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SACRAMENTO REGIONAL TRANSIT

Strategic Plan Update – August 2026

Shelly Valenton – Deputy General Manager/CEO

Response to Board Feedback

- Enhanced focus on **fiscal sustainability** throughout the Strategic Plan document, Performance Scorecard and workplan Tactics.
- Emphasis on innovative services that solve customer needs such as first mile/last mile programs.
- Further alignment with SacRT’s goals regarding equity and our desire to meet the needs of those in historical disadvantaged and underserved communities.

Fiscal Sustainability Highlights & Updates

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Introduction from General Manager / CEO
We Are Moving Sacramento

For 2026-2030, SacRT's major objectives focus on further improving system reliability and frequency, enhancing safety and security, modernizing transit infrastructure, and expanding access to high-quality transit options; all while maintaining fiscal accountability and long-term fiscal sustainability.

Strategic Plan Goals

SacRT's Strategic Plan goals are designed to strengthen long-term fiscal sustainability by improving organizational performance, increasing efficiency, enhancing the customer experience, and supporting ridership and revenue growth. This foundation is reinforced through balanced budgets, stable operating reserves, predictable multi-year revenue, and responsible management of costs and assets. Together, these efforts support improved farebox recovery and strategic investments in disadvantaged communities while ensuring transit services remain reliable, equitable, and responsive to the region's evolving needs.

Operational Excellence

- Strengthen Long-term Fiscal Sustainability
- Obtain predictable multi-year revenue streams and Balance budgets without one-time fixes
- Promote asset management that minimizes lifecycle costs

Executive Summary

These four strategic pillars provide the foundation for SacRT's planning and decision-making. Each year, the organization establishes annual objectives aligned with these pillars, which are then supported through department-specific tactical activities and work plans. This approach ensures that daily operations and long-term investments remain focused on achieving the agency's strategic priorities.

Four Strategic Pillars

Fiscal Sustainability Highlights & Updates (Cont.)

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The proposed version of the plan includes updates to the **Performance Scorecard** that highlight fiscal sustainability

- The new scorecards highlight existing metrics tied to fiscal sustainability and introduce new metrics at both the District wide and individual division levels.

Strategic Plan Goals	Performance Goal*	Current Value	% Toward Goal	Goal Points	Points Earned
1 Operational Excellence					
01 - Cost Per Vehicle Revenue Hour (Bus)	$202.10	$218.59	91.84%	4	3.67
02 - Cost Per Vehicle Revenue Hour (Flex Service)	$90.40	$70.44	100.00%	3	3.00
03 - Cost Per Vehicle Revenue Hour (SacRT GO)	$212.18	$192.53	100.00%	4	4.00
04 - Cost Per Vehicle Revenue Hour (Light Rail)	$471.44	$435.69	100.00%	4	4.00
05 - On-Time Performace (Bus)	80.00%	80.61%	100.00%	3	3.00
06 - On-Time Performance (SacRT GO)	85.00%	86.00%	100.00%	3	3.00
07 - On-Time Departure (Light Rail)	96.10%	95.15%	99.01%	6	5.94

- **13 of the proposed 29 metrics** (accounting for 50% of the total points) in the District wide performance scorecard will be linked direct to fiscal sustainability including:

Budget to Actual (Year to Date Surplus/Deficit)	Cost per Vehicle Revenue Hour (Bus)	Mean Distance Between Failures (Bus)	Rebuild Ridership
Budget to Actual (Quarterly Revenues	Cost per Vehicle Revenue Hour (Flex)	Mean Distance Between Failures (SacRT Go)	Fare Evasion Rate
Budget to Actual (Quarterly Expenses)	Cost per Vehicle Revenue Hour (SacRT Go)	Mean Distance Between Failures (Light Rail)	Collisions per 100k miles
	Cost per Vehicle Revenue Hour (Light Rail)		

Strategic Plan in Action – Workplan Tactics

Workplan Tactics in support of Annual Goals developed by individual departments and supported by the Executive Management team put the Strategic Plan in action. Examples from key topics are shown below.

Fiscal Sustainability

FY27 Quarterly Milestones - Revenue

Quarter	Goals
Q1 July-Sept	• **Reduce fare collection costs** by continuing to transition riders to Transit Connect. • **Host Transit Connect Open House** for State Agencies & other large employers, beginning the transition for Corporate Accounts to Transit Connect. • Further reduce fare collection costs and enhance system reliability by **installing Tap2Ride hardware at Light Rail Stations**.

Service Innovation

FY27 Quarterly Milestones – SacRT Go

Quarter	Goals
Q1 July-Sept	• **Support SacRT GO App Implementation & Customer Adoption** – Monitor SacRT GO app implementation and customer usage trends while identifying opportunities for process improvements, rider education, and customer support.

FY27 Quarterly Milestones - Planning

Quarter	Goals
Q2 Oct-Dec	• **Reimagine Roseville Rd LR Station** – Review draft concepts and analyze impacts • **Mobility Hub Implementation Plan** – Work with stakeholders to develop amenities list for each mobility hub location, including first/last mile technologies such as E-Bike, Scooters, etc.

Equity & Disadvantaged Communities

FY27 Quarterly Milestones - Planning

Quarter	Goals
Q1 July-Sept	• **Heat Resilient Shelters** – Finalize shelter type and begin permitting • **Florin Bus Stop Bundle** – Program funding and begin procurement efforts for ENV • **Safe Routes to Transit** – Draft project list and draft plan • **SacRT 2050** – Public review and potential Board adoption. • **TSP Program** – Procure vendor and get under contract

Innovative Services & Equity in the Strategic Plan

SacRT's commitment to innovation (including first/last mile programs) and equity are highlighted throughout the Strategic Plan Document itself. References can be found in the GM Introduction and precise direction to implement these strategies are delivered in the Strategic Pillars as well as the tactical activities among other places.

Introduction from General Manager / CEO
We Are Moving Sacramento

To enhance mobility, we've expanded public and private networks with innovative first-mile/last-mile options like SacRT Flex. Operated with Via, SacRT Flex is a subsidized neighborhood shuttle serving qualified riders, including seniors, low-income individuals, and people with disabilities, providing greater accessibility for those with the highest transportation needs. This innovative approach is expected to save an estimated $100 million over 10 years, strengthening SacRT's long-term fiscal sustainability. SacRT will continue to seek public-private opportunities to further expand our first-mile/last-mile options, as we have done in the past with JUMP bike, Uber and Lyft.

Community Value

- Communications & Marketing
- Economic Impact in Station Areas (TOD) and Community Benefit
- Community Events Support
- Public Safety Partnership
- Long Range Plan

Customer Satisfaction

- Enhance system cleanliness and comfort
- Reduce response times for customer inquiries
- Expand real-time service information and alerts
- Increase customer outreach and engagement opportunities

Questions and Comments