



Sacramento Regional Transit District

# FISCAL YEAR 2017 BUDGET

For the period of July 1, 2016 to June 30, 2017



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# Fiscal Year 2017 Budget

*For the period of July 1, 2016 to June 30, 2017*



**Sacramento Regional Transit District**

Prepared by the Finance Division



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# General Manager/CEO Budget Message



## General Manager/CEO's Budget Message

I am pleased to present to you the annual operating and capital budget for Fiscal Year 2017 (FY 2017). It is important to note that the balanced budget was accomplished without using RT's operating reserve, nor through any reduction in the levels of service to our customers. In fact, Regional Transit is increasing rail service to the Golden 1 Center to ensure that our customers are adequately served. In putting our FY 2017 budget together, the primary objective was to present a sustainable budget and set the District on a course toward long-term financial stability. In order to do so, difficult decisions have been made related to revenues and expenses. The budget is not being presented without recognition of the challenges that come with planning for the future with limited resources. The District is committed to a promising future with optimism, flexibility, and resilience. This is in keeping with the vision, innovation, and leadership that are the bedrock of the District's financial success.

The FY 2017 Operating and Capital budgets were approved by the RT Board of Directors on June 27, 2016. Both are steady state conservative budgets that control costs. The Operating budget of \$162.5 million was balanced, with revenues equal to expenses, while the Capital budget was \$66.1 Million.

### **Strategic Initiatives**

The District convened 12 members of the downtown Sacramento business community (Business Advisory Panel) in September 2014 to evaluate transit service provided by the District as it relates to serving and attracting riders to major venues and destinations in downtown Sacramento. As a result of the Business Advisory Panel's recommendations, the District's Board formed the Ad Hoc System Improvement Committee to assist in helping to improve the District's bus and light rail system countywide.

The first Ad Hoc System Improvement Committee meeting was held on February 25, 2015. During that meeting, the Committee formed four working groups to address specific subject areas of District service: Security and Fare Evasion; Light Rail Stations, Bus Stops, Shelters and Benches; Rolling Stock, Light Rail Vehicles and Buses; and Customer Communication and Entertainment and Sports Center Operations Plan. In addition, the Board approved a Capital Project Improvement Plan, whereby \$6.7 million can be spent on light rail station enhancements.

As part of the immediate turnaround strategy, the District's Board of Directors conducted a nationwide search to find a new General Manager/CEO to lead the District. Henry Li was announced as the new General Manager/CEO effective July 1, 2016.

With the recent changes in leadership, the District has made significant and positive transformations by building effective partnerships throughout the community, inspiring District employees to journey for excellence, striving for organizational efficiency, and ensuring performance excellence through the implementation of fiscal policies and strict accountability.

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## General Manager/CEO's Budget Message continued

With broad and deep organizational reforms, RT is becoming more than a transportation option, but rather a transportation choice for riders in the Sacramento region. Beginning with the following five strategic initiatives for Fiscal Year 2017, the District is poised to change how it operates internally and externally to become a world-class regional transit provider.

I. Transit Service Delivery is focused on improving cleanliness, safety, security and on-time performance. To immediately improve the District's services, 41 front line employees were hired to clean light rail trains and stations every night and mid-days and conduct fare inspections on nearly all riders. In the meantime, the District is relentlessly seeking organizational efficiency.

II. Golden 1 Center Service: Successfully serving the Sacramento's new downtown entertainment and sports center is a rare opportunity for the District to show the region the convenience and the value of public transit and to build up new ridership. The District is focusing on every minor detail and is proactively focused on increasing ridership in part by adding 15 minute headways for this service.

III. Internal and External Communication is a high priority in this new era of the District. Honesty and transparency at all levels will move the District forward quickly to build stronger partnerships with all regional stakeholders.

IV. Accountability and Performance Management are key to making excellence the new "normal" for the District. Comprehensive performance metrics were developed in all crucial areas. The District's management believes great things get accomplished through the perfection of minor details and strict accountability, by holding ourselves accountable on everything the District does.

V. Fiscal Management and Innovative Funding will be the foundation on which the future of the District will be built. The District is building a fiscally stable public agency by creatively looking for additional funding sources and relentlessly implementing cost cutting measures. In Fiscal Year 2016, the Board approved an updated Comprehensive Reserve Policy, a Fiscal Sustainability Policy, a Farebox Recovery Policy and a Fare Change Policy. With these policies serving as the framework, the Board approved its first fare increase in seven years. This increase commenced in July 2016 and applied to all fare types. While acknowledging that the community expects improved service quality, security, and cleanliness, the District implemented this fare increase to balance its budget and gradually build reserves. As anticipated with any across the board fare increases, the District has experienced deflection as a result; however, this deflection is in line with original expectations.



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## General Manager/CEO's Budget Message continued

### **Capital Program**

There are over 88 active projects contained within the Capital Expenditure Plan. Some of the major projects include: the extension of the Blue Line to Cosumnes River College, Sacramento – West Sacramento streetcar, compressed natural gas bus replacement, UTDC light rail vehicle retrofit and mid-life refurbishment, additional fare vending machines, farebox replacements, and light rail station enhancements.

### **Service Levels**

In FY 2017, RT plans to operate 554,830 revenue hours of bus service and 280,617 revenue hours of light rail service. This service level reflects a full year of the operation of the Blue Line to Cosumnes River College light rail extension and additional service for major events at the Golden 1 Center.

### **Strategic Outlook**

In balancing resources and expenses, the FY 2017 Operating Budget focuses on core activities that address key goals and priorities as established in RT's Strategic Plan. The goals of RT's Strategic Plan are set forth on page 17 of this budget document.

Adopted by the RT Board in January 2015, RT's Strategic Plan reaffirms RT's commitment to improve access in the Sacramento region by providing fiscally responsible transit service.

RT looks forward to meeting the challenges of the new budget year, moving beyond them, and working with our many local and regional partners to develop a world-class transit system that will provide more options for the residents of the Sacramento region.

### **Acknowledgements**

The preparation of this budget has been a collaborative effort involving every member of the Executive Management Team, various department heads, and the Office of Management & Budget Department. RT staff acknowledges and appreciates the guidance and leadership of the RT Board of Directors.

RT is proud to have the opportunity to serve and enhance the quality of life for the residents of the Sacramento region.

Sincerely,



Henry Li  
General Manager/CEO

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## Board of Directors



## **Board of Directors**

**Jay Schenirer, Chair**  
City of Sacramento

**Andy Morin, Vice Chair**  
City of Folsom

**Linda Budge**  
City of Rancho Cordova

**Jeff Harris**  
City of Sacramento

**Steve Hansen**  
City of Sacramento

**Pat Hume**  
City of Elk Grove

**Rick Jennings II**  
City of Sacramento

**Roberta MacGlashan**  
County of Sacramento

**Steve Miller**  
City of Citrus Heights

**Don Nottoli**  
County of Sacramento

**Phil Serna**  
County of Sacramento

## **Board of Directors Alternates**

**Steve Detrick**  
City of Elk Grove

**Jeff Slowey**  
City of Citrus Heights

**David Sander**  
City of Rancho Cordova

## Budget Adoption Resolution

RESOLUTION NO. 16-06- 0075

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

June 27, 2016

### APPROVING THE SACRAMENTO REGIONAL TRANSIT DISTRICT FY 2017 OPERATING, DEBT SERVICE, CAPITAL BUDGETS AND VOTE ALLOCATION

BE IT HEREBY RESOLVED BY THE BOARD OF DIRECTORS OF THE SACRAMENTO REGIONAL TRANSIT DISTRICT AS FOLLOWS:

THAT, the Board hereby finds the level of service to be rendered in each city and county in which the Sacramento Regional Transit District will operate is commensurate with the level of tax and financial support to be derived from each such city and county.

THAT, the Sacramento Regional Transit District's FY 2017 Operating Budget of \$162.5 million and Capital Budget of \$102.1 million as set forth in attached Exhibit A is hereby approved.

THAT, the following voting distribution for FY 2017 as tabulated in the "Schedule of Weighted Voting Distribution" in the attached Exhibit A, is hereby approved.

Jurisdiction	Votes
County of Sacramento	42
City of Sacramento	36
City of Rancho Cordova	10
City of Citrus Heights	5
City of Elk Grove	4
City of Folsom	3
Total	100


  
\_\_\_\_\_  
JAY SCHENIRER, Chair

ATTEST:

MICHAEL R. WILEY, Secretary

By:   
Cindy Brooks, Assistant Secretary

## Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Sacramento Regional Transit District for the Annual Budget beginning July 01, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This was the tenth consecutive year that the District received the award.

This award is valid for a period of one year only. We believe that our current budget document continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Sacramento Regional Transportation District  
California**

For the Fiscal Year Beginning

**July 1, 2015**



Executive Director

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## Executive Management Team





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## **Executive Management Team**

**Henry Li**  
General Manager/CEO

**Tim Spangler**  
Chief Counsel

**Brent Bernegger**  
VP of Business Services/Chief Financial Officer, Acting

**Laura Ham**  
VP of Accountability and Performance

**Norm Leong**  
VP of Safety and Security

**Mark Lonergan**  
VP of Transit Service/Chief Operating Officer

**Neil Nance**  
VP of Strategic Planning and System Development

**Olga Sanchez-Ochoa**  
Deputy Chief Counsel

**Devra Selenis**  
VP of Communications and Partnerships

## **Management & Budget Team**

**David Goldman**  
Director of Management & Budget

**Maureen Ring**  
Grants Manager

**Nadia Mokhov**  
Senior Financial Analyst

**Lynda Volk**  
Senior Grants Analyst

**Judy Wong**  
Senior Financial Analyst

**Joe Paglieroni**  
Senior Grants Analyst

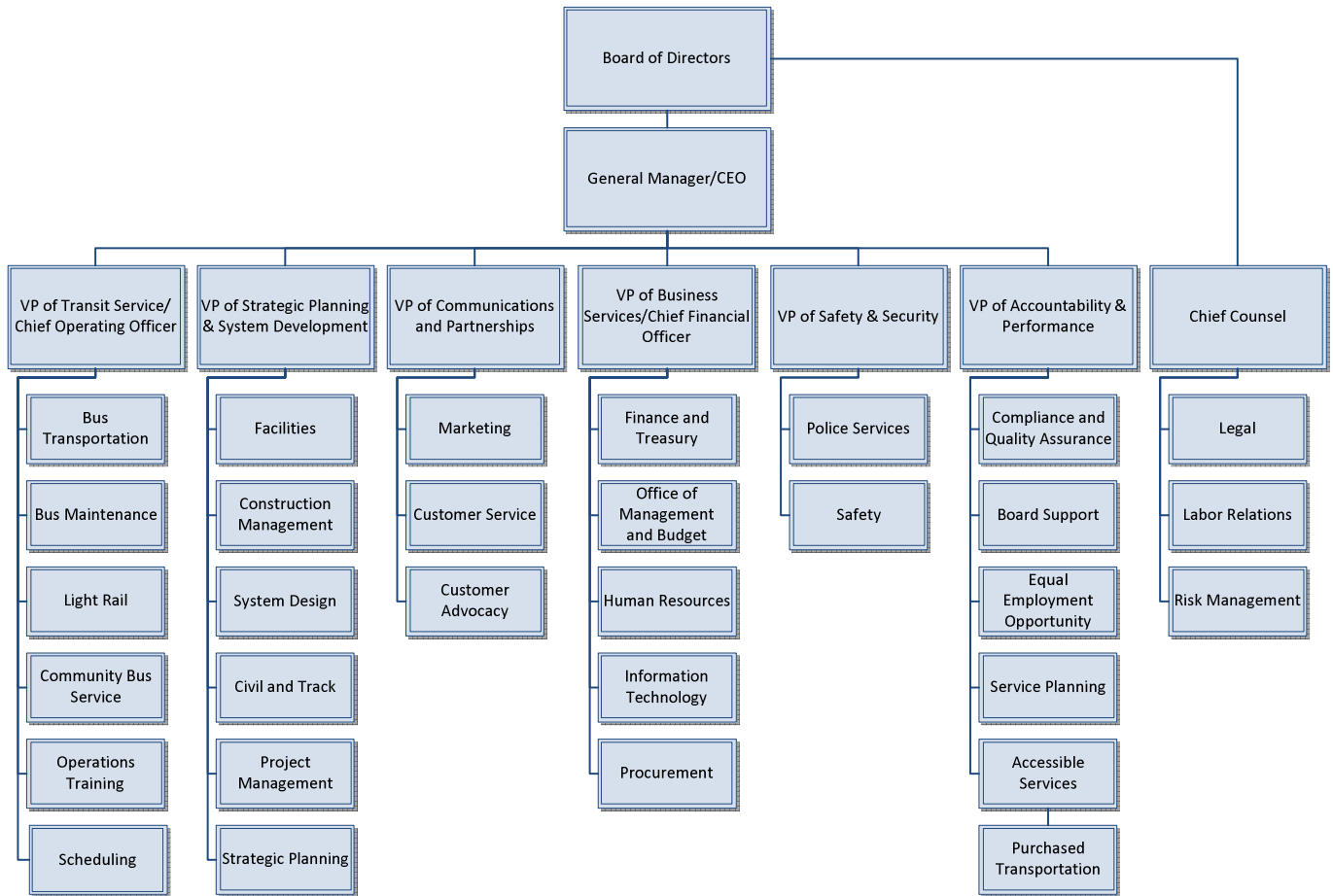
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# Organizational Structure



# Regional Transit Organizational Structure



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## District Overview

## District Overview

### District Profile

The Sacramento Regional Transit District serves citizens in the cities of Sacramento, Citrus Heights, Elk Grove, Folsom, and Rancho Cordova, within Sacramento County, California. Sacramento County is part of the six-county metropolitan area that also includes El Dorado, Placer, Sutter, Yolo, and Yuba counties. The city of Sacramento is the capital of California and the regional destination for business and cultural activities in the six-county metropolitan area.

### Counties in California



● City of Sacramento

## District Profile continued

### Population

The Sacramento Area Council of Governments estimates population increases in Sacramento County (35.9%) and the six-county region (43.1%) through 2035.

	2010	2013	2018	2035	Change	%
Sacramento County	1,459,968	1,481,163	1,589,285	1,983,967	523,999	35.9%
Six-County Region <sup>1</sup>	2,340,315	2,453,482	2,646,539	3,348,641	1,008,326	43.1%

<sup>1</sup> Sacramento, El Dorado, Placer, Sutter, Yolo, and Yuba counties.

Source: Sacramento Area Council of Governments, Data for Regional Analysis

### Employment

Job growth will continue to increase from 2010 through 2035 for Sacramento County (39.4%) and the six-county region (40.1%). Because Sacramento is the state capital and also the county seat, government jobs make up the largest sector of the job base, followed by professional and business services, retail services, and educational and health services.

	2010	2013	2018	2035	Change	%
Sacramento County	694,531	760,057	811,237	967,987	273,456	39.4%
Six-County Region <sup>1</sup>	1,096,436	1,166,172	1,252,002	1,536,494	440,058	40.1%

<sup>1</sup> Sacramento, El Dorado, Placer, Sutter, Yolo, and Yuba counties.

Source: Sacramento Area Council of Governments, Data for Regional Analysis

### Climate

Sacramento enjoys a mild Mediterranean climate with an abundance of sunshine year-round. Prevailing winds are southerly all year. Over half of total rainfall occurs from November through February. Fog, sometimes dense, may occur during the wet, cold season.<sup>2</sup>

	January	July	Annual Average
Average High		55	94
Average Low		41	61
Average Precipitation		4.2"	0.1"
Prevailing Wind/Speed	SE @ 7.2 mph	SSW @ 8.9 mph	SW @ 7.8 mph
Possibility of Sunshine		48%	97%
			78%

Source: NOAA Technical Memorandum NWS WR-272, "Climate of Sacramento, California"



## District Profile continued

### Customers

A survey sample of 12,046 bus and rail passengers, conducted in April 2013, provided the following information:

- 65% of RT riders rated the system positively\*
- 32% of RT riders use a mix of light rail and bus service.
  - 51% of RT riders use only buses.
  - 17% of RT riders use only light rail.
- 38% of RT riders use transit service six or seven days a week.
  - 36% of RT riders use transit service four or five days a week.
  - 27% of RT riders use transit service one to three days a week.
- 38% of trips were for work.
  - 9% of trips were for K – 12 school.
  - 16% of trips were for college or vocational school.
- 50% Women
  - 50% Men
- 70% of RT riders live within the city of Sacramento.
  - 30% of RT riders live outside the city of Sacramento.
- 62% of RT riders provided a positive\* rating for the convenience of paying their fare.
- 65% of RT riders provided a positive\* rating for the convenience of purchasing passes and tickets in advance.
- 59% of RT riders provided a positive\* rating about the ease of using RT.

\* A positive rating is considered to be “5” or higher on a “7” point scale.



## District Profile continued

### Highlights

<b>Sacramento Regional Transit District</b>	Constructs, operates, and maintains a comprehensive mass transportation system that serves 418 square miles in Sacramento County
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<b>Bus Service</b>	
Power	Compressed Natural Gas, Diesel, Gasoline
Routes	69
Schedule	4:41 am to 11:38 pm daily
Stops	3,100+
Vehicles	211 - 40' CNG Buses 29 - Shuttle Vans
Annual Ridership	11,600,000

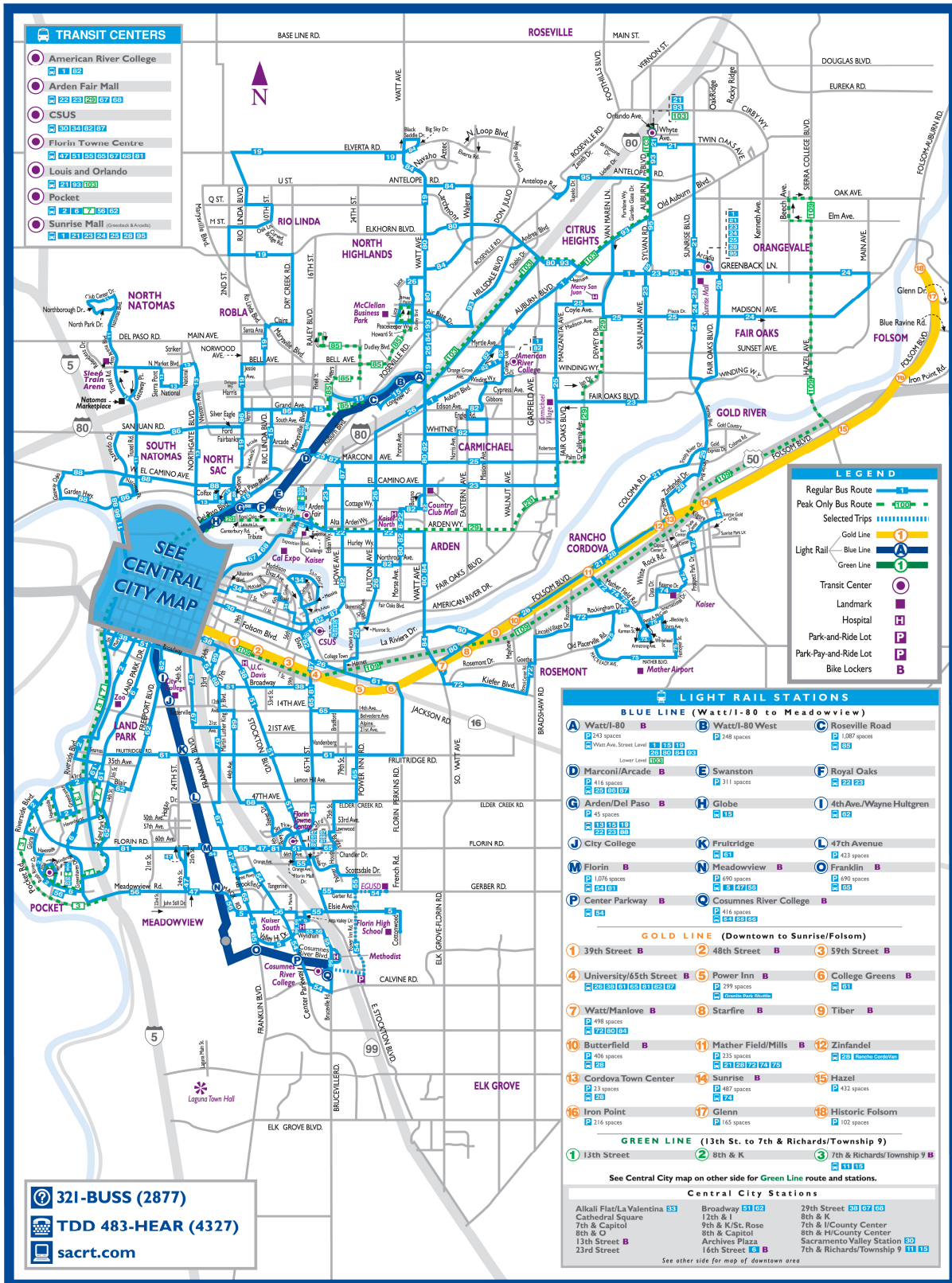
<b>Light Rail Service</b>	
Power	Electrical
Miles	42.9
Schedule	3:49 am to 12:59 am daily
Stops	53
Vehicles	87
Annual Ridership	12,400,000

<b>Paratransit</b>	
ADA Passenger Trips Provided	340,370
ADA Vehicle Revenue Miles	3,501,434
Vehicles	102

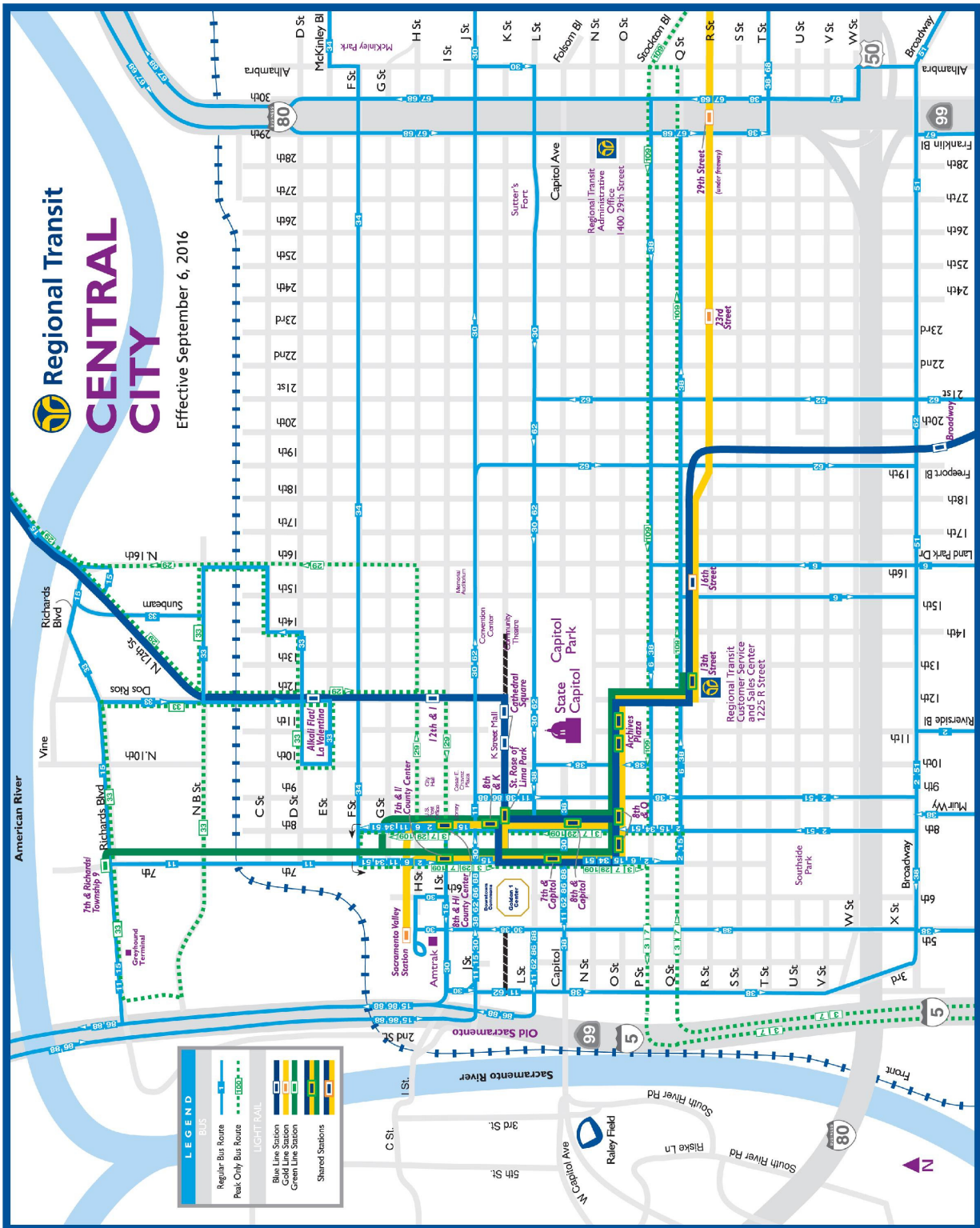
<b>Passenger Amenities/ Customer Service</b>	
Transfer Centers	32
Park & Ride	22
Annual Customer Service Calls	233,132
Customer Info Line	(916) 321-2877
Website	www.sacrt.com

<b>History</b>	
April 1, 1973	Began operations by acquiring the assets of Sacramento Transit Authority
1973	Completed new maintenance facility and purchased 103 new buses
1987	Opened the 18.3 mile light rail system, linking the northeastern Interstate 80 and southeastern Highway 50 corridors with Downtown Sacramento
September 1998	Completed the first light rail extension from Butterfield to Mather Field/Mills Station
September 2003	Opened the South Line (Blue Line), extending light rail 6.3 miles to South Sacramento
June 2004	Extended light rail from Mather Field/Mills to Sunrise Boulevard
October 2005	Extended light rail 7.4 miles from Sunrise Boulevard to Folsom
December 2006	Extended light rail 0.5 miles to Sacramento Valley Station (Amtrak)
June 2012	Opened the 1.1 mile Green Line extension connecting downtown to the River District
September 2015	Extended light rail 4.3 miles from Meadowview to Cosumnes River College

# Sacramento Regional Transit Service Area Map



## Central Sacramento Service Area Map



Note: This is a detailed map of the central city service area, shown in blue on the "Sacramento Regional Transit Service Area Map"

## Strategic Plan

Adopted by the Board of Directors in January 2015, RT's Strategic Plan reaffirms RT's commitment to improve access in the Sacramento region by providing fiscally responsible transit service.

