

STAFF REPORT

DATE: June 12, 2023
TO: Sacramento Regional Transit Board of Directors
FROM: Shelly Valenton, Deputy General Manager/CEO
SUBJ: APPROVAL OF THE FY 2023 ANNUAL PERFORMANCE
EVALUATION FOR THE GENERAL MANAGER/CEO, HENRY LI

RECOMMENDATION

Adopt the Attached Resolution.

RESULT OF RECOMMENDED ACTION

Approve the FY 2023 Annual Performance Evaluation for the General Manager/CEO (GM/CEO), Henry Li .

FISCAL IMPACT

Performance-based salary increase of 4% of base pay, similar to what the Management and Confidential Employee Group (“MCEG”) and Operating Engineers Local Union No.3 (OE3) are receiving this year, equivalent to an annual amount of \$15,314. This amount is budgeted in the FY 2024 Operating Budget.

DISCUSSION

The Board of Directors met in closed session on May 22, 2023, to conduct the General Manager’s Annual Performance Evaluation. Prior to that meeting, the Board was provided with a comprehensive list of SacRT’s accomplishments for the Fiscal Year (FY) 2023. Highlights include:

1. Successfully awarded the first ever federal Railcar Vehicle Replacement Program grant in the history of the program, securing \$45.1 million to support the purchase of 16 new low-floor light rail vehicles.
2. Continued to see a steady increase in ridership as the Sacramento region recovers from the pandemic. Finished 2022 calendar year up 34% over the prior year.
3. Advanced SacRT’s Light Rail Modernization Project, successfully receiving a portion of the 28 new low-floor light rail vehicles ordered and construction underway to renovate stations on the Gold Line to accommodate the height requirements of the new vehicles. Hosting press events to promote the project.
4. Celebrated the opening of the Wexler Apartments adjacent to SacRT’s University/65th Street Transit Center. The property, sold by SacRT three years ago, now houses over 750 students.

5. Progressed a public-private-partnership to install 10 electric chargers on an underutilized portion of SacRT's light rail station, providing revenue to SacRT and fueling options to the public with the opening expected this summer.
6. Partnered with Civic Thread to develop and finalize a comprehensive list of necessary and desired improvements to bus stops, The Bus Stop Improvement Plan positions SacRT to pursue grant funding for these improvements.
7. Commemorated its 50th anniversary on April 1, 2023 by hosting a series of community and employee events the entire month of April. We will continue to commemorate this important milestone by looking back at our history and celebrating what is still to come.
8. Partnered with the City of Sacramento and Sacramento County to pursue a Bus Rapid Transit route along Stockton Boulevard that will include a bus only lane for 4.5 miles. The project has already been awarded over \$5 million in SACOG funding.
9. In an effort to better connect with our community and riders, SacRT launched the "SacRT in the Community" blog to tell positive stories about our riders, community partnerships and staff.
10. Unveiled SacRT's new BusTracker app to track buses in real time. Riders can sign-up for texts and email notifications as well as subscribe to specific routes and bus stops.
11. Expanded two SmaRT Ride Zone in September 2022. Increased the Elk Grove Zone to provide better connections to fixed route service and expanded the North Sacramento zone to provide service to VA medical clinic at the McClellan Business Park.
12. Partnered with the Sacramento Public Library Authority to launch the nation's first Rolling Library Train. The brightly decorated train promotes riding, reading and the Library of Things.
13. Supported the region by providing transportation assistance for major community events such as the Aftershock Festival, Golden Sky Festival, California International Marathon, and Folsom Pro Rodeo to name a few.
14. Teamed up with Sacramento County to provide free rides system-wide to vote centers and ballot drop box locations across the Sacramento region to help Drive the Vote in November 2022.
15. Worked with Assemblymember Ken Cooley to successfully pass enabling legislative changes to improve efficiencies and remove outdated provisions.
16. Celebrated one year of SacRT GO supplemental service with UZURV, and hosted SacRT GO open houses to hear feedback from riders.
17. Continued SacRT's Social Equity Program to connect individuals living along SacRT's right-of-way and transit facilities with regional services by partnering with local jurisdictions and non-profits.
18. Completed a successful third cohort of SacRT's Transit Academy, educating over 30 individuals on our system and services.

19. Continued the RydeFreeRT fare-free for youth program, now into its fourth year. Student ridership is approximately double what it was pre-pandemic with an estimated 3.5 million rides over the year, demonstrating the vital need for fare-free transit service.
20. Successfully leased office space at 1102 Q Street to free up property along 29th Steet and improve administrative functions.
21. In response to a national workforce shortage, SacRT continued creative hiring initiatives, such as in-person hiring events, which resulted in better than industry average in filling vacancies. SacRT is only short about 2% of its workforce, while the industry average is above 15%.
22. Successfully transferred project ownership of the Downtown Riverfront Streetcar/Light Rail Small Starts Project to SacRT, positioning it for further federal funding through the Capital Investment Grant Program.
23. Launched and promoted a wide variety of initiatives to promote Diversity, Equity and Inclusiveness in the agency and intensified training and workforce development activities.

Recent Major Awards

- 2023 APTA First Place AdWheel Award for Best Marketing and Communications to Highlight Transit Needs/Funding
- 2023 APTA Rail Safety Certificate of Merit Award
- 2023 California Association of Public Information Officials Epic Award for Rolling Library Train
- 2022 Federal Transportation Security Administration's Gold Standard Award for System Security
- 2022 APTA First Place AdWheel Award for Best Partnership to Support Ridership
- 2022 APTA First Place AdWheel Award for Best Special Event to Support Ridership

The following documents, also attached to this report, were provided to the Board prior to the May 22, 2023, Closed Session:

- Attachment 1 - Letter to the Board from General Manager/CEO
- Attachment 2 - FY 23 GM Performance Objectives and Accomplishments
- Attachment 3 - The Year in Pictures
- Attachment 4 - FY 23 SacRT Overall Performance Scorecard
- Attachment 5 - FY 24 Performance Objectives and Goals

The FY 23 objectives and accomplishments and FY 24 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. Embedded in SacRT's strategic plan is a performance scorecard, which tracks quarterly metrics, tactics

and milestones for achieving SacRT's goals. Attachment 4 presents SacRT's FY 23 Q1-Q3 performance scorecard with an overall score of 95.54, indicating that SacRT is making tremendous progress and consistently delivering results in all performance areas.

The Board has determined that the GM/CEO has met, and in most cases, exceeded, the key performance goals set for FY 2023. In recognition of this, the Board proposed that the GM/CEO receive a 4% performance-based salary increase, similar to what MCEG and OE3 employees are receiving this year.

General Manager/CEO Performance Evaluation

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



**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

May 17, 2023

Dear Chair Kennedy and SacRT Board of Directors:

I want to thank you for providing a strong vision and steady hand as SacRT continues to provide vital transportation services throughout our region. 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 expansion projects; sales of excess properties; and bold business optimization initiatives, SacRT concludes Fiscal Year (FY) 2023 in a strong financial position. As I enter my 8th year as SacRT's General Manager/CEO, I am proud of the numerous achievements that our dedicated team has been able to accomplish during another historic and challenging year, and look forward to many exciting new achievements in the coming year. We are proud of the vital role SacRT continues to play in this amazing community and the industry at large.

I also want to thank all of you for helping celebrate the start of our 50th anniversary! This is a big moment for us at SacRT and I could not be prouder of this agency and the work we do in our community to keep people moving. It also represents a phenomenal milestone for our organization as we have become deeply woven into the fabric of the Sacramento community, providing much more than transportation to our region. Fifty years of hard work and dedication deserves to be celebrated by reflecting on all accomplishments and looking forward to all that's to come. It could not have been possible without the hard work and commitment of our Board of Directors, nearly 5,000+ employees (past and present), partners, stakeholders, advocates, community members, and riders over these past five decades. It is my hope that you will continue to find excitement and pride in the valuable work that we do together.

While the last few 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. With the passage of the historic Bipartisan Infrastructure law, our region is turning to SacRT with high expectations. We know our riders and community members want public transportation to be safe, convenient, and easy to access. They expect public transportation to help their communities accelerate economic recovery, advance greater equity, lessen the effects of climate change, and contribute to a better quality of life for all. I am confident that SacRT is up to the task as we embark on a new fiscal year.

Attached to this letter are copies of the SacRT's FY23 Accomplishments and FY24 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 recap a few highlights from the past year:

Achievements

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Although I have covered a lot in this letter, the details of SacRT's accomplishments are outlined in the attached FY23 GM Goals and Accomplishments.

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, our union partners, our funding partners our stakeholders and the community for working together to 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. FY23 GM Accomplishments
2. The Year in Pictures
3. FY23 Strategic Plan Q1-Q3 Performance Scorecard
4. FY24 GM Performance Objectives and Goals



**Sacramento Regional Transit District (SacRT) General Manager/CEO
Fiscal Year 2023 Performance 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 2023. Performance objectives, goals or expectations address progress toward SacRT Board adopted goals and execution of our strategic vision.




As SacRT celebrates its 50th anniversary this year, it provides the opportunity to reflect on the impact of the mission, vision and values. SacRT is poised not only to serve Sacramento better as a leading mobility provider, but to be a social and economic justice leader and a champion in fighting climate change. The report below provides additional details on SacRT's purpose-driven work and strategic accomplishments over the last year.



