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Strategic Plan
2026 - 2030



Sacramento Regional Transit's Strategic Plan guides how we move our region forward – together.

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Introduction from General Manager / CEO
We Are Moving Sacramento

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Sacramento Regional Transit District (SacRT) is committed to continuing to develop and implement a meaningful, effective and data-driven strategic plan. A well-defined strategic plan ensures that the agency remains focused, accountable, and responsive to the evolving mobility needs of the Sacramento region while continuing to deliver reliable and efficient transit services.

A well-crafted strategic plan provides the management team and stakeholders with guiding goals, projects, and programs to be implemented in the short term to achieve longer-term outcomes. It also establishes a clear framework for decision-making, enabling the organization to adapt to changing conditions while maintaining alignment with its long-term vision. By having clarity on the bigger picture, SacRT is better positioned to remain flexible, innovative, and resilient.

Building upon the successful launch and implementation of the 2021-2025 strategic plan, this plan details SacRT's aspirations and the steps for attaining its goals. It articulates the agency's vision for operational excellence, an elevated customer experience, strong partnerships with the Sacramento community, and a highly engaged workforce.

Our partnership success is built on respect, inclusiveness, transparency, accountability, and ensuring all voices are heard as we work together to deliver safe, reliable, and transformative transportation for our diverse communities.

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.

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. Key initiatives include advancing light rail modernization efforts, investing in zero-emission bus technology, improving bus stop amenities and accessibility, implementing integrated mobility solutions, and leveraging technology to provide real-time information and seamless fare payment options.

The plan centers on equity as a foundational commitment and embedding equity-driven tactics into departmental workplans to ensure transit services meaningfully reach and benefit historically underserved communities, while advancing regional sustainability, economic development, and shared prosperity. Detailed information on our efforts to provide equitable services can be found within SacRT's Short-Range Transit Plan, Long-Range Transit Plan, and Title VI Program documents on SacRT's website at www.sacrt.com

Updates to the SacRT performance scorecard have also been made, incorporating more stringent performance targets, with an increased reliance on industry standards and peer agency comparisons to ensure accountability, continuous improvement, and alignment with best practices in public transit. The performance scorecard will be used to actively report to the Board, customers, and the community on progress toward achieving strategic goals.

SacRT's Strategic Plan will continue to serve as the guiding vision for the agency's continued growth and success, positioning it to meet the region's transportation needs now and into the future.

I am thankful to our Board of Directors for their strategic guidance and to all staff who contributed to the planning process. I believe that this plan will further elevate SacRT through a focused pursuit of excellence and a commitment to delivering high-quality transit service to the Sacramento community.

Sincerely,

Henry Li
General Manager / CEO



Mission, Vision & Values

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MISSION

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

VISION

A leader in providing mobility options for our community.

VALUES | Five core principles guide individuals, teams, and the entire SacRT organization

Collaboration

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

Innovation

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

Trust

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

Respect

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

Excellence

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



Executive Summary

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Sacramento Regional Transit District's (SacRT) 2026–2030 Strategic Plan establishes the agency's long-term direction and provides the framework for decision-making, investment, and performance over the next five years. The plan aligns our mission, vision, and values with strategic priorities that ensure SacRT continues to provide safe, reliable, and accessible transit service while meeting the evolving needs of the Sacramento region.

At the core of this Strategic Plan are **four strategic pillars** that guide every aspect of the organization's work:

- **Customer Satisfaction** – Delivering a safe, reliable, convenient, and high-quality customer experience.
- **Operational Excellence** – Improving service delivery, efficiency, safety, reliability, and responsible stewardship of public resources.
- **Community Value** – Strengthening partnerships, enhancing regional mobility, and creating lasting economic and social value for the communities we serve.
- **Employee Engagement** – Investing in our employees by fostering a culture of collaboration, professional growth, accountability, and excellence.

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.

Progress toward these objectives is measured through SacRT's Quarterly Performance Scorecard, which tracks key performance metrics aligned with each strategic pillar. Regular reporting promotes transparency, accountability, and continuous improvement while providing leadership, the Board of Directors, employees, and stakeholders with a clear understanding of organizational performance and progress toward strategic goals.