The Strategic Plan outlines the way RT will navigate challenges and explore opportunities as it seeks to connect people to resources with consideration and support of regional goals.

RT's Strategic Plan requires RT to shape activities to support identified Values and Goals, responsibly manage all agency actions and commitment of resources, and measure performance.

RT acts as the Region's focal point for transit research and development, strategic planning and system assessment, and transit education and safety training. RT's programs involve multiple modes of transportation.

This plan is RT's commitment to the people of the Sacramento Region. RT will accomplish this through regional leadership and by providing quality service in a respectful and sustainable manner. RT will continue to focus on customer service and provide safe, clean, and reliable transportation service. To prepare for future needs in the 21st Century, RT will build and continuously develop a highly skilled transportation workforce. RT will continue to challenge itself to meet the growing transportation needs of the Sacramento Region.

The RT Strategic Plan's Mission, Vision, Values, and Goals are listed on the following page. The plan is best seen as an evolving process, not a rigid or fixed document. This plan will change as the needs of the Region change and will reflect the transportation requirements of the Region. The updated RT Strategic Plan was recently adopted by the Board of Directors and is currently being implemented.



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## Strategic Plan continued

### Mission Statement

The purpose of the Sacramento Regional Transit District is to promote and improve access in the Sacramento region by providing safe, reliable, and fiscally responsible transit service that links people to resources and opportunities.

### Vision Statement

The Sacramento Regional Transit District strives to connect people to resources and opportunities while stimulating livable communities and supporting economic development by providing an efficient and fiscally sustainable transit system that attracts and serves riders by offering an appealing transportation choice.

### Values

- Quality Service & Innovation: RT is committed to providing safe, reliable, and cost efficient public transit services, and initiating innovative technologies to improve service effectiveness.
- Customer Service: RT places customers first by providing quality transit services and amenities with convenient and easily understood access at an affordable price.
- Respect & Professionalism: RT is committed to treating its customers and employees with dignity and respect, recognizing the importance and value of each individual.
- Fiscal Responsibility: RT is committed to the pursuit of efficient use of resources and of secure and stable funding sources.
- Integrity & Accountability: RT acknowledges its responsibility for actions and performance with an uncompromising commitment to truth, honesty and high ethical standards. RT is committed to compliance with regulatory requirements and industry standards and efforts to improve upon existing practices.
- Quality, Diverse & Positive Work Force: RT is committed to increasing employee effectiveness and satisfaction through effective communication, teamwork, appropriate resource availability, appreciation of varied abilities, and professional development opportunities.
- Regional Leadership & Coordination: RT is committed to work with area stakeholders to create a “world class” transit system that supports livable communities and related efforts.

## Strategic Plan continued

### Values continued

- Health and Safety: RT is committed to achieve an optimal level of safety for our employees, customers and the general public by minimizing risk of injury and property loss and promoting a sound safety culture throughout the organization.
- Sustainability: RT is committed to environmentally sensitive services and practices.

### Goals

#### Fundamental Goals

- Ensure Financial Stability
- Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner
- Operate in an Ethical Manner
- Invest in the Attraction, Development & Retention of a Quality Workforce

#### Growth Goals

- Improve Access Within and Between Communities in the Sacramento Region in a Cost-Effective Manner
- Increase Transit Market Share in the Sacramento Region
- Adjust to Legislative & Regulatory Changes and to Stakeholder & Community Initiatives, and Support Complementary Efforts



## Long-Term Financial Policies

### Fiscal Sustainability Policy

- Demonstrate a sustained commitment to prudent financial management and cost control in all aspects of RT's business and customer service.
- Promote the exploration of new ways of doing business, technology, processes, and tools that help reduce cost while maintaining quality, or increasing quality at the same or reasonable cost.
- Sustain a culture of efficiency and effectiveness, reflecting RT's commitment to deliver high quality, safe and secure services at a reasonable cost.
- Embed sustainable operations and financial planning as a part of all projects and initiatives, large and small, with ongoing operations, support, and resource requirements.
- Help RT operate a quality transit service by providing only those services it can sustainably afford, using current revenues to pay current operating expenses, and delivering a safe, secure, clean and reliable service.
- Comply with applicable laws and regulations, sound management practices, and RT's waste, fraud and abuse policy.

### Comprehensive Reserve Policy

- Maintain adequate funds to meet cash flow needs in the event of emergency or unexpected operating contingences, to prevent an interruption of services.
- Maintain adequate reserves to meet RT's self-insurance retention obligations for Workers' Compensation and general liability claims.
- Build reserves to provide the local share of capital costs for replacement and refurbishment of assets at the end of the useful life, allowing timely refurbishment and replacement.
- Maintain reserves required by grant agreements, and/or for large capital projects, to provide contingent coverage for cost overruns.

### Farebox Recovery Policy

- Protect and maximize available public funding by at minimum meeting the farebox recovery ratio required by the California Transportation Development Act as amended, and other funding and grant provisions each and every year.



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## Long-Term Financial Policies continued

- Help RT consistently pay ordinary operating costs with current revenues, without accessing multi-year reserves to balance the budget.
- Help RT maintain a favorable bond rating, and reasonable interest rates, recognizing that rating services and lenders rely heavily on RT's fare revenue trends to determine financial health and credit risk.
- Determine the appropriate target for the farebox recovery ratio in creating a sustainable customer service, considering contributions to operating costs, capital, debt capacity and repayment, grant applications and conditions, and other obligations.
- Determine the time period over which the target farebox recovery ratio will be met considering financial capacity needs, ridership growth, cost control measures, average fare changes required, and impact to fare paying riders.
- Comply with applicable laws and funding regulations, some of which set minimum farebox recovery ratio standards.

## Fare Change Policy

- Support long term financial planning, by providing a predictable and consistent fare change practice, resulting in sustainable transit services to the public.
- Provide sufficient fare revenues to meet, in conjunction with other available operating and capital funds: customer service needs; local match for capital; fiscal obligations (including debt); and grant requirements each and every year.
- Consider changes in customer income and ability to pay, approximating general pay and benefit increases, providing customers greater predictability of modest fare changes to ease personal budgeting.
- Consider the costs of competing modes of transportation (e.g., mileage and parking costs of automobiles), and other factors valued by potential customers of transit.
- Maximize ridership while meeting financial requirements and other RT goals.
- Support attainment of farebox recovery targets in a consistent and predictable manner; while providing transit services below cost to the public.
- Consider equity and affordability for disadvantaged populations, discounting strategy for target populations and the ability to attract new riders.
- Comply with applicable laws and funding regulations, including Federal Title VI and California funding regulations which set minimum farebox recovery standards.

## Long-Term Financial Policies continued

### TransitAction Plan (Long-Range Planning)

- The TransitAction Plan is the District's vision for the next 25 years and long range planning tool. The TransitAction Plan includes the following transit network and supporting services (all subject to available funding):
  - Major improvements in capital projects;
  - New multi-functional transfer centers that will provide easy and convenient interchange between modes and services;
  - Major investments in operations to provide a comprehensive network with high-frequency services and longer operating hours;
  - Expanded fleet size; and
  - Improvements to information, ticketing, stops and stations, wayfinding, as well as further funding for safety and security.



## Financial Policies

### Accounting

- The district will establish and maintain a high standard of accounting practices.
- RT will maintain records on a basis consistent with generally accepted accounting principles for local governments.
- The accounts of the District will be reported using the accrual basis of accounting. Revenues will be recognized when earned and expenses will be recognized when incurred.
- An independent firm of certified public accountants will perform an annual financial and grant compliance audit and will issue an opinion that will be incorporated into the Comprehensive Annual Financial Report (CAFR).
- The District will submit the annual CAFR to the Government Finance Officers Association for consideration for the Certificate of Excellence in Financial Reporting.
- Internal control policies will be developed and maintained to include procedures that separate control of assets from accounting for those assets.

### Revenues

- RT will continuously explore additional sources of revenue to help balance the budget, such as identifying on an annual basis excess capital property and equipment, including real property, and will make an ongoing attempt to sell such property to enhance revenue.
- RT will use the majority of eligible Section 5307 and 5337 formula federal grant funds for capital maintenance projects to minimize the time between appropriation and drawdown of federal funds.
- RT will continue to establish a fare structure with due consideration for
  - Consistency and equity throughout the District
  - Ease of use and simplicity
  - Maintaining or increasing ridership and fare revenues
  - Acceptability and marketability of fare structure to customers and the general public
  - Enforceability of fare payment
  - Meeting Fare Revenue Recovery ratio target established by the Board

## Financial Policies continued

### Revenues continued

- When appropriate, the Board will actively pursue legislation that would help ensure the continued accomplishment of RT's goals and mission statement. The Board will support efforts to ensure that legislative intent is realized in allocation of state financial resources to public transit. The Board will actively oppose legislation that would limit or diminish revenue.

### Expenditures

- RT will work to achieve service levels that will make the bus system easier to use, improve travel times, and be more effective.
- RT will continue to look for and implement the most cost effective and reliable methods of delivering transportation services.
- RT will maintain all assets at a level that protects capital investment and minimizes future maintenance and replacement costs.
- The risk management program will provide protection against loss and a reduction in exposure to liability.
- A safety program will be maintained to minimize the District's exposure to liability and thereby reduce the number of claims against the District.
- RT will develop service changes that are needed to respond to budget shortfalls.
- Monthly variance reports will be provided to enhance operational accountability.

### Budget

- The District will comply with all legal budget requirements of the State of California.
- The District issues legal notices for 60 days public review.
- The capital budget will be prepared using a program/project format.
- The budget shall be summarized for adoption purposes.
- The budget shall be prepared using the accrual basis of accounting and using Generally Accepted Accounting Principles (GAAP) with the following exception:
  - Exclusion of depreciation, as well as gains and losses, on disposition of property and equipment.
- A balanced operating budget, in which total projected operating and unrestricted revenues equal total budgeted operating expenditures, including interest expense, will be prepared.

## Financial Policies continued

### Budget continued

- The budget document shall be submitted to the Government Finance Officers Association annually for consideration for the Distinguished Budget Presentation Award, which evaluates the document as a communications device, financial plan, operations guide, and policy document.
- Budgetary procedures that fund current expenditures at the expense of future needs, such as postponing preventive maintenance expenditures or replacement of equipment, will be avoided.
- RT will provide conservative revenue estimates that take into consideration recent experience and reflect reasonable future growth.
- A budget will be prepared that contains essential programs and projects needed to support the goals and objectives of the District, responds to citizen demand, and reflects administrative evaluation of current needs.
- RT uses a single fund, the Enterprise Fund, to account and budget for operating and capital transactions.
- RT uses a single fund, an Enterprise fund, to account for all departments for budgeting and accounting purposes, for both operating and capital transactions.



## Financial Policies continued

### Grants

- Grants are accounted for in accordance with the purpose for which the funds are intended.
  - Approved grants for the acquisition of land, building, and equipment are recorded as revenues as the related expenses are incurred.
  - Approved grants for operating assistance are recorded as revenues in the year in which the related grant conditions are met.
  - Advances received on grants are recorded as a liability until related grant conditions are met.
  - When both restricted and unrestricted resources are available for the same purpose the District will use restricted resources first.
- All grants shall be managed to comply with the laws, regulations and guidance of the grantor.
- All potential grants shall be carefully examined for matching requirements (both dollar and level-of-effort matches).
- Intergovernmental assistance shall be used to finance only those capital improvements that are consistent with the Five-Year Capital Improvement Plan and District priorities, and whose operating and maintenance costs have been included in operating budget forecasts.
- RT will program its federal grant funds to minimize the time between appropriation and draw down of federal funds.



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## Financial Policies continued

### Debt Service

The District manages its debt to ensure high quality credit; access to credit markets; financial flexibility; and the lowest overall long-term cost of debt. The District's general philosophy toward debt is to utilize pay-as-you-go funds to accomplish minor projects and debt service funds for major long-life expansion projects. This enables future patrons to share in the costs without overburdening existing patrons.

- Bond refinancing or Certificates of Participation (COPs) will not be issued to support current operating expenditures.
- Capital projects funded through the issuance of bonds or COPs shall be financed for a period not to exceed the expected useful life of the project.
- Before bonded long-term debt is issued, the impact of debt service on total annual fixed costs will be analyzed.

### Current Debt

The District maintains an unsecured line of credit up to \$29 million to pay for current expenses and capital expenditures incurred in anticipation of receiving 5307 and 5337 federal transit funds.

The District issued \$86,865,000 of Farebox Revenue Bonds, Series 2012, in November 2012 to primarily fund construction on the South Line Phase 2 light rail extension. The District's remaining Certificates of Participation debt of \$5,809,505 were refunded with the new debt issue. The District has specific and continuing Securities and Exchange Commission (SEC) disclosure requirements (Rule 15c2-12) in connection with the California Transit Finance Corporation Farebox Revenue Bonds, Series 2012. The District is also required to maintain a reserve fund, funded with proceeds of the Farebox Revenue Bonds, Series 2012, that is equal to the largest remaining annual debt service. Continuing disclosure requirements and additional information on debt activity can be found in the District's Comprehensive Annual Financial Report.

- There are no other ongoing debt service coverage requirements, but Regional Transit has to meet certain tests at the time of issuing new debt, showing that historical revenues meet a specific test of the ratio of revenues to the maximum future annual debt service.
- Additional information on debt activity can be found in Footnote 6 and 7 to the financial statements.

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## Financial Policies continued

### Capital Improvement Program

- RT will prepare and update annually, a Five-Year Capital Improvement Plan (CIP) including projected capital construction and improvement costs, service levels, taking into consideration the operating costs and revenues to fund the capital operating programs. Capital projects included in the CIP will be evaluated using the following criteria:
  - Total project cost (design and construction) and schedule for completion;
  - Source of funding;
  - Benefits and contributions to the District and the community such as safety and service enhancements, including, but not limited to, the effect on future operating and maintenance costs, economy, service, and gains in boardings;
  - Alternatives considered; and
  - Consequences of not funding.
- Priority will be given to replacement of existing assets before consideration of new assets.
- The first year capital program from the adopted CIP will be used as the basis for the capital program to be included in the annual operating and capital budget.

### Capitalized Assets

- RT capitalizes all assets with an individual cost of more than \$5,000, and a useful life in excess of one year.
- Capital assets will be stated at historical cost, and infrastructure, which includes light rail vehicle tracks, will be capitalized.
- Improvements will be capitalized and depreciated over the remaining useful lives of the related properties.
- RT computes depreciation using the straight-line method over estimated useful lives as follows:
  - Buildings and improvements 30 to 50 years
  - Buses and maintenance vehicles 4 to 12 years
  - Light-rail structures and light-rail vehicles 25 to 45 years
  - Other operating equipment 5 to 15 years



## Financial Policies continued

### Compensated Absences

- District employees may accumulate earned but unused vacation, sick leave and compensating time-off, which will be paid upon separation from service, subject to a vesting policy.

### Risk Management and Self-Insurance

The District is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. In order to limit losses, the following policies are followed:

- The District shall maintain a combination of self-insurance and excess coverage sufficient to meet and exceed the following limits of coverage:

<u>Type of Coverage</u>	<u>Self-insurance (per occurrence)</u>	<u>Excess Coverage (per occurrence)</u>
Workers' Compensation	Up to \$2,000,000	\$2,000,000 to \$25,000,000
Commercial General Liability		
Bus	Up to \$5,000,000	\$5,000,000 to \$200,000,000
Light Rail	Up to \$5,000,000	\$5,000,000 to \$200,000,000
*Property:		
Flood	Up to \$250,000	\$250,000 to \$10,000,000
Perils	Up to \$100,000	\$100,000 to \$250,000,000
Collision	Up to \$500,000	\$500,000 to \$250,000,000

\* Includes revenue and non-revenue vehicles.

- The District will engage employees in risk control programs such as accident prevention training to minimize accident-related losses.

## Financial Policies continued

### Cost Allocation

- Direct and indirect costs will be allocated to bus, rail or purchased transportation activities or modes using the following schedule:

Activity/Mode	Methodology
<b>Direct</b>	
Bus Direct Cost	Dept 32 Bus Transportation Cost + Dept 34 Bus Maintenance Cost + Dept 77 Community Bus Service Cost + 10% (Dept 36 Police Services Cost)
Rail Direct Cost	Dept 35 Light Rail Cost + 80% (Dept 36 Police Services Cost)
Purchased Transportation Direct Cost	Dept 38 Purchased Transportation Cost
<b>Indirect</b>	
Total Indirect Cost <sup>1</sup>	Total Operating Cost - Total Direct Cost
Bus Indirect Cost	$[\text{Bus Direct Cost} / (\text{Bus Direct Cost} + \text{Rail Direct Cost})] * \text{Total Indirect Cost}$
Rail Indirect Cost	$[\text{Rail Direct Cost} / (\text{Bus Direct Cost} + \text{Rail Direct Cost})] * \text{Total Indirect Cost}$

<sup>1</sup> Includes Remaining 10% of Dept 36 Police Services Cost



## Budget Process

RT uses the annual budget to help measure and account for taxpayer dollars. The budget, as adopted by the Board of Directors, authorizes RT to spend funds. It details how RT allocates tax resources to expenditures and serves as a benchmark for evaluating accomplishments and assessing fiscal responsibility.

The budget process begins in July. Office of Management and Budget (OMB) staff identify prior budget process issues and recommend solutions. In August, staff implements improvements to the budget process. OMB works with the Division Managers, also known as the Executive Management Team, in September to set budget priorities and the budget development schedule. In October, staff compiles and analyzes current year-to-date revenues and expenditures. Based on current trends and information from the Executive Management Team, OMB identifies major budget issues and prepares preliminary revenue and expenditures assumptions.

In December, OMB distributes budget preparation instructions to departments for development of detailed spending plans. In January, OMB prepares budget targets for the departments. In February, departments review the targets and make adjustments and OMB updates the revenue estimates. In March, OMB prepares a draft budget and presents it to the General Manager and Executive Management Team. In April, the Board of Directors reviews the budget, followed by public review and comments in May. The Board of Directors adopts the final budget on or before June 30.

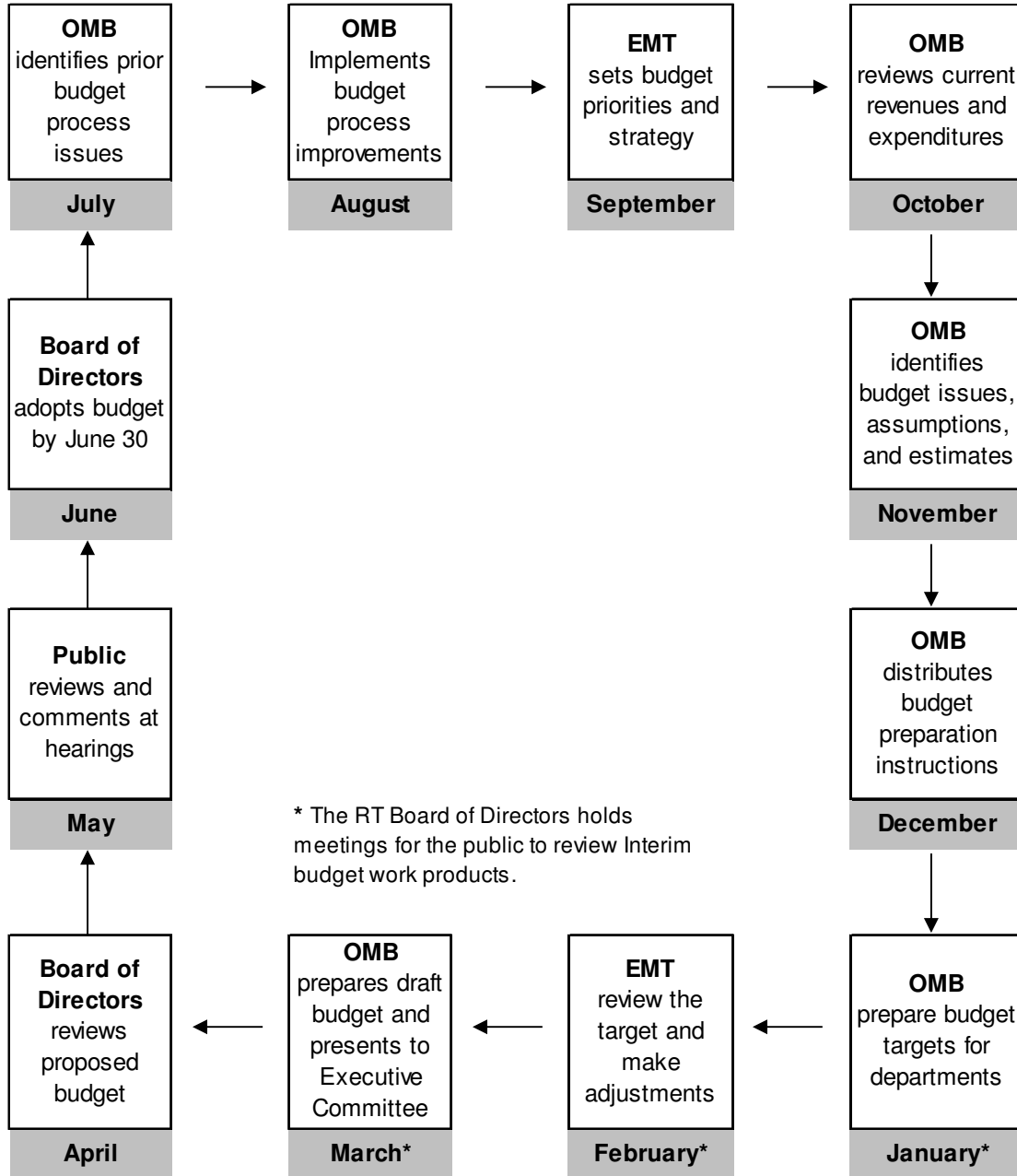
The chart on the next page reflects this process.