**SacRT Major Performance Goals and Accomplishments in Fiscal Year 2023
(As of May 2023)**



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 not only implementing industry best practices, but raising the bar to ensure operational excellence for the Sacramento region.




| PERFORMANCE GOALS | FY23 ACCOMPLISHMENTS | STATUS |
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| <p>1. 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.</p> | <p>In February 2023, Moody's Investors Service published a research report on the financial status of California's transit agencies and found that SacRT has an A2 financial rating, one of the most favorable outlooks of any agency. The report noted that SacRT "will add to already sound operating liquidity by the end of fiscal year 2023, providing additional cushion to weather operating headwinds from potential sales tax volatility as the economy cools, rising expenditures especially from labor costs, and the end of federal pandemic aid, which officials plan to spend down by fiscal 2025."</p> <p>In March 2023, the SacRT Retirement Board held a Special Retirement Board meeting focused on the status of SacRT's pension plans. Over the last 10 years, the three pensions' funded ratios increased by more than 10%, and it is anticipated that over the next five years, all ratios will be over 85%, and in 10 years, by 2032, all three ratios will be 100%. This is due to great pension management policies and diligent practices by staff, consultants, and the Board.</p> <p>The Finance team continues to reconfigure and streamline the SAP system and internal processes to improve the participant data, expanded internal controls, incorporate contract changes timely, and enhance communications with members. Significant reconfigurations this fiscal year have included updating systems for new ATU Elk Grove and AFSCME Supervisor CBAs; updating MCEG, MCEE, and OE3 new hire pro-rated floating holiday accruals; implementing Defined Contribution Changes Negotiated for Elk Grove IBEW Employees.</p> |  |
| <p>2. 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</p> | <p>In August 2022, SacRT was awarded \$30 million in state funding from California State Transportation Agency through the Transit and Intercity Rail Capital Program (TIRCP). Of that, \$24 million will go directly to help purchase an additional 8 new low-floor light rail vehicles. SacRT has secured funding to support the purchase of 44 new vehicles, with the goal to purchase up to 76. An additional \$5 million grant will support connectivity and planning at Sacramento Valley Station (SVS) to prepare for future development at the</p> |  |

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| <p>management support and customer service to project managers to promote completion of projects in a timely and efficient manner.</p> | <p>Railyards, and \$1.5 million for contactless fare payment devices onboard buses and light rail vehicles.</p> <p>In May 2023, SacRT was successfully awarded the first ever Federal Transit Administration (FTA) Railcar Vehicle Replacement Program grant, securing \$45.1 million to support the purchase of 16 additional new low-floor light rail vehicles from Siemens in South Sacramento. The program was created by the President’s Bipartisan Infrastructure law, and only six awards were made nationwide.</p> <p>SacRT’s federal delegation, Senator Alex Padilla and Congressmembers Doris Matsui and Ami Bera championed the application and all three of them have submitted community project funding requests to support SacRT’s transition to a low-floor light rail fleet. In December 2022, Congressman Bera successfully secured \$3.7 million to support station conversions on the Gold Line as part of the federal omnibus package. This fiscal year, Congresswoman Matsui will be championing an additional \$5.5 million request to help complete the construction of the Dos Rios Station in the River District. In total their project funding requests were more than \$14 million. SacRT looks forward to working with them as these requests make their way through the appropriations process. Funding the project is a big undertaking, and as the federal government begins its Fiscal Year 2024 appropriations process, SacRT is thankful for the strong support of our federal delegation.</p> <p>To date, SacRT has secured more than \$350 million for its Light Rail Modernization Project, which includes the purchase of new low-floor trains, modifications to station platforms and adding a passing track to provide 15-minute service to Folsom area stations. SacRT previously purchased 28 new low-floor light rail trains from Siemens Mobility and has a contract to order up to 76. As delivery of the vehicles roll in each month, the trains are currently undergoing a phased testing process before they can be put into service, which is expected to take place summer of 2024. With the order of an additional 16 new low-floor trains, SacRT will have 44 new low-floor vehicles on order or already delivered, which is close to two-thirds of all the vehicles needed to operate on Sacramento’s light rail system.</p> | |
| <p>3. Community Bus Service System Optimization – Provide innovative public transit projects to increase customer access to public transportation for essential travel, especially in disadvantaged communities. By engaging with community partners in projects, SacRT can increase community awareness of its service and boost ridership. Fully funding and staffing programs will increase system reliability, improve the customer experience and provide a convenient, efficient, and easy to use service.</p> | <p>In January 2020, SacRT switched its microtransit software provider to Via and expand the SmaRT Ride service, an on-demand transit service for Sacramento residents. The Sacramento Transportation Authority (STA) awarded SacRT \$12 million in grant funding to help expand microtransit to communities throughout the region. Since January 2022, Via reported that there have been over 250,303 completed rides using the SmaRT Ride app, 85% of riders accepted the ride proposal on the app, the average wait time was 28 minutes, for an average trip duration of 11 minutes, with an average rider rating of 4.9 out of 5 points.</p> <p>In August 2022, SacRT expanded two SmaRT Ride zones to increase the Elk Grove zone to provide better connections to fixed-route service and expanded the North Sacramento. The Elk Grove service area was expanded to include a direct connection to bus route E113, Elk Grove High School, Elk Grove Library, Elk Grove Adult Education Center, Elk Grove Food Bank, Old Town Plaza, Elk Grove Regional Park, and several Elk Grove grocery stores. The Natomas-North Sacramento SmaRT Ride expansion included McClellan Park, serving the VA Medical Clinic and businesses in the southwestern part of McClellan Park. The expanded service areas provide a new direct connection to important education and health resources as well as several grocery stores in the area.</p> |  |



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| <p>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.</p> | <p>The Internal Auditor oversaw the conclusion of the 2022 Federal Transit Administration’s (FTA) Triennial Review, including coordinating staff participation and documentation, providing guidance and clarity related to the review process and document submission. The FTA was pleased with the program progress, and SacRT will continue to make improvements to all areas, from operations to internal policies and protocols.</p> <p>Staff is reviewing the draft report 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 and assisted on the Annual Comprehensive Financial Report (ACFR), to be presented as required to the Board as part of the Internal Auditors annual report.</p> |  |
| <p>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.</p> | <p>In 2022, SacRT began a project to replace Digital Messaging Signs (DMS) equipment throughout the SacRT rail system to improve their state of good repair. The program replaced the existing DMS with modern LCD style signage as well as implemented digital content management systems making it easier to communicate with the new signs as well as integrate them with the Public Address (PA) system at the stations. The program transitions the information communicated to passengers at light rail stations from mainly static schedule information to a real time capable systems. The DMS and PA systems in light rail stations are vital for providing passengers with important service information and notices. These systems are especially important for passengers with disabilities who rely on them for accurate information.</p> <p>When the project began in July 2022, approximately 51% of the DMS signs were down due to supply chain issues for spare parts, frequent vandalism, and outdated technology. By May 2023, only 5-8% of DMS signs have experienced issues. Staff are working on a proposal to address the remaining issues and upgrade and replace older light panels. In May 2023, SacRT was awarded a \$8.5 million grant toward the \$17 million needed for DMS sign upgrades and modernization throughout the system to further improve passenger experience with better information, digital advertising, and Wi-Fi on board light rail trains.</p> <p>IT staff have also been instrumental in the transition to the new office space at 1102 Q Street and 1225 R Street. Staff have identified and procured equipment for the new offices, extended server room run-time, and performed audits on all workstations and conference rooms prior to move in.</p> <p>At the same time IT staff have reduced open tickets by about 40% since the beginning of the fiscal year, updated internal processes, and improved project management.</p> |  |
| <p>6. Infrastructure Improvements and Expansion – Successfully manage projects to modernize and expand the transit system to provide greater value to the community and better service to the region. Recruit and develop</p> | <p>Last year, SacRT launched the Light Rail Modernization Project, the biggest upgrade in the history of the light rail system. This project will modernize the light rail system with new low-floor light rail vehicles (LRV), updated station platforms and add a “passing track” in Folsom to provide 15-minute service to Folsom area stations. To accommodate a new fleet of modern and easy to use “low-floor” light rail vehicles, which will be ready for passenger boardings starting in</p> |  |


