacy queues		
<b>TOTAL POINTS</b>						<b>15</b>	<b>15.00</b>		
<b>OVERALL PERFORMANCE SCORE</b>						<b>100</b>	<b>88.33</b>		

\*Due to COVID-19 the performance goals may be severely impacted

## Sacramento Regional Transit District (SacRT) General Manager/CEO Fiscal Year 2022 Performance Objectives & Goals

### SacRT Major Objectives and Goals in FY 2022

SacRT has embarked on a new strategic plan approach that focuses work on four strategic priorities: Operational Excellence, Community Value, Employee Engagement, and Customer Satisfaction. Organizational success aligns with these priorities and goals and tactics have been thoughtfully developed to align directly with one of the four strategic priorities. Using the strategic plan tactics and goals to guide our work, progress will be measured by staff using quarterly milestones to ensure that projects are advancing as planned.

**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. **Budgeting Modernization** - Add value to the organization through process modernization and efficiency. Analyze and apply best practices in existing and future capital projects, equipment purchases, and major studies in conjunction with construction and completion schedules, and in consort with financing plans.
2. **Accounting, Payroll, Retirement Services** - Create efficiencies between payroll, retirement services and human resources by reviewing internal processes, evaluating current procedure efficiency, identifying opportunities for improving, creating a roadmap for changes, and implementing changes to modernize and create more efficient procedures agencywide. Leverage our systems to deliver a better employee self-service experience for payroll related requests, access to information, updating personal information, and reducing or remove paper processes.
3. **Procurement Procedure Efficiency** - Continuing to educate our internal customers by explaining the procurement process, continuing to require use of procurement support form for project managers to capture project information, provide training to system users, provide proactive support for procurements, and engage in internal discussions with departments to improve procedural efficiencies in active and future procurements.
4. **Revenue and Analytics** - To provide timely and accurate reporting for District Fare Revenues and Ridership information to support other departments in making key decisions regarding fares and service levels. Provide support for innovative fare project and partnerships and provide oversight of the Connect Card Regional Service Center for SacRT and the participating partner agencies.
5. **Risk Management Information System (RMIS)** - RMIS will improve operational excellence, customer satisfaction, and employee engagement by providing a more accurate and comprehensive database platform for reporting, identifying, managing, and preventing adverse loss.
6. **Internal Audit** - Provide an independent evaluation and consultation activity to improve SacRT's operational efficiency, comply with laws and regulations, and accurately report financial operations.
7. **IT Security Modernization** - Ensure a secure information technology infrastructure and the use of information technology resources that supports the mission of SacRT and promotes the following goals: To ensure the integrity, reliability availability, and

performance of IT resources; and to ensure that IT resources are used for their intended purposes.

8. **Bus Maintenance Modernization** - Pursue a variety of projects to improve our current bus maintenance systems including background information systems and physical equipment. These improvements will decrease labor demands, create procedural efficiencies, provide real-time data and analytics, and provide more oversight and controls of resources.
9. **Light Rail Efficiency** - Process will focus on workforce development and training to ensure safe trips and operator proficiency, reduction of light rail revenue trip cancelations and overtime labor costs by increasing regular daily operator availability in the following manner: Development of a more efficient process to ensure the following: reduction in customer complaints; reduction in preventable accidents; maintenance of maximum level light rail operator staffing; reduction in absenteeism; and optimal performance in management of extra-board assignments to include a reduction in the use of day off operators.
10. **Increase Availability of Light Rail Vehicle Fleet** - To continue supplying operations and customers with clean, reliable light rail vehicles that are ready for service. Ensure that preventative maintenance targets and spare ratios are met to support required vehicle availability for consistent daily pullout.
11. **Capital Improvements and State of Good Repair** - Ensuring efficient project delivery by working collaboratively with other departments in order to see projects successfully through environmental clearance, design and construction to completion. Coordinating schedule and budget compliance with partner departments on critical projects to upgrade, replace and implement new infrastructure across the district.
12. **Proactive Facilities Maintenance Planning and Implementation of CMMS** - Develop a plan for preventative maintenance using a new computerized maintenance management system (CMMS) system to minimize equipment failure, extend the life of critical assets, create system efficiencies, and reduce unplanned costs and unscheduled downtime.
13. **Integrated Risk Identification System Implementation and Training** - Implement integrated risk management (IRM) practices and processes supported by a risk-aware culture and Integrated Risk Identification System (IRIS), that improves decision making and performance through an integrated view of how well SacRT manages its unique set of risks.
14. **Grant Application and Request** - Committed to identifying and securing additional funding to support critical strategic projects throughout the agency. Coordinate closely with project management teams to ensure successful funding and support completion of projects in a timely and efficient manner.

**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. **Communications Plan and Marketing Campaign** - Increase engagement with our customers and community through a variety of virtual and in person public outreach and informational events. Promote increasing ridership in a post pandemic setting and ensure that our riders feel safe and confident when they return to our system.