## Budget Amendments

Any proposed change to the total amount of the District Operating Budget, whether increasing or decreasing it, shall be approved by resolution of the Board of Directors, except as relates to minor fund transfers. Minor fund transfers are defined as transfers between the operating and capital budgets that are less than 20 percent of a total project budget or \$50,000 per project per fiscal year, not to exceed a total of \$250,000 per fiscal year.

The District Operating Budget shall be amended if any transfer of funds would either increase or decrease the authorized expenditure amount for any Expense Category in the adopted Operating Budget by 10 percent or more.

### Budget Process continued



## Voting System

RT is governed by an eleven-member Board of Directors. Six entities (5 cities and 1 county) make appointments to RT's Board. Eight directors are appointed by "member entities" and represent jurisdictions annexed into RT's district. Three directors are appointed by "participating entities" and represent jurisdictions that contract with RT to receive transit service.

In January 2006, the RT Board directed staff to pursue legislation to change the voting system from a one-member-one-vote system to one that provides for weighted voting based upon the financial contribution made by each entity to RT. Assembly Bill 2137 established the new weighted voting system.

The system creates 100 voting shares. RT allocates the shares to jurisdictions and their members as follows:

- Five shares to each annexed jurisdiction
- Remaining shares to all jurisdictions based on financial contribution of Transit Development Act funds, funds through contracts, other local funds, and federal funds

On March 12, 2007, the RT Board of Directors adopted the new Schedule of Weighted Voting Distribution for the remainder of FY 2007. For all subsequent years, the Schedule is to be included in the proposed budget document and distributed to voting entities at least 60 days in advance of budget adoption. A summary of the tabulated vote shares adopted for FY 2015 and for FY 2016 is shown in the table below. A detailed FY 2016 Schedule of Weighted Voting is shown on the next page.

### Weighted Voting Shares by Jurisdiction

Jurisdiction	Status	Shares	
		FY 2016 Budget	FY 2017 Budget
County of Sacramento	Annex	42	42
City of Sacramento	Annex	36	36
City of Rancho Cordova	Annex	10	10
City of Citrus Heights	Contract	5	5
City of Elk Grove	Contract	4	4
City of Folsom	Contract	3	3
<b>Total</b>		<b>100</b>	<b>100</b>



## Voting System continued

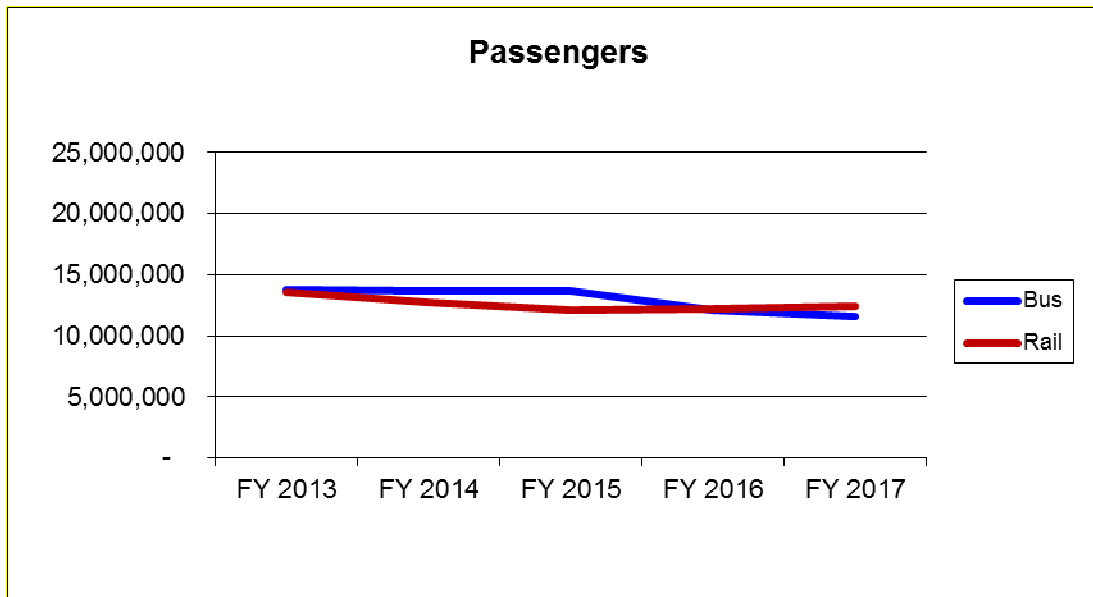
### Weighted Voting Distribution Schedule

**Fiscal Year 2017 Schedule of Weighted Voting Distribution**  
Base Values\*

<b>Federal Financial Information</b>							
Code Section:							
102205(b)(6)	<u>FY 16 Federal Funds Available in the Sacramento MSA</u>	38,647,077					
102205(b)(7)	<u>Allocation of Federal Funds to jurisdictions other than RT</u>	5,971,798					
102205(b)(8)	<u>FY 16 Federal Funds Available for use in RT Service Area:</u>	32,675,279					
<b>Jurisdiction Specific Values</b>							
	<u>City of Sacramento</u>	<u>County of Sacramento</u>	<u>Rancho Cordova</u>	<u>Citrus Heights</u>	<u>Folsom</u>	<u>Elk Grove</u>	<u>Totals:</u>
102205(b)(10)	Population:**	480,105	573,313	69,112	85,147	74,909	1,445,485
	<u>Proportionate Population:</u>	33.21%	39.66%	4.78%	5.89%	5.18%	11.27%
	<u>Member:</u>	Yes	Yes	Yes	No	No	No
102100.2, 102100.3		4	3	1	1	1	11
102105.1(d)(2)(D)	<u>Federal Funds Attributed to Entity (Total Federal Funding x Share of Population):</u>	10,852,804	12,959,776	1,562,281	1,924,753	1,693,323	3,682,342
102105.1(d)(2)(A), 102205(b)(3)	<u>FY 17 State TDA Funds Made Available to RT:</u>	20,538,698	24,490,147	2,956,584	0	0	0
102105.1(d)(2)(B), 102205(b)(4)	<u>FY 17 Funds Provided Under Contract:</u>	498,825	0	281,377	3,237,744	1,724,059	350,000
102105.1(d)(2)(C), 102205(b)(5)	<u>FY 17 Other Local Funds</u>	0	0	0	0	0	0
102105.1(d)(2)	<u>Total Financial Contribution:</u>	31,890,327	37,449,923	4,800,242	5,162,497	3,417,382	4,032,342
102105.1(d)(2)	<u>Proportionate Financial Contribution:</u>	36.76%	43.17%	5.53%	5.95%	3.94%	4.65%
<b>Voting Calculation</b>							
	<u>City of Sacramento</u>	<u>County of Sacramento</u>	<u>Rancho Cordova</u>	<u>Citrus Heights</u>	<u>Folsom</u>	<u>Elk Grove</u>	<u>Totals:</u>
102105.1(d)(1)	<u>Incentive Shares (5 for member jurisdictions)</u>	5	5	5	0	0	15
102105.1(d)(2)	<u>Financial Contribution Shares (Proportionate Financial Share x Remainder of 100 shares):</u>	31.2460	36.6933	4.7033	5.0582	3.3483	3.9509
102105.1(d)(3)	<u>Total Shares:</u>	36.2460	41.6933	9.7033	5.0582	3.3483	3.9509
102105.1(d)(4)(i)	<u>Shares After Rounding:</u>	36	42	10	5	3	4
102105.1(d)(4)(i), 102105.1(d)(4)(ii)	<u>Share Adjustment (To Ensure 100 Shares):</u>	36	42	10	5	3	4
<b>Distribution of Shares Among Members (Assuming All Members Present to Vote):***</b>							
102105.1(d)(7)	Member 1	9	14	10	5	3	4
	Member 2	9	14	N/A	N/A	N/A	N/A
	Member 3	9	14	N/A	N/A	N/A	N/A
	Member 4	9	N/A	N/A	N/A	N/A	N/A
	Member 5	N/A	N/A	N/A	N/A	N/A	N/A
	<u>Total Votes:</u>	36	42	10	5	3	4

\* In addition to the funding identified above, RT projects the following funds for operating purposes: \$38,301,769 - Measure A  
 \*\* Population as measured by the population statistics used by SACOG to allocate TDA funds for the same fiscal year for which the budget is adopted.  
 \*\*\* If, in any vote allocation, any member would have more than 15 votes, that jurisdiction will be given an additional seat and the votes will be reallocated to the larger number of members.

## Trends



	<b>FY 2013 Actual</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Budget</b>	<b>FY 2017 to FY 2016 Amount</b>	<b>Percent</b>
Bus	13,788,156	13,665,561	13,706,732	12,114,085	11,600,000	(514,085)	-4.2%
Rail	13,513,471	12,710,476	12,061,741	12,216,163	12,400,000	183,837	1.5%
<b>Total</b>	<b>27,301,627</b>	<b>26,376,037</b>	<b>25,768,473</b>	<b>24,330,248</b>	<b>24,000,000</b>	<b>(330,248)</b>	<b>-1.4%</b>

In FY 2013, RT successfully implemented the first phase of TransitRenewal, a comprehensive operational analysis of the RT bus and light rail system that will restore, restructure and "renew" transit service through FY 2017. As a result, bus and rail ridership increased 4.9% and 2.4% respectively.

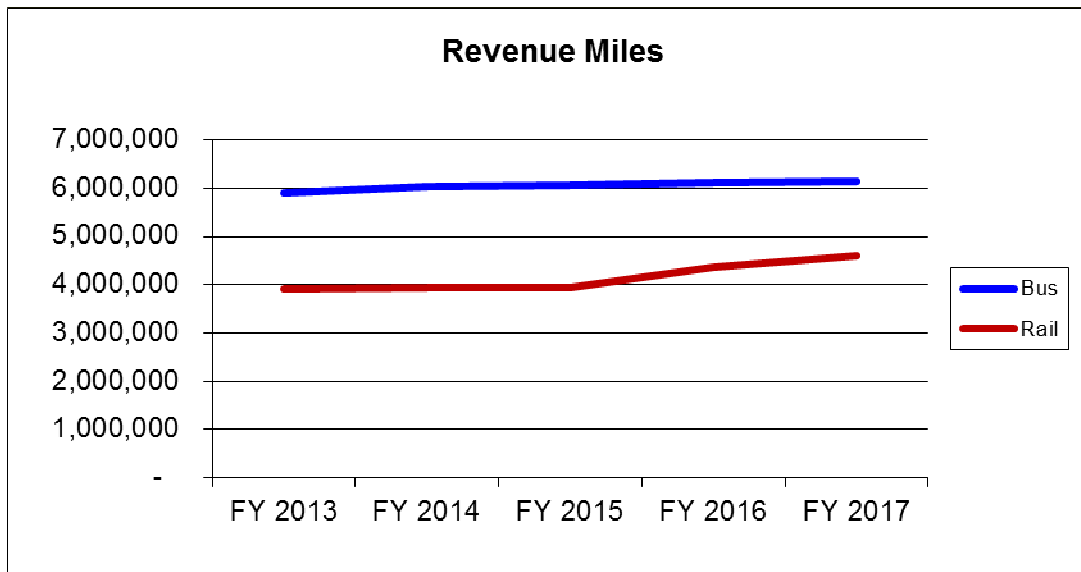
In FY 2014, total ridership decreased by 3.4% compared to FY 2013 mostly due to declines in Light Rail ridership.

In FY 2015, total ridership decreased by 2.3% compared to FY 2014 mostly due to declines in Light Rail ridership.

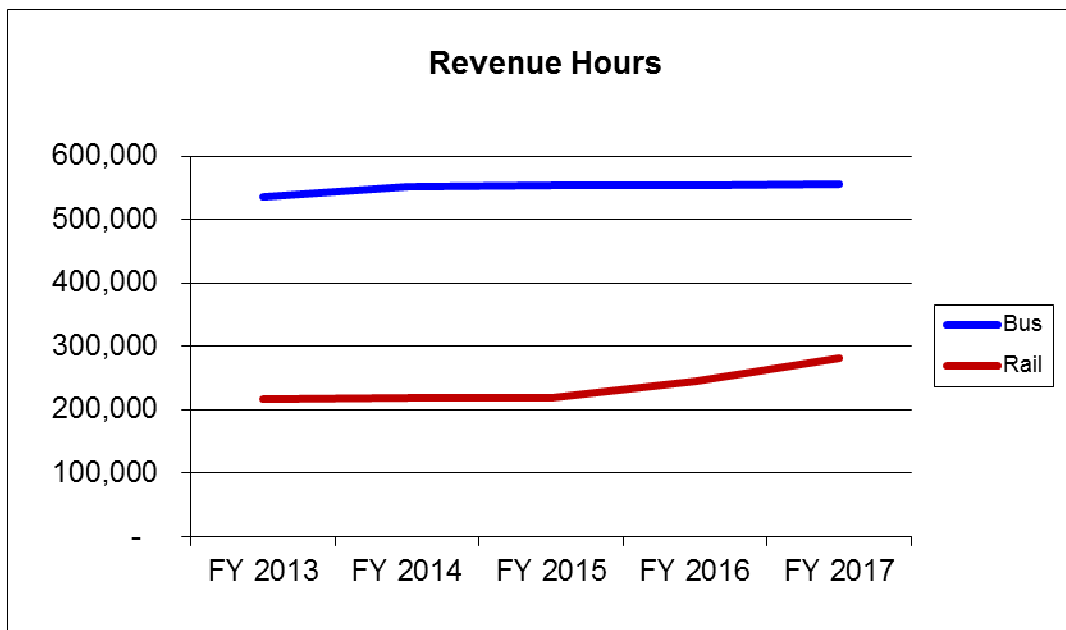
In FY 2016, total ridership decreased by 5.6% compared to FY 2015. Bus ridership declined 11.6% mostly due to the changes to the bus lines around the new light rail extension. Light Rail ridership increased by 1.3%.

In FY 2017, total ridership is projected to decrease 1.4% due to ridership deflection as a result of fare increase. Light Rail ridership is projected in increase 1.5% due to the full year of Blue Line to Cosumnes River college light rail extension operation. Bus ridership is projected to decrease 4.2%.

### Trends continued



	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2017 to FY 2016 Amount	FY 2017 to FY 2016 Percent
Bus	5,910,234	6,034,989	6,061,184	6,110,248	6,152,691	42,443	0.7%
Rail	3,921,415	3,936,754	3,936,282	4,369,541	4,616,803	247,262	5.7%
<b>Total</b>	<b>9,831,649</b>	<b>9,971,743</b>	<b>9,997,466</b>	<b>10,479,789</b>	<b>10,769,494</b>	<b>289,705</b>	<b>2.8%</b>



	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2017 to FY 2016 Amount	FY 2017 to FY 2016 Percent
Bus	534,807	552,250	553,657	554,526	554,830	304	0.1%
Rail	217,229	218,077	218,118	245,203	280,617	35,414	14.4%
<b>Total</b>	<b>752,036</b>	<b>770,327</b>	<b>771,775</b>	<b>799,729</b>	<b>835,447</b>	<b>35,718</b>	<b>4.5%</b>



## Trends continued

Trends for Revenue Miles & Hours fluctuate based on the adopted service level.

In FY 2013, RT implemented the first phase of TransitRenewal. Bus and rail revenue hours increased 5.7% and 11.0% respectively.

In FY 2014, bus and rail revenue hours increased 3.3% and 0.4% respectively due to a full year of the first phase of TransitRenewal implemented in September 2012 and a full year of Citrus Heights City Ride service as well as other minor bus service adjustments completed in January 2014.

In FY 2015, bus and rail revenue hours increased 3.3% and 0.4% respectively due to a full year of the first phase of TransitRenewal implemented in September 2012 and a full year of Citrus Heights City Ride service as well as other minor bus service adjustments completed in January 2014 due to minor bus service adjustments completed in January and April of 2015

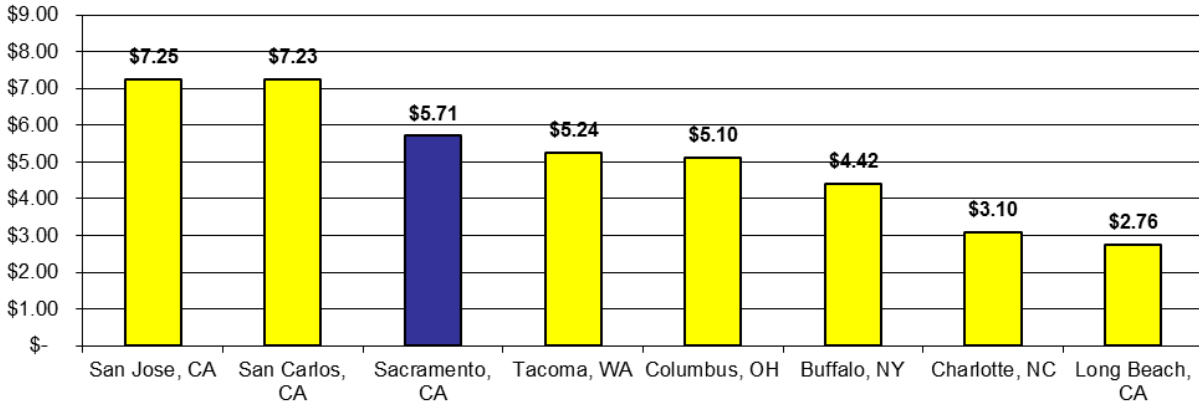
In FY 2016, bus and rail revenue hours increased 0.8% and 11.0% respectively. Light Rail revenue hours increased due to the opening of Blue Line to Cosumnes River college light rail extension.

In FY 2017, bus and rail revenue hours are projected to increase 0.1% and 14.4% respectively. Rail revenue hours are projected to increase due to the full year of Blue Line to Cosumnes River college light rail extension operation and due to additional service for major events in Golden 1 Center.

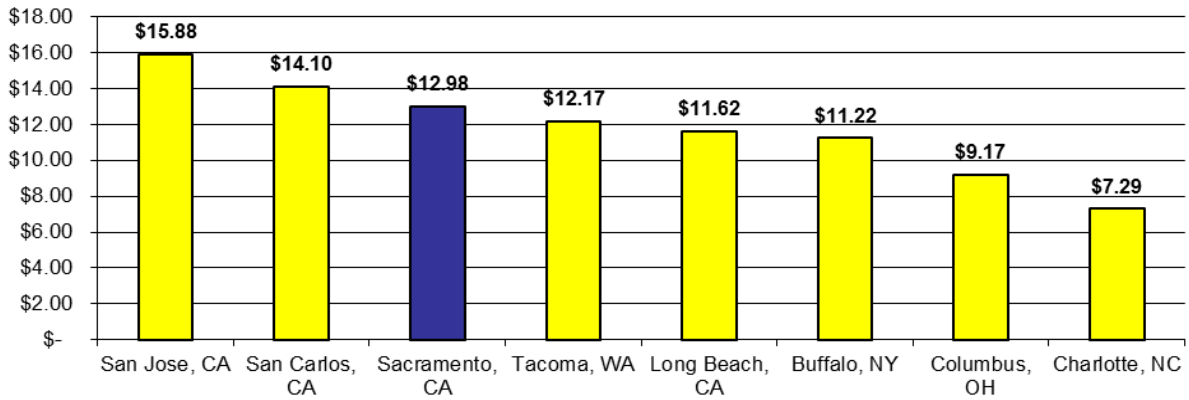




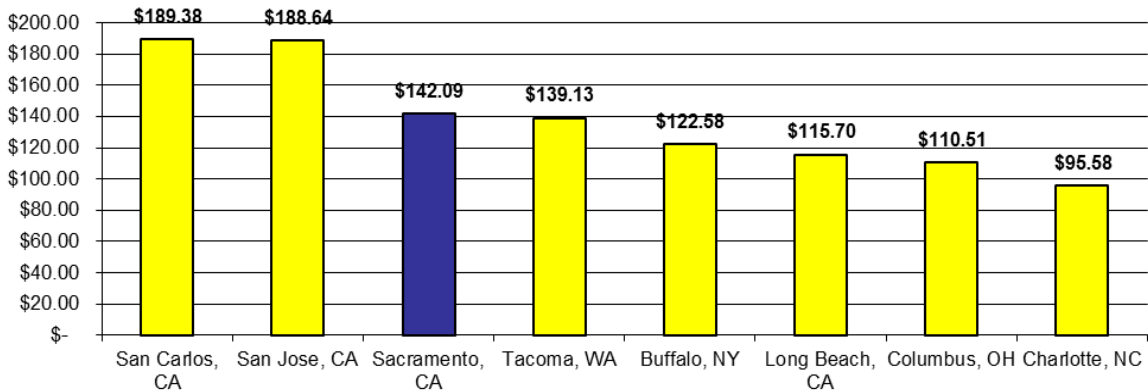
### Peer Comparison 2014 Bus Cost Per Passenger