Developed through collaboration across the organization and with input from employees, leadership, partners, and community stakeholders, this Strategic Plan serves as SacRT's roadmap for FY2026–FY2030. By aligning long-term priorities with measurable annual objectives and tactical initiatives, SacRT is well positioned to strengthen customer satisfaction, deliver operational excellence, increase community value, and cultivate an engaged workforce while advancing mobility throughout the Sacramento region.

Four Strategic Pillars

Customer Satisfaction

Delivering a safe, reliable, convenient, and high-quality customer experience.

Operational Excellence

Improving service delivery, efficiency, safety, reliability, and responsible stewardship of public resources.

Community Value

Strengthening partnerships, enhancing regional mobility, advancing regional economic prosperity and creating lasting economic and social value for the communities we serve.

Employee Engagement

Investing in our employees by fostering a culture of collaboration, professional growth, accountability, and excellence.



Strategic Plan Framework

Strategic Plan Framework





Why

SacRT leaders, teams, and staff are driven to deliver high quality services guided by the **mission, vision,** and **organizational values**.

What

measurable outcomes SacRT strives to achieve. This encompasses **annual goals**.

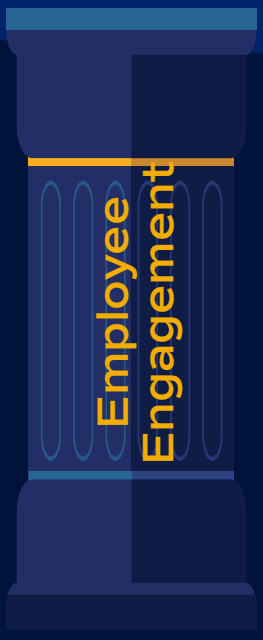
How

SacRT will work toward achieving the goals. This includes identification of specific work plan **tactics** that will be implemented by SacRT teams.

Who

within SacRT is contributing to achievement of the goals. This encompasses the use of a **performance scorecard** system to monitor organizational and division performance on a quarterly basis.







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.

Why

MISSION

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

VISION

A leader in providing mobility options for our community.

VALUES

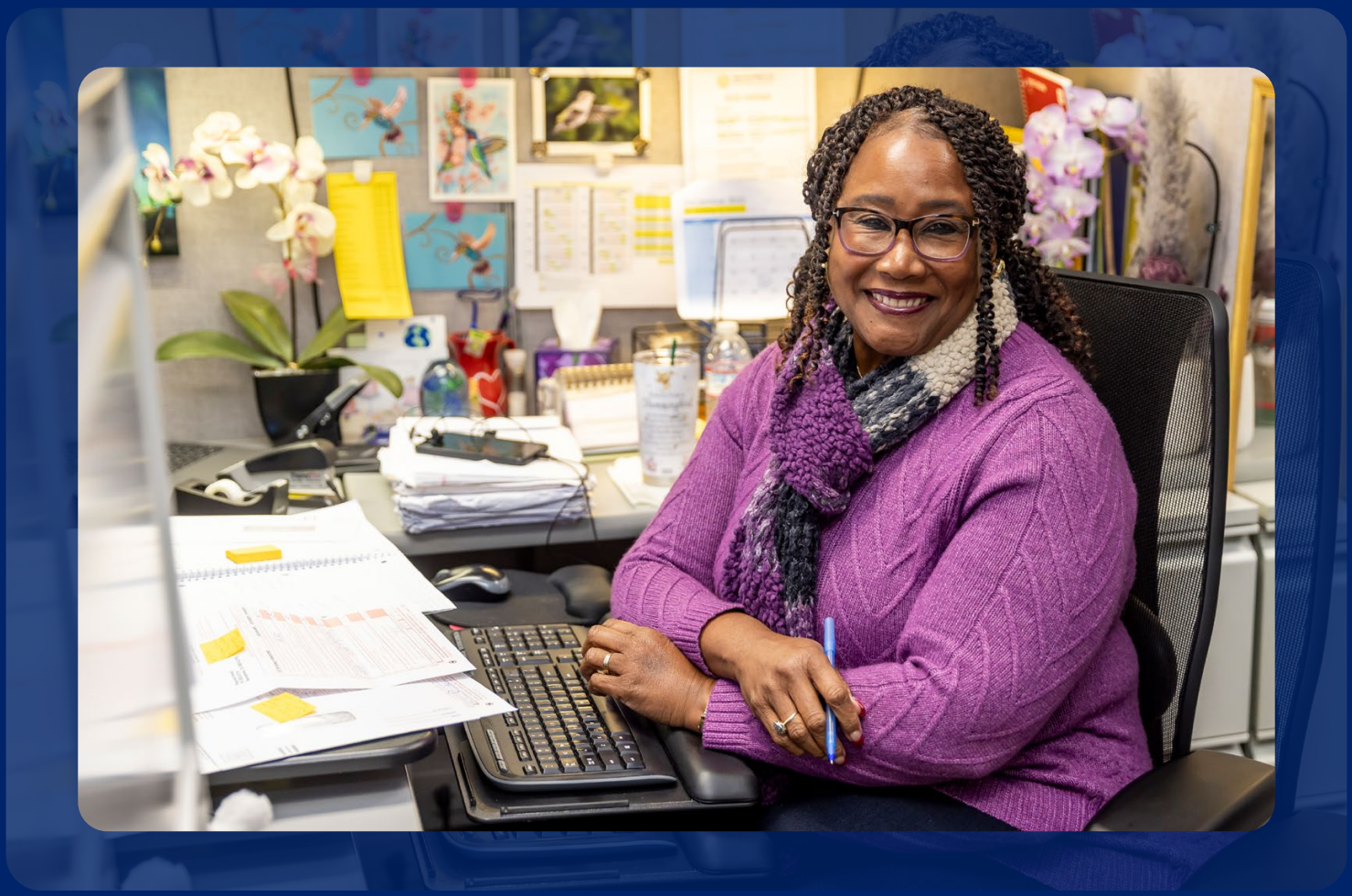
Five core principles guide individuals, teams and the entire SacRT organization: Collaboration, Innovation, Trust, Respect and Excellence