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| <p>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.</p> | <p>2024, SacRT is modifying station platforms on the Gold Line. Station modifications will take place on the Blue Line once additional funding is identified.</p> <p>The first phase of construction work is currently underway to modify 14 light rail stations between 59th Street and Sacramento Valley stations to accommodate the height requirements for the new low-floor light rail trains. A total of 48 additional station platforms, 15 Gold Line stations between University/65th Street and Historic Folsom stations, and 19 Blue Line stations, will still need to be modified in the next phase of construction, which is awaiting additional funding.</p> <p>As part of the Light Rail Modernization Project, construction on Gold Line stations is underway to meet the height requirements of new low-floor light rail trains. Bus bridges were implemented to allow construction crews to work safely, and for riders to safely continue to travel between the affected stations. To minimize impact to riders, the bus bridges only take place during weekends.</p> <p>Construction for the Folsom-15 passing track is expected to break ground in summer 2023 and be completed by spring 2024. Upon project completion, trains will arrive in, and depart from, Historic Folsom Station every 15 minutes.</p> | |
| <p>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.</p> | <p>The Light Rail Modernization Project started in full force last year and staff are in the process of updating the light rail network and preparing the new low-floor light rail vehicles, updated station platforms, and a “passing track” in Folsom. Modifying the existing light rail stations to accommodate the new low-floor trains not only impacts the station being modified, it impacts some of the surrounding stations as well. Riders are notified in advance about upcoming service disruptions. Shuttle buses (bus bridges) have been in place to transport riders between the affected stations during the closure. So far, through internal coordination efforts, station conversion has been running smoothly with minimal disruption to customers by implementing intermittent weekend work.</p> <p>To improve on-time performance and availability of the light rail system, the team has focused on recruitment and training efforts, managing day-off work, and revised the attendance control policy. Since 2022, absences have decreased by 5% year over year. By creating more efficient schedules, overtime has been reduced by 170 hours a week. Working closely with Human Resources and Bus Operations, Light Rail is approximately 95% fully staffed, and will have three additional recruits in Q4.</p> |  |
| <p>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</p> | <p>The end of 2022 and beginning of 2023 brought unprecedented wet and stormy weather. Unfortunately, high winds and rains presented a variety of challenges to the Sacramento region in terms of power issues, downed trees, flooding and road damage. SacRT staff worked tirelessly to keep the system operational during these storms to help get our riders to their destinations all while ensuring safety is a top priority.</p> <p>SacRT experienced significant damage to its light rail infrastructure with 36 grade crossing arms at 27 grade crossing locations completely damaged by strong winds. As a safety measure, and per regulatory requirement, SacRT canceled train service at those location and used bus bridge service to transport riders between stations during the disruptions. Additionally, due to SMUD power outages affecting multiple areas where light rail service operates, SacRT was unable to provide power to the overhead contact system</p> |  |


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| <p>ratios are met to support required vehicle availability for consistent daily pullout.</p> | <p>to energize trains, which further exacerbated the situation. Although the system experienced significant infrastructure damage, the light rail maintenance and operations crews worked around the clock, for several days, responding and making repairs as quickly and safely as possible. As a result, SacRT was able to restore the system to normal within a few days and complete an average of 97.4% of the daily scheduled light rail trips in January, even with the historical weather event.</p> | |
| <p>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.</p> | <p>This spring, Facilities moved into a new building at 2710 R Street, implemented a new shift schedule, updated facilities parts storage, and are building out and testing an updated CMMS. Having all staff in one location has improved morale, reporting processes, and streamlined communication and storage.</p> |  |
| <p>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.</p> | <p>SacRT successfully updated its Procurement Ordinance, following the passage of AB 2015, to increase the authority of Director, Procurement Services for approving contracts, increased goods threshold from \$100,000 to \$125,000 (requiring 3 quotes), and included the ability to delegate authority to approve certain IT agreements. Subsequently, the Procurement team is updating standard operating procedures and procurement policy manuals to incorporate and interpret the changes in the ordinance. The team also updated solicitation boilerplates to allow the reopening of a solicitation for bidding (after the bid due date) when no bids are received or when no responsive bids/proposals are received, and the ability to extend a bid/proposal validity period even after it expires if bidders/proposer agrees to hold its prices. These process changes improve efficiency, expedite processes, and streamline procurements at SacRT.</p> <p>As part of the ongoing Admin Campus move to 1102Q Street, Procurement staff have quickly processed hundreds of purchases, contracts, and POs to successfully build out and move our staff into the new offices.</p> <p>Procurement staff continues to incorporate best practices from the California Association of Public Procurement Officials (CAPPO) for public works, RFP/evaluation process, IT agreements, prevailing wages, and general public procurement practices, as well as network with other public agencies to learn about their procurement processes, which, if adopted, will help streamline SacRT's processes.</p> |  |

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| <p>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.</p> | <p>The Risk team has made great progress on updating programs and reviewing processes to reduce risk and liability for SacRT. In January 2023, they successfully updated procedures on light duty modified work assignments for employees temporarily disabled from performing their usual and customary duties. This procedure is intended to allow employees to maintain a healthy, productive, and safe work environment while recuperating from an injury or illness. The changes have resulted in improved participation from departments and better outcomes for employees. The Risk team performed a comprehensive review of Title V and has identified several areas where improvements can be made to improve claim processing.</p> <p>In 2023 courts have opened back up post covid, creating an increased workload for the Risk team as they clear out a backlog of settlements and claims. Risk analysts have been doing working hard on resolving claims in a fair and reasonable manner while protecting SacRT's fiscal sustainability.</p> |  |
| <p>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 customers.</p> | <p>The Safety department has completed the 2021 FTA/CPUC required internal audits and are being sent to the CPUC. The calendar for the next three-year cycle has been completed and audits started.</p> <p>In 2022, Safety assumed inspections for all SacRT buildings and began creating thorough documentation and inspections of each facility. Additional preparation is being made for the addition of the four new office suites at Q Street and the Facilities building on R Street.</p> <p>Over the current fiscal year, the Safety department has completed the following periodic inspections of facilities with external agencies: State/County UST inspections & testing (Metro); StateCounty UST inspections & testing (BMF); CARB Inspection (Metro); Cal-OSHA Complaint (Metro); Insurance Broker Inspection (Metro, MHRF, Wayside); Insurance Broker Inspection (BMF II); City Code Compliance/Facilities at Florin Station.</p> <p>The team continues to support the Safety Inspection and Certification Process for various projects and has been providing construction oversight support for 19 projects related to the Light Rail Modernization Project, including station conversion and weekend work requiring the safety team to be onsite for inspections and oversight.</p> |  |
| <p>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.</p> | <p>In January 2023, the Budget team rolled out a new reporting dashboard on Microsoft PowerBI to all departments. PowerBI is a collection of software services and connectors that work together to turn unrelated sources of data into coherent, visually immersive, and interactive insights. Staff have been able to gain data insights from colorful and compelling visuals instead of just lists and tables in Excel.</p> <p>Because this is hosted in the Microsoft cloud, PowerBI enables staff to work from the same dashboards and reports from any browser in real time. Management staff can use this to further explore data by looking for trends, insights, and other business intelligence.</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 ridership, demonstrate 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.

| PERFORMANCE GOALS | FY23 ACCOMPLISHMENTS | STATUS |
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| <p>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. 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 can successfully compete for contracts with SacRT.</p> | <p>SacRT’s DBE Program is in full FTA compliance and is performing in good faith. SacRT had no findings in the DBE area during the 2022 FTA Triennial Review. Staff continues to innovate and find new ways to strengthen the program and expand its outreach efforts. Staff have promoted the DBE and SBE/LBE programs at a wide variety of in-person and virtual outreach events. SacRT also offers free webinars for potential vendors to share “How to Do Business with SacRT.” The webinars are presented in partnership with the California Capital Procurement Technical Assistance Center (PTAC). As a result of these and project/solicitation-specific outreach efforts, SacRT has been in contact with well over 300 vendors this fiscal year and had over 300 new vendors register with PlanetBids. SacRT receives positive feedback and appreciation from vendors following these events.</p> <p>Staff has successfully updated the SAP vendor database with SBE and LBE data, which will allow for reporting on awards to SBE and LBE vendors. Staff dedicated months of time and effort to search the Department of General Services SBE database to identify which of SacRT’s 2,621 California vendors are certified SBEs, identified the California County in which each business resides to determine which of the 2,621 California vendors qualify as LBEs, and entered the resulting data into each of the affected SAP vendor records. The SBE/LBE Program Document will be updated in 2023.</p> |  |
| <p>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 the transit system and region. Work to leverage the historic amounts of funding available to transform the system infrastructure to expand service for riders while addressing the equity and climate needs of the Sacramento region.</p> | <p>SacRT thanks its federal delegation for championing infrastructure investments and public transportation in our region and their work to pass the House of Representatives six-bill FY23 minibus appropriations package. As part of the omnibus, Congressman Ami Bera was successful in securing \$3.6 million to support the SacRT light rail modernization project, including the renovation and upgrades of four light rail stations to support the new low-floor vehicles. The community project funding, or federal earmark, will support the modernization of the light rail system to increase reliability, encourage transit ridership, and improve accessibility by installing low-floor trains.</p> <p>In August 2022, Governor Newsom signed AB 2015 (Cooley), which cleaned up SacRT’s enabling legislation deleted obsolete provisions, and increased the solicitation threshold for supplies from \$100,000 to \$125,000.</p> <p>In the current 2-year state legislative session, SacRT has sponsored two separate pieces of legislation this cycle. Assemblymember Stephanie Nguyen has introduced AB 354 to update SacRT’s Enabling Legislation to add a Board seat for the City of Elk Grove following Board approval in March. Assemblymember Kevin McCarty has introduced AB 1052 that</p> |  |



