

STAFF REPORT

DATE: August 28, 2023
TO: Sacramento Regional Transit Board of Directors
FROM: Shelly Valenton, Deputy General Manager/CEO
SUBJ: PRESENTATION ON ONGOING PROJECTS AND INITIATIVES

RECOMMENDATION

No Recommendation - For Information Only.

DISCUSSION

Presentation to provide updates on Sacramento Regional Transit District's ongoing projects and initiatives.

Ongoing Projects and Initiatives

August 28, 2023

Shelly Valenton, Deputy General Manager/CEO

Lisa Hinz, VP, Security, Safety, & Customer Satisfaction



New initiatives to be implemented:

- Community advocate recognition program
- Bring back the secret shopper program
- Partnerships with schools and potential school advocates to further increase student ridership

Improved communication on ongoing initiatives/concerns:

- Reimagine Watt/I-80 project status
- Low Floor light rail train concerns and public outreach
- Expand messaging/communication when there are trip cancelations during peak hours

Report on suggestions that are already being implemented:

- Leveraging technology (consolidated app, etc.)
- Homelessness and social equity program

Response to questions / analysis of potential initiatives suggested:

- Fare free program analysis
- Analysis on bus efficiency and use of smaller buses for low ridership routes
- Analysis re challenges with a “horizontal region” (TOD/Green Means Go presentation)
- Next route optimization study
- Response to customer feedback

July Meeting:

- Community advocate recognition program
- Reimagine Watt/I-80 project status
- Low Floor Light Rail Train concerns and public outreach
- Social Equity Program

August Meeting:

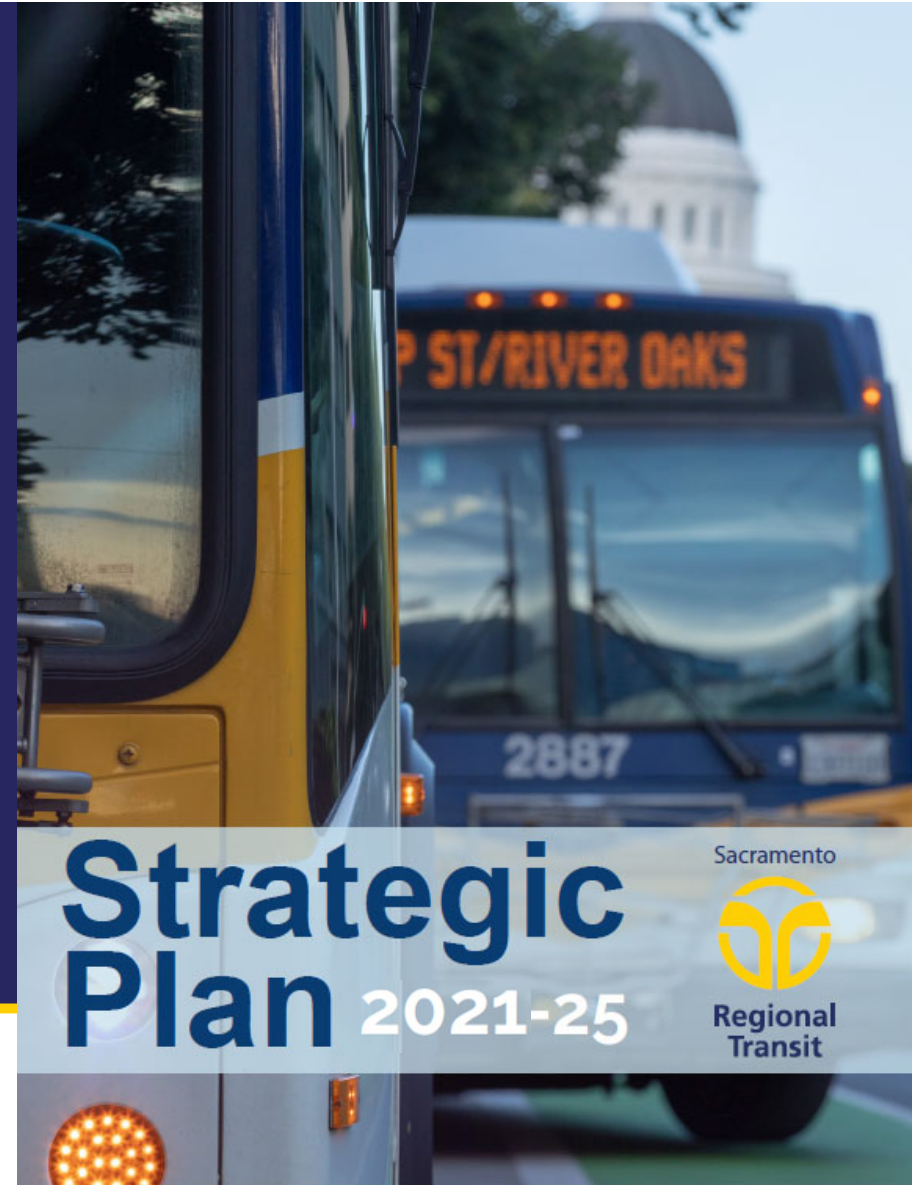
- FY 2023 Strategic Plan Annual KPI Results
- Mystery rider program
- Leveraging technology – moved to September
- Bus efficiency and use of smaller cutaways – moved to September
- Fare free program analysis – moved to September



