

STAFF REPORT

DATE: July 25, 2022
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, HENRY LI, AND FIFTH
AMENDMENT TO EMPLOYMENT CONTRACT

RECOMMENDATION

Adopt the Attached Resolution.

RESULT OF RECOMMENDED ACTION

Approve the Annual Performance-Based Evaluation for the General Manager/CEO, Henry Li, (GM/CEO) and the Fifth 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 received in recent years and the rate budgeted in the FY 2023 Operating Budget, equivalent to an annual amount of \$10,329.

DISCUSSION

The Board of Directors met in closed session on June 13, 2022, to conduct the General Manager's Annual Performance Evaluation. Two weeks before that meeting, the Board was provided with a comprehensive list of SacRT's accomplishments for the Fiscal Year (FY) 2022. Highlights include:

1. The Elk Grove City Council annexed their transit services back into SacRT's system, providing seamless service within the region.
2. Expanded on-demand SmaRT Ride microtransit service zones to better serve residents in south Sacramento and Elk Grove, making this program the largest in the nation.
3. Continued the RydeFreeRT fare-free for youth program, now into its third year, and after annexation, expanded the program to include Elk Grove. Student ridership

to date is higher than pre-pandemic levels, demonstrating the vital need for fare-free transit service.

4. Progressed SacRT on The Move, SacRT's Short-Range Transit Plan, that will make service recommendations over the next five years.
5. Offered free transit rides through March 2022 to everyone who needed to get to and from a scheduled COVID-19 vaccine appointment location.
6. Launched the SacRT GO paratransit service mobile app, which provides an additional option for customers to manage their paratransit transportation while on the go.
7. 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.
8. Partnered with Caltrans to address transportation challenges during the FixSac99 bridge closing project.
9. Launched a new peak hour bus, route 124, operating from Fair Oaks and Orangevale to Rancho Cordova, with connections to the Gold Line Sunrise Station.
10. Advanced SacRT's light rail modernization project and multiple capital expansion projects, hosting a press event at the Siemens Mobility facility to promote the manufacturing of our modern new low-floor light rail trains.
11. Supported the Sacramento region by providing transportation assistance for major community events such as the Aftershock Festival, Folsom City Blues Half Marathon, California International Marathon, and many others.
12. Hired a full-time social service practitioner, connecting persons experiencing homelessness with vital resources.
13. In partnership with the City of Sacramento and Caltrans, progressed the Safe Parking Program.
14. Provided vital transportation for Sacramento's most vulnerable populations to warming centers and temporary housing.
15. Officially opened the Morrison Creek light rail station along the Blue Line between the Meadowview and Franklin stations – SacRT now serves 53 light rail stations.
16. Successfully hosted the California Transit Association's 56th Annual Fall Conference - the first time it was held in Sacramento.
17. In response to a national workforce shortage, SacRT hosted several hiring events in 2021 and 2022 that garnered significant media attention, attracting over 400 individuals interested in employment with SacRT.
18. Seamlessly worked with multiple key stakeholders including Congresswoman Doris Matsui, City of Sacramento, and City of West Sacramento, significantly progressed Riverfront Streetcar/Light Rail Small Starts Project with a smooth transfer of the ownership from The Project JPA to SacRT.

Recent Major Awards

- American Public Transportation Associations (APTA) – 2021 North America’s Outstanding Public Transportation System of the Year Award for accomplishment and innovations in public transportation
- 2021 national APTA Rail Security Gold Award recipient for multi-faceted and innovative approach to reducing crime and fare evasion
- 2022 national APTA First Place AdWheel Award for Comprehensive Campaign for RydeFreeRT promotion
- 2022 national APTA First Place AdWheel Award for Comprehensive Campaign for Contactless Fare Payment
- 2022 national APTA First Place AdWheel Award for Comprehensive Campaign for Drive the Vote
- 2021 Women’s Transportation Seminar (WTS) Sacramento - Innovative Transportation Solutions Award for SacRT’s Social Worker Program
- 2021 American Planning Association’s Award of Merit in Public Outreach for the SacRT Forward campaign
- 2021 Government Finance Officers Association Distinguished Budget Presentation

The following documents, also attached to this report, were provided to the Board two weeks prior to the June 13, 2022, Closed Session:

- Attachment 1 - Letter to the Board
- Attachment 2 - FY 22 GM Performance Goals and Accomplishments
- Attachment 3 - The Year in Pictures
- Attachment 4 - Strategic Plan Q1-Q3 Performance Scorecard
- Attachment 5 - FY 23 GM Performance Objectives and Goals

The FY 22 goals and accomplishments and FY 23 performance objectives and goals presented to the Board are in line with SacRT’s FY 2021-2025 Strategic Plan, guided by the four pillars that drive SacRT’s strategic priorities: Operational Excellence, Customer Satisfaction, Employee Community Value, and Employee Engagement. The new strategic plan introduced SacRT’s performance scorecard, with quarterly metrics, tactics and milestones for achieving SacRT’s goals. Attachment 4 presents SacRT’s FY 22 Q1-Q3 performance scorecard with an overall score of 91.42, indicating that SacRT is making tremendous progress in all performance areas, even while operating during a pandemic.

The Board has determined that the GM/CEO has met, and in most cases, exceeded, the key performance goals set for FY 2022. In recognition of this, the Board proposed that the GM/CEO receive a 3% performance-based salary increase, similar to what the Management and Confidential Employee Group (“MCEG”) and other employee union groups received in recent years.

In addition, the Board intends to amend Section 8.D. (Termination) of the GM/CEO’s employment contract, which states that upon termination of the employment contract without cause, the GM/CEO will receive an amount equal to 1/12 of basic annual salary

times the lesser of: 1) six; or 2) the number of months that remained under the employment contract. Staff conducted research on comparable GM/CEO contracts within California transit systems and local public agencies and determined that severance pay for termination without cause the equivalent of 12 months' pay is more in line with current standards. The fifth contract amendment will amend the multiplier in calculating the severance pay from six to 12 (months) and remove the second multiplier option (number of months remaining under the employment contract) as it no longer applies due to the automatic renewal provision in the amended employment contract.



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

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

June 13, 2022

Dear Chair Miller and SacRT Board of Directors:

Through a clear vision, renewed strategic plan and data-driven approach; numerous public-private partnerships; strengthened community collaboration; innovative mobility programs; competitive grant funding awards for our State of Good Repair and capital expansions; sales of excess properties; and bold business optimization initiatives, SacRT concludes Fiscal Year (FY) 2022 stronger than ever. As I enter into my 7th year as SacRT's General Manager/CEO, I am thrilled and proud of the numerous achievements that our dedicated team has been able to accomplish during another historic and challenging year, and look forward to what lucky number seven will deliver. As SacRT transitions into a new normal out of the pandemic, I remain humbled and proud of our tremendous work over this past year, culminating with the 2021 American Public Transportation Association's Outstanding Public Transportation System Achievement Award, in recognition of the best of the best transit systems in North America. We should be proud of the vital role SacRT continues to play in this amazing community and the industry at large.

While the last two years have brought about many challenges and unpredictability, it's been truly amazing how much we (staff, board, unions, and all partners working together seamlessly), have been able to accomplish despite the consequences of a global pandemic. As SacRT turns our attention to FY23, we know innovation and flexibility will continue to be essential in helping to invigorate the economy, address social equity, and exceed climate goals. We have been able to stay steps ahead to become a trendsetter for innovative partnerships and projects, helping to re-shape the transit industry landscape by continuing to raise the bar for creative mobility solutions.