### 2014 Bus Cost Per Revenue Mile

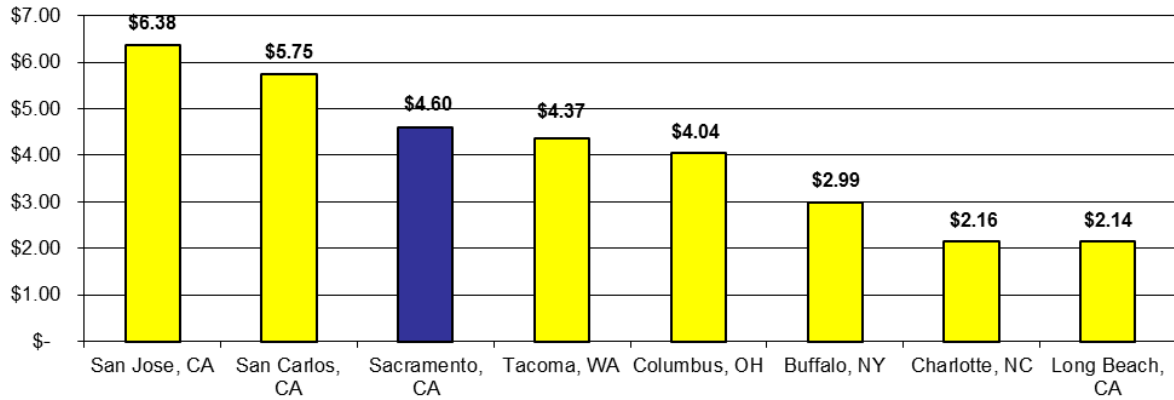


### 2014 Bus Cost Per Revenue Hour

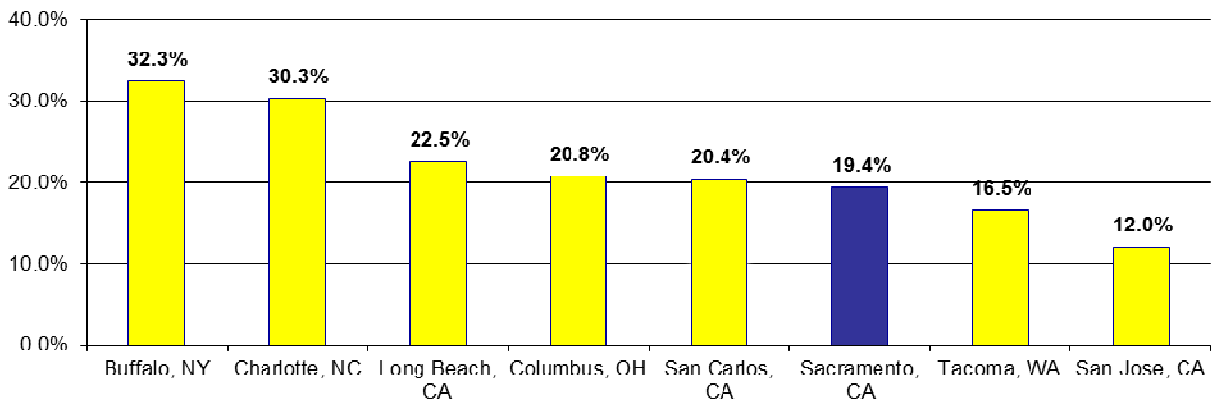


## Peer Comparison continued

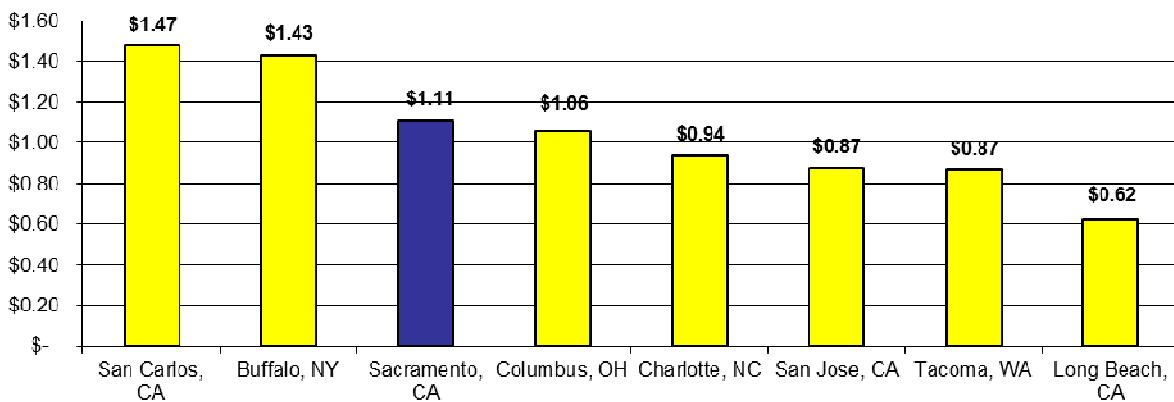
### 2014 Bus Subsidy Per Passenger



### 2014 Bus Farebox Recovery Ratio

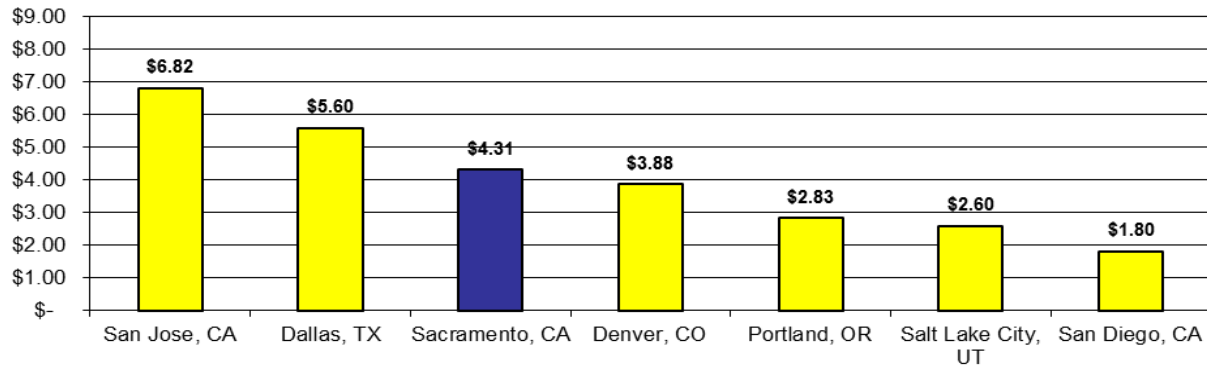


### 2014 Bus Average Fare Per Passenger

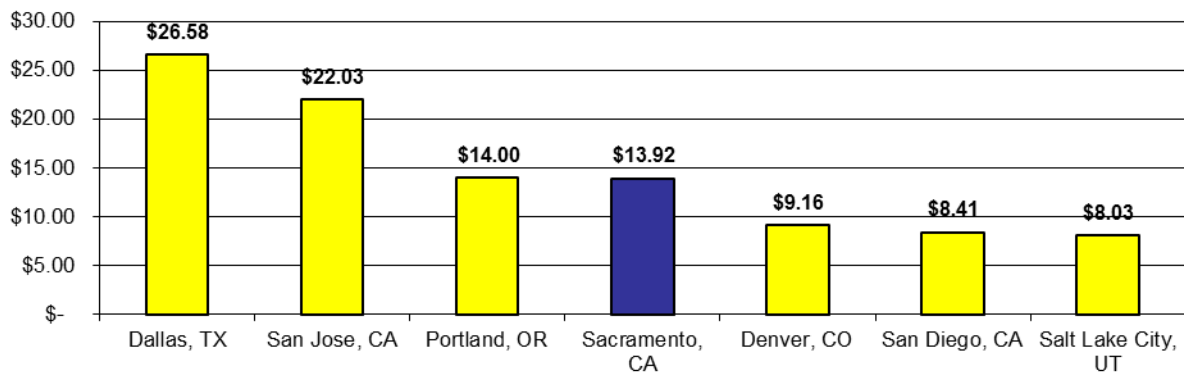


## Peer Comparison continued

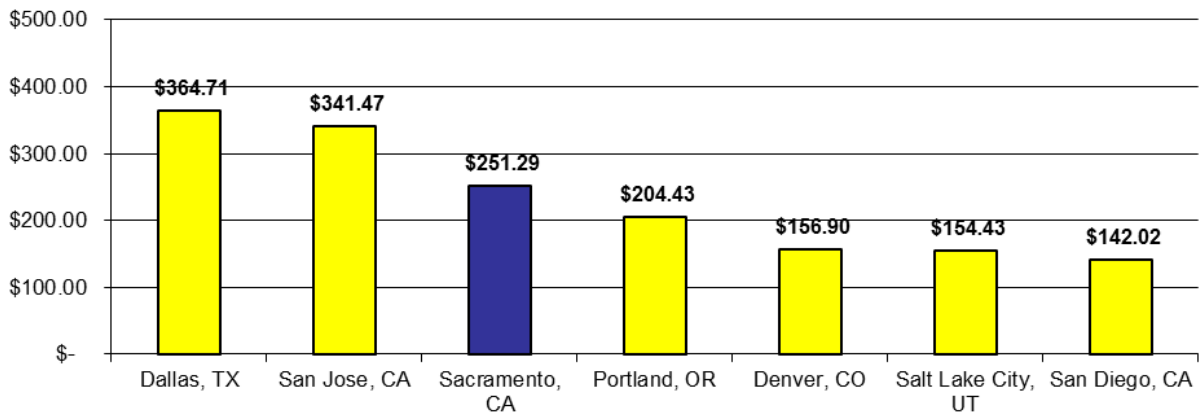
### 2014 Rail Cost Per Passenger



### 2014 Rail Cost Per Revenue Mile



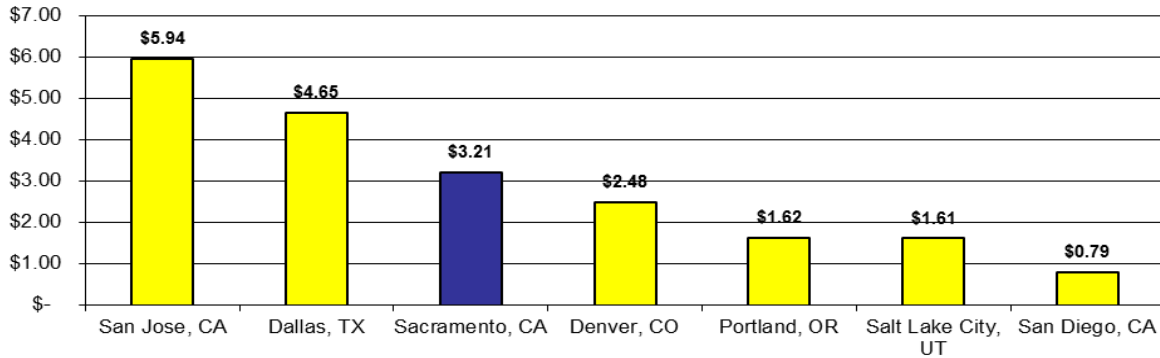
### 2014 Rail Cost Per Revenue Hour



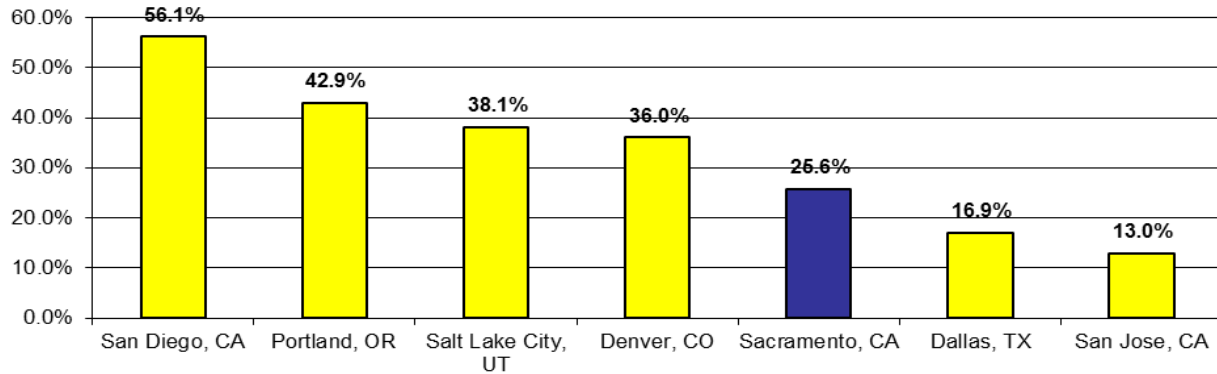


### Peer Comparison continued

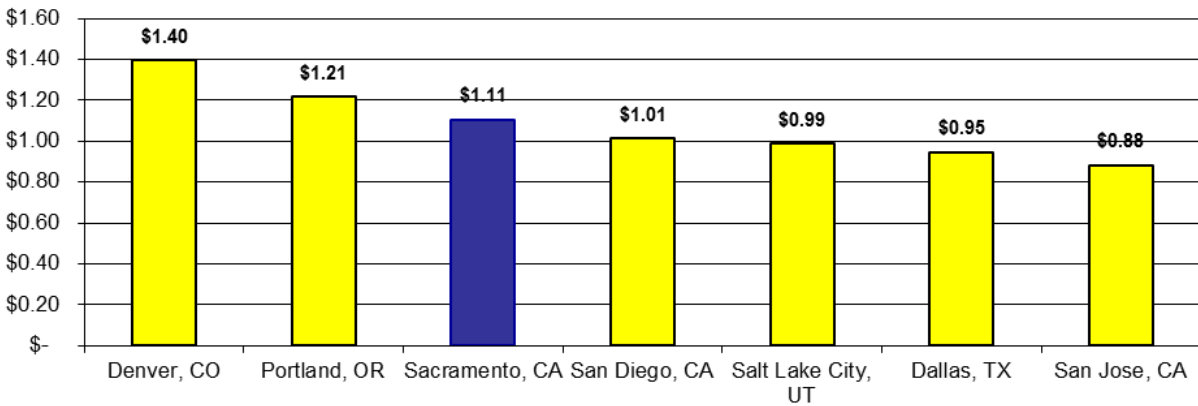
#### 2014 Rail Subsidy Per Passenger



#### 2014 Rail Farebox Recovery Ratio



#### 2014 Rail Average Fare Per Passenger



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## Operating Budget Summary



## Operating Budget Summary

### Enterprise Fund Statement (Fund Balance)

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget
<b>Operating Revenues</b>					
Fare Revenue	\$ 29,758,679	\$ 29,156,920	\$ 28,396,102	\$ 28,055,804	\$ 31,165,419
Contracted Services	5,606,614	5,529,534	5,809,754	6,109,926	6,092,006
State & Local	71,275,441	75,295,809	77,394,435	78,492,879	86,109,455
Federal	<sup>1</sup> 28,970,328	28,977,723	29,766,694	34,097,207	34,271,670
Other	3,442,696	2,917,841	4,002,137	5,332,721	4,840,000
Total Operating Revenue	<u>139,053,758</u>	<u>141,877,828</u>	<u>145,369,122</u>	<u>152,088,537</u>	<u>162,478,550</u>
<b>Capital Revenue Contributions</b>					
State & Local	35,836,495	18,899,423	28,848,194	21,401,182	60,934,892
Federal	9,331,167	48,511,721	74,926,092	30,077,779	5,148,460
Total Capital Revenue	<u>45,167,662</u>	<u>67,411,144</u>	<u>103,774,286</u>	<u>51,478,961</u>	<u>66,083,352</u>
<b>Operating Expenses</b>					
Salaries & Benefits	87,714,523	94,017,608	96,267,084	102,134,257	107,805,243
Professional Services	23,646,936	24,933,407	26,337,719	27,860,506	28,272,517
Materials & Supplies	9,692,489	10,251,244	8,556,338	7,823,505	8,449,973
Utilities	5,638,681	5,645,787	5,815,563	6,288,167	6,711,124
Insurance & Liability	7,909,686	8,343,014	7,905,996	7,159,561	9,057,035
Other	1,784,320	2,029,245	1,932,352	1,917,862	2,182,658
Total Operating Expenses	<u>136,386,634</u>	<u>145,220,305</u>	<u>146,815,052</u>	<u>153,183,858</u>	<u>162,478,550</u>
Operating Expenses For Capital	<sup>2</sup> 1,235,199	2,199,119	2,675,232	1,330,441	3,000,000
<b>Non-Operating Expenses</b>					
Depreciation & Amortization	31,430,082	34,032,082	34,177,712	39,974,912	39,000,000
Interest Expense	364,903	1,068,566	884,096	1,431,008	500,000
Total Non-Operating Expenses	<u>31,794,986</u>	<u>35,100,648</u>	<u>35,061,809</u>	<u>41,405,919</u>	<u>39,500,000</u>
GASB 68 Pension Adjustment			<sup>3</sup> (78,348,050)	3,076,941	
<b>Beginning Balance, July 1</b>	791,658,180	806,462,782	833,231,682	819,474,947	830,199,168
<b>Ending Balance, June 30</b>	<sup>4</sup> <u>\$ 806,462,782</u>	<u>\$ 833,231,682</u>	<u>\$ 819,474,947</u>	<u>\$ 830,199,168</u>	<u>\$ 853,782,520</u>
% Change in Ending Fund Balance	1.87%	3.32%	-1.65%	1.31%	2.84%

<sup>1</sup> Federal revenue is reduced by pass through to subrecipients

<sup>2</sup> Operating expense related to capital projects and paid with capital grant funding

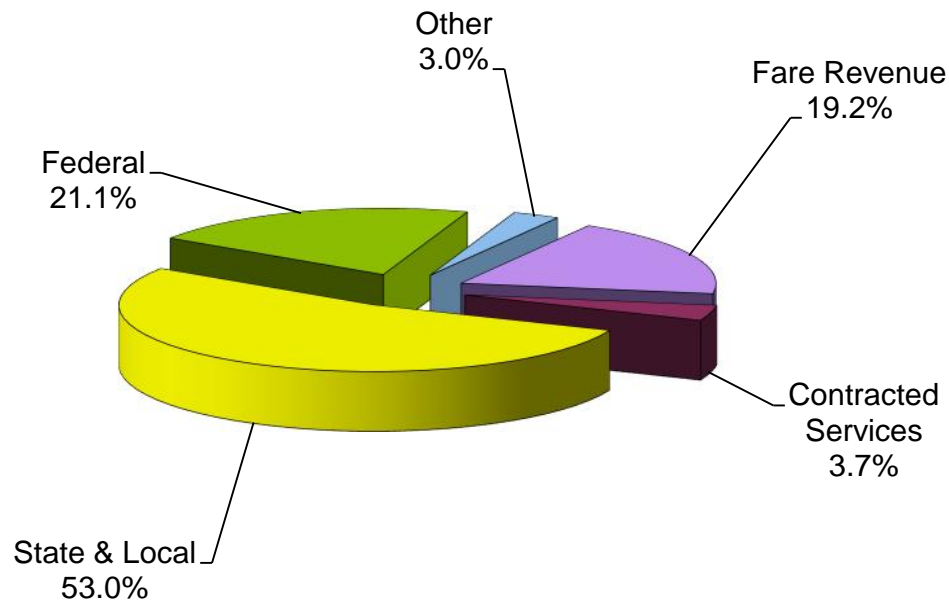
<sup>3</sup> Cumulative effect of GASB Statement no. 68

<sup>4</sup> The FY 2017 Budgeted Ending Balance of \$853.8 million is 2.84% more than FY 2016 Projected.



## Revenues

### Operating Revenues by Funding Source



(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Fare Revenue	\$ 29,759	\$ 29,157	\$ 28,396	\$ 28,056	\$ 31,165	\$ 3,110	11.1%
Contracted Services	5,607	5,530	5,810	6,110	6,092	(18)	-0.3%
State & Local	71,275	75,296	77,394	78,493	86,109	7,617	9.7%
Federal	28,970	28,978	29,767	34,097	34,272	174	0.5%
Other	3,443	2,918	4,002	5,333	4,840	(493)	-9.2%
<b>Subtotal</b>	<b>\$ 139,054</b>	<b>\$ 141,878</b>	<b>\$ 145,369</b>	<b>\$ 152,089</b>	<b>\$ 162,479</b>	<b>\$ 10,390</b>	<b>6.8%</b>
Operating Reserve *	\$ (2,667)	3,342	1,446	1,095	-	\$ (1,095)	
<b>Operating Revenue</b>	<b>\$ 136,387</b>	<b>\$ 145,220</b>	<b>\$ 146,815</b>	<b>\$ 153,184</b>	<b>\$ 162,479</b>	<b>\$ 9,295</b>	<b>6.1%</b>

\* Operating Reserve: Negative indicates an increase in funding to the reserve. Positive indicates use of the reserve.

## Revenues continued

### Fare Revenue

This category includes the revenues from carrying passengers. This is money paid by the transit riders to use transit services, but also includes special transit fares from Los Rios and CSUS Student pass program.

- The FY 2017 Adopted Budget proposes \$31.2 million in Fare Revenue, an increase of \$3.1 million (11.1%) from the FY 2016 Projected Revenue of \$28.0 million.
- Fare Revenue is anticipated to increase due to the recently adopted fare increase effective July 1, 2016.
- The FY 2017 Budget assumes an increase in Los Rios Student pass program in the amount of \$1.2 million due to changes in the contract which were approved by the students.

### Contracted Services

This category includes contracts with the Cities of Citrus Heights, Elk Grove, Folsom, Rancho Cordova, as well as Granite Park and North Natomas shuttle services. These cities and service areas purchase RT transit services.

- The FY 2017 Adopted Budget proposes \$6.1 million in Contracted Services revenue, a decrease of \$0.02 million (5.5%) from the FY 2016 Projected Revenue of \$6.1 million.
- This reflects a 2.6% increase in the Folsom Light Rail Operating and Maintenance contract associated with actual cost increases.
- This also reflects a slight decrease in the Rancho Cordova contract.



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## Revenues continued

### State & Local

This category includes formula-based allocations to RT from state and local government sales taxes. RT receives funding from the California Transportation Development Act Local Transportation Fund (TDA-LTF), the Transportation Development Act State Transit Assistance Program (TDA-STA), and Sacramento County Measure A.

#### California Transportation Development Act

The California Transportation Development Act of 1971 (TDA), as amended, provides two sources of funding for public transportation. The first is the county Local Transportation Fund (LTF) which was established in 1972, whereby one-fourth of 1% of the current Statewide sales tax is made available for public transportation operating and capital expenditures in the county in which the sales tax is collected. The second is the State Transit Assistance Program (STA) which was established in 1979, whereby a portion of gasoline sales and diesel use tax revenues is appropriated by the State Legislature to the State Public Transportation Account (PTA) for certain public transportation purposes.

#### Measure A

On November 1988, Sacramento County voters approved the passage of Measure A, a one-half of one percent countywide retail transactions and use tax ("Sales Tax") to help relieve traffic congestion, improve air quality, construct new and repair existing highways, maintain local streets and roads, expand public transit, and increase public safety by providing essential countywide transportation improvements. Measure A incorporated the Sacramento County Transportation Expenditure Plan (the "Expenditure Plan"), which includes those projects that are eligible for funding from the proceeds of the Sales Tax. As the March 2008 expiration of Measure A approached, the Sacramento Transportation Authority (STA) placed a measure on the November 2004 ballot to renew the Measure for 30 more years after the original measure expires.

Voters overwhelmingly approved the new Measure A, with more than 75 percent of voters in favor of it. The new Measure A includes the continuation of the one-half percent sales tax through 2039 and introduces a countywide development impact fee program (development impact fee) to be adopted and implemented by each participating jurisdiction and remitted to STA for reallocation. Revenues generated by the Sales Tax are disbursed through STA according to ratios established by an ordinance adopted by the STA as follows:



## Revenues continued

### State & Local continued

#### Measure A continued

##### Percentage of Developer Fees:

- 35% Local Road Maintenance, Safety and Congestion Relief Program
- 20% Transit Congestion Relief Program
- 20% Freeway Safety and Congestion Relief Program
- 15% Smart Growth Incentive program
- 10% Transportation Project Environmental Mitigation Program

##### Percentage of Sales Tax:

- 38% Local Road Maintenance, Safety and Congestion Relief Program
- 38% Transit Congestion Relief Program
- 5% Senior & Disabled Transportation Services
- 12% Freeway Safety and Congestion Relief Program
- 4% Safety, Streetscaping, Pedestrian and Bicycle Facilities
- 2% Transportation-Related Air Quality Program
- 1% Program Administration

- The FY 2017 Adopted Budget proposes \$86.1 million in state and local funding revenue, an increase of \$7.6 million (9.7%) from the FY 2016 Projected Revenue of \$78.5 million.
- This reflects a 3.8% or \$1.4 million increase in sales tax for Measure A over the FY 2016 Projected Revenue, based on the Sacramento Transportation Authority Proposed budget projections.
- This also reflects a 3.0% or \$1.1 million increase in sales tax estimates for TDA-LTF based on SACOG projections.
- This includes an increase of \$3.8 million in the TDA-STA Revenue compared to the FY 2016 Projected Revenue due to change in revenue source from STA to TCRP to pay for Revenue Bonds.
- This Budget assumes that TCRP funds will be received and used for the annual Revenue Bond payment in the amount of \$5.5 million.
- This includes \$1.9 million in the Low Carbon Transit Operations Program (LCTOP) revenue, which is a cap-and-trade program established in 2014 that provides funds to public transportation agencies throughout California for operations that reduce greenhouse gas emissions.

## Revenues continued

### Federal

This category includes formula-based allocations to RT from the federal government. Each year Congress authorizes the appropriation and the Federal Transit Administration allocates the dollars to the region. RT can use the funds for operating, planning, and capital, subject to specific regulations.

Specifically, RT receives Section 5307 Formula Funds, Section 5337 State of Good Repair, Section 5316 Jobs Access Reverse Commute allocations and Congestion Mitigation Air Quality (CMAQ) funds. The Section 5307 Formula Funds allocation is distributed by formula to urbanized areas for transit planning, capital, and preventive maintenance needs based on population served and the amount of service provided. RT may use these funds either for capital projects or preventive maintenance. Section 5337 State of Good Repair allocation is distributed by formula to urban rail transit operators for rail system repair, rehabilitation, upgrades, and preventive maintenance.

- The FY 2017 Adopted Budget proposes \$34.3 million in federal funding, an increase of \$0.2 million (0.5%) from the FY 2016 Projected Revenue of \$34.1 million.
- This includes \$2.0 million in CMAQ revenue, which is a \$1.1 million reduction over FY 2016 due to funding swapping in FY 2016 between CMAQ and LCTOP.
- This includes \$0.5 million in Job Access/Reverse Commute funding, which is a decrease of \$0.07 million over FY 2016.
- The budget includes \$1.0 million in grant revenues associated with the Sacramento Energy Clean Air Transportation Program (SECAT). This is CMAQ funding that will be used to cover some of the Golden 1 arena service.
- Section 5307 Urbanized Area federal funding is projected to increase by \$0.2 million due to expected increase 1.0% in regional allocation.
- Section 5337 State of Good Repair funding is projected to increase by \$0.1 million due to expected 1.0% increase in regional allocation.