Discussion Topics (Review)

Four Guiding Strategic Pillars

- Operational Excellence
- Customer Satisfaction
- Community Value
- Employee Engagement



**Strategic
Plan** 2021-25

Sacramento



Regional
Transit

FY23 Strategic Plan KPIs Annual Result

Shelly Valenton, Deputy GM/CEO

Values

Six Core Principles guide individuals, teams, and the entire SacRT organization:

Collaboration

I work with a collaborative spirit to help my colleagues and our customers succeed.

Respect

I communicate clearly, respectfully, and honorably – in a way that would make my family proud – to my colleagues and our customers.

Trust

I trust my teammates and empower them to make decisions that improve the quality of life for their colleagues, our customers, and the community that supports us.

Diversity

I recognize and honor diversity and social justice, and seek out and listen for voices different than mine.

Innovation

I challenge the easy and inspire myself and others to look for innovative solutions.

Excellence

I work to deliver excellence to our customers through clean, safe, reliable, and convenient service.

Mission

Moving you where you want to go, when you want to go.

Vision

A leader in providing mobility options for our community.

SacRT FY23 Overall Performance Scorecard

**Over-all FY 23 Performance Score:
96.35 out of 100**

**Over-all FY 22 Performance Score:
92.3 out of 100**

FY23 Strategic Plan KPIs Annual Result

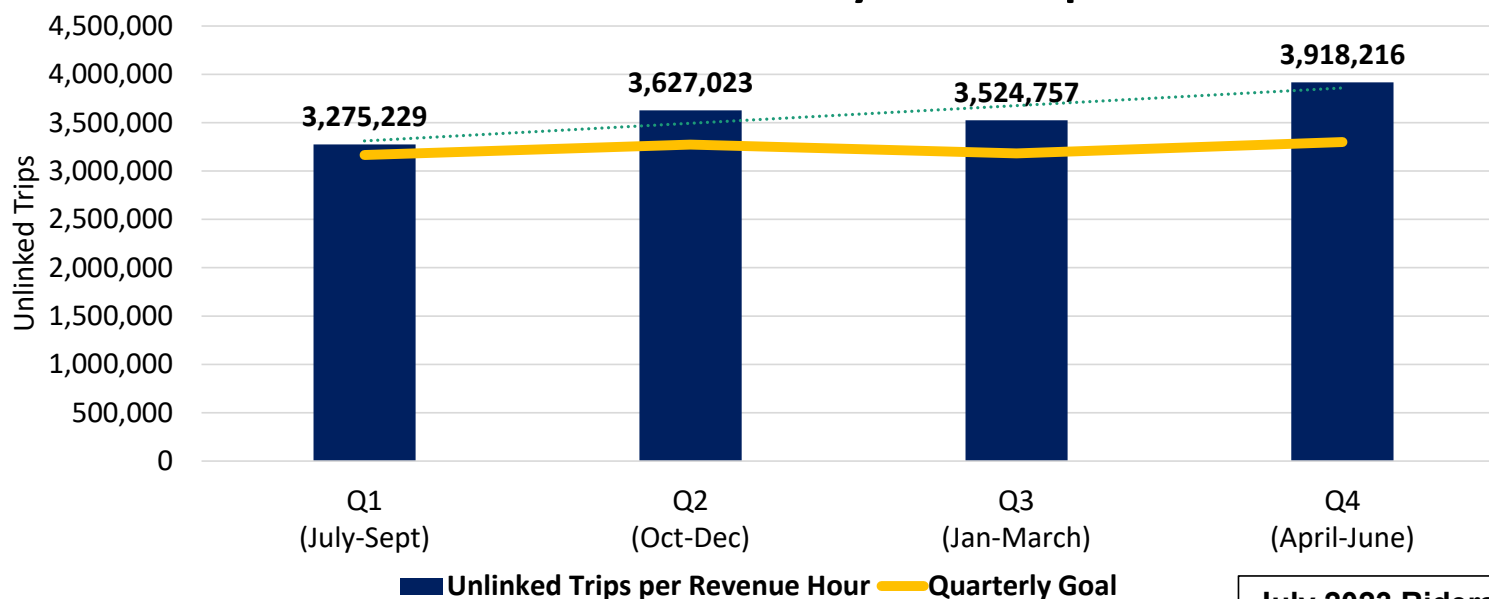
FY23 SacRT Overall Performance Scorecard											
Strategy	Overall Metric	FY2023 Performance Goals	FY23 Annual Performance Results				FY23 Annualized Results	% Toward Goal	Goal Points	Earned Points	
			Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)					
Operational Excellence	Operating Cost Per Vehicle Revenue Hour	FY23 Budgeted Cost Per Hour:									
	Bus	\$167.10	\$169.23	\$172.86	\$194.83	\$176.45	\$178.34	93.27%	3	2.80	
	CBS Fixed	\$224.50	\$293.00	\$226.59	\$267.82	\$243.89	\$252.48	87.58%	3	2.83	
	Smart Ride	\$184.58	\$184.95	\$176.94	\$177.58	\$184.18	\$180.91	101.99%	3	3.00	
	SacRT GO	\$235.86	\$191.51	\$191.71	\$189.59	\$185.53	\$189.59	119.82%	3	3.00	
	Light Rail	\$415.04	\$394.75	\$383.83	\$404.20	\$403.52	\$396.58	104.45%	3	3.00	
	On-Time Performance										