Attached to this letter are copies of the FY22 GM Accomplishments and FY23 GM Performance Goals and Objectives, all of which follow SacRT's strategic plan approach focused on four key 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 and measured on a quarterly basis 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 national and local achievements and awards. Please allow me to highlight a few:

Achievements

1. The Elk Grove City Council annexed their transit services back into SacRT's system, providing seamless service among the region.
2. Expanded our on-demand SmarT Ride microtransit service zones to better serve residents in south Sacramento and Elk Grove, making this program the largest in the nation.
3. Continued the RydeFreeRT fare-free for youth program, now into its third year, and after annexation, expanded the program to include Elk Grove. Student ridership to date is higher than pre-pandemic levels, demonstrating the vital need for fare-free transit service.
4. Progressed SacRT on The Move, SacRT's Short-Range Transit Plan, that will make service recommendations over the next five years.

5. Continued to offer free transit rides through March 2022, to everyone who needed to get to and from a scheduled COVID-19 vaccine appointment location.
6. Launched the SacRT GO paratransit service mobile app, which provides an additional option for customers to manage their paratransit transportation while on the go.
7. 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.
8. Partnered with Caltrans to address transportation challenges during the FixSac99 bridge closing project.
9. Launched a new peak hour bus, route 124, operating from Fair Oaks and Orangevale to Rancho Cordova, with connections to the Gold Line Sunrise Station.
10. Advanced our light rail modernization project and multiple capital expansion projects, hosting a press event at the Siemens Mobility facility to promote the manufacturing of our modern new low-floor light rail trains.
11. Supported the Sacramento region by providing transportation assistance for major community events such as the Aftershock Festival, Folsom City Blues Half Marathon, California International Marathon, and many others.
12. Hired a full-time social service practitioner, connecting persons experiencing homelessness with vital resources.
13. In partnership with the City of Sacramento and Caltrans, progressed the Safe Parking Program.
14. Provided vital transportation for Sacramento’s most vulnerable populations to warming centers and temporary housing.
15. Officially opened the Morrison Creek light rail station along the Blue Line between the Meadowview and Franklin stations – SacRT now serves 53 light rail stations.
16. Successfully hosted the California Transit Association’s 56th Annual Fall Conference. The first time it was held in Sacramento.
17. In response to a national workforce shortage, SacRT hosted several hiring events in 2021 and 2022 that garnered significant media attention, attracting over 400 individuals interested in employment with SacRT.
18. Seamlessly working with multiple key stakeholders including Congresswoman Doris Matsui, City of Sacramento, and City of West Sacramento, significantly progressed Riverfront Streetcar/Light Rail Small Starts Project with a smooth transfer of the ownership from The Project JPA to SacRT.

Awards

- 2021 national APTA Outstanding Public Transportation System of the Year Award for accomplishment and innovations in public transportation.
- 2021 national APTA 2021 Rail Security Gold Award recipient for multi-faceted and innovative approach to reducing crime and fare evasion.
- 2021 national APTA First Place AdWheel Award for Comprehensive Campaign for Drive the Vote.
- 2021 Women’s Transportation Seminar (WTS) Innovative Transportation Solutions Award for SacRT’s Social Worker Program.
- 2021 American Planning Association’s Award of Merit in Public Outreach for the SacRT Forward campaign.
- 2021 Government Finance Officers Association Distinguished Budget Presentation

Thankfully, after years of discussion, the federal government passed a historic Bipartisan Infrastructure Law (BIL) at the end of last year, underscoring the importance in investing in our future through infrastructure and public transit. The BIL provides \$108.2 billion for public transit over five years (FY 2022 through FY 2026), an increase of \$42.4 billion (64 percent) from current levels. This is a transformational funding package and will provide historic and generational investments in public transportation that will provide access to opportunities, create family-wage jobs, advance equity, and tackle climate change.

However, we know that for a project to be awarded federal funds, it will need to show benefits on a variety of measures, including a reduction in greenhouse gas emission, a focus on disadvantaged communities, and a catalyst for smart growth. To be competitive with our peers for these oversubscribed programs, a strong local funding match will be critical. We are truly at a historic moment where SacRT can transform our region's mobility network for the next 50 years. But first, we most convey our vision to the community.

Although I have covered a lot in this letter, the details of SacRT's accomplishments are outlined in the attached FY22 GM Goals and Accomplishments. All of these accomplishments were a result of the hard work and dedication of the entire SacRT team, and they are so deserving of the one-time \$750 cash incentive after SacRT received the APTA System of the Year Award, as well as the one-time \$1,500 Pandemic Resilience Bonus that we provided early this year.

In closing, I would like to express my sincere appreciation of the Board's continued strong leadership, and our highly collaborative team of SacRT professionals who always find successful solutions to make the Sacramento region a better place to work, live and play, no matter how big or small the challenges we are facing.

With gratitude,



Henry Li
General Manager/CEO
Sacramento Regional Transit District

Attachments:

1. FY22 GM Accomplishments
2. The Year in Pictures
3. Strategic Plan Q1-Q3 Performance Scorecard
4. FY23 GM Performance Objectives and Goals

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



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 2022. 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 FY22 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 2022



(As of May 2022)



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.


GM/CEO PERFORMANCE GOALS	FY22 ACCOMPLISHMENTS	STATUS
<p>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.</p>	<p>Starting in the fall of 2021, SacRT's Office of Management and Budget, in coordination with the IT department, began implementing a budget software modernization project to improve transparency, accountability, and project delivery for the agency. The budget team is actively redesigning reporting tools using Microsoft PowerBI to create improved resources for leadership to manage and review their budget information, with the ultimate goal of creating interactive dashboards for departmental staff. In early 2022, new PowerBI reporting tools were introduced to departments during the budget review process.</p>	
<p>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 removing paper processes.</p>	<p>The Finance team is actively pursuing a variety of initiative and process improvements to create a more efficient and fiscally sound program for SacRT. Revenue Bond Refinancing was completed in 2021 and the updated debt service payments will save SacRT \$1.5M annually for the next 5 years. The procurement card program was streamlined to increase security, reporting and processing efficiency. The disability retirement process has been improved significantly by improving the documentation of communications with applicants, improving the review and retention of supporting medical records, and utilizing a third party Independent Medical Examiner service to ensure that the correct type of physician is selected for the specific disability applicant. Initiatives for payroll optimization are underway and staff successfully implemented system changes to timely and accurately implement a wide variety of payroll and benefits adjustments.</p>	



<p>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.</p>	<p>The Procurement department developed and continues to refine tools to track procurement progress and identify possible areas for improvement to create additional efficiencies. There are multiple factors that can impact the procurement process and timelines including Board meeting schedules, vendor insurance compliance, reassignment of projects, resolving vendor responsibility issues, and reprioritization of high priority or emergency procurements.</p> <p>Procurement staff continue to drive project success with internal stakeholders, provide training and based on feedback, continues to modernize and update processes including creating new forms and templates to streamline processes.</p>	
<p>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.</p>	<p>Ridership has begun to rebound noticeably on our bus system, due largely to students going back to school and riding the bus. In May 2022, student ridership is near 25% of total ridership. In September 2021, SacRT continued our promotion of the RydeFreeRT youth fare program, with new RydeFreeRT cards distributed to schools. These cards are valid from October 1, 2021, through June 30, 2022. Staff are working to further expand the program and finalize agreements with all six jurisdictions to be able to fund this program across our entire service area. The success of our first in the nation program has been copied and implemented across the country.</p> <p>As part of the California Integrated Travel Project (Cal-ITP), staff completed the installation and integration of hardware and tap devices on all light rail vehicles and begin rolling out new functionality to customers. We are anticipating launching discount fares on the Cal-ITP system in the near future. SacRT is in the process of evaluating the contactless fare payment demonstration on board light rail vehicles. The evaluation includes customer feedback, durability of the hardware and flexibility of the back-office management system among other items. We are also looking into the feasibility of adding the physical hardware to our bus fleet (fixed route, SmarT Ride and SacRT GO) if the program were to expand.</p> <p>Staff completed Installation Acceptance Testing (IAT) on new Fare Vending Machines (FVM) and Reliability Maintainability and Accuracy Testing (RMAT) on Phase 2 of the fare vending machine installation on the gold line. Staff continues to monitor performance and success on the blue line while analyzing opportunities to improve accessibility across the system. We anticipate that the final system acceptance milestone may be achieved soon.</p> <p>As part of Elk Grove annexation transition task list, staff completed integration of Elk Grove's connect card data into SacRT programs and data tracking, implemented connect card tariff changes related to annexation, and</p>	