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| | <p>would update our authority to place a tax measure on the ballot. Specifically, it would allow a jurisdiction within SacRT's boundaries, such as the city of Sacramento, to tax itself to benefit SacRT. These bills have passed out of Committee and are currently moving through the legislative process.</p> <p>SacRT partnered with the Sacramento Municipal Utility District (SMUD), and GiddyUp EV, Inc. to install high-speed electric vehicle chargers at the Power Inn light rail station. The new charging station hub will be fully networked and integrated and would use underutilized parking spots in the station parking lot. The new charging hub is anticipated to go live in June 2023 and be one of the largest charging hubs in the state when fully equipped. The goal is to serve SacRT ridership, the local community, and local commercial fleet operators with easy and fast EV charging. GiddyUp EV is financing the purchase and installation of the fastest DCFC/Level 3 chargers in the industry, which will have the ability to recharge light and medium vehicles simultaneously in minutes compared to hours-longer than a normal plug-in charger. The site will initially offer 10 Level 3 High Speed Chargers (175kw) – with the potential to expand the site for up to 20 Level 3 chargers. The site will also offer two charging stations that are designed to accommodate large fleet vehicles (up to the size of a City bus or Semi-tractor)..</p> <p>SacRT continued the 4 Agency Collaborative work (SacRT, SACOG, Air Quality District, SMUD) by creating together the Sacramento Region Zero Carbon Transportation initiatives. The 28-page Zero Emission Vehicle (ZEV) Deployment Strategy is a coordinated regional approach to improve air quality, reduce greenhouse gas emissions, abate exposure to toxins, adapt to a warming planet, and promote efficient mobility. The plan includes detailed focus on transitions SacRT's fleet of ZEV buses in the coming years.</p> | |
| <p>3. Innovative Planning and Project Delivery – Successfully lead district planning initiatives to increase access to public transit and mobility options in the community. Further improve the 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, while addressing the equity and climate needs of our community.</p> | <p>In 2022, SacRT partnered with Civic Thread, a local non-profit planning and advocacy organization, to complete a Bus Stop Improvement Plan for SacRT's service area, which includes the cities of Citrus Heights, Elk Grove, Folsom, Rancho Cordova and Sacramento, and Sacramento County. The plan, finalized in March 2023, created a comprehensive list of necessary and desired improvements to bus stops, amenities, and supporting pedestrian infrastructure. This will help SacRT focus the plan on areas with the greatest needs and pursue funding opportunities. Several workshops, walk audits, and a community survey enabled respondents to rate the bus stops in their area. The plan includes a comprehensive list of necessary and desired improvements to bus stops throughout SacRT's service area and identifies over \$65 million worth of improvements to 630 bus stops out of over 3,100 systemwide. With the plan, SacRT is now well positioned to apply and secure grant funding to implement these improvements.</p> <p>In 2021, the City of Sacramento completed a long-term Stockton Boulevard Corridor Study that created a conceptual layout of Stockton Boulevard based on community goals. This project addressed safety and mobility along Stockton Blvd through multimodal improvements and builds upon SacRT's 2020 Stockton Boulevard Conceptual Plan</p> <p>In April 2023, SacRT began working on a Stockton Boulevard Bus Stop Implementation Plan and survey, which is studying bus</p> |  |



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| | <p>stops along Stockton Boulevard, SacRT’s highest ridership corridor, to support existing ridership and encourage new ridership by making transit service along the corridor more accessible and equitable, and by providing greater mobility to underserved communities. Through this effort, SacRT is identifying projects at existing bus stops along the Stockton Boulevard from Alhambra Boulevard to Elsie Avenue to improve safety, accessibility, and ridership along Stockton Boulevard.</p> <p>This project will be SacRT’s next major service evolution, that will operate on the region’s busiest corridors. Buses will operate in their own right-of-way, separated from cars, and will have signal priority at intersections. SacRT has partnered with the City of Sacramento and Sacramento County to pursue a BRT route along Stockton Boulevard that will include a bus only lane for 4.5 miles. The project has been awarded over \$5 million in SACOG Transformative Category funding.</p> <p>SacRT is also in advanced planning for a streetcar line over the Tower Bridge into West Sacramento that will better connect the two cities. SacRT has most, but not all, the funding needed for the project. October 2022, SacRT officially took ownership of the streetcar project following the dissolution of the Joint Powers Authority.</p> | |
| <p>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.</p> | <p>In August 2022, SacRT partnered with the Sacramento Public Library Authority to launch the nation’s first Rolling Library Train. Sacramento Public Library is the fourth largest library system in California with 28 locations serving 1.4 million urban, suburban and rural residents. In addition to lending books, Sacramento Public Library offers services and programming focused on early learning, technology, and education and is committed to providing Sacramento communities with welcoming community spaces.</p> <p>The brightly decorated train promotes riding, reading and the Library of Things. This is the first time the interior of a SacRT light rail train has been completely reimaged to provide an immersive experience. The interior of the train is filled with artwork on the walls and seatbacks that resemble books on shelves. Riders can find hidden gems on those bookshelves featuring QR codes to free downloadable materials from the Sacramento Public Library. The rolling library train travels on both the Blue and Gold light rail lines. Within the first two weeks of launching the train, the Sacramento Library experienced a significant increase in online access using the QR codes.</p> <p>In October 2022, in celebration of California Clean Air Day, SacRT offered a week of systemwide free rides during the first week of October 2022 between Saturday, October 1 and Friday, October 7, 2022. The free rides included fixed-route bus (including Airport Express, Causeway Connection, Elk Grove, and Folsom), light rail, on-demand SmarT Ride shuttles, SacRT GO paratransit service, and e-van service. Total ridership for the week was 335,041 systemwide, up approximately 21% over the prior week.</p> <p>In December 2022, SacRT launched its new SacRT BusTracker app allowing riders to track buses in real-time using global positioning system (GPS) technology to provide arrival times and locations of our buses. It can be accessed on a smartphone, tablet or computer to view real-time stop predictions to better</p> |  |



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| | <p>plan trips on the go. Riders can also sign-up for texts and email notifications as well as subscribe to specific routes and bus stops.</p> <p>In summer 2022, in an effort to better connect with the community and riders, SacRT launched the "SacRT in the Community" blog to share positive stories about riders, community partnerships, and staff.</p> <p>In fall 2022, SacRT started the process for developing a new brand identity and logo as part of a long-term marketing strategy. The goal of the project is to modernize SacRT's brand and increase visibility by helping riders and community members better identify vehicles and all the services provided through consistent imagery. This is especially important as the delivery of the new modern new low-floor light rail trains arrive. During the course of the project, which is expected to take place through the end of 2024, the Marketing team will continue to actively engage with SacRT employees as well as community members to seek input. During this process, SacRT temporarily transitioned to use a 50th anniversary edition of the logo.</p> <p>April 1, 2023, marked SacRT's 50th anniversary of operation, and has been celebrating this important milestone by looking back at its rich history and celebrating what is still to come. SacRT has played an integral role in generations of Sacramentans and has been woven into the fabric of daily life across the Sacramento region. The celebration included hosting celebratory pop-up events at different transit centers and stations across the region during the month of April to thank customers, and it rolled out a special 50th Anniversary edition bus and train that will be in service through the end of the year.</p> <p>SacRT's Marketing team has won a couple of awards in 2023. The national 2023 APTA Adwheel First Place Award for the Best Marketing and Communications to Highlight Transit Needs for SacRT's Citizen's Transit Academy, a free five-class course designed to educate and engage residents, business, and community leaders about SacRT's planning process and how public transit shapes communities. Since launching in 2019, over 100 people have graduated from the class. The Marketing department also received the 2023 California Association of Public Information Officials (CAPIO) Epic Award for the Rolling Library Train. CAPIO is a statewide organization for Public Sector Communicators.</p> | |
| <p>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 SacRT is leading toward better economic and</p> | <p>In 2022, SacRT began implementing the plan to have a new headquarters (HQ) building to replace the current half-century old campus located at 1400 29th Street to improve operational facilities and the work environment for all employees by temporarily leasing office space at 1102 Q Street until SacRT can find or build a suitable and permanent location for all staff. This cost saving move will allow SacRT to downsize its office footprint and potentially provide the opportunity to sell some of its properties, which will significantly help fund a long-term HQ plan. The location of the leased space at Q Street was chosen for several factors, including its proximity to city, county and state government office centers; it's around the corner from SacRT's Customer Service and Sales Center, and just steps away from the 13th Street Station with easy access to all three light rail lines and downtown buses.</p> |  |


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| <p>community benefits through real estate projects that positively impact transit ridership and contribute toward improving community value and support in the region.</p> | <p>SacRT is helping address the area’s housing crisis by helping create “transit-oriented” neighborhoods next to light rail stations. In October 2022, SacRT and the Martin Group celebrated the grand opening of the Wexler, a new student housing transit-oriented development (TOD) project located adjacent to the University/65th Street Transit Center, one of SacRT’s busiest transit centers and light rail stations, which is utilized by more than 40,000 light rail riders and 30,000 bus riders per month, and just steps away from nearby retail centers. This TOD project now provides housing for more than 750 students in a village-like locale less than a block south of Sacramento State and just steps from nearby retail centers. . The strategic, transit-oriented location also affords residents easy connectivity to the surrounding Sacramento region.</p> <p>SacRT will soon partner with developers to build a light rail station and public space serving the new Mirasol Village affordable housing project near downtown with 489 affordable, workforce, and market-rate units in the River District.</p> <p>In February 2022, SacRT and the Friends of Light Rail & Transit launched an effort to rescue some of the last remaining historic trolleys stored by SacRT, ranging in vintage from 1909 to 1929. Streetcars once ruled the roads in Sacramento, taking thousands to work daily and helping give birth to the region’s first suburbs. As times changed, they eventually disappeared, ceding the streets in the post-war 1940s to private automobiles and buses. SacRT worked closely to transfer the shells to the Bay Area Electric Railroad Association, which restores trolleys and displays them at their Western Railway Museum in Suisun City.</p> <p>As part of SacRT’s Station Activation Program, a number of partnership activities occurred in the past year including the Mills Art Center monthly concerts and food truck events in the station plaza; Plate It filmed competition at Farmer’s Market at Sunrise Station; continued to lease lots to contractors for construction staging (revenue generating); Urban Land Institute (ULI) Building Healthy Communities Committee 24th Bypass Park activation event; and the Monthly Farmer’s Market at Sunrise Station totaling 6,100 attendees a quarter.</p> | |
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CUSTOMER SATISFACTION – Ensuring that SacRT customers have access to high quality mobility options that they actively and increasingly use is a priority. 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.