	On-Time Performance (Fixed Route)	80%	81.64%	79.60%	81.31%	79.46%	80.50%	101%	3	3.00	
	On-Time Performance (Paratransit)	85%	78.00%	79.00%	81.38%	79.81%	79.55%	94%	3	2.81	
	On-Time Departure (LR)	97%	97.50%	97.70%	97.5%	97.60%	97.57%	101%	6	6.00	
	Mean Distance Between Failures (Miles)										
	Bus	13,700	10,397	10,892	17,740	15,120	13,537	99%	3	2.96	
	CBS/SacRT GO/ Smart Ride	780	42,076	54,187	81,828	68,427	56,575	780	3	3.00	
	Light Rail	8,200	8,569	9,763	9,446	9,229	9,252	101%	4	4.00	
	System Cleanliness	100%	85%	89%	84%	91%	87%	87%	5	4.37	
	Collisions Per 100k Miles (YTD)	1.6	0.78	0.57	0.02	0.15	0.15	198.63%	5	5.00	
	TOTAL POINTS									47	45.57
	Community Value	Result Ridership Trust	12,920,909	3,275,229	3,627,023	3,524,757	3,918,216	14,345,225	111%	10	10.00
Fare Evasion Rate		2.08%	1.20%	1.16%	1.11%	0.81%	1.10%	147.36%	5	5.00	
Social Media Engagement											
Facebook Reach/Impressions		140,000	149,235	92,199	177,558	204,480	155,868	111%	2	2.00	
Twitter Reach/Impressions		400,000	218,400	111,600	140,700	145,200	153,975	38%	2	0.77	
Instagram Reach/Impressions		30,000	15,546	16,744	38,873	38,579	27,936	93%	2	1.86	
LinkedIn Reach/Impressions	25,000	25,924	12,228	16,138	72,023	31,578	126%	2	2.00		
TOTAL POINTS									23	21.63	
Employee Engagement	2019 Employee Survey Results										
	% Agree They Receive Timely Feedback on Performance from Supervisor	68.15%	64.90%	64.90%	64.90%	64.90%	64.90%	95.23%	4	3.81	
	% Agree Teamwork is Encouraged and Practiced	73.92%	70.40%	70.40%	70.40%	70.40%	70.40%	95.24%	3	2.86	
	% Agree They Receive Enough Training to be Their Best at Work	84.11%	80.10%	80.10%	80.10%	80.10%	80.10%	95.23%	3	2.86	
	% Overall I am Happy At Work	88.50%	88.50%	88.50%	88.50%	88.50%	88.50%	100.00%	3	3.00	
% Agree they Have a Good Working Relationship with Those Around Me	96.50%	96.50%	96.50%	96.50%	96.50%	96.50%	100.00%	2	2.00		
TOTAL POINTS									15	14.52	
Customer Satisfaction	Overall Customer Satisfaction	3.5	3.7	3.7	3.7	4.2	3.8	110%	10	10.00	
	Service Level for Calls Answered for Customer Service, Customer Advocacy queues										
	Customer Service	80%	74%	75%	82%	87%	79%	98%	2.5	2.48	
Customer Advocacy	60%	44%	46%	65%	51%	52%	86%	2.5	2.15		
TOTAL POINTS									15	14.63	
OVERALL PERFORMANCE SCORE									100	96.35	