	<p>continue monitoring of data integration and make any necessary changes to Genfare/GFI (farebox system) backend.</p>	
<p>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.</p>	<p>The Risk Department actively engages with internal stakeholders to provide regular reports to mitigate risk and loss across the agency. Risk Management has also engaged with EMT and created a suite of risk/loss reports based on a variety of user data requests. Quarterly and monthly risk reports are presented to Bus Operations and Light Rail Operations via scheduled monthly risk department meetings. Risk reporting categories and metrics have been developed based on department user feedback and industry standards and include topics covering workers compensation loss data and reports consisting of injury types, lost-time hours and expenses, light duty assignments, injury and illness logs, total costs, claim types, injury types and causes, auto accidents, driving behaviors and other loss analysis trends.</p>	
<p>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.</p>	<p>The internal Auditor prepared for the 2022 Federal Transit Administration's (FTA) Triennial Review, one of FTA's management tools for examining grantee performance and adherence to current FTA requirements and policies, including coordinating staff participation and documentation, providing guidance and clarity related to the review process and document submission.</p> <p>Staff also prepared for the 2022 Triennial Transportation Development Act (TDA) Performance Audit, which requires regional transportation planning agencies, California Department of Transportation (Caltrans), to conduct triennial performance audits of transit operators that are allocated TDA funding.</p> <p>The Auditor performed a variety of internal audit reports to be presented as required to the Board as part of the Internal Auditors annual report.</p>	
<p>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.</p>	<p>The IT Department actively supports the District in a variety of major system upgrades that will create a more modern and secure system. Staff are actively working on system infrastructure modernization by planning file migration, review of systemwide rules, and migrating to a new cloud-based platform, Office 365 OneDrive/SharePoint.</p> <p>In February 2022, staff successfully implemented a major overhaul and upgrade to our passenger transportation management system, Trapeze, which will enable us to deliver better passenger services, at lower costs while meeting safety and performance benchmarks. Currently working on an RFP for SAP modernization and enhancement to our organizational data management system. The team is also working on a variety of procurements such as Digital Messaging Sign (DMS)</p>	

	<p>platform upgrade, facilities tracking through Computerized Maintenance Management System program upgrade, document management application upgrade, cybersecurity infrastructure upgrades, and coordinating new system needs for admin campus relocation.</p>	
<p>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.</p>	<p>The Bus Maintenance team is actively working to improve our bus efficiency and reliability. Despite facing a severe shortage of parts availability due to ongoing supply chain delays worldwide, the department has continued to deliver safe and reliable vehicles for the district. The team successfully analyzed, updated, and communicated changes for the preventative maintenance program that have significantly reduced missed trips due to equipment availability. As part of the Elk Grove Annexation implementation, they successfully converted all vehicle systems to be compatible with SacRT's systems and infrastructure, including installing new 2-way radios and replacing camera systems on all vehicles. Work is ongoing in the procurement and permitting of above ground fuel systems to modernize our fuel delivery. Zero Emission Vehicles for airport service shuttles were successfully delivered in September 2021, post-delivery inspections and equipment validation and installation was completed timely and the vehicles are currently in service. Improvements are being made to the suspension system for cutaways/shuttles to improve ride quality on vehicles and enhance passenger comfort. Additionally, technology infrastructure is being updated throughout the department and staff are receiving training on how to effectively use the new systems.</p>	
<p>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.</p>	<p>On August 29, 2021, SacRT officially opened the new Morrison Creek light rail station along the Blue Line between the Meadowview and Franklin stations. We continue to monitor light rail ridership levels to ensure we are efficiently running the appropriate level of car consists while conserving mileage on our aging fleet.</p> <p>Service restoration in the continuing pandemic has presented new challenges to providing reliable service in the middle of COVID surges that significantly impact operator availability. SacRT has pursued innovative solutions to address the worker shortages including hosting in-person hiring events and streamlining our hiring process. We are working to minimize trip cancellations and delays while we implement a variety of initiatives to address the workforce shortage. Light Rail successfully completed a Superintendent recruitment and continues to successfully train and graduate new operators to ensure we are meeting our staff level targets.</p> <p>We continue to support existing staff by providing professional development training, incorporating more return-to-work training, incorporating switch alignment and ramp operations training, and extending operator training</p>	


	<p>by 2 weeks. We recently redesigned rule book training to make it more focused, efficient and ensure we are successfully graduating well trained operators at a 100% rate. As we continue to restore service and work to maintain staffing levels, we wanted to ensure we are supporting our staff with resources to make they successful.</p>	
<p>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.</p>	<p>The California Transportation Commission (CTC) has allocated SacRT \$23.6 million for LRV acquisition. Eight new low-floor LRVs will be purchased for Gold Line service, replacing older vehicles that have exceeded their 25-year useful life. The new LRVs will feature improved accessibility with wider aisles, built-in storage for luggage, and space for bicycles.</p> <p>Staff eagerly anticipates the arrival of the new low-floor light rail cars in 2023 for testing and commissioning. We expect to have the first vehicles ready for revenue service in the early part of summer 2023. The low-floor and high-floor trains will run on the same line but will not be mixed. A train will consist of either all low-floor vehicles or all high-floor vehicles. Light Rail Maintenance staff and Engineering staff are regularly engaged with Siemens to inspect and approve vehicle construction.</p> <p>The Dos Rios Station construction plans are complete and are being prepared for going out to bid. Construction is scheduled to begin in late spring 2022.</p>	
<p>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.</p>	<p>The construction and engineering department are focused on the successful implementation of many major facility improvement projects across the district. Currently, SacRT operates on over 43-miles of track and provides service to 53 stations. Many of the original stations and facilities are still in service and both the technology and design require modernization. This modernization to major facilities includes double-tracking, signal upgrades, station remodeling, and power station replacement, which will improve accessibility and reliability. The department is actively recruiting to help fully support these many exciting projects.</p> <p>SacRT is currently in the process of updating the light rail network with its Light Rail Modernization Project. This project will modernize the light rail system with new low-floor light rail vehicles to replace the aging fleet, updated station platforms to accommodate the new low-floor light rail vehicles, and adding “passing track” to Folsom area stations to allow the light rail system to operate every 15 minutes between Sunrise and Historic Folsom Stations, rather than the existing 30 minutes, and provide major facility improvements for the Watt/I-80 Transit Center and Sacramento Valley Loop.</p>	