| PERFORMANCE GOALS | FY23 ACCOMPLISHMENTS | STATUS |
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| <p>1. Bus Maintenance Modernization – Pursue a variety of projects to rapidly and efficiently update and modernize 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 of the fleet. These efforts will enable the maintenance department to deliver a fleet to customers that is clean, safe and reliable.</p> | <p>In 2016, SacRT’s Bus Maintenance department, in partnership with International Brotherhood of Electrical Workers Local (IBEW) 1245 and American River College, received state certification by the Department of Industrial Relations for a Bus Mechanic Apprenticeship Program, the first in Northern California, and is essential to developing our workforce and training future generations of critical mechanics at SacRT. The 36-month program trains individuals to be a journey-level bus mechanic. Students take classes at community colleges and receive on-the-job training. Having trained and qualified mechanics is critical to SacRT’s mission of providing reliable bus service to the Sacramento region. In April 2023, SacRT celebrated the graduation of two Journey Level Mechanics Anthony Bertuccelli and Brianna Harrison, the first female Journey Level Mechanic in the agency’s history. Upon completion of the course, the staff are positioned to become a Bus Mechanic A, which is the highest classification for bus mechanics at SacRT.</p> <p>The Bus Maintenance department is working to create a uniform management process, updating standard operating procedures, revamping the non-revenue vehicle program, updating the fuel credit card program and radio program, creating agencywide procedure updates to streamline processes, increase safety compliance, and reduce risk.</p> <p>In February 2023, the first of two new CNG compressors were delivered and will be fully installed by this summer at the Bus Maintenance Facility 1. This replaces the outdated compressor and will significantly speed up fueling of buses, leading to improved operational efficiency. .</p> <p>In May 2023, SacRT began building and anticipate delivery later this summer of 40 new CNG vehicles to replace vehicles beyond their useful life. These include new vehicles for Sacramento service, Elk Grove service, and UC Davis shuttle service. SacRT also ordered 16 cutaways for SacRT GO paratransit service with expected delivery in late 2023.</p> <p>In November 2022, in coordination with the Training and Workforce Development dDepartment, piloted a training for all employees on “Creating a Respectful Workforce” to create a more inclusive and collaborative work environment for all staff.</p> |  |
| <p>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</p> | <p>SacRT continued to see a steady increase in ridership as the region recovers from the pandemic, finishing the 2022 calendar year up 34% over the prior year.</p> <p>Now into its fourth year, the RydeFreeRT fare-free for youth program continues to show strong ridership. Ridership is approximately double what it was pre-pandemic, demonstrating the vital need for fare-free transit service. At the start of the school year in September 2022, student ridership was nearly 325,000. This is almost 50,000 more than any other month since the RydeFreeRT began, and the program has continued to see ridership growth quarter over quarter. In FY23, for the first time</p> |  |

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| <p>provide oversight of the Connect Card Regional Service Center for SacRT and the participating partner agencies.</p> | <p>the RydeFreeRT program was fully funded with financial contributions from all jurisdictions. In FY24, the City of Sacramento approved \$1 million in funding in their budget to continue the program and entered a multiyear contract to continue funding the program.</p> <p>In December 2022, the Connect Card project closeout was completed and formally assigned to SacRT from SACOG after 10 years of partnership.</p> <p>In April 2022, SacRT was awarded an LCTOP grant to fund several weeks of free fare programs, including a free ride week in October to celebrate Clean Air Day/Month. .</p> <p>In February 2023, in coordination with Cal-ITP and SACOG, SacRT launched a "tap to pay" program enabling Transit Ambassadors (TAs) to collect fare in lieu of issuing a citation on board light rail vehicles through a cellular app. The TA's and management have been happy with the program, whose main goal is to reduce contentious interactions with customers, reduce citations, and improve customer satisfaction.</p> <p>In spring 2023, SacRT began working with SACOG on joint procurement of new fare collection hardware through a Cal-ITP program. The region was awarded \$2.1 million to buy tap-to-ride hardware for buses for the entire region. These devices will be installed on the SacRT bus fleets.</p> | |
| <p>3. Improving the Customer Experience – Provide excellent customer service to SacRT employees, riders, and community members by putting the customer experience first in 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 improves customer outcomes.</p> | <p>The Customer Satisfaction team continues to implement process modernization to improve customer satisfaction and outcomes. In April 2024, Customer Advocacy hours were expanded from Monday-Friday to include weekends from 10am-2pm and will work up to full day coverage once fully staffed. The added support will relieve the workload from weekend supervisors, allow timely response for customers, improve resolution rates, and increase customer satisfaction.</p> <p>SacRT continues to update and optimize its customer service procedures, including creating a new tagging process for our Lost and Found bikes, updating the clean out process for Lost and Found, evaluating storage bins and combining locations to increase efficiency. Customer Satisfaction also revised the internal complaint processing procedures to improve response times.</p> <p>The department has engaged in a variety of training series, which combines both staff development and engagement, and have created monthly Job Aids on topics including: Call Control, Call Transfer Types, etc.</p> |  |
| <p>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</p> | <p>While many of industry peers have been forced to suspend routes because of workforce shortage, SacRT has been thankful to maintain 97% service levels due to effective recruitment efforts and dedicated workforce. Bus Operations meets biweekly with Human Resources to continue to enhance hiring efforts, including quarterly in-person hiring events. These have resulted in full classes of 25-30 trainees throughout the fiscal year. SacRT continues to consistently promote and move operators from Community Bus Services to fixed-route Bus Services, and from Bus to Light Rail to ensure staffing needs are met. With the continuous movement, separations, and retirements, hiring efforts will continue.</p> |  |

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| <p>morale, promote safety best practices to eliminate and reduce accidents across our system, and keep passengers and operators safe.</p> | <p>The Bus Operations team is actively working to identify hazards and hazard mitigation options to remove and reduce risk throughout service. Part of this involves providing more training opportunities to address incident trends, including focusing on customer service and ADA priority seating areas to align with other priorities. SacRT provides Operators with customer service training in "Professionalism and Customer Service" and "Conflict and Aggression Management." In addition, RTPS officers join supervisor meetings and ride-along on routes to reduce incidents.</p> <p>The Bus Operations team has been promptly responding to the community's needs, especially during the historic winter storms. Storm damage caused significant closure of our light rail system and the team immediately assisted by implementing light rail bus bridges to ensure system connectivity. Over the course of the last couple months, the Bus Operations team has been coordinating with various City and County staff to ensure its most vulnerable residents and unhoused had transportation access to shelters during the storms. SacRT helped move a significant number of individuals to warming shelters throughout the region ensuring they had a safe refuge from the cold, wind and rain. On top of the extra coordination, SacRT was also able to keep cancellations low, despite running bus bridges and having multiple routes impacted by flooding and the weather.</p> | |
| <p>5. 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 SacRT to meet FTA service requirements and improve customer satisfaction.</p> | <p>In July 2022, SacRT celebrated our 2nd Anniversary of SacRT GO, after bringing ADA paratransit service in-house after years of contracting the service out. In April 2023, SacRT celebrated the one year anniversary of contracting with UZURV, a transportation network company (TNC) that provides supplemental paratransit service to help improve service efficiency. To celebrate, UZURV and SacRT GO hosted an open house to hear feedback from riders and answer questions regarding SacRT GO service. Over 70 people attended the in-person event and another handful via Zoom. SacRT heard from riders that they are pleased with the UZURV service and are very interested in the on-time performance.</p> <p>On-time performance has improved with the implementation of the contract with UZURV. March 2023 had the highest ridership for SacRT GO and supplemental service since bringing it back in-house with over a total of 25,994 passengers in March 2023. Not only is this the highest ridership SacRT experienced since Covid, it is back to 82% of pre-pandemic levels. UZURV provided service to 6,226 passengers, their largest ridership number since they've started providing supplemental service and 24% of overall trips.</p> |  |
| <p>6. 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 SacRT can reduce chronic issues and safety hazards across the system and improve outcomes for the unhoused population. Efforts include piloting innovative solutions to provide</p> | <p>SacRT has worked diligently to reduce widespread safety issues of trespassing along the rail right-of-way (ROW) by people experiencing homelessness in the Sacramento community. SacRT has reduced and prevented this major safety occurrence while placing great emphasis on addressing the resource needs of this vulnerable population. To drive safety change in the Sacramento region, SacRT sought an innovative approach to ending and preventing these devastating incidents. The heart of this approach was based on education and outreach to this disadvantaged population through the use of SacRT's Social Service Practitioner, Rosario Arteaga, who holds a Master's in Social Work. .</p> <p>In 2022, SacRT also created a new partnership with Loaves and Fishes to provide track safety presentations using Operation Lifesaver materials to the staff as their site is adjacent to the</p> |  |