### Other

This category includes investment income, commercial real estate leases, advertising income, bus book sales, fare evasion fines, promotional item sales, photo identification activities, and parking revenue.

- The FY 2017 Adopted Budget includes \$4.8 million in other revenue, which is a decrease of \$0.5 million (9.2%) from the FY 2016 Projected Revenue of \$4.1 million.

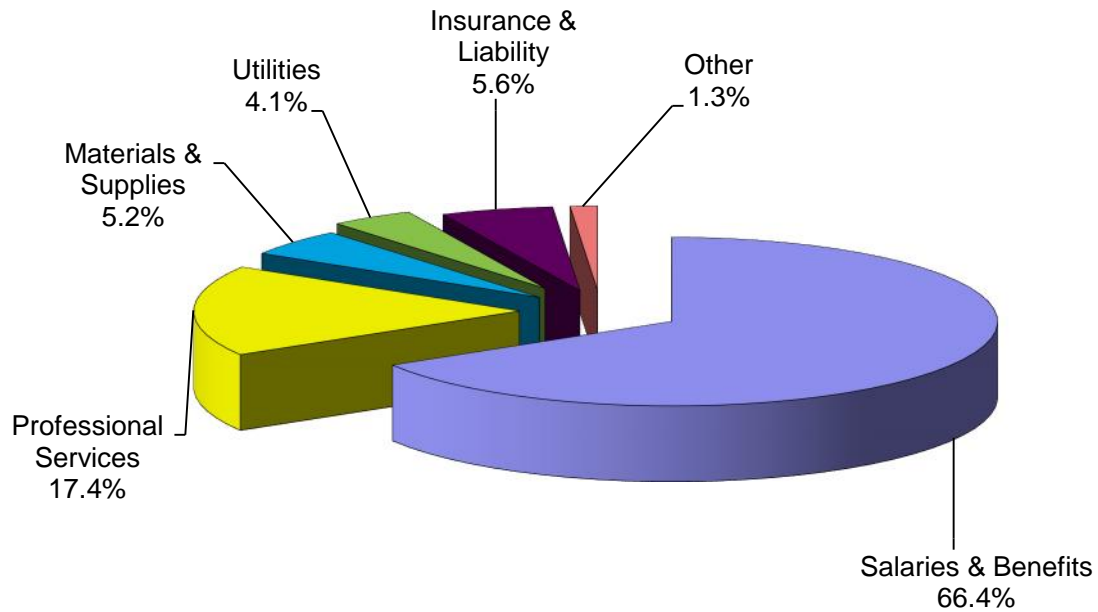
## Revenues continued

- The FY 2017 Adopted Budget includes \$1.0 million in projected revenue from sponsorship agreements.
- This includes \$0.2 million for the sale of Federal Renewable Identification Numbers for RT's CNG Bio-Gas fuel and \$1.0 million for the sale of Low Carbon Credits through the State Cap and Trade program.
- This includes 6 months of CNG tax rebate because of December 2016 expiration date for the program.



## Expenses

### Operating Expenses by Expense Category

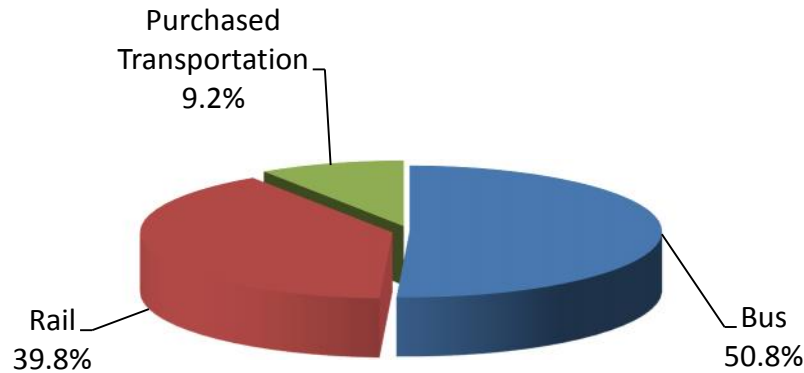


(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Salaries & Benefits	\$ 87,715	\$ 94,018	\$ 96,270	\$ 102,133	\$ 107,805	\$ 5,672	5.6%
Professional Services	23,647	24,933	26,334	27,861	28,273	412	1.5%
Materials & Supplies	9,692	10,251	8,556	7,824	8,450	626	8.0%
Utilities	5,639	5,646	5,816	6,288	6,711	423	6.7%
Insurance & Liability	7,910	8,343	7,906	7,160	9,057	1,897	26.5%
Other	1,784	2,029	1,932	1,919	2,183	264	13.7%
<b>Total Expenses</b>	<b>\$ 136,387</b>	<b>\$ 145,220</b>	<b>\$ 146,815</b>	<b>\$ 153,184</b>	<b>\$ 162,479</b>	<b>\$ 9,295</b>	<b>6.1%</b>

## Expenses continued

### Operating Expenses by Mode



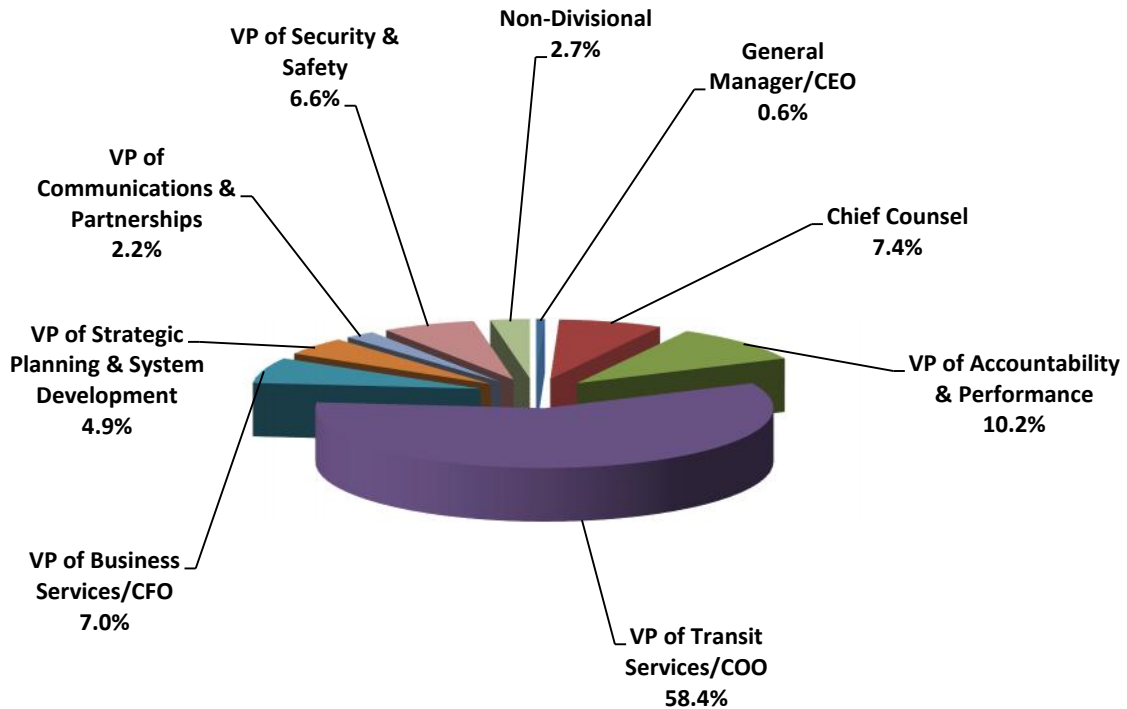
(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Bus	\$ 73,333	\$ 78,454	\$ 78,268	\$ 79,613	\$ 82,571	\$ 2,958	3.7%
Rail	50,626	54,417	55,035	59,103	64,711	5,608	9.5%
Purchased Transportation	12,427	12,349	13,512	14,468	15,196	728	5.0%
<b>Total Expenses</b>	<b>\$ 136,387</b>	<b>\$ 145,220</b>	<b>\$ 146,815</b>	<b>\$ 153,184</b>	<b>\$ 162,479</b>	<b>\$ 9,295</b>	<b>6.1%</b>



## Expenses continued

### Operating Expenses by Division



(Dollars in Thousands)

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
General Manager/CEO	\$ 482	\$ 457	\$ 682	\$ 880	\$ 1,069	\$ 189	21.5%
Chief Counsel	11,032	11,721	11,233	10,646	12,660	2,013	18.9%
VP of Accountability & Performance	14,604	14,669	15,924	17,179	17,492	313	1.8%
VP of Transit Services/COO	81,620	86,569	86,841	91,245	100,547	9,302	10.2%
VP of Business Services/CFO	10,193	11,236	11,663	11,787	11,968	181	1.5%
VP of Strategic Planning & System Development	7,554	8,149	8,347	9,145	8,379	(767)	-8.4%
VP of Communications & Partnerships	3,094	3,321	3,057	2,935	3,751	816	27.8%
VP of Security & Safety	8,570	9,985	10,268	10,402	11,413	1,011	9.7%
Non-Divisional	(763)	(887)	(1,200)	(1,037)	(4,801)	(3,764)	362.9%
<b>Total Expenses</b>	<b>\$ 136,387</b>	<b>\$ 145,220</b>	<b>\$ 146,815</b>	<b>\$ 153,184</b>	<b>\$ 162,479</b>	<b>\$ 9,295</b>	<b>6.1%</b>

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## Expenses continued

### Salaries & Benefits

This category includes payroll and benefits for all positions authorized by the Board of Directors. It accounts for wages, overtime, pension, dental, medical, FICA, vision and all other RT-paid employee benefits.

- The FY 2017 Adopted Budget proposes \$107.8 million for salaries and benefits, an increase of \$5.7 million (5.6%) from the FY 2016 Projected Cost of \$102.1 million.
- Labor increased by \$0.8 million or 1.4% from the FY 2016 Projected Cost of \$57.1 million. This reflects Regional Transit's reorganization and various District position salary adjustments, salaries for new positions, and increase in overtime cost based on higher wages.
- Fringe Benefits increased by \$3.0 million or 5.9% from the FY 2016 Projected Cost of \$50.1 million. This reflects a \$1.6 million or 12.4% increase in medical costs, a \$0.4 million increase in unemployment costs due to layoffs, \$0.8 million increase due to other post-retirement benefits implicit rate credit, and \$0.2 million in other accounts.
- Capital recovery and indirect costs have decreased by \$1.9 million from FY 2016 Projected Cost. This represents labor charged to capital projects, which reduces the operating budget labor costs.
- The Fiscal Year 2017 Adopted Budget includes 1005 Funded positions, which is a decrease of 1 position from the Fiscal Year 2016 Budget of 1006 fully or partially funded positions.

### Professional Services

This category includes purchased transportation (Paratransit, Inc.) to comply with the Americans with Disabilities Act (ADA), transit security, equipment maintenance, facilities maintenance, legal services, and services provided by outside consultants.

- The FY 2017 Adopted Budget proposes \$28.3 million for Professional Services, an increase of \$0.4 million (1.5%) from the FY 2016 Projected Cost of \$27.9 million.
- This reflects an increase in Paratransit, Inc. cost of \$0.7 million, based on a projected increase in demand for ADA service and an increase in cost per trip.
- This includes a \$0.6 million decrease in security services cost based on the assumption that Security Guards are replaced by newly hired Transit Agents.
- There are other minor increases in various general ledger (GL) accounts that make up the difference.

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## Expenses continued

### Materials & Supplies

This category includes fuel, bus and light rail parts, small maintenance tools and equipment, cleaning supplies, printing materials, and general office supplies.

- The FY 2017 Proposed Budget proposes \$8.5 million for materials and supplies, an increase of \$0.6 million (8.0%) from the FY 2017 Projected Cost of \$7.8 million.
- This reflects an increase in CNG cost of \$0.2 million due to cost of transporting gas, and an increase in gasoline cost of \$0.1 million due to projected increases in gasoline cost.
- This also includes a \$0.1 million increase in light rail vehicle parts due to fleet aging.

### Utilities

This category includes electricity, water, gas, refuse, and telephone for bus, light rail, and administrative facilities.

- The FY 2017 Adopted Budget proposes \$6.7 million for Utilities, an increase of \$0.4 million (6.7%) from the FY 2017 Projected Cost of \$6.3 million.
- This includes traction power costs of \$0.4 million associated with Golden 1 service and annualized cost for Blue Line to the Cosumnes River College extension.
- This also includes increases in costs for water and telephone utilities.

### Insurance & Liability

This category includes premiums, claims, and attorney fees related to personal liability insurance, property damage insurance, workers' compensation claims, and commercial insurance for amounts in excess of self-insured amounts.

- The FY 2017 Adopted Budget proposes \$9.1 million for Insurance & Liability, an increase of approximately \$1.9 million (26.5%) from the FY 2016 Projected Cost of \$7.2 million.
- This reflects an increase of \$0.8 million in the projected claims reserves for Property and Liability, and an increase of \$0.9 million in the projected claims reserves for Workers' Compensation for FY 2017 per RT's actuary report completed in February 2016.
- This also reflects an increase of \$0.2 million in excess liability insurance premium due to an increase in the required insurance coverage up to \$290 million.
- This reflects the updated insurance premium costs.

## Expenses continued

### Other

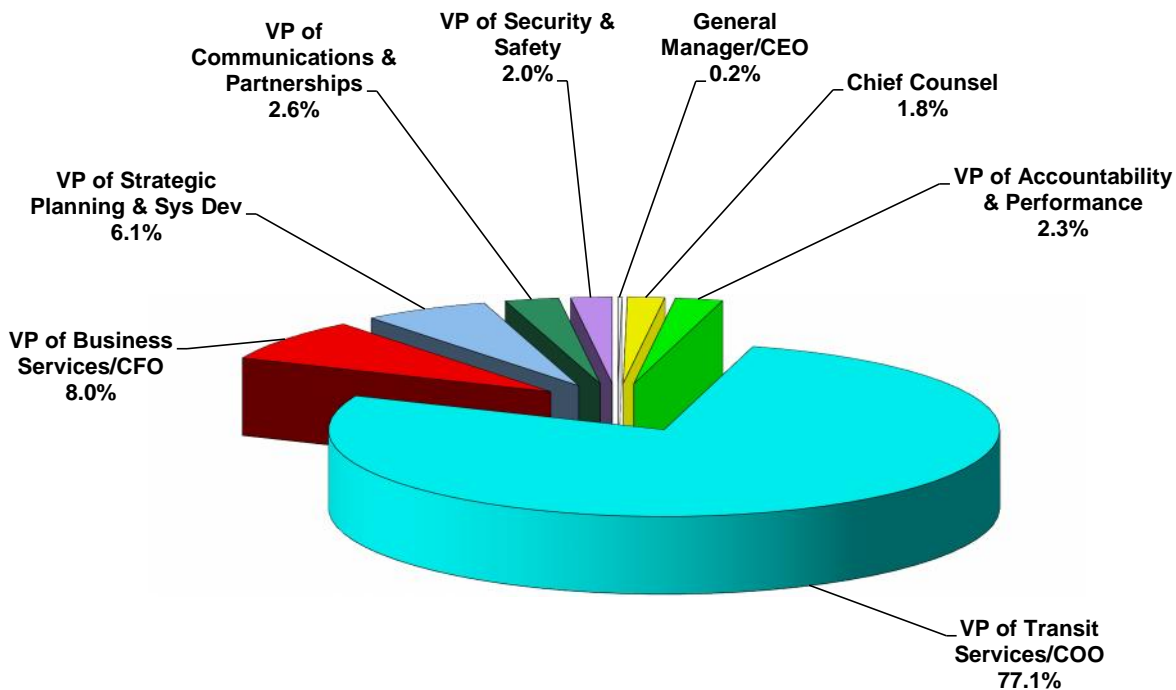
This category includes but is not limited to travel and training, seminars, dues and subscriptions, awards and ceremonies, building leases, equipment leases, taxes, freight, advertising, legal notices, and bad debt.

- The FY 2017 Proposed Budget proposes \$2.2 million for other expenditures, an increase of \$0.3 million (13.7%) from the FY 2017 Projected cost of \$1.9 million.
- This includes increases in Uniform costs, banking fees, interest expense, property taxes, etc.
- This includes \$0.2 million in GM's contingency.



## Positions

The Fiscal Year 2017 Budget includes 1,005 fully or partially funded positions, which is a decrease of 1 funded position from the Fiscal Year 2016 projection of 1,006 funded positions.



Division	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017
General Manager/CEO	2	2	2	2	3	1
Chief Counsel	18	20	20	18	16	-2
VP of Accountability & Performance	23	22	22	23	17	-6
VP of Transit Services/COO	754	767	775	776	779	3
VP of Business Services/CFO	83	85	85	80	73	-7
VP of Strategic Planning & Sys Dev	64	69	67	61	50	-11
VP of Communications & Partnerships	27	27	27	26	27	1
VP of Security & Safety	25	20	19	20	40	20
<b>Total</b>	<b>996</b>	<b>1,012</b>	<b>1,017</b>	<b>1,006</b>	<b>1,005</b>	<b>-1</b>

## FY 2017 Position Changes and Additions

In FY 2017, the General Manager/CEO implemented a reorganization of the executive management team. The organizational structures and positions have changed significantly and are described below by each Division.

From FY 2016 to FY 2017, the district had a net decrease of 1 funded position. The changes reflected in the FY 2017 proposed budget are as follows:

General Manager/CEO Division had a net increase of 1 funded position.

- Added 1 GM Special Assistant position to support the new General Manager.

Chief Counsel Division had a net decrease of 2 funded positions.

- Unfunded 1 Senior Paralegal and 1 Administrative Assistant II positions.

VP of Accountability and Performance Division, formally called Chief of Staff, had a net decrease of 6 funded positions. This division was created during FY 2016 GM reorganization. The changes are as follows:

- Added 1 VP of Accountability and Performance.
- Transferred 1 Senior Administrative Assistant positions from Chief of Facilities
- Eliminated 1 Assistant General Manager of Planning.
- Unfunded 3 positions: 1 Administrative Assistant II, 1 Customer Advocate I and 1 Director, Accessible Services and Customer Advocacy.
- Transferred 1 Senior Administrative Assistant to VP of Strategic Planning & System Development Division.
- Transferred 3 Customer Advocacy positions to VP of Communications & Partnerships Division:



## FY 2017 Position Changes and Additions continued

VP of Transit Services/Chief of Operation Division had a net increase of 3 funded positions. The changes are as follows:

- Total of 10 positions were unfunded: 1 Operations Trainer, 1 Bus Service Worker, 2 Mechanic C, 1 Light Rail Assistant Mechanic, 1 Light Rail Service Worker, 1 Lineworker Technician, 2 Mechanic A Body/Fender, and 1 Rail Maintenance Worker were unfunded.
- Total of 3 positions were funded: 2 Lineworker Technician - HLC and 1 Mechanic B were funded.
- Added 10 Light Rail Operators

VP of Business Services/Chief Financial Officer Division had a net decrease of 7 funded positions. This division was created during the FY 2016 reorganization. A total of five departments were combined into this division, including Human Resources, Finance and Treasure, Office of Management and Budget (OMB), Information Technology (IT), and Procurement. The position changes are as follows:

- Unfunded 1 Revenue Clerk
- Transferred 1 Treasury Clerk to Customer Services
- Funded 1 Director of Office Management of Budget
- Unfunded 6 positions in Procurement: 1 Administrative Assistant II, 1 Material Management Superintendent, 1 Procurement Analyst II, 1 Procurement Clerk, 1 Purchasing and Materials Administrator and 1 Senior Procurement Analyst

VP of Strategic Planning & System Development Division had a net decrease of 11 funded positions. During the FY 2016 reorganization, two departments were added to this division: Facilities and Strategic Planning. The position changes are as follows:

- Eliminated 1 Chief of Facilities and Business Support Services.
- Unfunded total of 10 positions: 1 Director of Facilities, 1 Facilities Maintenance Mechanic, 1 Senior Facilities Specialist, 1 Administrative Assistant II, 1 Senior Quality Assurance Specialist, 1 Associate Architect – HLC, 1 Associate Civil Engineer – HLC, 1 Engineering Technician, 1 Assistant Resident Engineer and 1 Assistant Planner.

## FY 2017 Position Changes and Additions continued

VP of Communications and Partnerships Division had a net increase of 1 funded positions. The position changes are as follows:

- Transferred 1 Treasury Clerk from Finance Department
- Transferred 3 Customer Advocacy positions from Accessible Services
- Added 1 Reception Clerk
- Unfunded total of 4 positions: 1 Senior Marketing and Communications Specialist in Marketing, 1 Customer Service Clerk and 2 Customer Service Representative in Customer Service

VP of Safety and Security Division had a net increase of 20 funded positions. This division was created during FY 2016 reorganization. The position changes are as follows:

- Unfunded total of 8 positions: 5 Transit Fare Inspectors, 1 Transit Officer Supervisor, 1 Administrative Technician and 1 Director, Safety
- Added total of 28 positions: 1 Senior Safety Specialist HLC, 1 Transportation Supervisor, 1 Transportation Superintendent – Police Services, and 25 Transit Agents





**Forecast****Revenues & Expenses**

(Dollars in Thousands)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>Revenues</b>					
Fare Revenue	\$ 31,165	\$ 31,393	\$ 32,722	\$ 32,961	\$ 34,834
Contracted Services	6,092	6,384	6,691	7,012	7,349
Other	4,840	5,525	5,625	5,730	5,930
State & Local	86,109	90,152	94,386	95,783	100,375
Federal	34,272	34,945	32,586	32,712	33,207
<b>Total</b>	<b>162,479</b>	<b>168,399</b>	<b>172,010</b>	<b>174,198</b>	<b>181,695</b>
<b>Expenses</b>					
Salaries & Benefits	107,805	110,998	114,276	117,688	121,240
Professional Services	28,273	29,110	29,970	30,864	31,796
Materials & Supplies	8,450	8,700	8,957	9,225	9,503
Utilities	6,711	6,910	7,114	7,326	7,547
Insurance & Liability	9,057	9,325	9,601	9,887	10,186
Other	2,183	2,247	2,314	2,383	2,455
<b>Total</b>	<b>162,479</b>	<b>167,290</b>	<b>172,231</b>	<b>177,373</b>	<b>182,727</b>
<b>Potential Reserve</b>	<b>\$ -</b>	<b>\$ 1,109</b>	<b>\$ (221)</b>	<b>\$ (3,175)</b>	<b>\$ (1,032)</b>

**Service Plan**

(Revenue Hours)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>Service Plan</b>					
Fixed Route Bus	527,037	527,037	527,037	527,037	527,037
Community Bus Service	27,793	27,793	27,793	27,793	27,793
Light Rail	280,617	280,617	280,617	280,617	280,617

Source: RT's Financial Forecasting Model

## Forecast continued

### Forecast Assumptions

Assumptions are the same as the August 23, 2016 Financial Forecasting Model (FFM).

- Bus Service - Restoration of reduced service started in Fiscal Year (FY) 2013 with implementation of first phase of TransitRenewal. FY 2017 assumes no service increases in bus service.
- Rail Service - Blue Line revenue service started on August 24, 2015. FY 2017 is a full year of Blue Line to Cosumnes River College light rail extension operation with slight increase in rail service level.
- Paratransit Service grows 2.27% in FY 2017, and 5.21% in following forecast years.<sup>1</sup>
- FY2018-2021 assumes bus, community bus and light rail service at same levels as FY2017.

Specific revenue assumptions:

Measure A and Local Transportation Fund (LTF) increase 4.8% annually from FY 2017 to FY 2020. Regional Transit (RT) continues to receive these revenues from smaller cities excluding Folsom, Isleton and Galt.