	<p>SacRT was awarded \$170 million in funding specifically for the Gold Line to modernize the light rail fleet, including the purchase of 28 new low-floor light rail trains, station modifications, and as mentioned above, a “passing track” near Folsom to provide 15-minute service that will provide better accessibility for passengers with disabilities, bicycles, and strollers, and help reduce traffic congestion on the busy Highway 50 corridor.</p> <p>In December 2021, SacRT and Siemens Mobility executed a contract for the purchase of an additional eight vehicles, on top of the 28 low floor light rail vehicles currently being manufactured. SacRT’s contract with Siemens includes options for the purchase of up to 76 vehicles. SacRT subsequently secured \$46.4 million for the purchase. The first vehicles are scheduled to be ready for revenue service to SacRT by the end of 2023.</p> <p>The majority of SacRT’s existing light rail vehicles have reached their end of useful life. The new low-floor vehicles will have low level boarding at every doorway, a spacious seating design, and large windows for better light and views. They will feature improved accessibility with wider aisles and areas for bicycles. The new low-floor vehicles will increase overall operational flexibility by providing more access to passengers with disabilities.</p> <p>The Watt I-80 Transit Center Improvements Project includes reconfiguring the east and west stairwells to increase visibility and safety, replacing the east and west elevators, and upgrading to the transit center on Watt Ave by enhancing safety, lighting, seating, and widening the bus loading zone. Currently the project is in Preliminary Engineering with an anticipated design completion of April 2023. CEQA/NEPA has been approved. The new east elevator is completed and operational. The new west elevator is expected to be in operation at the end of FY22.</p>	
<p>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.</p>	<p>Facilities is working with the IT department to implement an update to our current computerized maintenance management system (CMMS), Manager Plus, which will improve the department’s ability to track and assign work efficiently. This is expected to be complete in 2022.</p> <p>This winter, the Facilities department installed and maintained an emergency generator at the 7th & Capitol Light Rail Station when station power failed due to a broken conduit, and assisted in obtaining quotes for repair. The department installed temporary lighting and conducted light repairs at Roseville Road, which also experienced a major power failure, and made light repairs at other light rail stations. In addition to their routine maintenance, the department conducted ongoing clean ups of SacRT property and areas along our right-of-way and completed the Roseville Road fencing project.</p>	


<p>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.</p>	<p>Although impacted by pandemic restrictions over the past year, safety training continues. Staff are providing just in time training, new employee orientation training, and is planning to implement repeat/refresher training as COVID restrictions ease. Staff are working to update many of our safety compliance and training procedures.</p> <p>The department continues to manage and direct our ongoing pandemic response efforts, including distributing PPE, monitoring and reporting, coordinating on-site testing locations, and providing timely updates, guidance and resources to staff.</p> <p>The department completed the California Public Utility Commission (CPUC) Triennial Safety Audit in October 2021, which resulted in improved experience, a 30% reduction in findings since the 2017 audit, and no major findings in light rail.</p>	
<p>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.</p>	<p>The Grants team is actively working to secure additional funding including tracking over 100 open active Capital projects, timely completing external reporting on open federal and state grants. The California Transportation Commission (CTC) allocated more than \$1.4 billion for state projects to improve transportation infrastructure. Of that, SacRT received \$23.6M for Light Rail Vehicle acquisition. Eight new low-floor LRVs will be purchased for Gold Line service, replacing older vehicles that have exceeded their 25-year useful life.</p>	

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	FY22ACCOMPLISHMENTS	STATUS
<p>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.</p>	<p>SacRT has been working on a number of campaigns and programs to increase awareness of our services in the region, be a leader in the industry, improve customer outcomes and feedback, and promote our agency at the local, state, and federal level.</p> <p>In 2021, SacRT partnered with the California Department of Transportation (Caltrans), Visa, Littlepay, and SC Soft to add a contactless method for payment on board light rail trains, which will help improve the customer experience. The innovative touch-free fare payment technology will allow riders to tap a contactless credit, debit, prepaid card, or contactless-enabled mobile or wearable device (e.g., smartwatch) to pay fare when boarding light rail trains. SacRT is the first transit agency in California to introduce a contactless payment solution on a light rail train system as part of the Cal-ITP, a Caltrans initiative to facilitate easy and accessible travel planning and payments. Although the pilot ends in June 2022, SacRT is pursuing avenues to fund and extend the program.</p> <p>SacRT is pursuing a variety of initiatives to promote and build back ridership as the pandemic continues. To help keep our region healthy and safe, in March 2021 SacRT began offering free transit rides to scheduled COVID-19 vaccine appointments in Sacramento County within SacRT’s service area, including hospitals, pharmacies, and other immunization locations.</p> <p>SacRT’s continues to offer our award-winning Transit Academy, a free five-class course designed to educate and engage residents, business and community leaders about our planning process and how public transit shapes our communities. Our second class of 20 participants completed their program in October of 2021, and our third class started in May 2022. SacRT looks for participants that live and work in communities throughout our service area. Academy participants represent Sacramento’s diverse population, which may include a mix of students, business professionals, seniors, individuals with disabilities, appointed and elected officials, key stakeholders and community-minded individuals. Graduates will be recognized as knowledgeable representatives for public transit and be encouraged to engage the community in conversations about the region’s mobility needs. In January 2022, the Sacramento Metro Advocates for Rail and Transit (SMART) was awarded a \$10,000 grant from APTA to help continue advocating for</p>	

	<p>local funding to modernize and expand public transit in the Sacramento Region.</p> <p>In November 2021, SacRT hosted the California Transit Association (CTA) for the 56th Annual Fall Conference & Expo, presented by Proterra, where transit experts and knowledgeable peers broadened the dialogue around public transit, shared new ideas, and learned what solutions are being implemented to address today's challenges. Staff participated as subject matter expert panelists in several sessions, coordinated a packed Zero Emission Bus (ZEB) infrastructure tour, and a Siemens tour to show the exciting construction of our new modern low-floor trains in production as part of its \$600 million Light Rail Modernization project.</p>	
<p>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.</p>	<p>After years of discussions, Congress passed and the President signed a historic 5-year infrastructure bill. The program reauthorizes the surface transportation program and increases public transportation funding by approximately 63%. Successfully supported Federal H.R. 3684 - Infrastructure Investment & Jobs Act & H.R.5376 - Build Back Better Infrastructure Fast Act & Community Project Funding – a advocating for transit inclusion and interests. The Infrastructure Investment and Jobs Act will prepare the Sacramento region for the next 100-years by rebuilding and replacing infrastructure that is nearing the end of its useful life. Formula and competitive funding to SacRT will promote safety, help us combat the climate crisis, and advance equitable access to transportation. SacRT envisions a resilient and more equitable mobility network through increased funding and support, and we could not be more excited about what the future holds. We are prioritizing our Light Rail modernization, zero emission fleet conversion and light rail expansion and bus rapid transit.</p> <p>Staff continues to participate and contribute to the CalTrans Multimodal Planning on various corridor planning to ensure SacRT will be eligible for future grant funding.</p> <p>On September 23, 2021, Governor Newsom signed into law changes to SacRT's enabling legislation (AB 1196, Assemblymember Ken Cooley (D-Rancho Cordova)) which modernizes and simplified our voting system and brought us in line with other transit agencies across the state. AB 2015, introduced by Asm. Cooley in 2022, will clean up SacRT's enabling legislation if signed into law.</p> <p>In June 2021, SacRT held a kickoff for the ZEV Project with Sacramento Municipal Utilities District (SMUD) and GiddyUp EV, to provide one of the largest high-speed electric vehicle charging hubs in the state at the Power Inn light rail station. The new charging hub was anticipated to go live in October 2021, although project launch has been</p>	