| | | |
|--|--|---|
| <p>targeted learning opportunities for staff and resources to unhoused riders and community members.</p> | <p>SacRT ROW. Track safety engagement was launched with a focus on unhoused clients living in and along the ROW in July 2022. Between July 2022 and May 2023, 308 unhoused individuals were contacted and provided with information about the dangers of being on the ROW.</p> <p>The social equity first approach has been successful in helping establish a level of communication and trust not usually experienced by law enforcement officers during their contacts. A police officer from Regional Transit Police Services (RTPS) does accompany the Social Service Practitioner when she is working in the field; however, the officer remains in the background as support personnel while conducting client engagement.</p> | |
| <p>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.</p> | <p>In January 2023, SacRT won a 2022 Federal Transportation Security Administration (TSA) “Gold Standard” award for its emergency preparedness and overall security systems. This award falls on the heels of winning the 2019 Federal Transportation Security Administration’s Gold Standard Award for System Security. This prestigious award is the highest recognition TSA can give to a transit agency for achieving top scores during an annual review of 17 categories of security and emergency preparedness elements. Out of the 6,800 public transit agencies the TSA oversees, SacRT is one of only four nationwide to receive this recognition this year. It’s the second such award for SacRT in the last three years, a rare achievement among transit agencies. This prestigious award reflects SacRT’s commitment to security programs that benefit riders and the community.</p> <p>In April 2023, SacRT was awarded with APTA’s 2023 Rail Safety Certificate of Merit award for light rail systems for the North 12th Street Safety Program, following previous wins of the APTA 2021 and 2020 Rail Security Gold Awards. At a time when many transit agencies are struggling with safety and security, the SacRT team is leading the industry and continuing to be recognized.</p> <p>Following a detailed Crime Prevention Through Environmental Design (CPTED) assessment, SacRT implemented the North 12th Street Safety Program to reduce trespassers along the rail ROW. The effectiveness of SacRT’s North 12th Street Safety Program resulted in a 19.2% reduction in ROW trespassing within the study area between calendar years 2021 and 2022. The North 12th Street Safety Program is part of a larger social equity movement by SacRT to be a strong community partner for positive change while greatly enhancing track safety.</p> <p>SacRT also received a security grant for \$800,000 to replace security cameras throughout the system. That multifaceted operation is anchored by its Security Operations Center (SOC) on Richards Boulevard where SacRT crews monitor live video cameras at light rail stations, on light rail trains and on buses 24 hours, seven days a week. In total, SacRT has more than 1,000 live-feed security cameras in use system wide. RTPS is working with IT to establish the priorities of camera upgrades. The SOC is also in the process of working with the City of Sacramento to upgrade the video wall.</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.

| PERFORMANCE GOALS | FY23 ACCOMPLISHMENTS | STATUS |
|--|---|---|
| <p>1. Employee Recruitment and Retention – Actively promote internal and external recruitment opportunities to connect with a 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.</p> | <p>In response to a national workforce shortage, SacRT continued creative hiring initiatives, such as in-person hiring events, which have resulted in better than industry average in filling vacancies. SacRT is continuously recruiting and held quarterly hiring events throughout the year for bus drivers and many other positions. Hosting in-person hiring events is a very effective way to recruit and quickly hire employees.</p> <p>With the ongoing recruitment and retention challenges facing the transit industry, SacRT has expanded participation in external job fairs. Staff attended a wide variety of hosted events, including a virtual event with SETA; Multicultural Business & Career Expo; SETA Job Talks; Folsom Cordova Adult School Job Fair; SacJobs Fall Career Fair; Sacramento City District 8 Job Fair; Travis AFB In-person Job Fair; Travis AFB Virtual Job Fair; Asian Resources Job Talk; Volunteers of America Veterans Job Fair; You Betta Work Job Fair; Volunteers of America Veterans Job Fair; SacJobs Job Fair; Mark Sanders Job Fair; and talked to hundreds of interested individuals.</p> <p>In January 2023, SacRT offered enhanced life insurance for many employees in the agency at a minimal cost.</p> |  |
| <p>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.</p> | <p>In April 2023, the Federal Transit Administration (FTA) conducted an audit of the FTA-mandated drug and alcohol testing programs of SacRT. The FTA Audit closed out with zero adverse findings. They noted that the majority of agencies SacRT’s size typically have 2-3 times larger reports with adverse findings. They also noted how remarkably organized and prepared SacRT was and commented that they rarely experience such a smooth audit process and cited that their experience was the best follow up program that they have seen in over 20 years.</p> <p>This spring, SacRT and the unions successfully negotiated 3 multi-year labor contracts with ATU Main, ATU Elk Grove, AFSCME Supervisors.</p> <p>In coordination with the Training and Workforce Development team, the Labor Relations team continues to provide training and resources to develop our workforce into industry leaders. Building on the “Discipline and Investigation” training in October 2021, “Legally Managing in California” training in April 2022, and the “Documenting Best Practices” training in March 2023, they have identified additional training resources for staff. These training courses have been well received by staff and are an essential part to developing our leaders and creating a respectful and safe workplace for SacRT employees.</p> |  |
| <p>3. Strategic Planning and Workforce Development – Implementation of robust outcome-based strategic project management plan, records retention policy program</p> | <p>The newly formed Training and Workforce Development department has accomplished much in their first year. Since November 2022, ongoing work with APTA’s Racial Equity pilot Program continues and staff have participated in a variety of signatory information sharing sessions, learned about ROI, project implementation, and climate assessments for DEI</p> |  |

| | | |
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| <p>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.</p> | <p>initiatives. This work has helped the team identify and develop resources to create a safe work environment for all employees where they feel confident in bringing their whole selves to work.</p> <p>They also developed and procured a variety of trainings, including creating a respectful workplace, documentation best practices, exit interview best practices for HR, how to be a team player, pronunciation, meet and confer, and preparing for interviewing at SacRT. In fall 2023, they coordinated mandatory EEO harassment prevention training and Diversity, Equity, and Inclusion (DEI) foundation training. In coordination with EEO, IT, HR, and operations partners they set up computer labs and provided online learning for 1,304 employees, or 91% of the workforce. They also conducted "Creating a Respectful Workplace" training sessions for 91 Bus Maintenance employees and a New Employee Orientation segment focused on creating a respectful workplace, DEI, and providing exceptional customer service.</p> <p>In 2023, they introduced Diversity Heritage Month and Identity Recognition Project, highlighting monthly celebrations throughout the year. The team also launched SacRT's first book club, conducted "Gender Pronouns in the Workplace" training sessions and worked with the HR benefits team to bring several training opportunities on anxiety and stress in recognition of Mental Health month.</p> <p>The third year of SacRT's current strategic plan is going well. Staff updated all FY24 Tactics to include DEI goals for each department. SacRT developed a quarterly report out that is posted on the SacRT website, shared with Board members, and presented at Board meetings.</p> | |
|--|--|--|

| Major Awards Received in FY23 |
|---|
| <ul style="list-style-type: none"> • 2022 Federal Transportation Security Administration's Gold Standard Award for System Security • 2022 APTA First Place AdWheel Award for Best Partnership to Support Ridership • 2022 APTA First Place AdWheel Award for Best Special Event to Support Ridership • 2023 APTA First Place AdWheel Award for Best Marketing and Communications to Highlight Transit Needs/Funding • 2023 California Association of Public Information Officials Epic Award for the Rolling Library Train • 2023 APTA Rail Safety Certificate of Merit Award |



Moving the Sacramento region for 50 years!

SACRAMENTO REGIONAL TRANSIT 50

1970s
1980s
1990s
2000s
2010s

Moving the Sacramento region for 50 years!

RIDE FREE
OCTOBER 1 - OCTOBER 7, 2022

CALIFORNIA CLEAN AIR DAY
A PROJECT OF THE COALITION FOR CLEAN AIR

SacRT Bus + Light Rail + Smart Ride + SacRT GO Paratransit Services

Sacramento Regional Transit

SACRAMENTO REGIONAL TRANSIT

50

1973-2023

ELK GROVE TRANSIT SERVICES

1ST

Happy Anniversary

Sacramento Regional Transit

Sacramento Regional Transit

First New Low-Floor Light Rail Train

50

1973-2023

sgc iDb SACRAMENTO PUBLIC LIBRARY

RIDE & READ

FREE READS

FrontStreetShelter.org

WISITIA

TRANSIT DRIVER APPRECIATION DAY.

Election Day, November 8, 2022

Let SacRT Drive You to Vote!

SYSTEM-WIDE FREE RIDES

SACRAMENTO COUNTY Sacramento Regional Transit

Public Transportation that Comes to You!