FY23 SacRT Overall Performance Scorecard

Strategy	Overall Metric	FY2023 Performance Goals	FY23 Annual Performance Results				FY23 Annualized Results	% Toward Goal	Goal Points	Earned Points
			Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)				
Operational Excellence	Operating Cost Per Vehicle Revenue Hour	FY23 Budgeted Cost Per Hour:								
	Bus:	\$167.10	\$169.23	\$172.86	\$194.83	\$176.45	\$178.34	93.27%	3	2.80
	CBS Fixed:	\$224.58	\$263.00	\$236.59	\$267.22	\$243.09	\$252.48	87.58%	3	2.63
	SmaRT Ride:	\$184.58	\$184.95	\$176.94	\$177.58	\$184.18	\$180.91	101.99%	3	3.00
	SacRT GO:	\$235.86	\$191.51	\$191.71	\$189.59	\$185.53	\$189.59	119.62%	3	3.00
	Light Rail:	\$415.04	\$394.75	\$383.83	\$404.20	\$403.52	\$396.58	104.45%	3	3.00
	On-Time Performance									
	On-Time Performance (Fixed Route)	80%	81.64%	79.60%	81.31%	79.46%	80.50%	101%	3	3.00
	On-Time Performance (Paratransit)	85%	78.00%	79.00%	81.38%	79.81%	79.55%	94%	3	2.81
	On-Time Departure (LR)	97%	97.50%	97.70%	97.5%	97.60%	97.57%	101%	6	6.00
	Mean Distance Between Failures (Miles)									
	Bus	13,700	10,397	10,892	17,740	15,120	13,537	99%	3	2.96
	CBS/SacRT GO/ SmaRT Ride	TBD	42,076	54,167	61,628	68,427	56,575	TBD	3	3.00
	Light Rail	8,200	8,569	9,763	8,446	6,229	8,252	101%	4	4.00
	System Cleanliness	100%	85%	89%	84%	91%	87%	87%	5	4.37
Collisions Per 100k Miles (YTD)	1.6	0.78	0.57	0.02	0.15	0.15	190.63%	5	5.00	
TOTAL POINTS									47	45.57

FY23 Strategic Plan KPIs Annual Result (Operational Excellence)