	<p>delayed by ongoing supply chain issues caused by the pandemic.</p> <p>SacRT continues discussions with UC Davis and the City of Sacramento on future transit needs and development around Aggie Square. UC Davis is considering funding a new route to service the campus. The city is finalizing the Stockton corridor plan with the goal of Summer 2023.</p> <p>Staff continue collaboration with the City of Sacramento to finalize details regarding the launch of a safe parking program.</p>	
<p>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.</p>	<p>The Real Estate department continues to monitor and pursue opportunities to activate SacRT properties throughout our system to increase community engagement. Staff coordinated several Station Activation projects including the right of entry to PARK for a pop-up art event at Mather/Mills and Sunrise stations, executed agreement with GiddyUp for charging station at Power Inn, and leased Florin station lot to PG&E contractors for construction staging. Staff continues to meet with Urban Land Institute (ULI) working group monthly to discuss community activation opportunities. Real Estate and Marketing worked with Asian Resources Inc., and Vietnamese American Community of Sacramento, in to host the 2022 Sacramento Tet Festival, a cultural tradition on the Lunar New Year, at the Florin Light Rail Station park-and-ride lot. Although the event was canceled due to an increase in COVID restrictions, it was a great start to the relationship and other opportunities to activate our park-and-ride lots.</p> <p>Staff continue to analyze and identify opportunities for utilization of excess property. Project evaluation has included assessing the Evergreen site for operational uses, the right-of-way for storage tracks expansions, and continued discussions with the City of Sacramento about using excess parking lots for Safe Grounds/Parking.</p>	
<p>4. Community Bus Service (CBS) 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.</p>	<p>Staff continues to implement innovative projects to better serve the communities we serve. In July 2021, SmaRT ride service expanded to better serve residents in south Sacramento along Florin-Gerber, Elk Grove, Folsom, Rancho Cordova, and Downtown. SacRT GO continues to find ways to improve customer satisfaction and provide reliable service. Procurement is currently underway for replacement of 20 vehicles that are beyond their service life and staff are researching vehicle options to provide more efficient service, smoother ride, low floor, ramp access, and to improve safety outcomes. In December 2021, CBS provided transportation for our most vulnerable community members to access warming centers and shelter during unprecedented storms. On December 15, 2021, we transported 160 residents of a senior living facility to shelter following a SMUD substation power outage downtown that caused systemwide power outages.</p>	

	<p>We also provided transportation to a local shoe store as part of the “Shoes for Sac” project. The store is along the route that a SacRT driver named Tony Westbrooks drove for years, fondly known as “Good News Tony” because of his perpetually sunny disposition. The shoe give-away event was conducted in his memory.</p>	
<p>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.</p>	<p>SacRT on the Move: SacRT's Short-Range Transit Plan (SRTP) for FY2022-2027, will help guide the system on continuing the goals of SacRT Forward and recovering from pandemic impacts. SacRT staff has developed a five-year service plan that considers things such as span and frequency improvements, pandemic recovery, and ridership building initiatives. Staff actively engaged with stakeholders through multiple virtual open houses from November 2021 through March 2022, during the events SacRT staff shared updates and provided opportunities for the community to share their thoughts and ideas about future service plans for the region. The Street Team actively engaged with riders and encouraged participation in the SRTP process. SacRT received over 90 comments which have all been analyzed and considered for potential final changes to the draft document. All comments have also been included into a public comment record, and SacRT staff spent several weeks analyzing the feedback received. The SRTP was approved by the SacRT Board of Directors on May 9, 2022.</p> <p>To meet California’s health-based air quality standards and greenhouse gas emission reduction goals, SacRT took an early lead powering forward with an aggressive ZEV and Charging Infrastructure program and to meet our goal that entire fleet purchases will be 100% zero emission by 2029. We currently have a fleet of 24 ZEVs, charging infrastructure, and future DC fast charging mobility hub site at our Power Inn light rail station. When fully built-out, the charging hub is expected to be one of the largest of its kind in the state of California.</p> <p>As part of the Strategic Planning process, Planning staff evaluated the impact that annexation of Elk Grove into our service area had on key metrics. Our transit accessibility to housing improved for residents living within a half mile walk from a regular all-day fixed route increased from 56% to 76% (excludes smart ride). Our transit accessibility to jobs that are within a half mile of regular all day fixed transit route also increased from 445,9090 jobs to 513,900 jobs (excludes smart ride). Our average midday headways of fixed route bus routes changed from 33 minutes to 37 minutes, and our percent of bus routes with headways of less than 15 minutes or better all-day service changed from 15% to 8.3%. The percent of our fleet that is classified as Zero Emission went from 5.8% to 3.6%. Our mandated goal is that all new buses be carbon free by 2029, and that our entire fleet be carbon free by 2040. Discussing and understanding how these numbers are changing over time</p>	



	<p>and as we take on new projects and service areas helps us better plan to make changes to meet our goals in the future.</p> <p>SacRT is partnering with Civic Thread, a local non-profit planning and advocacy organization, to complete a Bus Stop Improvement Plan for the entire SacRT service area. This plan will create a comprehensive list of necessary and desired improvements to bus stops, amenities, and supporting pedestrian infrastructure. Engagement will help guide where funding should be prioritized to improve the SacRT bus stops for all residents. A Community Survey available to all residents in SacRT's service area will inform locations for Community Walk Audits. Open Houses are planned for Summer and Fall 2022 and will provide the opportunity for residents to express their personal experiences with transit and inform plan development. Community Walk Audits will be conducted throughout the project term to inform community members about the project, gather feedback from resident experts, and identify bus stops opportunities.</p>	
<p>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.</p>	<p>In fall 2020, SacRT hired a Sacramento State Master of Social Work (MSW) Student Intern through the City's Department of Community Response intern program. Seeing the early success of the intern, SacRT extended the program, secured funding, and developed a full-time Social Service Practitioner (SSP) position at SacRT. The SSP is a professional level classification performing a variety of duties related to social services and counseling programs within SacRT and coordinating the communication efforts between SacRT personnel, customers and the general community. Working in partnership with local and regional mental health stakeholders and agencies, this position is responsible for ensuring that the rights of potentially underserved mental health consumers are upheld; ensuring they are appropriately served when they enter SacRT system and are in contact with law enforcement or may potentially come into contact with law enforcement and other SacRT personnel.</p> <p>In fall 2021, SacRT hired an MSW full-time to lead the SSP program. Our SSP works regularly with the County Community Support Team with Behavioral Health Systems of Care to connect clients with a variety of outreach programs, especially focusing on linking clients to mental health services and improving safety around our transit system. They also work with the County Department of Human Assistance Homeless Outreach Team, which focuses on housing the most vulnerable people with an emphasis on medical conditions and linking clients to medical resources.</p> <p>The MSW serves as a liaison with SacRT, local law enforcement, social service agencies, and the general</p>	


public regarding difficult and often complex situations related to mental health and social services. The MSW manages rapidly growing casework, tracking contacts, and following up with referrals for various services. This work often requires the MSW to be out in the field, along with two sworn officers, to make contact with riders on the SacRT system, or unhoused individuals living along the light rail right-of-way. By establishing personal relationships, we have been able to successfully connect Sacramento's most vulnerable populations with a variety of services and resources. Additionally, this role connected with this often hard to reach population is by holding weekly office hours on site at Sacramento Loaves and Fishes, the largest non-profit organization to serve the region's unhoused and disadvantaged residents, serving nearly 1,000 adults and children daily.

The program also works closely with the SacRT Customer Advocacy and Satisfaction departments to address rider concerns, questions, complaints, and coordinate solutions and next steps with staff. The success of this program led SacRT to expand this outreach and hold additional office hours in the SacRT Customer Service office weekly to directly connect with riders and support SacRT customer service and advocacy staff. In November 2021, SacRT coordinated and sponsored a healthcare resource fair that connected community members and riders to a variety of service providers, food donations from local businesses, and COVID-19 testing and vaccination opportunities. It was a great opportunity for SacRT to connect with persons experiencing homelessness to build trust and start providing long-term positive outcomes.




Since its implementation in late 2020, SacRT has already begun to see a variety of positive outcomes for the community. So far in FY22, the program has connected with 180 unhoused clients and sent 100 referrals to partner agencies on behalf of individuals on SacRT's intake list. In March 2022, SacRT won the 2021 Women's Transportation Seminar (WTS) Innovative Transportation Solutions Award - Sacramento Regional Transit Social Worker Program. We continue to look for opportunities and funding to further grow this program.

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.