SmaRT Ride ON-DEMAND TRANSIT

SmaRT Ride Expanded in Natomas-North Sacramento and Elk Grove Zones

First Student Transit Oriented Development

LIGHT RAIL MODERNIZATION PROJECT

LIGHT RAIL MODERNIZATION PROJECT

STAR WARS DAY MAY THE 4TH BE WITH YOU

RIDE FREE RT Grades TK-12th

RIDE FREE RT Grades TK-12th

POLICE

TRANSIT TUESDAYS

SACRAMENTO REGIONAL TRANSIT 50

Let's celebrate 50 years of service with FREE rides! on Bus and Light Rail every Tuesday in April.

APR 4 APR 11 APR 18 APR 25

Learn more at sacrt.com/50years or call 916-321-2877

SacRT Awarded \$45 Million for New Low-Floor Light Rail Trains

SacRT Overall Performance Scorecard

| Strategic Pillar | Overall Metric | FY2023 Performance Goals | FY23 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 | FY23 Budgeted Cost Per Hour: | | | | | | |
| | Bus: | \$167.10 | \$169.23 | \$172.86 | \$194.83 | 3 | 2.50 | The average operating cost of an hour of revenue service. |
| | CBS Fixed: | \$224.58 | \$263.00 | \$236.59 | \$267.22 | 3 | 2.43 | The average operating cost of an hour of revenue service. |
| | SmaRT Ride: | \$184.58 | \$184.95 | \$176.94 | \$177.58 | 3 | 3.00 | The average operating cost of an hour of revenue service. |
| | SacRT GO: | \$235.86 | \$191.51 | \$191.71 | \$189.59 | 3 | 3.00 | The average operating cost of an hour of revenue service. |
| | Light Rail: | \$415.04 | \$394.75 | \$383.83 | \$404.20 | 3 | 3.00 | The average operating cost of an hour of revenue service. |
| | On-Time Performance | | | | | | | |
| | On-Time Performance (Fixed Route) | 80% | 81.64% | 79.60% | 81.31% | 3 | 3.00 | The percentage of trips completed within the scheduled on-time window. |
| | On-Time Performance (Paratransit) | 85% | 78.00% | 79.00% | 81.38% | 3 | 2.87 | The percentage of trips completed within the scheduled on-time window. |
| | On-Time Departure (LR) | 97% | 97.50% | 97.70% | 97.5% | 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 | 10,397 | 10,892 | 17,740 | 3 | 3.00 | Total fleet miles divided by total monthly road calls. |
| | CBS/SacRT GO/ SmaRT Ride | TBD | 42,076 | 54,167 | 61,628 | 3 | 3.00 | Total fleet miles divided by total monthly road calls. |
| | Light Rail | 8,200 | 8,569 | 9,763 | 8,446 | 4 | 4.00 | Total fleet miles divided by total monthly road calls. |
| System Cleanliness | 100% | 85% | 89% | 84% | 5 | 4.22 | The average score for LR Stations, Bus Stops, bus and light rail vehicle cleanliness. | |
| Collisions Per 100k Miles (YTD) | 1.6 | 0.78 | 0.57 | 0.02 | 5 | 5.00 | The quarterly number of accidents per 100,000 miles. Calculated by (Accidents/ Revenue Miles) *100,000. | |
| TOTAL POINTS | | | | | | 47 | 45.02 | |
| Community Value | Rebuild Ridership Trust | 3,182,466 | 3,195,538 | 3,626,854 | 3,530,047 | 10 | 10.00 | The average number of unlinked trips per revenue hour across all service modes. |
| | Fare Evasion Rate | 2.08% | 1.20% | 1.16% | 1.11% | 5 | 5.00 | Percentage of fares inspected divided by the number of citations issued for the month. |
| | Social Media Engagement | | | | | | | |
| | Facebook Reach/Impressions | 140,000 | 149,235 | 92,199 | 177,558 | 2 | 2.00 | Total reach/impressions of content shared on SacRT social media platforms. |
| | Twitter Reach/Impressions | 400,000 | 218,400 | 111,600 | 140,700 | 2 | 0.70 | Total reach/impressions of content shared on SacRT social media platforms. |
| | Instagram Reach/Impressions | 30,000 | 15,546 | 18,744 | 38,873 | 2 | 2.00 | Total reach/impressions of content shared on SacRT social media platforms. |
| | LinkedIn Reach/Impressions | 25,000 | 25,924 | 12,228 | 16,138 | 2 | 1.29 | Total reach/impressions of content shared on SacRT social media platforms. |
| TOTAL POINTS | | | | | | 23 | 20.99 | |
| 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 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 | 3.7 | 3.7 | 3.7 | 10 | 10.00 | Through customer surveys, using a scale of 0 to 5 of how satisfied the public is with SacRT. The KPI goal is overall score of 3.5 or higher. |
| | Service Level for Calls Answered for Customer Service, Customer Advocacy queues | | | | | | | |
| | Customer Service | 80% | 74% | 75% | 82% | 2.5 | 2.50 | Percentage of calls answered within 20 seconds for Customer Service. |
| Customer Advocacy | 60% | 44% | 46% | 65% | 2.5 | 2.50 | Percentage of calls answered within 20 seconds for Advocacy queues. | |
| TOTAL POINTS | | | | | | 15 | 15.00 | |
| OVERALL PERFORMANCE SCORE | | | | | | 100 | 95.54 | |

Sacramento Regional Transit District (SacRT) General Manager/CEO FY 2024 Performance Objectives & Goals

SacRT's ongoing implementation of its 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 SacRT 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 services continue to evolve, SacRT is committed to providing the highest standards in transportation by not only implementing industry best practices, but raising the bar to ensure operational excellence for customers.

1. **Funding the Future at SacRT:** Strategically identify and secure competitive grant funding applications to support critical projects throughout the agency. In coordination with project managers, develop clear project and program documentation that includes detailed planning and analysis, cost-benefit information, project prioritization, and defined timelines. Identify partnerships with member agencies on grant applications to expand opportunities. Recruit and develop staff to provide project management support, engage in innovative program planning, and strategically approach the application process.
2. **Infrastructure Improvements and Expansion:** Strategically manage projects to modernize and expand the transit system to provide greater value to the community and better service to the region. Monitor schedule timelines, and track engineering labor costs. Recruit and develop staff to meet all technical capacity requirements for federal grants. Facilitate opportunities for staff development and engagement to improve morale, productivity, and employee retention.
3. **Innovative Planning and Funding Coordination:** Spearhead SacRT planning initiatives to increase access to transit and mobility options in the Sacramento community. Collaboratively work to secure funding for innovative planning initiatives, maintenance of programs, sustainability efforts, and community outreach. Coordinate with local, state, and federal partners to enable SacRT to continue to move riders where they want to go, when they want to go by improving service all while addressing the equity and climate needs of the region.
4. **Light Rail System Modernization and Performance Improvements:** Work with internal and external stakeholders to push successfully implement this project that will modernize the light rail system with new low-floor light rail vehicles (S700 series), updated station platforms to meet the height requirements of the new fleet, and a "passing track" in Folsom to provide 15-minute service. In addition, manage the S700 vehicle procurement project to ensure the fleet is introduced to revenue service as scheduled and within budget. Proactively work with the Siemens project management, commissioning and testing teams to ensure vehicle production and delivery schedules are maintained and do not exceed the contractual agreement. Capitalize on opportunities to reduce the time it takes to accomplish critical tasks such as dynamic testing, vehicle burn-in, and maintenance training. Provide proactive maintenance and repair; increase system efficiency and improve performance through the maintenance of state of good repair.
5. **Light Rail Personnel and System Optimization:** Provide efficient service management and increase system reliability to improve the customer experience and better provide light rail

service to get people where they want to go, when they want to go. Actively recruit and develop staff to ensure effective training and performance targets are met, reducing overtime, being good financial stewards, and proactively managing workloads to improve employee morale and promote safety best practices.

6. **Providing Reliable and Safe Bus Transportation:** Increase 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 will positively impact employee morale, retention, promote safety best practices to eliminate and reduce accidents system-wide, and keep passengers and operators safe.
7. **Bus Maintenance Modernization:** Implement new Fleet Maintenance Management Software (FMMS) system to modernize and automate bus management and improve process efficiency. Successful implementation will result in decreased maintenance and parts costs, increases in vehicle equipment availability, allow for proactive fleet maintenance, and streamline reporting. These efforts will deliver a fleet that is clean, safe and reliable.
8. **Community Bus Service System Optimization:** Provide innovative mobility projects to increase customer access to public transportation for essential travel, especially in disadvantaged communities. Engage with community partners and riders to increase community awareness of transit services, educate riders, build trust, address feedback, and boost ridership. Identify opportunities to engage with staff and internal stakeholders to timely respond to requests, support the SacRT team, improve on time performance, and strategically identify and mitigate system needs before they become critical issues. Securing additional funding and training programs will increase system reliability, improve customer experience and provide convenient, efficient, and easy to use service to get people where they want to go, when they want to go.
9. **GO for Excellence:** Increase service reliability to improve customer satisfaction and better provide SacRT GO paratransit bus service to get people where they want to go, when they want to go. Increasing staffing levels and additional workforce development training will positively impact on-time performance, efficiently coordinate scheduling, and increase customer satisfaction. Developing experienced schedulers and dispatchers will enable SacRT to efficiently and professionally resolve issues, engage drivers, streamline coordination of trip connections, and improve customer service outcomes.
10. **Procurement Procedure Efficiency and Staff Development:** Effectively guide internal customers through the procurement process to ensure SacRT follows procurement procedures, policies, and laws. Develop technical skills that empower procurement staff to streamline the procurement process to progress project timeline, delivery, and conserve budget. Continuously strengthen internal controls to improve project management, monitor project timelines and contract expiration dates, track invoice processing, streamline communications, and ensure internal customers receive the goods and services required to maintain SacRT's service levels.
11. **Accounting Process Enhancements:** Leverage technology to create system efficiencies and continue to attain clean financial audit results by reviewing internal processes; evaluating current procedures; identifying opportunities for improving, creating a roadmap for changes; and implementing changes to modernize agencywide.
12. **Budget Tool Refinement:** Amplify the newly implemented budgeting software package (PowerBI) to better manage and collaborate with department managers to simplify the budgeting process and provide meaningful data to effectively improve financial decision making.
13. **Efficient Payroll Processing:** Create efficiencies by measuring payroll performance, reviewing internal processes, evaluating current procedure efficiency, identifying

opportunities for improvement, and implementing changes to create more efficient procedures agency wide. Continue to update forms and procedural controls and cross-functional collaboration to develop new processes for increased efficiency. Complete quarterly federal and state tax reporting in a timely and efficient manner.