FY23 Quarterly Ridership

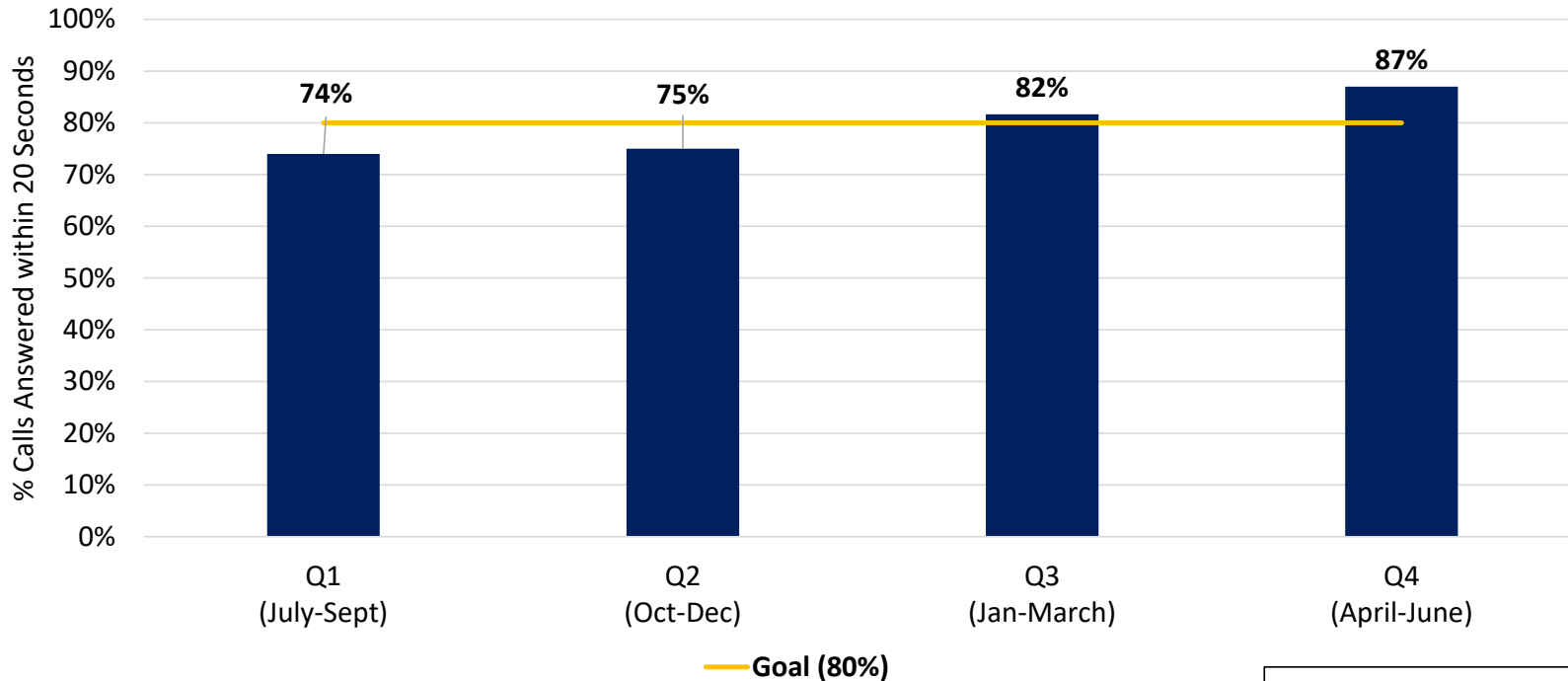


July 2023 Ridership:
 Bus – 85% of pre-pandemic levels
 Light Rail – 67% of pre-pandemic levels

- **Definition:** Total ridership across all modes during the Quarter.
- **FY23 Total:** 14,345,225 unlinked trips, 29% increase over FY22, 77% recovery for bus; 56% for light rail; last month at 90% for bus; 65% for LR
- **2023 Industry Peers:** 70% of pre-pandemic levels industry-wide; Bay area at a lower rate (BART-40% pre-pandemic levels in July 2023)
- **How to Read:** Bigger is better

Results Highlights - Ridership

Service Level for Calls Answered by Customer Service



FY23 Total Calls : 268,012
increased by 20% from FY 22

- **Definition:** Percentage of calls answered within 20 seconds for Customer Service queues.
- **FY23 Average:** 79%
- **How to Read:** Bigger is Better
- **Industry Goal:** 80% answered within 20 seconds, only 16% of call centers consistently achieve this

Results Highlights – Customer Calls Service Level

Crime Rate Per Trip

FY2019	FY2020	FY2021	FY2022	FY2023
0.0007%	0.0009%	0.0010%	0.0007%	0.0007%

- **Definition:** The number of Part 1 crimes (serious crimes) on SacRT property divided by total trips
- **How to Read:** Lower is better

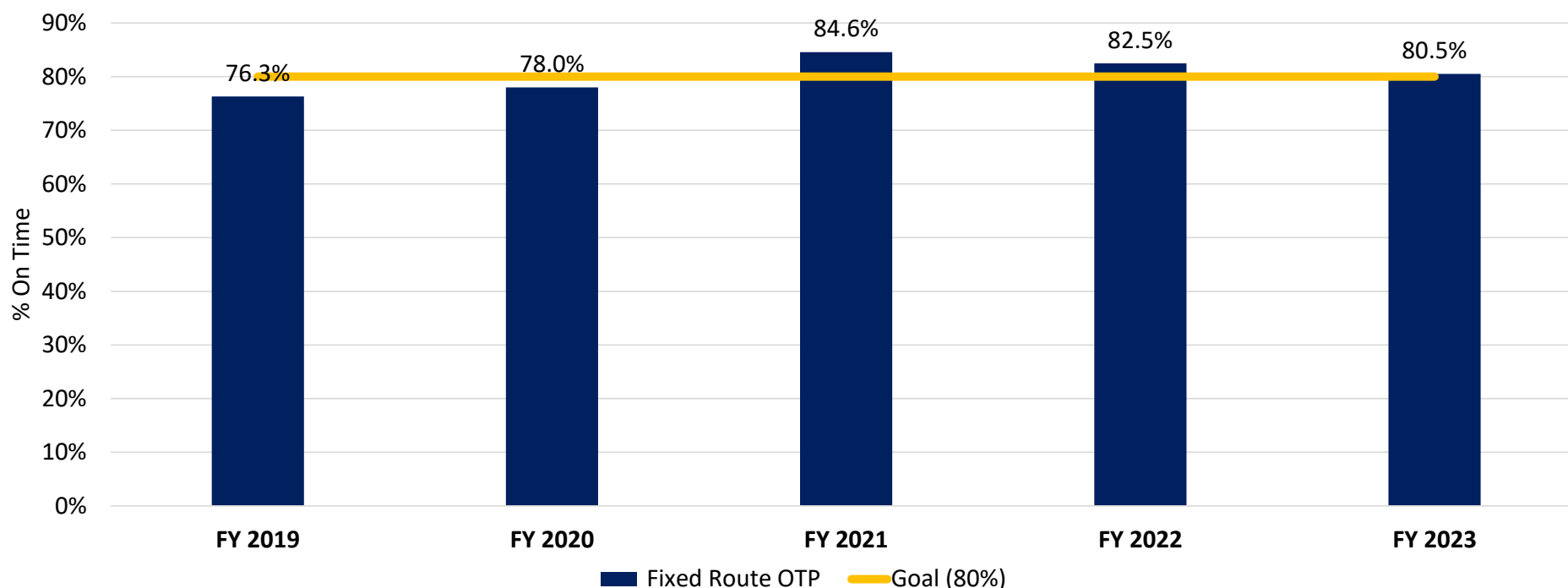
Fare Evasion Rate

	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	Q4 (April-June)
Fare Evasion Rate	1.20%	1.16%	1.11%	0.91%
Goal (2.08%)	2.08%	2.08%	2.08%	2.08%