- Sacramento Transit Authority (STA): \$7.8 million in FY 2017 and increases 4.2% every year. Payments for debt service appear as reductions in revenue and are transferred to the capital where the debt service cost also appears.
- Federal Section 5307 and 5337 State of Good Repair increase 1.5% in FY 2017 - 2021.
- Federal Section 5307 Jobs Access and Reverse Commute is projected at \$0.53 million in FY 2017 and growing at the same rate as Section 5307 Federal Revenue.
- \$2.0 million out of \$6 million in Congestion Mitigation/Air Quality (CMAQ) funds allocated to RT is budgeted in FY 2017 for operating subsidy for Blue Line operations. The remaining funds are to be used within the first three years of operation of the new service..
- Fare revenue (average fare) - Increases 11.1% in 2017 and 4.2% in 2019. In addition, increases in Fare Revenue are proportional to increases in ridership (rail and bus passenger trips gradually increase). Fare Revenue calculations also take into account ridership deflection when fares increase.

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<sup>1</sup> Please note Paratransit demand is dynamic and will be evaluated, as additional data is available.

## Forecast continued

- Number of Park and ride lots with paid parking fees are the same throughout the forecast.

### Specific Cost Assumptions:

- Consumer Price Index at 2.5% per year.
- RT unit labor costs increase 2.5% in FY 2018 and thereafter until FY 2021.
- Materials/service unit costs increase at 2.0% in FY 2018 and thereafter until FY 2021.
- Paratransit unit costs increase 2.8% in FY 2018, and 3.0% in FY 2019-2021.<sup>2</sup>
- Includes operating costs for Blue Line future revenue service.



<sup>2</sup> Please note Paratransit demand is dynamic and will be evaluated, as additional data is available.

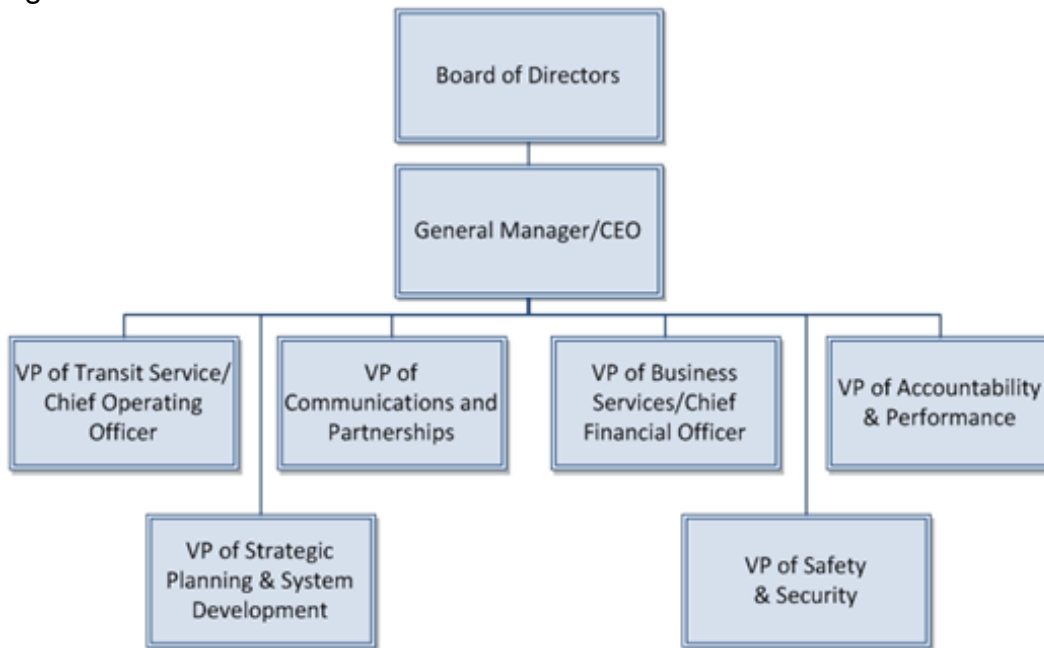


## Division Budgets

## Division Budgets

### Office of the General Manager

This division carries out the Board's policies and ordinances, coordinates inter-agency activities, oversees RT's day-to-day operations, and appoints the heads of RT's operating divisions.



- The General Manager/CEO guides and directs all activities of the District.
- The VP of Transit Services/Chief Operating Officer guides and directs the bus and light rail services.
- The VP of Communications and Partnerships manages media relations; oversees government affairs between the District and elected officials, state and federal lobbyists, and key agencies; and directs the activities of the division.
- The VP of Safety & Security guides and directs the divisions of Police Services and Safety & Environmental.
- The VP of Strategic Planning and System Development guides and directs the division. This department's staff also provides Quality Assurance functions.
- The VP of Business Services/Chief Financial Officer guides and directs the Finance, Human Resources, Information Technology and Procurement departments.
- The VP of Accountability and Performance creates and manages the crucial link between external and internal resources by identifying key issues and concerns, and facilitates the development and implementation of key project objectives and resulting process improvements within the District's operations.

## Office of the General Manager continued

### FY 2016 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Developed and updated the Comprehensive Reserve Policy, Fiscal Sustainability Policy, Farebox Recovery Policy and Fare Change Policy.
- Participated in the California Transit Association (CTA) Legislative Committee to advance transit supportive legislation and secure continued funding for public transit.
- Sought successful passage of AB 133, a measure principally focused on a continuation of over a billion federal dollars to California by restructuring a tax on healthcare provider organizations. AB 133 also included a provision redirecting funds from the State of California's Rainy Day Reserve for to be distributed to the Transportation Congestion Relief Fund Program (TCRP). This measure addresses a long standing multimillion dollar TCRP allocation previously awarded for the construction of the Blue Line Light Rail Extension to Cosumnes River College.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Hired 41 front line employees to clean light rail trains and stations every night and mid-days, and conduct fare inspections on almost all riders.
- Received delivery of 33 new GILLIG 40' BRTPlus Compressed Natural Gas (CNG) buses and 11 new El Dorado 27' buses.
- Increased light rail system capacity by placing in service 11 of the 21 light rail vehicles acquired from Santa Clara Valley Transportation Authority.

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Effectively Conducted Equal Employment Opportunity Outreach by monitoring RT facilities to ensure the presence of EEO posters, policies, & notifications.
- Continue to ensure that all work completed is within Federal, State laws and within District contracts and policies.

## Office of the General Manager continued

### FY 2016 Accomplishments continued

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Maintained involvement with California Association for Commuter Transportation, American Public Transportation Association, ADA Roundtable, and Title VI working group
- Provided all management and supervisory staff Discrimination and Prevention Training as mandated per California Assembly Bill 1825.
- Participated in 2016 FTA EEO Compliance Review.

#### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

- Successfully implemented and provided service for the new downtown entertainment and sport center.
- Launched an innovative and economical program Station Link in an effort to encourage transit ridership.
- Continued with progress in implementing the Connect Card, a smart card based regional transit fare payment system.
- Made upgrades to our 7<sup>th</sup> and Capitol flagship light rail station.
- Made improvements to our 8<sup>th</sup> and K and 9<sup>th</sup> and K light rail stations.
- Opened the Blue Line to Consumnes River College on or before the Full Funding Grant Agreement Revenue Service date of September 6, 2015.
- Worked with the Sacramento Area Council of Governments, City of West Sacramento, City of Sacramento and Yolo County Transportation District to advance the Downtown Riverfront Streetcar project.

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Implemented two new mobile applications, RideSacRT to offer customers a quick and easy way to purchase fares on the go, and Alert SacRT, to provide customers an anonymous way to report safety concerns or nuisance behavior.
- Supported the efforts of the Ad Hoc System Improvement Committee and System-wide improvement initiative to assist in improving cleanliness, safety, security, customer service and overall service quality of the RT system.

## Office of the General Manager continued

### FY 2016 Accomplishments continued

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Initiated the planning effort for service to Sacramento's new downtown entertainment and sports complex, Golden 1 Center, to show the region the convenience and value of public transit and build new ridership. The multi-year planning effort focuses on every minor detail and proactively focused on increasing ridership.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Worked to establish strong partnerships with all regional stakeholders with honesty and transparency at all levels.
- Maintained compliance with the Federal DOT Disadvantaged Business Enterprise (DBE) regulations published at 49 C.F.R. Part 26.
- Worked with Sacramento Transportation Authority staff and regional transportation agencies to develop a ballot initiative for a potential increase in transportation sales tax in November 2016.

### FY 2017 Goals

#### Strategic Plan Goal #1: Ensure Financial Stability

- Address significant capital replacement and infrastructure maintenance needs for existing bus and light rail systems.
- Facilitate the District wide initiative to enhance business processes, pursue cost containment and revenue enhancement opportunities.
- Work with regional partners to maximize revenue available for Regional Transit.
- Work with Real Estate on the TOD Program to generate land sales for reinvestment in RT infrastructure.
- Successful implementation of the Connect Card (regional smart card)
- Implementation of permanent mobile fare app, RideSacRT.



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## Office of the General Manager continued

### FY 2017 Goals continued

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Provide improved customer convenience, fare enforcement, real-time revenue settlement, revenue security, an improvement to ridership counts and improved service quality.
- Complete light rail vehicle modifications and refurbishment and put vehicles into operation.

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Complete Title VI analysis of multiple fare changes.
- Effectively conduct Equal Employment Opportunity Outreach by monitoring RT facilities to ensure the presence of EEO posters, policies & notifications.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Continue involvement with California Association for Commuter Transportation, American Public Transportation Association, ADA Roundtable, and Title VI working group
- Increase coordination with business community, neighborhood groups, universities, and other interested stakeholder groups.
- Provide all management and supervisory staff Discrimination Prevention Training as mandated per California Assembly Bill 1825.
- Manage workforce to avoid significant vacancies in critical positions, including the development of a strategy to reduce missed bus trips as a result of a lack of operators.
- Prepare an electronic performance review management system for all employees for use by the end of FY17, including a 360-degree review process whereby Managers are reviewed by peers and employees.

## Office of the General Manager continued

### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

- Focus on the Sacramento Valley Station loop which will be built to accommodate operations for the Green Line to the Airport and the Downtown/Riverfront streetcar projects.
- Continue to provide assistance during Golden 1 Center special service.
- Facilitate the development and implementation of extensive Golden 1 Center preparation.
- Continue to build relationships with nearby communities, businesses and schools in an effort to be good neighbors and provide a safer environment for our riders.

### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Assist in grant applications along with the Sacramento Area Council of Governments the cities of Sacramento and West Sacramento and with the Yolo County Transit District for the development of a future streetcar project.
- Successfully serve Sacramento's new downtown entertainment and sports complex, Golden 1 Center, to show the region the convenience and value of public transit and build new ridership. The District is focusing on every minor detail and proactively focused on increasing ridership.
- Continue to monitor system-wide improvements focused on improving cleanliness, safety, security and on-time performance.
- Promote a "Customer First" culture.
- Provide a safe system to increase ridership through increased fare inspection, additional rule enforcement, and providing great customer service.

### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Maintain compliance with the Federal DOT Disadvantaged Business Enterprise (DBE) regulations published at 49 C.F.R. Part 26.
- Continue to work with Agencies, Organizations and RT Departments on advancing various transit-related projects including, but not limited to, the Green Line, LRT Stations, SVS and the SVS Tail/Storage Tracks, Dos Rios & Horn Stations and other projects.



## Office of the General Manager continued

### Performance Measures/Statistics

#### Strategic Plan Goal #1: Ensure Financial Stability

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2017 to FY 2016	
						Amount	Percent
<b>Efficiencies Measures</b>							
Cost Per Passenger							
Bus	\$ 5.42	\$ 5.46	\$ 5.74	\$ 6.58	\$ 5.86	\$ (0.72)	(10.9%)
Rail	\$ 3.65	\$ 4.03	\$ 4.31	\$ 4.64	\$ 4.32	\$ (0.32)	(6.9%)
Cost Per Revenue Mile							
Bus	\$ 12.36	\$ 13.06	\$ 12.91	\$ 13.07	\$ 13.26	\$ 0.19	1.5%
Rail	\$ 12.36	\$ 13.68	\$ 14.01	\$ 13.70	\$ 13.86	\$ 0.16	1.2%
Cost Per Revenue Hour							
Bus	\$ 136.29	\$ 141.88	\$ 141.41	\$ 144.05	\$ 145.69	\$ 1.64	1.1%
Rail	\$ 218.33	\$ 244.11	\$ 252.79	\$ 244.07	\$ 249.36	\$ 5.29	2.2%
Subsidy Per Passenger	\$ 3.68	\$ 3.74	\$ 4.05	\$ 4.50	\$ 4.14	\$ (0.36)	(8.0%)
<b>Effectiveness Measures</b>							
Farebox Recovery Ratio	24.1%	21.9%	21.3%	20.0%	21.2%	\$ 0.01	6.0%

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2017 to FY 2016	
						Amount	Percent
<b>Effectiveness Measures</b>							
Total Ridership							
Bus	13,490,564	14,365,941	13,706,732	12,114,085	11,600,000	(514,085)	(4.2%)
Rail	13,785,510	13,499,150	12,061,741	12,216,163	12,400,000	183,837	1.5%
Total	27,276,074	27,865,091	25,768,473	24,330,248	24,000,000	(330,248)	(1.4%)
Average Weekday Ridership							
Bus	47,224	50,185	49,547	42,103	40,568	(1,535)	(3.6%)
Rail	47,408	46,009	41,350	41,547	42,667	1,120	2.7%
Total	94,632	96,194	90,897	83,650	83,235	(415)	(0.5%)
Passengers Per Mile							
Bus	2.28	2.39	2.25	2.26	1.89	(0)	(16.4%)
Rail	3.39	3.39	3.25	3.21	2.69	(1)	(16.2%)

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2017 to FY 2016	
						Amount	Percent
<b>Quality Measures</b>							
Employee Availability Days							
ATU All	210	206	202	208	205	(3)	(1.4%)
IBEW	222	216	220	225	225	(0)	(0.1%)
AEA	233	229	222	234	230	(4)	(1.7%)
AFSCME - Supervisor	221	223	221	225	225	-	0.0%
AFSCME - Admin Tech	233	229	225	225	225	-	0.0%
MCEG	229	227	228	234	235	1	0.3%

## Office of the General Manager continued

### Expenses

#### By Expense Category

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Salaries & Benefits	\$ 422,225	\$ 440,743	\$ 471,500	\$ 545,003	\$ 702,210	\$ 157,207	28.8%
Professional Services	45,234	(1,080)	179,333	300,855	150,000	(150,855)	(50.1%)
Materials & Supplies	132	76	2,183	346	-	(346)	(100.0%)
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	14,610	17,724	29,156	34,075	217,000	182,925	536.8%
<b>Total</b>	<b>\$ 482,201</b>	<b>\$ 457,463</b>	<b>\$ 682,172</b>	<b>\$ 880,279</b>	<b>\$ 1,069,210</b>	<b>\$ 188,931</b>	<b>21.5%</b>

#### By Department

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
General Manager	\$ 482,201	\$ 457,463	\$ 682,172	\$ 880,279	\$ 1,069,210	\$ 188,931	21.5%
<b>Total</b>	<b>\$ 482,201</b>	<b>\$ 457,463</b>	<b>\$ 682,172</b>	<b>\$ 880,279</b>	<b>\$ 1,069,210</b>	<b>\$ 188,931</b>	<b>21.5%</b>

#### Positions

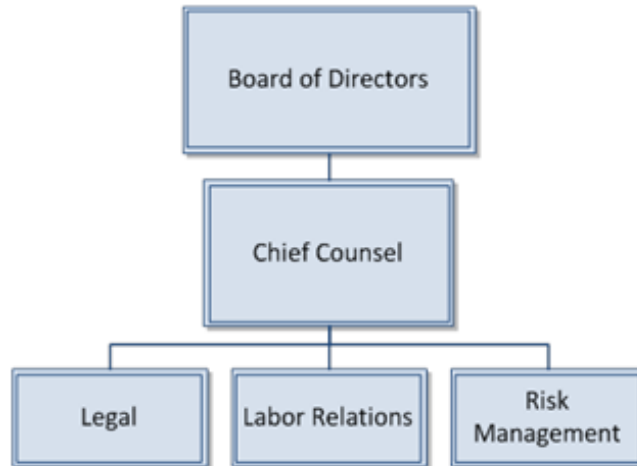
	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
General Manager	2	2	2	2	3 <sup>1</sup>	1	50.0%
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>50.0%</b>

<sup>1</sup> Add 1 GM Special Assistant



## Office of the Chief Counsel

This division represents RT in all legal matters and provides legal advice to the Board of Directors, General Manager, and RT staff.



- The Chief Counsel guides and directs the division.
- Legal staff prepares ordinances, contracts, policies, and other administrative documents; provides advisory services to staff and management; represents RT in court and administrative legal proceedings; and oversees litigation assigned to outside counsel.
- Labor Relations advises, trains, and represents RT in employee collective bargaining, grievances, arbitration and contract administration; administers RT's drug and alcohol testing and rehabilitation program; and administers RT's employee awards and recognition program.
- Risk Management manages RT's workers' compensation, light duty, and self-administered general liability programs; directs the activities of the insurance broker to place and service RT's excess insurance; administers the Owner Controlled Insurance Program (OCIP) for the South Line Phase II project; sets and monitors insurance requirements for contractors performing work on behalf of RT; prepares Osha 300 and OSIP annual reporting; and works with Training, Safety and other departments to identify hazards and analyze trending in an attempt to reduce accident, injury and illness claims against the District.

## Office of the Chief Counsel continued

### FY 2016 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Assisted RT's Finance Department in negotiating a new \$29 Million Line of Credit Agreement with U.S. Bank to provide RT with gap operating funds while RT awaits Federal operating grant funds.
- Effectively monitored RT's Owner Controlled Insurance Program for the Blue Line to Cosumnes River College Project.
- Assisted in drafting bid document and contract for the services of a real estate broker to sell surplus property and negotiate Transit Oriented Development.
- Assisted in drafting the Los Rios Student Pass Agreement, maintaining access for students while increasing RT's cost recovery.
- Handled all personal injury litigation in-house with no need for outside counsel costs.
- Provided legal support for development of Fiscal Responsibility Policies.
- Obtained exemplary general liability and worker's compensation claims audits.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Successfully implemented Paid Fare Zones at pilot light rail stations.
- Codified RT's Prohibited Acts Ordinance.
- Modified RT's Prohibited Acts Ordinance to make refusal to yield a seat to an elderly or disabled passenger a citable offense.
- Modified RT's Administrative Code, Title XII, regarding passenger conduct.
- Drafted agreements for supplemental station cleaning with several Property and Business Improvement Districts.

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Successfully implemented changes to RT's Administrative Code, Title III, regarding Board rules and procedures to encourage increased public comment.
- Successfully transitioned Drug & Alcohol Program duties to new staff.

## Office of the Chief Counsel continued

### FY 2016 Accomplishments continued

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Assisted Management in Drafting of RT's Background Check Ordinance for prospective employees.
- Assisted RT's Human Resources Department in revising job descriptions during the restructuring of RT's administrative divisions.
- Successfully transitioned to new third party administrator for Worker's Compensation claims.
- Provided legal support for IRS plan qualification for RT's three pension plans.
- Provided legal support for the creation of a pension trust fund.

#### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

- Assisted in drafting Department of Human Assistance Agreement to increase RT's cost recovery while preserving access to RT services for low-income individuals.
- Provided legal input for the Connect Card governance documents.
- Drafted license agreement for Rancho Cordova Bikeway and Pedestrian Walkway to increase connectivity to Mather Mills light rail station.
- Assisted in drafting parking agreement with Los Rios Community College District.

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Assisted in drafting the contract for RT's pilot mobile fare smartphone application.
- Assisted in drafting the agreements for the Hampton Inn hotel project.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Assisted in drafting bid documents and construction contracts for the System-Wide Improvement Project.
- Provided legal support for the Arena Service Implementation Project.

## Office of the Chief Counsel continued

### FY 2017 Goals

#### Strategic Plan Goal #1: Ensure Financial Stability

- Assist in drafting bid documents and a contract for advertising services including light rail vehicle advertising and station naming rights.
- Assist staff with legal aspects of surplus real property sales to generate revenue.
- Close out and recognize significant cost savings in connection with the Owner Controlled Insurance Program for the Blue Line to Cosumnes River College Project.
- Provide legal advice and counsel to RT's Cost Containment Committee.
- Recognize cost savings by modernizing legal library.
- Decrease worker's compensation medical costs, temporary disability payments, permanent disability payments, and legal expenses through improved claims management.
- Consolidate flood insurance policies to recognize a premium cost savings.
- Continue to provide legal support to lead counsel in RT v. Dept. of Labor regarding PEPRA and cost of retirement benefits.
- Receive exemplary findings in general liability, excess liability, and worker's compensation audits.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Assist RT's Safety and Security Department in drafting bid documents and a contract for security guard services.
- Develop and implement changes to claims management system to capture additional information leading to better trend identification and claim outcomes.
- Provide legal support for expansion of Paid Fare Zones.

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Conduct training for supervisors and managers regarding appropriate management of leaves of absence and employee attendance
- Assist in drafting updated EEO, Non-Discrimination, and Workplace Conduct Policies to be adopted by the Board.



## Office of the Chief Counsel continued

### FY 2017 Goals continued

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Amend RT Administrative Code, Title II, regarding conflicts of interest to include newly-created and modified job descriptions.
- Conduct Gift and Conflict of Interest training for supervisors and managers.
- Provide Non-Discrimination and Workplace Conduct training for RT's Management level staff.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Work with labor union partners to improve attendance monitoring and control.
- Work closely with the Cost Containment Committee to develop modifications to RT's benefits program to reduce RT's overall benefit costs while keeping RT competitive in the job marketplace.
- Assist management in the development of employee recognition programs that encourage employee growth and high job satisfaction.
- Develop SOP related to claims for employee's lost or damaged property.
- Complete recruitment for Labor Director position.
- Complete ATU contract negotiations.
- Provide additional supervisor and employee training to facilitate improved relations between the parties.

#### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

- Provide legal support for close-out of the Blue Line to Cosumnes River College project.
- Provide legal support for close-out of the Trapeze project.
- Provide legal support for the Downtown Riverfront Streetcar Project, including assisting in drafting governance documents.
- Assist in drafting Operations and Maintenance Agreement with the City of Folsom for light rail service, including special event service.

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## Office of the Chief Counsel continued

### FY 2017 Goals continued

#### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

- Assist staff in drafting a new A.B. 466 cost-sharing agreement with the City of Elk Grove to promote regional coordination of service.
- Assist in drafting agreements to continue the McClellan Park Shuttle service at a higher cost recovery ratio.
- Assist in drafting new County of Sacramento bus stop maintenance agreement.

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Work with staff to develop innovative contracts with Transportation Network Companies to provide “first mile/last mile” connectivity to RT’s light rail stations to boost ridership.
- Assist staff in developing new fare types to promote ridership in connection with the opening of the Golden 1 Center.
- Develop a contract for a permanent mobile fare smartphone application.
- Assist in drafting bid documents and contract for purchase of new fare vending machines.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Provide legal advice and counsel to the Board and staff regarding efforts to reduce the impact of the failure of Measure B.
- Develop a comprehensive “clean up” bill to modify portions of RT’s Enabling Act that are outdated, ambiguous, or otherwise could benefit from changes to advance RT’s interests.
- Advocate at the State Legislative level for development of capital funding programs that will provide RT with the “local match” funds need to purchase new low-floor light rail vehicles and complete station modifications to accommodate the new vehicles.