2. **Governmental and Community Relations** - To raise the profile and awareness of the agency throughout the community. To identify new funding opportunities or policies that will be supportive of public transit in our region. To look for partnerships that bring in more community and ridership benefit.
3. **Property Access, Management and Acquisitions** - Monitor and track use of SacRT property to evaluate economic, health, safety, quality of life, education, and environmental impacts of projects, in addition to transit ridership generation. Acquire additional property for system and agency expansion or find ways to better utilize existing property with the goal of increasing ridership. Show that we are leading toward better economic and community benefits through real estate projects that contribute toward improving community value and support in the region, but do not negatively impact transit ridership. Activate our property to increase transit ridership as well as be a valued part of the communities we serve. Identify ways to generate revenue from property that would contribute to transit improvements.
4. **Community Bus Service Implementation** - Continue to provide an innovative public transit solution in the Sacramento region for essential travel, especially in our disadvantaged communities, to access food, healthcare and frontline jobs during the pandemic. Support continued growth in ridership by providing convenient, efficient, and easy to use service. SmarT Ride is a lifeline for residents to safely travel around their community to access essential services.
5. **Innovative Planning Projects** - To establish district wide planning initiatives with a clear vision of goals to guide future planning and investments in the system. Successfully lead the district's large planning initiatives for better access and mobility options and develop robust plans that will serve as blueprints for how SacRT will spend anticipated revenues in the coming decades.
6. **Police Services Engagement with Homeless Population** - Collaborate, coordinate, and partner with service providers in the region to break down silos, build strong relationships, and improve outcomes for our unhoused population. Provide improvements in the lives and mobility of unhoused riders and community members by increasing awareness of and access to resources including shelter, mental health and substance abuse support. Address community concerns and system safety risks by reducing chronic issues and safety hazards across the system, especially focused along light rail tracks and right of ways.

**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. **Customer Service Process Modernization** - To continue to provide excellent customer service to SacRT employees and customers. Provide training and empower customer satisfaction employees to understand new procedures and technologies that are being implemented across the system. Quickly and efficiently responding to customer inquiries in a effective and efficient manner.
2. **Security Support and Fare Inspection** - To provide robust customer service and promote safety and security across our system. Focused on developing team members and empowering them to better serve the community and support strategic initiatives across the system. Staff provide continuous and consistent customer service to all passengers and are the first to respond to resolve security issues, support RTPS sworn

officers' investigations, and provide real time notification to customers via the public address system and Alert SacRT mobile app.

3. **Prioritizing Bus Safety and Customer Satisfaction** - Provide efficient and reliable service to ensure our customers feel safe and comfortable returning to our system. Create a workplace that provides the highest level of safety and strategically works to eliminate and reduce incidents across our system. Ensure the safety of passengers and operators is central to our long-term planning and goals.
4. **SacRT GO Paratransit Service** - Actively engage with riders and employees as SacRT's paratransit service operation expands more broadly in the region. 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.

**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. **Employee Retention** - Implement changes to Exit Interview Survey to increase employee participation to help identify ways to create and foster an environment that encourages current employees to remain with SacRT. Identify areas of recruitment process that cause delays in hiring new employees to fill vacancies and implement changes to process to eliminate the risk of losing good candidates to other employers. Metrics focus on improving process efficiency which ultimately impacts SacRT's overall success in line with the Strategic Plan.
2. **Labor Engagement and Education** - Provide employees a supportive and inclusive opportunity for engagement on performance management, best practices in responding to performance concerns, attendance problems, misconduct issues or workplace conflicts. Ensure requests and questions are handled quickly and consistently to support employees and maintain high a level of engagement. Provide employees with the resources and tools they need to stay engaged at work and focused on the overall success of the agency.
3. **Strategic Planning and Performance Projects** - Development of robust outcome-based strategic project management plan, reporting progress, and training resources. Projects will focus on improving process efficiency, supporting everyone in the agency to see how their work connects to SacRT's overall success, and maintain a focus on achieving results in line with the Strategic Plan.



RESOLUTION NO. 21-07-0093

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

June 27, 2021

**ANNUAL PERFORMANCE-BASED EVALUATION FOR THE GENERAL  
MANAGER/CEO AND FOURTH 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 2021, the Sacramento Regional Transit District Board of Directors desires to provide him with a performance-based salary 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).

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, 2021.

THAT, the Board hereby approves an additional \$7,000 annually in employer contribution to a 401 (a) Deferred Compensation Plan for Henry Li, effective July 1, 2021.

THAT, SacRT staff are hereby authorized and directed to perform all tasks necessary to effectuate the terms of this Resolution.

\_\_\_\_\_  
STEVE MILLER, Chair

A T T E S T:

HENRY LI, Secretary

By: \_\_\_\_\_  
Tabetha Smith, Assistant Secretary