- **Definition:** Fare evasion rate is calculated by percentage of fares inspected divided by the number of citations issued for the month.
- **FY23 Average:** 1.1%
- **How to Read:** Lower is better

Results Highlights – Crime Rate and Fare Evasion

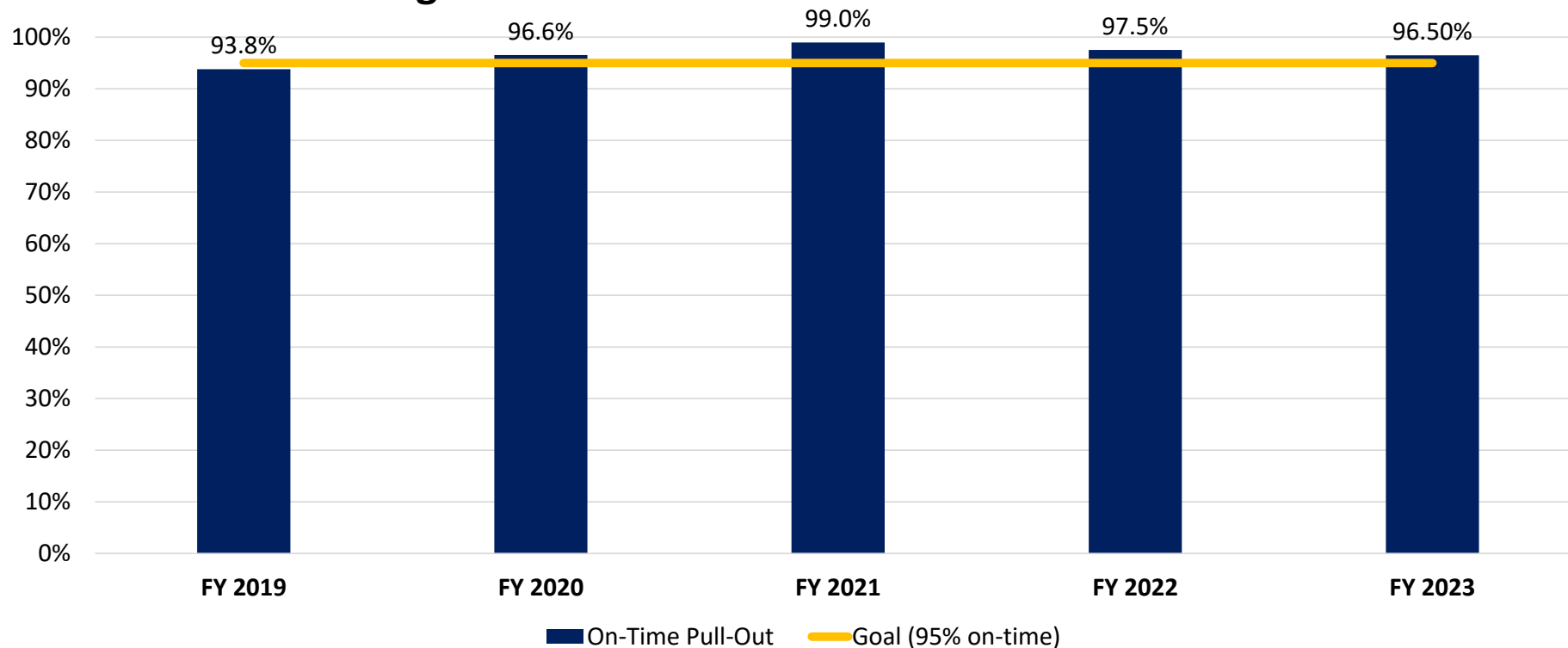
Bus (Fixed Route) On-Time Performance - Multi-Year



- **Definition:** The percentage of trips completed within the scheduled on-time window (Arriving more than five minutes past the scheduled time or more than fifty-nine seconds before the scheduled departure time).
- **5-Year Average:** 80.38%
- **How to read:** Higher is better
- **FY22 Peer Comparison:** 79.8%

Results Highlights – On-Time Performance (Bus)