**Office of the Chief Counsel continued**

**Performance Measures/Statistics**

*Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce*

<b>Employee Recognition Measures</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Projected</b>	<b>FY 2017 Budget</b>
Service Awards Eligibility	2012 Eligibility	2013 Eligibility	2014 Eligibility	2015 Eligibility	2016 / 2017 Eligibility
<i>By Years of Service - All Employee Groups</i>					
5 years	19	8	12	0	6
10 years	17	26	22	13	13
15 years	11	11	19	16	15
20 years	1	2	3	10	12
25 years	16	9	16	13	6
30 years	0	2	2	5	12
35 years	2	6	0	2	0
40 years	0	1	0	1	0

Safety Awards Eligibility

<i>By Years of Award</i>	2012 Eligibility	2013 Eligibility	2014 Eligibility	2015 Eligibility	2016 Eligibility
01 - 09 years	211	217	223	217	217
10 - 19 years	119	121	129	123	123
20 - 29 years	34	28	28	30	30
30 - 39 years	6	5	3	4	4

<b>Claim/Case Load Measures</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Budget</b>
<i>Workers Compensation Claims</i>					
Open	148	140	141	142	145
Close	127	134	164	171	150
Litigated	17	12	8	13	15
Pending			329	319	300
<i>General Liability Claims</i>					
Open	258	236	231	261	265
Close	256	266	179	255	270
Litigated	22	14	22	32	15
Pending			167	180	175
<i>Property Recovery Claims</i>					
Open	83	84	93	82	85
Close	63	75	98	80	90
Pending			42	44	40
Recoveries	\$ 981,517	238,401	117,172	134,204	Non-budgeted
Insurance Renewals	\$ 2,334,462	\$ 2,885,710	\$ 2,839,938	3,256,710	3,350,938



## Office of the Chief Counsel continued

### Expenses

#### By Expense Category

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Salaries & Benefits	\$ 2,167,118	\$ 2,557,343	\$ 2,505,646	\$ 2,549,611	\$ 2,544,989	\$ (4,622)	(0.2%)
Professional Services	702,734	696,896	743,697	818,468	924,336	105,868	12.9%
Materials & Supplies	61,047	62,443	51,642	46,109	61,500	15,391	33.4%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	8,065,076	8,358,108	7,907,570	7,181,311	9,057,035	1,875,724	26.1%
Other	36,163	46,403	24,625	50,917	71,995	21,078	41.4%
<b>Total</b>	<b>\$ 11,032,138</b>	<b>\$ 11,721,193</b>	<b>\$ 11,233,180</b>	<b>\$ 10,646,416</b>	<b>\$ 12,659,855</b>	<b>\$ 2,013,439</b>	<b>18.9%</b>

#### By Department

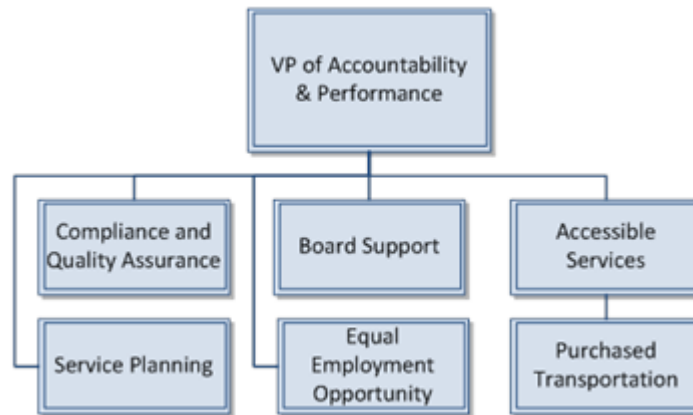
	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Chief Counsel	\$ 1,423,894	\$ 1,737,441	\$ 1,567,335	\$ 1,619,944	\$ 1,520,884	\$ (99,060)	(6.1%)
Employee Relations	483,173	515,589	583,786	592,489	667,112	74,623	12.6%
Risk Management	9,125,071	9,468,163	9,082,059	8,433,983	10,471,859	2,037,876	24.2%
<b>Total</b>	<b>\$ 11,032,138</b>	<b>\$ 11,721,193</b>	<b>\$ 11,233,180</b>	<b>\$ 10,646,416</b>	<b>\$ 12,659,855</b>	<b>\$ 2,013,439</b>	<b>18.9%</b>

#### Positions

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Chief Counsel	10	10	10	9	7 <sup>1</sup>	-2	(22.2%)
Employee Relations	3	5	5	4	4	0	0.0%
Risk Management	5	5	5	5	5	0	0.0%
<b>Total</b>	<b>18</b>	<b>20</b>	<b>20</b>	<b>18</b>	<b>16</b>	<b>-2</b>	<b>(11.1%)</b>

<sup>1</sup> Unfund 1 Administrative Assistant II  
Unfund 1 Senior Paralegal

## VP of Accountability and Performance



- The VP of Accountability and Performance creates and manages the crucial link between external and internal resources by identifying key issues and concerns, and facilitates the development and implementation of key project objectives and resulting process improvements within the District's operations.
- The Clerk to the Board assists the Board of Directors and District staff in the conduct of its business by performing duties mandated by state law, agency ordinances, administrative code and Board directives.
- The Equal Employment Opportunity Office administers the affirmative action and EEO programs which make sure RT operations and policies are in compliance with Federal and State regulations.
- The Service Planning Department formulates recommendations for service changes to RT's bus and light rail systems, oversees data collection, compilation and analysis for managerial accounting purposes, and also leads efforts concerning Title VI monitoring, service agreements, and various strategic planning documents.
- Accessible Services ensures that RT remains in federal compliance with each component of the Americans with Disabilities Act (ADA), as well as other applicable state and federal laws, including management of RT's ADA paratransit service.

## **VP of Accountability and Performance continued**

### **FY 2016 Accomplishments**

#### *Strategic Plan Goal #1: Ensure Financial Stability*

- Implemented Appointment Time Scheduling in our ADA paratransit service.
- Coordinated with Finance and Planning, and provided a detailed analysis of ADA paratransit pass use/costs to create and present fare modification options designed to raise RT's average fare.
- Developed a plan with our ADA paratransit provider to operationally implement the two new ADA monthly pass options that replaced the "unlimited" monthly ADA pass.
- Assisted Finance with fare changes, including fiscal impacts, public outreach, and Title VI analysis.
- Developed a plan (not implemented) for over \$500,000 in service reductions.

#### *Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner*

- Provided facilitation and staff support services to develop and enact a work plan for the Mobility Advisory Council (MAC), for which MAC's purpose is to solicit input from individuals and organizations that represent/serve persons with disabilities and seniors regarding RT's services.
- Analyzed 3,626 ADA paratransit applications, an 8% increase from FY 15, to determine eligibility for ADA paratransit service, with an average processing time of just over 5 days in order to provide eligible persons with disabilities prompt access to RT's ADA paratransit service.
- Conducted approximately 4,750 hours of passenger surveying, including 3,000 light rail ride checks, 250 bus ride checks, 900 fare surveys, and 600 origin/destination surveys, and ridership estimates for new mobile ticketing app.

#### *Strategic Plan Goal #3: Operate in an Ethical Manner*

- Effectively conducted Equal Employment Opportunity Outreach by monitoring RT facilities to ensure the presence of EEO posters, policies & notifications.

## **VP of Accountability and Performance continued**

### **FY 2016 Accomplishments continued**

#### *Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce*

- Maintained involvement with California Association for Commuter Transportation, American Public Transportation Association, ADA Roundtable, and Title VI working group
- Disseminated EEO related pamphlets designed to prevent discriminatory practices by developing an informed workforce.
- Provided all management and supervisory staff Discrimination and Prevention Training as mandated per California Assembly Bill 1825.
- Completed Annual distribution of RT EEO Policy Statement and Non-Discrimination Policy and complaint process to every RT employee.
- Advertised and conducted outreach that includes minority media and organizations because RT is and equal opportunity employer.
- Participated in 2016 FTA EEO Compliance Review.

#### *Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner*

- Attained the federally-required zero percent trip denial rate for Americans with Disabilities Act (ADA) paratransit service.

#### *Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)*

- Supported the efforts of the Ad Hoc System Improvement Committee and System-wide improvement initiative to assist in improving cleanliness, safety, security, customer service and overall service quality of the RT system.
- Initiated the planning effort for service to Sacramento's new downtown entertainment and sports complex, Golden 1 Center, to show the region the convenience and value of public transit and build new ridership. The multi-year planning effort focuses on every minor detail and proactively focused on increasing ridership.

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## VP of Accountability and Performance continued

### FY 2016 Accomplishments continued

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Participated on various boards and committees supportive of community initiatives, such as the Del Paso and Franklin Boulevard partnerships. The RT Mobility Advisory Council also fosters relationships with community and advocacy groups that serve persons with disabilities and seniors in the Sacramento region.

### FY 2017 Goals

#### Strategic Plan Goal #1: Ensure Financial Stability

- Help administer and update service agreements with Capitol Corridor, Elk Grove, and Citrus Heights.
- Work with ADA provider in achieving cost efficiencies.
- Facilitate the District wide initiative to enhance business processes, pursue cost containment and revenue enhancement opportunities.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Begin tracking ridership, hours, and miles for Golden 1 Center special service.
- Retire and replace DOS-based G/Sched reporting platforms, expand bus/APC monitoring program by 400 percent, add Connect Card and other new fare types to annual fare survey, and complete in-house origin-destination survey.
- Analyze applications to determine eligibility for ADA paratransit service in 5 or fewer days on average, but not to exceed the 21-day processing time allowable under federal regulations pertaining to ADA paratransit service.
- Seek funding to procure and implement software program to streamline Board Issue Paper review process for an efficient means for processing electronic issue papers.



## **VP of Accountability and Performance continued**

### **FY 2017 Goals continued**

#### *Strategic Plan Goal #3: Operate in an Ethical Manner*

- Complete Title VI analysis of multiple fare changes.
- Effectively conduct Equal Employment Opportunity Outreach by monitoring RT facilities to ensure the presence of EEO posters, policies & notifications.
- Provide facilitation and staff support services to develop and enact a work plan for the Mobility Advisory Council (MAC).
- Revise Americans with Disabilities (ADA) paratransit Application to make it more comprehensive for the applicant and provide better information to the Eligibility Specialist to better access ADA paratransit eligibility.
- Revise Americans with Disabilities Act (ADA) Paratransit No-Show and Late-Cancellation Policy in order to more effectively reduce the number of late-cancellations and no-shows on RT's ADA paratransit service, thereby containing costs and increasing capacity on this service; coordinate with RT's Mobility Advisory Council (MAC) and our ADA paratransit provider to provide public input on the policy revision, followed by implementation of a revised ADA Paratransit No-Show and Late-Cancellation Policy.
- Revise the current Appeals hearing process to enhance representation and diversity and ensure our Appeals process continues to run smoothly, achieve cost savings and ensure the process conforms to the highest applicable standards.

#### *Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce*

- Continue involvement with California Association for Commuter Transportation, American Public Transportation Association, ADA Roundtable, and Title VI working group
- Increase coordination with business community, neighborhood groups, universities, and other interested stakeholder groups.
- Disseminate EEO related pamphlets designed to prevent discriminatory practices by developing an informed workforce.
- Provide all management and supervisory staff Discrimination Prevention Training as mandated per California Assembly Bill 1825.

## VP of Accountability and Performance continued

### FY 2017 Goals continued

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Distribute annually RT's EEO Policy Statement and Non-Discrimination Policy and Complaint Process to every RT employee.
- Advertise and conduct outreach that includes minority media and organizations representing that RT is an equal opportunity employer.
- Conduct training on equal employment opportunity and preventing discrimination and harassment to new and existing employees.
- EEO office shall actively monitor RT hiring and recruitment activity.
- Prepare and Implement District-Wide comprehensive performance metrics.
- Recruit internal auditor and develop District-Wide internal auditing plan to increase efficiencies and accountability.
- Prepare an electronic performance review management system for all employees for use by the end of FY17,.
- Complete quarterly EEO data tracking of hiring data compared to underutilization ratios.
- Maintain consistent year over year progress towards EEO goals and underutilization goals.
- Measure promotions within FYI advancement opportunities and promotions create diversity and provide gains against underutilization goals.
- Relentlessly seek organizational efficiency.



## VP of Accountability and Performance continued

### FY 2017 Goals continued

#### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

- Assist customers during Golden 1 Center special service.
- Initiate Station Link program with Uber, Lyft, and Yellow Cab.
- Initiate a route optimization study that considers economic activities, travel patterns, land use plans for transit oriented development, fare revenue collections, and ridership improvements.
- Periodically review schedule performance to identify potential service and route alignment changes to improve reliability, on-time performance, and efficiencies in fixed route and ADA paratransit services.
- Facilitate the development and implementation of extensive Golden 1 Center preparation.

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Lead district Route Optimization Initiative.
- Successfully serve Sacramento's new downtown entertainment and sports complex, Golden 1 Center, to show the region the convenience and value of public transit and build new ridership. The District is focusing on every minor detail and proactively focused on increasing ridership.
- Continue to monitor system wide improvements focused on improving cleanliness, safety, security and on-time performance.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Update district Title VI program.



**VP of Accountability and Performance continued****Expenses****By Expense Category**

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Salaries & Benefits	\$ 2,012,298	\$ 2,234,231	\$ 2,299,367	\$ 2,633,480	\$ 2,089,353	\$ (544,127)	(20.7%)
Professional Services	12,558,268	12,411,873	13,604,522	14,530,990	15,373,443	842,453	5.8%
Materials & Supplies	11,797	6,087	8,790	6,585	11,500	4,915	74.6%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	21,442	16,672	11,021	8,420	17,900	9,480	112.6%
<b>Total</b>	<b>\$ 14,603,804</b>	<b>\$ 14,668,863</b>	<b>\$ 15,923,700</b>	<b>\$ 17,179,474</b>	<b>\$ 17,492,196</b>	<b>\$ 312,722</b>	<b>1.8%</b>

**By Department**

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Equal Employment Opportunity	\$ 136,528	\$ 148,784	\$ 97,612	\$ 151,548	\$ 172,624	\$ 21,076	13.9%
Board of Directors	46,813	50,425	47,149	189,297	199,316	10,019	5.3%
VP, Accountability & Performance	-	-	-	256,028	569,440	313,412	122.4%
Quality Assurance	-	-	-	-	-	-	0.0%
AGM of Planning	375,208	338,151	343,971	236,204	-	(236,204)	(100.0%)
Purchased Transportation	12,427,257	12,349,422	13,544,165	14,473,570	15,196,379	722,809	5.0%
Service Planning	460,658	476,246	477,482	526,894	577,541	50,647	9.6%
Accessible Services	1,157,340	1,305,835	1,413,322	1,345,934	776,896	(569,038)	(42.3%)
<b>Total</b>	<b>\$ 14,603,804</b>	<b>\$ 14,668,863</b>	<b>\$ 15,923,700</b>	<b>\$ 17,179,474</b>	<b>\$ 17,492,196</b>	<b>\$ 312,722</b>	<b>1.8%</b>

**Positions**

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Equal Employment	1	1	1	1	1	0	0.0%
Board of Directors	0	0	0	1	1	0	0.0%
VP of Accountability & Performance	0	0	0	0	2	2	0.0%
Quality Assurance	1	1	1	0	0	0	0.0%
AGM of Planning	2	2	2	2	0	-2	(100.0%)
Purchased Transportation	0	0	0	0	0	0	0.0%
Service Planning	7	6	6	7	7	0	0.0%
Accessible Services	12	12	12	12	6	-6	(50.0%)
<b>Total</b>	<b>23</b>	<b>22</b>	<b>22</b>	<b>23</b>	<b>17</b>	<b>-6</b>	<b>(26.1%)</b>

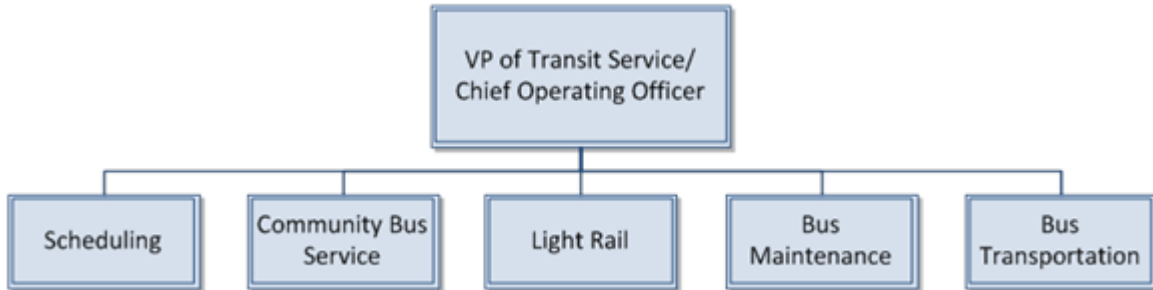
<sup>1</sup> Add 1 VP, Accountability & Performance  
Transfer 1 Senior Administrative Assistant from Chief of Facilities

<sup>2</sup> Eliminate 1 AGM of Planning  
Transfer 1 Senior Administrative Assistant to VP of Strategic Planning & System Development Division

<sup>3</sup> Transfer 3 Customer Advocacy positions to VP of Communications & Partnerships Division  
Unfund 1 Administrative Assistant II  
Unfund 1 Customer Advocate I  
Unfund 1 Director, AS & Customer Advocacy

## VP of Transit Services/Chief Operating Officer

This division operates RT's bus and light rail services.



- The Chief Operating Officer guides and directs the division.
- Bus Transportation dispatches and supervises daily bus service.
- Operations Training provides all operator training.
- Bus Maintenance maintains and repairs the bus fleet, including Neighborhood Ride buses.
- Light Rail dispatches and supervises daily light rail service, and maintains and repairs the light rail vehicle fleet and rail infrastructure.
- Community Bus Service dispatches neighborhood bus service and schedules route deviation requests.
- Scheduling plans and maintains bus, rail, and Neighborhood Ride schedules, and operator work shifts.



## **VP of Transit Services/Chief Operating Officer continued**

### **FY 2016 Accomplishments**

#### *Strategic Plan Goal #1: Ensure Financial Stability*

- Continued to actively manage the operations of the system in a time of modest recovery. This includes controlling the availability and use of overtime, and exploring initiatives to reduce the cost of the District's routine business practices.

#### *Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner*

- Continued to actively manage the operations of the system in a time of modest recovery.
- Tracked and reported the Completion of Scheduled Service to achieve maximize service reliability with available resources.
- Continued to achieve a high level of service reliability through effective maintenance programs, by exceeding RT's goals with respect to miles between mechanical failures for both Bus and Rail, and through RT's on-time performance indicator for both bus and rail.
- Continued to develop, operate and enhance contracted and innovative transportation services through the Community Bus Service Division.
- Implemented the Trapeze OPS software package.

#### *Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce*

- Maintained Operator staffing levels by balancing attrition and service expansion with recruitment and training.
- Managed attrition in all maintenance areas through the timely recruitment and training of mechanics and service personnel.
- Continued to manage employee attendance; working on continual improvement in employee availability.
- Continued and completed the VTT training with the goal of keeping all Operators compliant with DMV rules and regulations.

## **VP of Transit Services/Chief Operating Officer continued**

### **FY 2016 Accomplishments continued**

#### *Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner*

- Complete the project to overhaul the UTDC light rail vehicles and place them into revenue service. This both adds capacity to RT's light rail system and provides spare vehicles for an increased level of preventative maintenance.

### **FY 2017 Goals**

#### *Strategic Plan Goal #1: Ensure Financial Stability*

- Continued to actively manage the operations of the system in a time of modest recovery. This includes controlling the availability and use of overtime, and exploring initiatives to reduce the cost of the District's routine business practices.

#### *Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner*

- Continue to clean all buses and light rail vehicles that have been in service each day and establish a permanent program for the midday cleaning of light rail vehicles while they are in service.
- Perform deep cleaning of each bus and light rail vehicle twice a year.
- Enhance state of good repair efforts for the bus and light rail system including timely preventive maintenance and inspections and vehicle and station enhancements.
- Complete the light rail vehicle modifications to remove seating, creating more space for passengers in wheelchairs, passengers with utility carts, passengers traveling with children in strollers and passengers with bicycles.
- Monitor and analyze vehicle failures in service, miles between mechanical failures, with a goal of continuous improvement.
- Develop plan to replace the light rail vehicle wash rack.

## VP of Transit Services/Chief Operating Officer continued

### FY 2017 Goals continued

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Provide annual training/retraining for supervisors, operators, customer service, and transit agents/inspectors, with the goal of providing safe, informed, courteous and professional service to our customers.
- Maintain Operator staffing levels by balancing attrition and service expansion with recruitment and training.
- Manage attrition in all maintenance areas through the timely recruitment and training of mechanics and service personnel.
- Continue to manage employee attendance; working on continual improvement in employee availability.
- Continue and complete the VTT training with the goal of keeping all Operators compliant with DMV rules and regulations.







## VP of Transit Services/Chief Operating Officer continued

### Performance Measures/Statistics

*Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner*

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2017 to FY 2016 Amount Percent	
<b>Reliability Measures</b>							
On-Time Performance							
Bus	83.3%	81.2%	79.2%	86.2%	80.0%	(0)	
On-Time Departures							
Rail	97.1%	96.7%	98.3%	97.8%	97.0%	(0)	
Completed Trips							
Bus	99.9%	99.8%	99.8%	99.8%	99.8%	0	
Rail	99.9%	99.6%	99.7%	99.8%	99.8%	(0)	
Miles Between Service Calls							
Bus	10,931	9,368	11,550	11,149	9,500	(1,649)	(14.8%)
Rail	19,512	8,878	13,424	24,868	12,000	(12,868)	(51.7%)
<b>Quality Measures</b>							
Accidents Per 100,000 Miles							
Bus	0.6	0.2	0.4	0.9	1.2	0	34.8%
Rail	1.1	1.5	1.3	0.7	2.2	1	209.9%
Crimes Committed Per Million Passengers	8.0	9.5	9.7	18.4	20.0	2	16.5%
Percent of passengers inspected	12.00%	9.51%	14.33%	12.00%	12.00%	-	0.0%
Cited passengers without proper fare	22,000	22,637	17,399	22,500	22,500	-	0.0%
Light Rail Fare evasion	1.20%	1.60%	0.95%	1.50%	1.50%	-	0.0%

*Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce*

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2017 to FY 2016 Amount Percent	
<b>Quality Measures</b>							
Employee Availability Days <sup>1</sup>							
ATU operators	210.28	205.82	201.95	208.10	209.00	1	0.4%
Lost Time Injuries Per 100 Employees	0.8	0.8	0.7	0.6	0.8	0	21.0%

**VP of Transit Services/Chief Operating Officer continued****Expenses****By Expense Category**

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Salaries & Benefits	\$ 67,056,197	\$ 71,227,517	\$ 73,331,493	\$ 77,874,281	\$ 86,149,552	\$ 8,275,271	10.6%
Professional Services	1,287,002	1,521,046	1,319,514	1,499,780	1,467,900	(31,880)	(2.1%)
Materials & Supplies	8,980,695	9,546,815	7,743,301	7,022,318	7,680,723	658,405	9.4%
Utilities	4,180,760	3,968,030	4,275,594	4,659,092	5,026,500	367,408	7.9%
Insurance & Liability	(151,261)	(5,388)	(1,574)	(21,750)	-	21,750	0.0%
Other	266,973	310,661	172,828	211,286	222,650	11,364	5.4%
<b>Total</b>	<b>\$ 81,620,366</b>	<b>\$ 86,568,681</b>	<b>\$ 86,841,156</b>	<b>\$ 91,245,006</b>	<b>\$ 100,547,325</b>	<b>\$ 9,302,319</b>	<b>10.2%</b>

**By Department**

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
VP, Transit Services/COO	\$ 568,554	\$ 573,816	\$ 618,073	\$ 618,218	\$ 602,299	\$ (15,919)	(2.6%)
Bus Transportation	34,524,008	36,739,786	38,051,896	39,456,948	42,306,753	2,849,805	7.2%
Operations Training	927,959	1,035,517	724,195	1,168,884	1,143,667	(25,217)	(2.2%)
Bus Maintenance	14,549,084	15,616,273	14,147,057	13,776,353	15,151,542	1,375,189	10.0%
Light Rail	28,396,795	29,756,668	30,286,762	33,011,111	37,955,964	4,944,854	15.0%
Community Bus Service	2,215,758	2,285,215	2,393,131	2,567,812	2,748,841	181,029	7.0%
Scheduling	438,209	561,407	620,041	645,681	638,259	(7,422)	(1.1%)
<b>Total</b>	<b>\$ 81,620,366</b>	<b>\$ 86,568,681</b>	<b>\$ 86,841,156</b>	<b>\$ 91,245,006</b>	<b>\$ 100,547,325</b>	<b>\$ 9,302,319</b>	<b>10.2%</b>

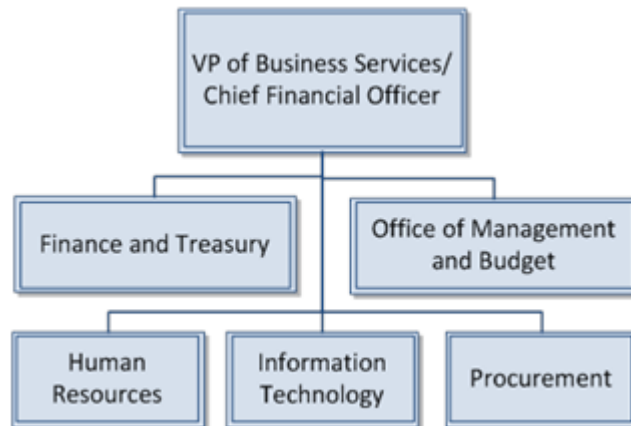
**Positions**

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Chief Operating Officer	3	3	3	3	3	0	0.0%
Bus Transportation	393	393	383	392	392	0	0.0%
Operations Training	14	14	14	14	13	<sup>1</sup> -1	(7.1%)
Bus Maintenance	102	102	102	94	91	<sup>2</sup> -3	(3.2%)
Light Rail	205	218	236	237	244	<sup>3</sup> 7	3.0%
Community Bus Service	33	33	33	32	32	0	0.0%
Scheduling	4	4	4	4	4	0	0.0%
<b>Total</b>	<b>754</b>	<b>767</b>	<b>775</b>	<b>776</b>	<b>779</b>	<b>3</b>	<b>0.4%</b>

<sup>1</sup> Unfund 1 Operations Trainer<sup>2</sup> Unfund 1 Bus Service Worker  
Fund 1 Mechanic B  
Unfund 2 Mechanic C  
Convert 1 Painter to Mechanic A Body/Fender<sup>3</sup> Unfund 5 positions: 1 Light Rail Assistant Mechanic, 1 Light Rail Service Worker, 1 Lineworker Technician, 1 Mechanic A Body Fender, 1 Rail Maintenance W  
Add 10 Light Rail Operator  
Fund 2 Line Worker Technician - HLC

## VP of Business Services / Chief Financial Officer

This division provides financial, budget, human resources, information technology and procurement services to the District.