GM/CEO PERFORMANCE GOALS	FY22 ACCOMPLISHMENTS	STATUS
<p>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 an effective and efficient manner.</p>	<p>SacRT has embraced a customer-centric culture, building upon its commitment to operational excellence in order to improve the customer experience that benefits not just riders, but the Sacramento community as a whole. As we have continued to adapt and make changes to our system and our service as the pandemic continues to change, our customer service staff have been a critical resource to riders. With an average of 53,000 customer service calls a quarter and 3,000 customer advocacy calls, they serve as our first point of contact and are trained to provide the most current system information.</p> <p>Customer Service is currently overhauling our Lost and Found process to improve outcomes for riders and make it more secure and efficient for staff.</p>	
<p>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.</p>	<p>SacRT has an extremely proactive in-house security team of 68 transit agents who are supported by a team of 28 sworn officers who are assigned by both the Sacramento Police Department and Sheriff's Department. Our team of in-house agents are tasked with customers service and with fare enforcement. SacRT continues to take a customer service first approach in all of our interactions with customers. As pandemic restrictions lift, and riders return to the system, we are seeing an increase in major events downtown that we are able to fully staff and support.</p> <p>Staff are also working to reduce the incidence of trespassers along our right of way to improve safety throughout our system. By implementing new technologies and infrastructure staff has begun to see a reduction year over year in trespass incidents along our right of ways.</p> <p>We are also working to implement innovative programming to help improve enforcement outcomes and be cognizant of the challenges that face some of our most vulnerable riders. In the fall of 2021, we began our e-cite program review and in early 2022, we developed and implemented a program to provide passes for frequently cited individuals who are also experiencing homelessness and have begun tracking outcomes to analyze compliance and a reduction in incidents. Based on the early success of the program, we plan to expand the program and continue to monitor the progress and outcomes.</p>	
<p>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</p>	<p>In August 2021, SacRT implemented several service changes to improve, add, and restore bus service: Restored Airport Express bus route 142 between downtown Sacramento and the Sacramento International Airport; adjusted schedules on Folsom Stage Line Route 10 for better transfers; Added additional stops and service to</p>	

<p>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.</p>	<p>Rancho CordoVan, and launched Route 124 peak-hour commuter bus from Fair Oaks and Orangevale to Rancho Cordova and the Gold Line Sunrise station.</p> <p>Service restoration in the continuing pandemic has presented new challenges to keeping service on the streets in the middle of new COVID surges that is significantly impacting operator availability. SacRT has pursued innovative solutions to address the worker shortages including hosting in-person hiring events, streamlining our hiring process, and providing signing bonuses for bus drivers. While many of our peer Transit Agencies have been forced to suspend routes and reduce service as a result of labor shortages, SacRT maintained 100% service levels for majority of the pandemic period. We are working to minimize trip cancellations while we implement a variety of initiatives to address the workforce shortage.</p>	
<p>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.</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. On July 1, 2021, Elk Grove Transit Services became part of the SacRT district. SacRT held two virtual open houses on in June 2021 to answer rider questions about ADA paratransit services. 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.</p> <p>In August 2021, Folsom Dial-a-Ride was fully transitioned to SmarT ride and SacRT GO. Accessible services completely transitioned all riders to SacRT Go eligibility and grandfathered everyone from the Folsom system into SacRT GO, fully reconciling application and eligibility process differences. With the economy opening up and as more people get vaccinated, SacRT has experienced a sharp increase in ADA paratransit trips with SacRT GO, carrying nearly as many riders daily as we were pre-pandemic.</p> <p>In April 2022, SacRT contracted with a Transportation Network Company (TNC), UZURVE, to provide a small percentage of SacRT GO trips in order to meet the increased demand and realize efficiencies in the service, as our labor contract allows. More than half of our paratransit riders are ambulatory, and these brokered services will allow SacRT to meet increased mobility demands.</p>	

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	FY22 ACCOMPLISHMENTS	STATUS
<p>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.</p>	<p>The nationwide challenges in employee recruitment and retention over the past year has affected public transit agencies around the nation, especially in technical fields. To improve service reliability, employee engagement, and customer satisfaction, SacRT has pursued innovative solutions to address the worker shortages and reduce hiring barriers including hosting quarterly in-person hiring events starting in December 2021, participating in local job fairs as opportunities become available, ramping up our digital advertising for recruitment, streamlining our hiring process, and offering increased hiring incentives to bring in more applicants.</p>	
<p>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.</p>	<p>Labor Relations is actively developing training opportunities for staff and leadership to ensure they have the tools they need to succeed as managers and supervisors. In-person and online trainings are being offered to management staff almost every month starting October 2021. These trainings will help create a well-equipped workforce who will be able manage effectively.</p> <p>Our Drug and Alcohol testing program is on track with no findings during our last FTA Triennial audit.</p>	
<p>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.</p>	<p>SacRT is in its second year implementation under the current Strategic Plan (2021-2025). Staff continue to actively engage in meeting and reviewing quarterly metrics, reporting on quarterly milestones, and updating annual goals. In addition to empowering departments to focus on the work that truly matters to their success and being able to measure and adjust in real time, the strategic planning process has enabled increased cross departmental collaboration to ensure the successful delivery of projects across the agency.</p> <p>We are actively recruiting and developing the infrastructure for a Training and Workforce Development Department. The Training and Workforce Development department's</p>	

	<p>position within the Integrated Services division means staff will be working closely with our Human Resources, Labor Relations, and IT departments to help train and support our staff on related topics. This is an exciting opportunity to bring new training expertise, technologies, and industry best practices to our workforce. A variety of trainings have already been provided this year to increase our employee's proficiency with Microsoft Office 365 applications, increase awareness around cybersecurity, recognize and prevent burnout, and review policy and procedure requirements. We have been able to provide training for our leadership staff on a variety of topics. Once this team is fully staffed, we will begin developing a multi-year training program that will increase employee engagement, improve employee outcomes during their tenure at SacRT and create an inclusive workforce where everyone feels confident in bringing their whole selves to work.</p>	
--	---	--

Major Awards Received in FY22

- 2021 National APTA Outstanding Public Transportation System of the Year Award recipient for accomplishment and innovations in public transportation,
- 2020 National APTA Rail Safety Gold Award recipient for multi-faceted and innovative approach to reducing crime and fare evasion
- 2021 National APTA First Place AdWheel Award for Comprehensive Campaign for Drive the Vote.
- 2021 Women's Transportation Seminar (WTS) Innovative Transportation Solutions Award - Sacramento Regional Transit Social Worker Program
- 2021 American Planning Association's Award of Merit in Public Outreach for the SacRT Forward campaign.
- 2021 Government Finance Officers Association Distinguished Budget Presentation



HAPPY EARTH DAY

Ride SacRT for FREE to Celebrate Earth Day

Sacramento Friday, April 22, 2022

TRY OUR NEW ON-DEMAND TRANSIT IN ELK GROVE!

Download the SacRT SmartRide App today!

FREE RIDE DAY TUESDAY, JULY 20, 2021

*Must present free ride flyer available at sacrt.com/SmartRide

Sacramento Regional Transit

Be sure to thank your driver today!

March 18, 2022

TRANSIT DRIVER APPRECIATION DAY.



NORTH AMERICA'S 2021 OUTSTANDING TRANSIT SYSTEM OF THE YEAR!



Ride SacRT for Free to the Santa Parade

December 11, 2021

Sacramento Regional Transit

Now Hiring

COME WORK WITH US AT SACRT

sacrt.com/careers



DUMP THE PUMP TRY TRANSIT

ONLY \$2.50 PER TRIP

\$1.25 DISCOUNT FARE

STUDENTS* RIDE FREE

*Grades TK-12th

Sacramento Regional Transit



Sacramento Regional Transit **TRANSIT ACADEMY**

REGIONAL TRANSIT

1460 TWENTY-NINTH

Thank You APTA for Protecting Public Transit!



RydeFreeRT Makes Back to School Easy!

RYDE FREE RT

Fare-free transit for youth in grades TK through 12th.