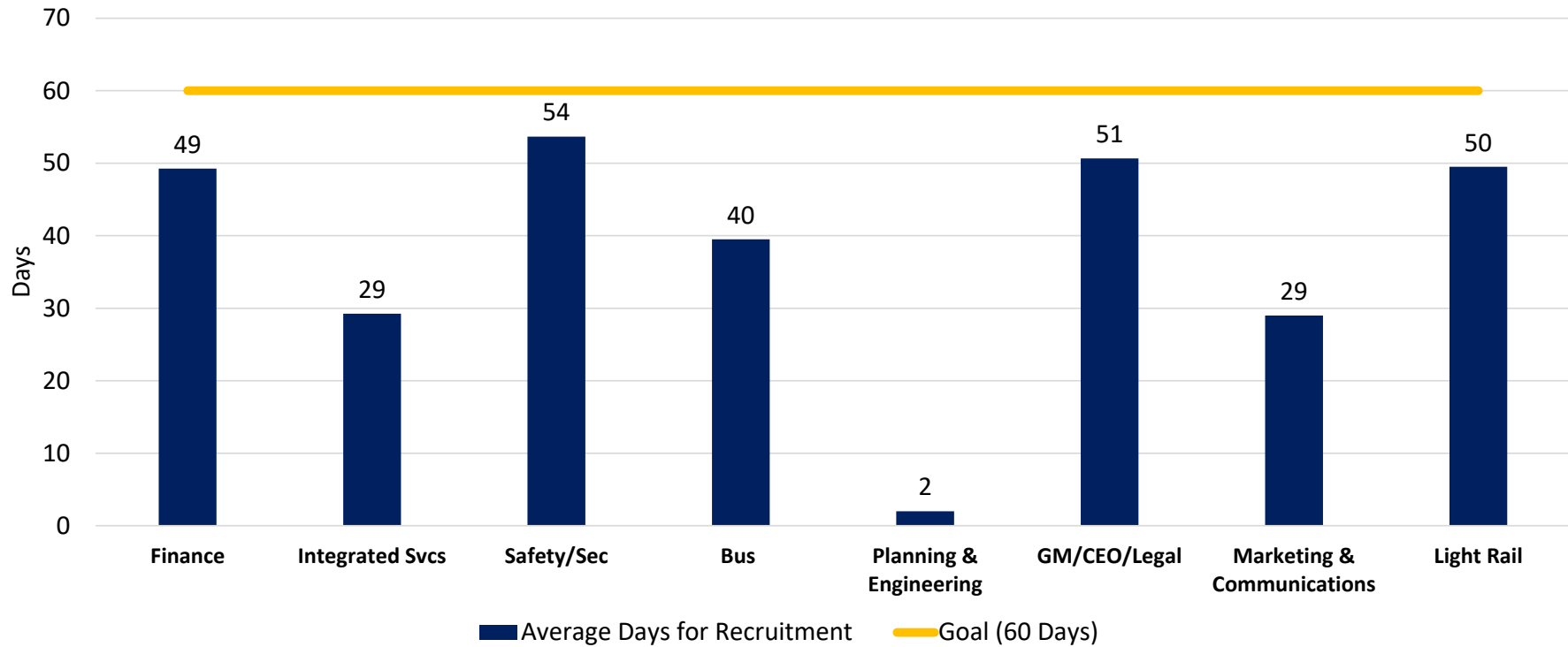
Light Rail On-Time Performance - Multi-Year



- **Definition:** The percentage of trips that pull out of the yard within scheduled on-time window.
- **5-Year Average:** 96.67%
- **How to Read:** Bigger is Better

Results Highlights – On-Time Performance (Light Rail)

HR Average Time to Hire



- **Definition:** Number of Days to Fill Position by Division (from posting date to offer letter, in business days)
- **FY23 Average:** 42 days
- **How to Read:** Fewer Days is Better
- **Average public sector time to hire:** 119 Days

Results Highlight – Recruitment

Feedback from SacRT staff:

- It's a good opportunity to double check data sources, processes, and KPIs
- Reviewing, tracking, and monitoring data in much more detail than before
- Creates accountability for tracking, reporting, and oversight
- Creates a process for identifying and addressing areas for improvement
- Holistic review of work and metrics is helpful for big picture planning and goal setting
- Shows the progress we have made and creates an opportunity to celebrate successes and see the impact each department is making
- Improved communications and understanding about how our work supports the big picture and other departments



Strategic Plan Impact to SacRT's Operations

Mystery Rider Program



Lisa Hinz, VP, Security, Safety and Customer Satisfaction

Objectives

- Identify strengths and weaknesses of service delivery
- Identify opportunities for improvement
- Independent review



Mystery Rider Program

Methodology

- Experienced transit rider
- 25-50 rides a month
- Average 30-minute rides
- Provides direct feedback to SacRT



Mystery Rider Program

Customer Service / ADA

- Securement of passengers using wheelchairs
- Transit must be readily accessible to all riders
- Operators must perform specific tasks to aid ADA passengers



Purpose of the Program

Report

Operator Performance/Equipment

- Courtesy
- Safe operation of vehicle
- Compliance with all traffic rules
- Attention to duty
- Adherence to schedule
- PA announcements
- Equipment used properly