14. **Modernize Risk Processes and Reduce Liability:** Promote a culture of employee engagement and risk awareness through ongoing strategic process improvement and training. Create efficiencies to reduce resource intensive processes in claims management through automation of compliance reporting and file maintenance. Implement risk management information system (RMIS) and update risk program to improve efficiency, consistency, and reliability of data, prevent adverse loss, and reduce liability for the agency.
15. **Independent Operational Process Evaluation:** Through the Internal Audit Unit, 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.
16. **Information Technology (IT) Business Strategic Alignment:** Leverage information technology resources to achieve strategic business objectives, including expanding service reach; increased productivity; secured information systems; increased return on investment; flexibility in deploying and accessing technology; and greater employee engagement, enhancing the customer experience.
17. **Safety Risk Identification & Assurance:** Perform ongoing proactive inspections and data analysis to improve safety outcomes and system reliability. Support critical construction projects throughout the district to identify hazards and risks in a timely manner to mitigate the risk while still in its latent state. Through ongoing monitoring and completion of corrective actions SacRT will be able to provide better and more reliable service to customers.

COMMUNITY VALUE – SacRT is committed to expanding regional partnerships and providing excellent public transit service to promote SacRT as the region’s premier public transit agency. SacRT will continue to promote programs and incentive options that will encourage more people to try transit, build ridership, demonstrate 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. **Community Partnership Building and Advocacy:** Promote SacRT’s profile and reputation throughout the community to demonstrate the impact additional funding would have on the transit system and region. Engage with local and grassroots organizations to identify transit supportive policies, funding, and advocacy. Work to transform infrastructure to expand service for riders, address climate challenges, and elevate social equity in service programming.
2. **Government Contracting Civil Rights Programs:** Operate SacRT’s Disadvantaged Business Enterprise (DBE) Program in good faith and in accordance with the requirements contained in the Code of Federal Regulations Title 49 Part 26 (49 CFR Part 26). Benchmark against, and collaborate 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. Ensure on time reporting of DBE participation and overall DBE goal setting documentation to the Federal Transit Administration (FTA). Coordinate vendor outreach so that qualifying applicants have the opportunity to successfully compete for SacRT contracts.
3. **Proactively Managing SacRT Real Property:** Dispose of surplus property to reduce property maintenance costs, taxes and liability. Surplus property also creates Transit Oriented Development (TOD) opportunities that can generate additional ridership, revenue, and revitalize neighborhoods. 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 TOD projects.

4. **RTPS Operation Life Saver:** Promote a safe environment for both SacRT passengers and employees by reducing vehicular violations and fouling of the track right-of-way. Continue officer riding presence on rail and bus to enhance rail safety for passengers and operators. The overall goal is to deter fare evasion, crime prevention, reduce motor vehicle accidents, and provide an increased sense of security for SacRT employees and passengers.
5. **Social Worker Engagement and Partnerships:** Collaborate with internal staff and external service providers and agencies to address safety hazards along light rail tracks, right-of-way, and bus stops. Partner with County staff and community stakeholders to hold resource fairs to provide information and resources to unhoused riders and community members. Support and empower employees through training to better understand the community and the resources available to reduce chronic issues and safety hazards across the system and improve outcomes for Sacramento's unhoused population.

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

1. **Marketing Strategies for Retaining and Returning Ridership:** Engage with customers and members of the community to raise awareness of SacRT services, the benefits of public transit, and increase ridership. Creatively communicate with riders in innovative and effective ways. Produce multilingual promotional materials, in accordance with Title VI and Language Assistance Plan, that enable staff and riders to feel more confident using the system and services through pictographs, engaging promotional materials, social media, videos and hands-on workshops. Collaborate with community partners and local media to connect and engage with riders at a variety of community events, festivals, and promotions.
2. **Fare Revenue Modernization:** Provide timely and accurate reporting data while adhering to all federal standards for reporting fare revenues and ridership information. Implement new technologies to simplify fare collection for customers to improve the rider experience. Actively seek unique partnerships to implement innovative fare programs. Look for inventive ways to generate bulk and discount fare programs for SacRT and participating partner agencies to cost-effectively build ridership.
3. **Engaging and Optimizing Customer Service Business Processes:** Provide excellent customer service to SacRT employees, riders, and community members by putting the customer experience first in all processes and procedures. Train and empower front-line employees to engage with members of the public in a way that promotes the core values and improves customer outcomes. Support all services by quickly and efficiently responding to customer inquiries in an effective and respectful manner to build trust in the competency of SacRT staff and delivery of service.
4. **Robust Customer Service and System Security:** Provide robust customer service and promote security across the system to improve the customer experience. Focus on recruiting and developing team members and empowering them to serve the community, improve customer interactions to reduce service reports. Provide consistent customer service to all passengers and quickly 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.**Proactive Facilities Maintenance Management:** Identify opportunities to improve efficiencies in facilities work assignments and budgeting, improve outcomes with internal and external customers by developing proactive solutions

and preventive maintenance plans to address potential facilities maintenance incidents before they become critical. Strengthen preventive maintenance and project management processes by fully implementing new computerized maintenance management system (CMMS) to improve data tracking and reporting.

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. SacRT recognizes that the work employees do every day, in every single position, has a potentially significant impact on the quality of life in the Sacramento region. Employees are foundational to SacRT’s success and the agency is committed to hiring the best people and supporting them throughout their careers.

1. **Cross-Departmental Strategic Initiatives:** Coordinate cross-departmental projects to improve process efficiency and expand business modernization. Break down information silos and amplify communication channels to ensure successful delivery of projects. Develop opportunities to share goals and outcomes with workforce, Board, and community.
2. **Employee Recruitment, Retention, and Wellbeing:** Innovatively promote internal and external recruitment opportunities to create a wider pool of diverse candidates. Review current policies and procedures to identify opportunities to increase efficiency and reflect new laws/legislation. Promote opportunities for managers and employees to engage in holistic employee wellbeing and engagement. Facilitate opportunities for staff development, cross-training and succession planning to improve morale, productivity, and employee retention.
3. **Labor Relations Compliance and Labor Partner Outreach:** Develop a best-in-class workforce by engaging with new employees and leaders to establish a deep understanding of workplace expectations and to improve retention. Continuously train supervisory staff to improve labor management outcomes and compliance with local, state, and federal laws and regulations. Positively engage with internal stakeholders and labor partners to further develop relationships and focus on the overall success of SacRT.
4. **Expand Employee Engagement Opportunities and Professional Development:** Facilitate opportunities for employee engagement throughout the district by highlighting new programs, launching Diversity, Equity, and Inclusion (DEI) initiatives, and continuing to explore additional training opportunities. Continuously promote DEI in the workplace and create a workplace environment where employees feel connected and dedicated to SacRT’s goals and values. Develop and procure training materials and resources to cultivate a highly skilled, effective, and motivated workforce. Work with stakeholders to fully implement the newly procured Learning Management System to roadmap learning pathways and roll out accessible training to all staff, including frontline employees.
5. **Expanding Pension and Retirement Plan Communications:** Deliver retirement and health care benefits to active and retired SacRT members and their beneficiaries in an equitable, accurate, courteous, professional, and prompt manner. Strengthen administrative controls by improving data maintenance, increased collaboration with the Retirement Board, and enhanced communications with members. Enhance transparency and accountability to present information that instills confidence in investment and business decisions. Maintain stakeholder trust through ethical, sensitive, effective, and cost-efficient organization in service to employer and employees alike.

RESOLUTION NO. 2023-06-066

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

June 12, 2023

APPROVAL OF THE FY 2023 ANNUAL PERFORMANCE EVALUATION FOR THE GENERAL MANAGER/CEO, HENRY LI

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 2023, 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 approves the FY 2023 annual performance evaluation of General Manager/CEO Henry Li.

THAT, the Board hereby approves a 4% merit pay increase for Henry Li, effective July 1, 2023.

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

PATRICK KENNEDY, Chair

A T T E S T:

HENRY LI, Secretary

By: _____
Tabetha Smith, Assistant Secretary