Sacramento Regional Transit

SacRT Overall Performance Scorecard

Strategy	Overall Metric	FY2022 Performance Goals	FY22 Annual 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	FY21 Budgeted Cost Per Hour:						
	Bus:	\$157.56	\$153.33	\$163.54	\$178.59	3	2.60	The average operating cost of an hour of revenue service.
	CBS Fixed:	\$194.11	\$179.82	\$225.99	\$247.77	3	2.17	The average operating cost of an hour of revenue service.
	SmaRT Ride:	\$166.27	\$153.44	\$179.99	\$197.22	3	2.44	The average operating cost of an hour of revenue service.
	SacRT GO:	\$242.13	\$178.11	\$171.99	\$201.08	3	3.00	The average operating cost of an hour of revenue service.
	Light Rail:	\$363.97	\$366.93	\$367.13	\$403.20	3	2.68	The average operating cost of an hour of revenue service.
	On-Time Performance							
	On-Time Performance (Fixed Route)	77%	83.95%	81.4%	82.12%	3	3.00	The percentage of trips completed within the scheduled on-time window.
	On-Time Performance (Paratransit)	85%	79.33%	74.59%	76.00%	3	2.68	The percentage of trips completed within the scheduled on-time window.
	On-Time Departure (LR)	95%	98.60%	96.30%	98.30%	6	6.00	The percentage of trips completed within the scheduled on-time window.
	Mean Distance Between Failures (Miles)							The average miles between mechanical problems that result in a vehicle not completing its scheduled revenue trip, or a vehicle not starting its next scheduled revenue trip.
	Bus	13,700	9,967	12,975	13,622	3	2.98	Total fleet miles divided by total monthly road calls.
	CBS/SacRT GO/ SmaRT Ride	TBD	123,153	87,361	66,125	3	3.00	Total fleet miles divided by total monthly road calls.
	Light Rail	8,100	9,031	8,023	8,487	4	4.00	Total fleet miles divided by total monthly road calls.
System Cleanliness	100%	-	93%	N/A	5	0.00	The average percentage of cleanliness audits for LRT Stations, Bus Stops, bus and light rail vehicle cleanliness metrics.	
Collisions Per 100k Miles (YTD)	1.6	1.0	1.02	1.08	5	5.00	The number of preventable accidents per 100,000 miles on a 12-month rolling average. Calculated by (Preventable accidents/ Revenue Miles) *100,000.	
TOTAL POINTS						47	39.55	
Community Value	Rebuild Ridership Trust	2,408,600	2,480,890	2,737,400	2,852,380	10	10.00	The average number of unlinked trips per revenue hour across all service modes.
	Fare Evasion Rate	2.08%	1.57%	1.53%	1.37%	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	117,000	141,556	180,530	157,801	2	2.00	Total reach/impressions of content shared on SacRT social media platforms. Metrics to be determined by each platform. General goal is to increase followers by 2% on platform.
	Twitter Reach/Impressions	400,000	355,300	467,600	426,700	2	2.00	Total reach/impressions of content shared on SacRT social media platforms. Metrics to be determined by each platform. General goal is to increase followers by 2% on platform.
	Instagram Reach/Impressions	12,000	34,811	31,900	35,635	2	2.00	Total reach/impressions of content shared on SacRT social media platforms. Metrics to be determined by each platform. General goal is to increase followers by 2% on platform.
	LinkedIn Reach/Impressions	6,000	28,999	20,342	34,369	2	2.00	Total reach/impressions of content shared on SacRT social media platforms. Metrics to be determined by each platform. General goal is to increase followers by 2% on platform.
TOTAL POINTS						23	23.00	
Employee Engagement	2019 Employee Survey Results							
	% Agree They Receive Timely Feedback on Performance from Supervisor	68.15%	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.
	% Agree Teamwork is Encouraged and Practiced	73.92%	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.
	% Agree They Receive Enough Training to be Their Best at Work	84.11%	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.
	% Overall I am Happy At Work	88.50%	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.
	% Agree they Have a Good Working Relationship with Those Around Me	96.50%	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.
TOTAL POINTS						15	14.52	
Customer Satisfaction	Overall Customer Satisfaction	3.5	4.14	4.14	3.73	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	80%	74%	63%	81%	2.5	2.50	Percentage of calls answered within 20 seconds for Customer Service.
	Customer Advocacy	80%	65%	62%	59%	2.5	1.84	Percentage of calls answered within 20 seconds for Advocacy queues.
TOTAL POINTS						15	14.34	
OVERALL PERFORMANCE SCORE						100	91.42	

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

Sacramento Regional Transit District (SacRT) General Manager/CEO Fiscal Year 2023 Performance Objectives & Goals

SacRT Major Objectives and Goals in FY 2023

SacRT's ongoing implementation of our current strategic plan focuses the agency's work on four strategic priorities: Operational Excellence, Community Value, Employee Engagement, and Customer Satisfaction. Organizational success is defined by and aligns with these priorities. Annual 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. **Community Bus Service System Optimization** – Provide innovative public transit projects to increase customer access to public transportation for essential travel, especially in our disadvantaged communities. By engaging with community partners in projects, SacRT can increase community awareness of our services and boost ridership. Fully funding and staffing programs will increase system reliability, improve customer experience and provide convenient, efficient, and easy to use service.
2. **Financial Services Modernization** – Leverage our technology systems to deliver a better employee self-service experience for payroll related requests, employee benefits, access to information, updating personal information, and reducing or remove paper processes. Create efficiencies and continue to attain clean financial audit results 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.
3. **Grant Project Coordination** – Strategically identify and secure additional funding to support critical projects throughout the agency. Implement strong internal controls to provide robust project monitoring, oversight, and compliance. Recruit and develop staff to provide consistent project management support and customer service to project managers to promote completion of projects in a timely and efficient manner.
4. **Independent Operational Process Evaluation** – The Internal Audit Unit will continue to provide an independent and objective assurance and consulting activity that assists leadership with improving SacRT operational efficiency, comply with applicable laws and regulations, and accurately report organizational activities to stakeholders. Results of engagements conducted will be delivered by way of audit reports that are supported by necessary documentation substantiating professional opinions given.
5. **Information Technology Business Strategic Alignment** – Strategically align agency information system with business goals to ensure the confidentiality, integrity, and availability of IT resources. Continue to eliminate technical debt through leveraging previously unused functionality in existing systems, upgrades to existing systems and/or the implementation of new systems. Leverage IT Service Management (ITSM) to manage all aspects of IT Service delivery and ITSM data to improve internal IT processes including customer outcomes, and project delivery.

- 6. Infrastructure Improvements and Expansion** – Successfully manage projects to modernize and expand our system to provide greater value to the community and better service to our region. Recruit and develop staff to meet all technical capacity requirements for federal grants. Identify additional capital funding sources in coordination with Grants, monitor schedule timelines, and align cost recovery for engineering labor to ensure efficient project delivery and fiscal best practices.
- 7. Light Rail Safety and Service Reliability** – Delivering consistent service and increasing system reliability to improve customer satisfaction and better provide light rail service to get people where they want to go, when they want to go. Actively recruiting and developing staff to ensure we are meeting performance targets, being good financial stewards, and proactively managing workloads to improve employee morale and promote safety best practices.
- 8. Light Rail System Performance Improvements** – Supply operations and customers with clean, reliable light rail vehicles that are ready for service to improve customer satisfaction and deliver community value by delivering consistent service. Review processes for opportunities to reduce task times to better plan proactive maintenance and repair projects, increase system efficiency, and improve performance through state of good repair. Ensure that preventative maintenance targets and spare ratios are met to support required vehicle availability for consistent daily pullout.
- 9. Proactive Facilities Maintenance Planning and Implementation of CMMS** – Initiate process modernizations by fully implementing modern computerized maintenance management system (CMMS) and develop procedures to capture all work through the system. Accurate data tracking and reporting will enable the department to make proactive maintenance decisions, identify efficiencies in work assignments and budgeting, and improve outcomes with internal and external customers. Support the agency during transition to new administrative campus facility to ensure move is well structured, organized, and parts and inventory are appropriately tracked so employees have the equipment needed to successfully complete their work.
- 10. Procurement Procedure Efficiency** – Guide internal customers through the procurement process to ensure that SacRT follows written procurement procedures, policies, and laws. Incorporate additional measures and continue communications with internal customers to reduce procurement processing times and avoid unnecessary delays in the process. Continue to do training with internal customers and procurement staff to build skills and understanding of the procurement process. Compare independent cost estimates to incoming quotes/bids to determine potential cost savings when seeking full and open competition through broader outreach using the e-procurement system.
- 11. Reduce Risk and Liability** – Promote a culture of employee engagement and risk awareness by better identifying and responding to prevention and mitigation opportunities. Successfully implement risk management information system (RMIS) and update risk program processes to improve efficiency, consistency, and reliability of data, prevent adverse loss, and reduce liability for the agency. Improve record management and integrity for long-term document retrieval and consistency with District retention schedule.
- 12. Safety Risk Identification & Assurance** – Provide data information and analysis on safety risk reduction, ensure audit compliance, and safety promotion through employee training. Continuing to perform ongoing proactive inspections to improve safety outcomes and system reliability. Through ongoing monitoring and completion of corrective actions SacRT will be able to provide better, more reliable service to our customers.
- 13. Transitioning Forward with Budget Processing** – Transition the Office of Management and Budget data and reporting to modern budgeting tools to increase access to meaningful data for key decision makers at the agency. Provide information that is readily available, easy to understand, and enables managers to make better data-based business decisions and improve processes and outcomes across the agency.