What

Annual Outcomes

The SacRT organization strives to balance the delivery of a high quality customer experience with value to taxpayers, and this strategic plan offers a platform from which the agency will take aim at these two high level aspirations.

1. Improve **Customer Satisfaction**.
2. Deliver **Operational Excellence** across the organization.
3. Improve the **Community's Perception** of SacRT as a trusted partner.
4. Enhance **Employee Engagement** and performance.



Tactical Activities

The Strategic Plan is implemented through an annual planning process in which departments develop tactical activities aligned with SacRT's four Strategic Pillars. These activities translate strategic priorities into specific, measurable actions and are reviewed annually by the Executive Management Team to ensure organizational alignment, coordination, and effective use of resources.

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Tactical Activities

Focused team tactics organized according to the four strategic pillars of the Strategic 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



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
- Improve service & operations
- Increase reliability
- Reduce cancellations
- Enhance safety & security
- Optimize technology & assets



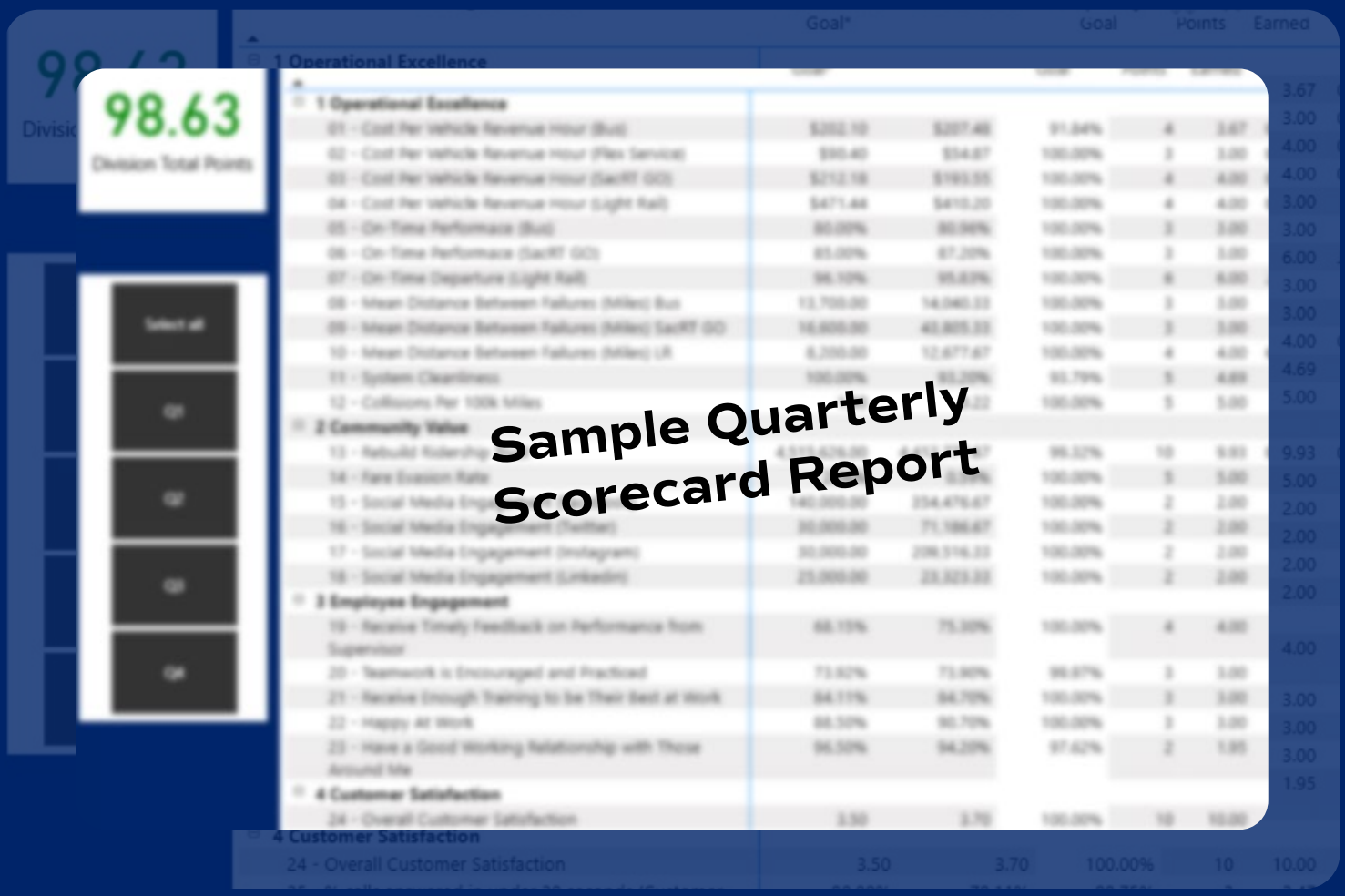
Community Value

- Communications & marketing
- Economic impact in station areas (TOD) and community benefit
- Community events support
- Public safety partnership
- Long range plan



Employee Engagement

- Employee engagement & implementation
- Employee retention
- Training & development
- Workplace culture



Performance Scorecard

The Quarterly Performance Scorecard serves as SacRT's primary performance management tool, measuring progress toward organizational goals within each of the four Strategic Pillars. Key performance indicators are monitored and reported quarterly to track performance over time, evaluate the effectiveness of strategic initiatives, and identify opportunities for continuous improvement. This data-driven approach promotes accountability, supports informed decision-making, and helps ensure the agency remains focused on delivering measurable results for customers, employees, and the communities it serves.

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Quarterly Scorecard

Metrics to measure performance according to each of the four Strategic Pillars.



Customer Satisfaction

- Customer perception of SacRT's value
- Overall customer satisfaction
- On-time performance
- System cleanliness



Operational Excellence

- Ridership growth
- System cleanliness
- Operating cost per vehicle revenue hour
- On-time performance
- Mean distance between failures
- Preventable accidents
- Strengthen long term fiscal sustainability



Community Value

- Community perception of SacRT's value to the region
- Community perception of economic impact to Sacramento region
- Social media engagement
- Community perception of transit accessibility
- Economic impact in station areas (TOD) and Community Benefit



Employee Engagement

- Timely feedback on performance
- Teamwork is encouraged and practiced
- Enough training to be their best
- Overall happiness at work
- Good working relationship with others



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