SACRAMENTO REGIONAL TRANSIT SERVICE PERFORMANCE FORM

Operator: _____ Day: Monday Date: _____ Vehicle #: _____
 Direction: _____ Route: _____ Block # / Train #: _____
 Location Boarded: _____ Scheduled Time: _____ Actual Time: _____
 Location Exited: _____ Scheduled Time: _____ Actual Time: _____
 Observer Location on Board Bus/Rail: _____

OPERATOR DESCRIPTION:				BOARDINGS:			
<input type="checkbox"/> Female	<input type="checkbox"/> African-American	<input type="checkbox"/> Hispanic	<input type="checkbox"/> 20-30	<input type="checkbox"/> 51-60	<input type="checkbox"/> Black	<input type="checkbox"/> Gray	
<input type="checkbox"/> Male	<input type="checkbox"/> Asian	<input type="checkbox"/> Other	<input type="checkbox"/> 31-40	<input type="checkbox"/> Other	<input type="checkbox"/> Blonde	<input type="checkbox"/> Red	
	<input type="checkbox"/> Caucasian		<input type="checkbox"/> 41-50		<input type="checkbox"/> Brown	<input type="checkbox"/> Other	

Service Observation Supervisor Observation
 Ride Check Pre Trip Inspection

OPERATOR PERFORMANCE:
 (If an item is marked 'No', please explain after item if there is room and/or on back page.)

1. Was operator courteous and helpful	<input type="checkbox"/> Yes	<input type="checkbox"/> N/A	<input type="checkbox"/> No
2. Did operator wear regulation uniform	<input type="checkbox"/> Yes	<input type="checkbox"/> N/A	<input type="checkbox"/> No
3. Were route, block # / train #, and destination properly displayed	<input type="checkbox"/> Yes	<input type="checkbox"/> N/A	<input type="checkbox"/> No
4. Was equipment operated safely	<input type="checkbox"/> Yes	<input type="checkbox"/> N/A	<input type="checkbox"/> No
5. Did Operator use their seat belt	<input type="checkbox"/> Yes	<input type="checkbox"/> N/A	<input type="checkbox"/> No
6. Was equipment operated smoothly	<input type="checkbox"/> Yes	<input type="checkbox"/> N/A	<input type="checkbox"/> No
7. Was lift / ramp equipment utilized properly	<input type="checkbox"/> Yes	<input type="checkbox"/> N/A	<input type="checkbox"/> No
8. Operator's attention to duty (no PED use or unnecessary conversation)	<input type="checkbox"/> Yes	<input type="checkbox"/> N/A	<input type="checkbox"/> No
9. Compliance for interior stop/station announcements	<input type="checkbox"/> Full	<input type="checkbox"/> Part	<input type="checkbox"/> No
10. P.A. equipment utilized	<input type="checkbox"/> Yes	<input type="checkbox"/> N/A	<input type="checkbox"/> No
11. Announcements audible	<input type="checkbox"/> Yes	<input type="checkbox"/> N/A	<input type="checkbox"/> No
12. Were exterior announcements made (route/destination)	<input type="checkbox"/> Yes	<input type="checkbox"/> N/A	<input type="checkbox"/> No
13. Did operator collect or verify proper fare (bus only)	<input type="checkbox"/> Yes	<input type="checkbox"/> N/A	<input type="checkbox"/> No
14. Did operator obey all traffic signs, signals, RR xings (bus only)	<input type="checkbox"/> Yes	<input type="checkbox"/> N/A	<input type="checkbox"/> No
15. Did operator tie down mobility devices properly (bus only)	<input type="checkbox"/> Yes	<input type="checkbox"/> N/A	<input type="checkbox"/> No
16. Did operator adhere to the schedule	<input type="checkbox"/> Yes	<input type="checkbox"/> N/A	<input type="checkbox"/> No
17. Pre trip inspection properly completed	<input type="checkbox"/> Yes	<input type="checkbox"/> N/A	<input type="checkbox"/> No

EQUIPMENT:

18. Cleanliness – floors, seats, windows, etc.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
19. Equipment free of graffiti	<input type="checkbox"/> Yes	<input type="checkbox"/> No
20. Functional lift / ramp equipment	<input type="checkbox"/> Yes	<input type="checkbox"/> No
21. Equipment free of defects	<input type="checkbox"/> Yes	<input type="checkbox"/> No

LIST STOPS ANNOUNCED: **EXTERNAL:**

Observers Signature: _____ Print Name: _____

Purpose of the Program



Program Accountability

Four Guiding Strategic Pillars

Customer Satisfaction

Operational Excellence

Employee Engagement

Community Value

SacRT Guiding Pillars

Questions from the Board and Customer Service Response to Feedback and Comments