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. Government Contracting Equity Civil Rights Programs** – Operating SacRT’s Disadvantaged Business Enterprise (DBE) Program in good faith and in accordance with federal requirements. The primary goal and objective of the DBE program is to level the playing field on federally-assisted transit contracts and subcontracts relating to SacRT’s construction, procurement, and professional services activities. Benchmarking against and collaborating with other agencies to ensure that SacRT is aligning with industry best practices for its DBE Program and Small and Local Business (SBE/LBE) Program. Ensuring on time reporting of DBE participation and overall DBE goal setting documentation to the Federal Transit Administration (FTA). Collaborating with staff and contractors to implement the requirements of SacRT’s DBE and SBE/LBE Programs. Coordinating and improving vendor outreach and education so that applicants from the DBE and small and local business community have the opportunity to successfully compete for contracts with SacRT.
- 2. Governmental and Community Relations Development** – Continue to raise the agency’s profile throughout the community to demonstrate the impact additional funding would have on our system and region. Work to leverage the historic amounts of funding available to transform our system infrastructure to expand service for riders while addressing the equity and climate needs of our community.
- 3. Innovative Planning and Project Delivery** – Successfully lead district planning initiatives to increase access to public transit and mobility options in our community. Further improve our current system by identifying existing needs, supporting funding and real estate opportunities, and prioritizing projects to make sure rider experience is best in class. Coordinate with local, state, and federal partners will enable SacRT to continue to move riders where they want to go when they want to go by improving service for riders while addressing the equity and climate needs of our community.
- 4. Marketing Strategies for Customer Engagement** – Continue to engage with customers and members of the community to raise awareness of SacRT services, the benefits of public transit, and increase ridership. Create promotional materials that enable staff and riders to feel more confident using our system and services with engaging videos and hands-on workshops. Collaborate with community partners to connect and engage with riders at a variety of community events, festivals, and promotions.
- 5. Property Management and System Support** – Monitor and track use of SacRT property to improve agency operational efficiencies, transit ridership generation, as well as economic, health, safety, quality of life, and environmental impacts of projects. Acquire additional property for system and agency needs. Dispose of surplus property not needed for agency operations. Identify ways to generate revenue from property that would contribute to transit improvements. Show that we are leading toward better economic and community benefits through real estate projects that positively impact transit ridership and contribute toward improving community value and support in the region.

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.

- 1. Bus Maintenance Modernization** – Pursue a variety of projects to rapidly and efficiently update and modernizing the bus fleet. Successful implementation of these projects will result in decreased maintenance and parts costs, increases in vehicle equipment availability and allow for proactive maintenance on our fleet. These efforts will enable the maintenance department to deliver a fleet to customers that is clean, safe and reliable.
- 2. Fare Revenue Modernization** – Provide timely and accurate reporting data while adhering to all federal standards for reporting District fare revenues and ridership information. Implement new technologies in fare collection to improve rider experiences and service provision while minimizing risk through internal controls. Provide support for innovative fare projects and partnerships and provide oversight of the Connect Card Regional Service Center for SacRT and the participating partner agencies.
- 3. Improving the Customer Experience** – Provide excellent customer service to SacRT employees, riders, and community members by putting the customer experience first in our processes and procedures. Respond to customer inquiries in an effective and respectful manner. Train and empower customer satisfaction employees to engage with members of the public in a way that promotes our core values and improved customer outcomes.
- 4. Providing Reliable and Safe Bus Transportation** – Increasing system reliability to improve customer satisfaction and better provide bus service to get people where they want to go, when they want to go. Improve staffing levels and workforce development training opportunities to not only provide riders with more reliable transportation and efficient service, but also positively impact employee morale, promote safety best practices to eliminate and reduce accidents across our system, and keep passengers and operators safe.
- 5. RTPS & Social Worker Engagement to Improve Safety Along the Right-of-Way** – Collaborate, coordinate, and partner with internal staff and external service providers and agencies to address safety hazards along light rail tracks and right-of-way (ROW). By addressing community concerns and system safety risks we can reduce chronic issues and safety hazards across the system and improve outcomes for our unhoused population. Efforts include piloting innovative solutions to provide targeted learning opportunities for staff and resources to unhoused riders and community members.
- 6. SacRT GO Paratransit Operational Excellence** – Further improve SacRT’s paratransit service, operational performance, and actively engage with riders and employees as service area expands more broadly in the region. SacRT’s focus on operational excellence, efficiency, and reliability will enable us to meet FTA service requirements and improve customer satisfaction.
- 7. Security Support and Customer Service** – Provide robust customer service and promote safety and security across our system to improve customer experience. Focus on developing team members and empowering them to better serve the community, improve customer interactions, and reduce customer service reports and complaints. Staff provide continuous and consistent customer service to all passengers and are the first to respond to resolve security issues, support RTPS sworn officer investigations, and provide real time notification to customers via the public address system and Alert SacRT mobile application.

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 Recruitment and Retention** – Actively promote internal and external recruitment opportunities to connect with wider pool of qualified applicants. Review current policies and procedures to identify opportunities for improvement and creating efficiencies in our recruitment processes. Engage in opportunities for staff development, cross training, and succession planning to improve productivity, employee morale, and retention rates.
- 2. Labor Engagement and Workforce Development** – Develop a best-in-class workforce by engaging with new employees to establish a deep understanding of workplace expectations to improve retention. Continuously train management employees to improve labor management outcomes and compliance with local, state, and federal laws and regulations. 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 Workforce Development** – Implementation of robust outcome-based strategic project management plan, records retention policy program adherence, training and workforce development program activities, and uniform policy and procedure updates. Develop and procure training materials and resources to cultivate a highly skilled, effective, and motivated workforce. Strategies will focus on improving process efficiency and supporting staff across the agency to improve project outcomes.

RESOLUTION NO. 2022-07-082

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

July 25, 2022

**ANNUAL PERFORMANCE-BASED EVALUATION FOR THE GENERAL
MANAGER/CEO, HENRY LI, AND FIFTH 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 2022, 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, 2022.

THAT, the Board hereby approves amending Section 8.D. of the Employment Contract to modify the severance payment provision to increase the number of months Mr. Li is entitled to receive if terminated without cause, from 6 months to 12 months of pay and to delete language in Section 8.D. that is no longer relevant because of the automatic renewal provision in Mr. Li's contract.

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