- The VP of Business Services/Chief Financial Officer guides and directs the division.
- Finance/Treasury performs, records, and reports on all financial transactions.
- Office of Management & Budget allocates, monitors, and reports all resources and expenses, and provides administration of all federal, state, and local grants.
- Information Technology develops, installs, and implements computer systems and applications.
- Procurement (Central Procurement) acquires goods, services, and assets.
- Human Resources administers employee recruitment, non-operator training, benefits, promotion, classification, compensation, selection, health, welfare programs, pension plan administration, and retirement board administration.



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## **VP of Business Services / Chief Financial Officer continued**

### **FY 2016 Accomplishments**

#### *Strategic Plan Goal #1: Ensure Financial Stability*

- Actively participated in the creation of four fiscal policies to improve RT's financial position.
- Implemented Fare Increase resulting in additional revenue for RT.
- Renewed Line of Credit
- Achieved Debt Covenants
- Received Certificate of Achievement for Excellence in Financial Reporting
- No audit findings in prior years or re-statement of financial data, which ensures that current information presented to the Board and staff for decision making is timely and accurate.
- Closed out four FTA grants during the year.
- Performed all grant reporting and requirements for all Federal, State and Local funding sources.
- Completed procurement of 33 replacement CNG Buses.

#### *Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner*

- Published Vital Statistics and Internal Financial Reports on time in accordance with the monthly close schedule.

#### *Strategic Plan Goal #3: Operate in an Ethical Manner*

- Continued to work with Procurement and Legal staff to update and improve services and contractor solicitation documents.

#### *Strategic Plan Goal #4: Invest in the Attraction, Development and Retention of a Quality Workforce*

- Transitioned an employee back into the RT workforce after lay off.

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## **VP of Business Services / Chief Financial Officer continued**

### **FY 2016 Accomplishments continued**

#### *Strategic Plan Goal #4: Invest in the Attraction, Development and Retention of a Quality Workforce*

##### **Recruiting:**

- Continued progress toward identifying ways to fill under-utilized positions.
- Worked with IT to explore the implementation of the SAP applicant tracking program.
- Recruited HR Analyst.

##### **Training/Development:**

- Rolled out Manager Training regarding LOAs, Interactive Process, etc.
- Ensured all “make up” classes were conducted during Q3.
- Continued to provide enrollment and tracking assistance on all training programs, including AB1825 training and other Departmental specific trainings.

##### **Compensation:**

- Continued to participate in all benchmarking opportunities, ensuring RT receives informal information regarding both classification and compensation practices of partner transit agencies.
- Completed cross training of new recruitment staff and transition work to other HR staff members.

##### **Benefits:**

- Fully implemented ACA, ensuring all applicable provisions are met within all established timelines.
- Continued work on the wellness program to encourages employees to begin taking action toward healthier living.
- Successfully installed the new Life and LTD vendor.
- Implemented various changes to the 457 plan, including new investment categories, new Plan document and various process improvements.

## VP of Business Services / Chief Financial Officer continued

### FY 2016 Accomplishments continued

#### Strategic Plan Goal #4: Invest in the Attraction, Development and Retention of a Quality Workforce

#### **Pension Plan:**

Develop process plans for processing the following:

- Ensured implementation of the Pension Trust.
- Successfully completed RFPs for the Pension Actuary and Attorneys.
- Completed Layoff Reconciliation project.
- Finalized Procurement procedure.
- Conducted 457b compliance review.
- Developed 457b corrective payment process and SAP coding.
- Developed training for reduction in force.
- Initiated electronic Board packets.
- Compliance review and correction of Executive retirement plan.



## VP of Business Services / Chief Financial Officer continued

### FY 2016 Accomplishments continued

#### Strategic Plan Goal #4: Invest in the Attraction, Development and Retention of a Quality Workforce

##### Administration and Policy:

- Developed various policies/SOPs including: Background Checks, Workplace Violence, FMLA/CRFA, ADA/Reasonable Accommodation FML and ADA/Reasonable Accommodation policies.
- Revamped existing policies: Telecommuting, Alternate Work Schedule and Core Hours.
- Completed Transparent California Reporting for calendar 2015.
- Completed State Controller's Report for calendar 2015.

#### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the

- Worked with the planning department to implement a first/last mile program with 3 Transportation Network Companies to improve access to RT's light rail system for Golden One Center events.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and to Stakeholder & Community Initiatives, and Support Complementary Efforts

- Received Distinguished Budget Presentation Award from Government Finance Officers Association for FY 2016 Budget.
- Maintained compliance with the Federal DOT Disadvantaged Business Enterprise (DBE) regulations published at 49 C.F.R. Part 26.



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## VP of Business Services / Chief Financial Officer continued

### FY 2017 Goals

#### Strategic Plan Goal #1: Ensure Financial Stability

- Work with regional partners to maximize revenue available for Regional Transit.
- Strengthen the multidepartment effort to update RT's Operator Attendance Control Program and District-Wide Attendance Control Program to decrease the effects of absenteeism on labor costs.
- Complete the consolidation of the Bus Transportation and Community Bus Service divisions.
- Continue efforts to resolve the California Public Employees' Pension Reform Act of 2013 (PEPRA).
- Streamline internal processes and procedures.
- Transition to only distributing electronic RT Board and Retirement Board packages.
- Implement electronic fare media (Connect Card) and reporting structure for consortium.
- Continued audit compliance and excellence in reporting.
- TCRP and partial defeasance of bond debt.
- Perform all grant reporting and requirements for all Federal , State and Local funding sources.
- Work with Caltrans to obtain an allocation of approximately \$40 million in Traffic Congestion Relief Program (TCRP) funds for reimbursement of other sources used to fund Blue Line Construction costs.
- Increase local match commitment for the Small Starts Federal application with \$30 Million in Cap and Trade Transit and Intercity Rail Capital Program (TIRCP) funds for the Downtown/Riverfront Sacramento-West Sacramento-Streetcar project.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Publish Vital Statistics and Internal Financial Reports on time in accordance with the monthly close schedule.
- Reduce time between final day of employment and receipt of first pension check by at least 5 business days.



- **VP of Business Services / Chief Financial Officer continued**

**FY 2017 Goals continued**

*Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner*

- Maintain accuracy rate of 98% for all payroll transactions.
- Establish and follow fair and consistent best practices to increase accountability and accuracy in the resolution of employee problems and complaints; set timeframes, decrease average complaint resolution timeframe.
- Promote a “Customers First” and performance based culture.
- Create a trust-worthy, transparent and respectful working relationship between management and unions.
- Develop a Human Resources information page on sacrt.com and Headways that contains a summary page with A-Z breakout of services provided and focuses on consistency of message.
- Provide training opportunities to update employees on emerging customer and internal communication technologies.
- Develop strategies to maintain transparent, clear and consistent communication with internal and external stakeholders and partners.

*Strategic Plan Goal #3: Operate in an Ethical Manner*

- Implement “Fare Capping” on Connect Card to ensure that our riders are not overcharging themselves due to not knowing how to use the system.



## **VP of Business Services / Chief Financial Officer continued**

### **FY 2017 Goals continued**

#### *Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce*

- Manage workforce to avoid significant vacancies in critical positions, including the development of a strategy to reduce missed bus trips as a result of a lack of operators.
- Restructure job responsibilities with the initiative of finding ways to improve efficiencies and reporting information for internal customers.
- Implement Employee Self Service Portal program on Headways for benefits enrollment, forms and personnel information updates.
- Streamline hiring processes and benefits management:
- Implementation of automated applicant tracking system to decrease hiring cycle time and increase manager satisfaction with recruitment process.
- Effectively enhance the hiring process; monitor cost per hire and yield ratio.
- Annually review all recruitment contracts so that RT remains competitive and that rates are comparable to other similarly sized organizations.
- Review benefit offerings and value to help manage cost of benefits per employee and identify utilization percentages of medical, dental and vision.
- Streamline Open Enrollment (OE) process and complete Benefits Orientation; provide timely enrollments based on HR employee ratio to employee base.
- Implement OE review sessions; provide at least two sessions per OE period, explaining benefit changes/offerings to employees, and schedule visits to each location during OE.
- Begin background check contract review.
- Review and implement RT succession plan and enhance employee training and education program:
- Review current succession plan and develop new plan and training program to be implemented during FY18:
- Provide training hours as a part of succession planning efforts.
- Continue leadership training for managers and expand training to non-management employees; provide leadership training to lower level employees to provide them with the skills necessary to succeed at the highest level.
- Participate in APTA annual conference, Sacramento Metro Chamber Study Mission, and other professional programs.

## **VP of Business Services / Chief Financial Officer continued**

### **FY 2017 Goals continued**

#### *Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce*

- Track training hours provided to managers and non-managers and manage training costs per employee.
- Provide training opportunities to all levels of staff to increase knowledge of legislative and statutory changes and incorporate that knowledge into processes.
- Provide new employee orientation at least 6 times per year to ensure that all new employees have the opportunity to participate.
- Re-install Positive Discipline and Management Training (IBEW/AFSCME).
- Prepare an electronic performance review management system for all employees for use by the end of FY17, including a 360-degree review process whereby Managers are reviewed by peers and employees.
- Implement, no later than end of FY17, the Star Seekers (or similar program) peer to peer recognition program.
- Measure employee engagement annually through a variety of methods, including employee satisfaction surveys and the implementation of face to face, final day exit interviews.
- Develop a program to actively support employees who wish to participate in community volunteer programs and recognize such employees with "Good Community Stewardship" awards
- EEO data tracking; quarterly tracking of hiring data compared to underutilization ratios.
- Maintain consistent year over year progress towards EEO goals and underutilization goals.
- Measure promotions within FY; advancement opportunities and promotions create diversity and provide gains against underutilization goals.

#### *Strategic Plan Goal #5: Improve Access Within and Between Communities in the Sacramento Region in a Cost-Effective Manner*

- Implement Connect Card program to allow for seamless transfers on a single card amongst 9 transit agencies in the Sacramento Region.

## VP of Business Services / Chief Financial Officer continued

### FY 2017 Goals continued

#### Strategic Plan Goal #6: Increase Transit Market Share in the Sacramento Region

- Implement Fare structure changes to RT's student discount policy expanding the program to include all students enrolled in a K-12 program pursuing their traditional high school diploma.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and to Stakeholder & Community Initiatives, and Support Complementary Efforts

- Receive Distinguished Budget Presentation Award from Government Finance Officers Association for FY 2017 Budget.
- Maintain compliance with the Federal DOT Disadvantaged Business Enterprise (DBE) regulations published at 49 C.F.R. Part 26.





**VP of Business Services / Chief Financial Officer continued**

**Performance Measures/Statistics**

Strategic Plan Goal #1: Ensure Financial Stability

		FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget
<b>Effectiveness Measures</b>						
1	GFOA Certificate of Achievement for Excellence in Finance Reporting	Yes	Yes	Yes	TBD	TBD
	GFOA Distinguished Budget Award	Yes	Yes	Yes	TBD	TBD
	Accounts Payable Check Processed	8,129	8,939	9,661	9,428	8,000
	Annual Audit Adjustments	1	1	1	1	1
<b>Efficiencies Measures</b>						
	Submit CAFR report on time	Yes	Yes	Yes	TBD	TBD
	Submit State Controller's Report on time	Yes	Yes	Yes	TBD	TBD
	File annual NTD report on time	Yes	Yes	Yes	TBD	TBD
	Complete month-end Financial closing within target # of days or less from month end	10	10	10	10	10
	Submit month-end Vital Stat Report to EMTs within target # of days or less from month-end close	5	5	5	5	5
	Submit month-end Financial Report to EMTs within target # of days or less from month-end close	7	7	7	7	7
	Submit FTA Financial and Milestone Report Quarterly	4	4	4	4	4
	Produce Cost Allocation Plan	1	1	1	1	1

Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

Human Resources	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Projected
Positions Filled/Recalled					
Operators	51	56	25	71	63
Support - Maintenance & Facilities	20	25	18	43	45
Support - Other	32	22	13	44	76
Total	103	103	56	158	184



## VP of Business Services / Chief Financial Officer continued

### Expenses

#### Expenses By Category

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Salaries & Benefits	\$ 8,668,319	\$ 9,552,986	\$ 9,855,551	\$ 9,893,634	\$ 10,011,976	\$ 118,342	1.2%
Professional Services	743,924	783,194	747,107	938,522	972,644	34,122	3.6%
Materials & Supplies	281,761	237,261	315,562	338,031	280,550	(57,481)	(17.0%)
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	(52)	-	-	-	-	0.0%
Other	498,692	662,800	744,636	616,921	703,283	86,362	14.0%
<b>Total</b>	<b>\$ 10,192,696</b>	<b>\$ 11,236,190</b>	<b>\$ 11,662,855</b>	<b>\$ 11,787,109</b>	<b>\$ 11,968,453</b>	<b>\$ 181,344</b>	<b>1.5%</b>

#### By Department

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Chief Financial Officer	\$ 363,378	\$ 454,387	\$ 410,878	\$ 370,333	\$ -	\$(370,333)	(100.0%)
VP, Business Services/CFO	535,354	473,374	496,280	159,584	462,744	303,160	190.0%
Human Resources	1,619,261	1,624,367	1,673,020	2,047,958	2,473,562	425,604	20.8%
Finance/Treasury	2,160,197	2,417,232	2,457,223	2,461,688	2,611,149	149,461	6.1%
Training	8,681	5,955	228,435	16,743	50,000	33,257	198.6%
Office of Mgmt & Budget	881,821	926,184	831,502	945,934	1,133,909	187,975	19.9%
Information Technology	2,154,037	2,522,711	2,480,490	2,758,781	2,646,587	(112,194)	(4.1%)
Procurement	2,469,967	2,811,979	3,085,027	3,026,088	2,590,502	(435,586)	(14.4%)
<b>Total</b>	<b>\$ 10,192,696</b>	<b>\$ 11,236,190</b>	<b>\$ 11,662,855</b>	<b>\$ 11,787,109</b>	<b>\$ 11,968,453</b>	<b>\$ 181,344</b>	<b>1.5%</b>

#### Positions

	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Chief Financial Officer	2	2	2	2	0	<sup>1</sup> (2)	(100.0%)
VP, Business Services/CFO	3	3	3	0	2	<sup>2</sup> 2	0.0%
Human Resources	13	13	14	13	13	-	0.0%
Finance/Treasury	18	18	17	17	15	<sup>3</sup> (2)	(11.8%)
Training	0	0	0	0	0	-	0.0%
Office of Mgmt & Budget	7	7	7	6	7	<sup>4</sup> 1	16.7%
Information Technology	15	16	16	16	16	-	0.0%
Procurement	25	26	26	26	20	<sup>5</sup> (6)	(23.1%)
<b>Total</b>	<b>83</b>	<b>85</b>	<b>85</b>	<b>80</b>	<b>73</b>	<b>-7</b>	<b>(8.8%)</b>

<sup>1</sup> Transfer 2 positions: 1 Chief Financial Officer and 1 Sr. Administrative Assistant to VP, Business Services/CFO

<sup>2</sup> Transfer 2 positions: 1 Chief Financial Officer and 1 Sr. Administrative Assistant from Chief Financial Officer

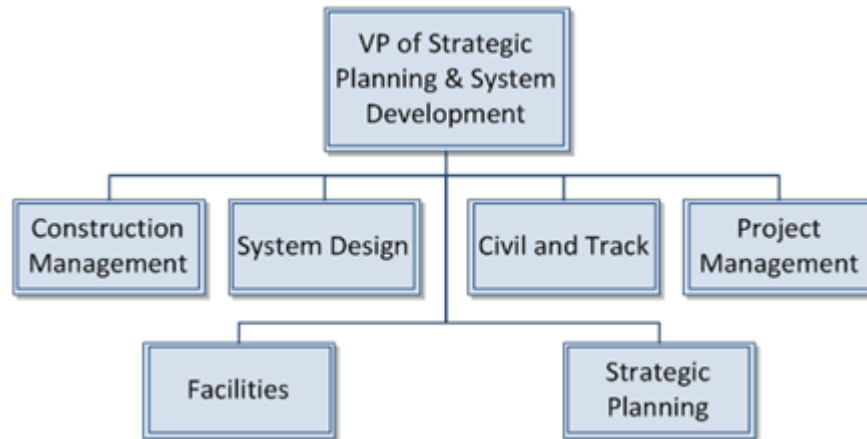
<sup>3</sup> Unfund 1 Revenue Clerk and move 1 Treasury Clerk to Customer Service

<sup>4</sup> Fund 1 Director, Office Management and Budget

<sup>5</sup> Unfund 6 Positions: 1 Administrative Assistant II, 1 Material Management Superintendent, 1 Procurement Analyst II, 1 Procurement Clerk, 1 Purchasing and Materials Administrator, 1 Sr. Procurement Analyst

## VP of Strategic Planning and System Development

This division implements capital projects in support of the operating divisions through design and construction; provides technical support for ongoing maintenance activities; maintains all RT stations, stops, and facilities; and develops long term service goals.



- The VP of Strategic Planning and System Development guides and directs the division. This department's staff also provides Quality Assurance functions.
- Civil and Track Design develops improvement plans, specifications and estimates for construction of bus, light rail and facilities capital projects, and provides technical support to operations staff (related to civil, track and structures).
- Systems Design develops improvement plans, specifications and estimates for construction of bus, light rail and facilities capital projects, and provides technical support to operations staff (related to vehicles, traction power, communications, and overhead catenary, electrical and mechanical systems).
- Project Management monitors scope, cost, and schedule for the District's capital projects, provides analysis for Division work and is the primary contact with the Federal Transit Administration for items related to capital project in the New Starts or Small Starts grant programs. Manages all real property for the district.
- Construction Management provides oversight to construction of the District's capital projects.
- Facilities Maintenance maintains all facilities and equipment in a state of good repair.

## **VP of Strategic Planning and System Development continued**

- Strategic and Long-Range Planning is responsible for leading and/or participating in service-area wide major transit project(s) development, coordination with technical assistance for key community projects with transit interface and benefits, and identifying and pursuing as applicable grants planning activities, as well as participating with/providing technical assistance to other RT Divisions for non-planning grants (e.g., vehicle procurements). Strategic and Long Range Planning also leads and/or participates in developing strategic goals and updating TransitAction (RT's Long Range Plan) and the Short Range Transit Plan (SRTTP) for the District.

### **FY 2016 Accomplishments**

#### Strategic Plan Goal #1: Ensure Financial Stability

- Worked with Finance staff to maximize allocation of Traffic Congestion Relief Funds for the Blue Line to Cosumnes River College (CRC) from the California Transportation Commission.
- Submitted information necessary for the Downtown Riverfront Streetcar project to enter the Federal Transit Administration's FY 17 Small Starts Grant Agreement process.
- Reevaluated and modify staffing allocation plan and work assignments to provide the most efficient implementation of the Maintenance Plan.
- Continued to work with Finance and other partners to identify potential grant sources and either lead or provide support on pursuits as appropriate and consistent with the "Roles & Responsibilities" white paper.
- Supported with technical information the Dedicated Transit Funding effort.
- Continued collaborative effort with Finance and Rail Operations to develop funding strategy and plan for LRV replacements.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Provided ongoing assistance and support to the Finance Division related to the Capital Improvement Plan, reporting required for capital projects and the associated grants and funding.



## **VP of Strategic Planning and System Development continued**

### **FY 2016 Accomplishments continued**

#### *Strategic Plan Goal #3: Operate in an Ethical Manner*

- Educated staff on RT's gift policy to ensure that no violations ensue.
- Continued to work with Procurement and Legal staff to update and improve consultant and contractor solicitation documents.
- Continued to improve core business practices related to project management and delivery.

#### *Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce*

- Provided ongoing leadership and management training opportunities for staff.
- Continued to provide a variety of cost-effective opportunities for individuals as well as group training sessions through the use of webinars, including staff from other departments.
- Within the budget constraints of the District, identify and coordinate staff training and attendance at events to broaden skillset and maintain employee interest.
- Continued to expand exposure of associate-level staff to transportation partners and technical areas.

#### *Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner*

- Provided ongoing technical support to other departments and divisions in support of their efforts to complete ongoing operating, maintenance, planning functions, and capital projects. (i.e. Bus Maintenance Facility 2 Improvements, Green Line to the Airport, Facilities improvements and the UTDC Retrofit project).
- Closeout construction activities related to the Green Line to the River District.
- Opened the Blue Line to Cosumnes River College on or before the Full Funding Grant Agreement Revenue Service Date of September 6, 2015.
- Worked with the Sacramento Area Council of Governments, City of West Sacramento, City of Sacramento and Yolo County Transportation District to advance the Downtown Riverfront Streetcar project.
- Continue to work with RT Engineering and SHRA, the City of Sacramento and the City of Rancho Cordova to advance the Dos Rios and Horn Station concepts through final design and develop funding for future implementation.

## **VP of Strategic Planning and System Development continued**

### **FY 2016 Accomplishments continued**

#### *Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)*

- Work with and provide input to SACOG on the MTP/SCS Update to increase market share.

#### *Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts*

- Work with Sacramento Transportation Authority staff and regional transportation agencies to develop a ballot initiative for a ½ - cent transportation sales tax in November 2016.
- Work with bargaining units to provide mutually beneficial work rule changes as appropriate.
- Continue to update RT internal staff on various Cap & Trade changes relative to funding.
- Continue to work with Agencies, Organizations and RT Departments on advancing various transit-related projects including, but not limited to, the Green Line, LRT Stations, SVS and the SVS Tail/Storage Tracks, Dos Rios & Horn Stations and other projects.

### **FY 2017 Goals**

#### *Strategic Plan Goal #1: Ensure Financial Stability*

- Complete reconciliation of construction costs and reimbursements needed for the closeout of grants for the Green Line to the River District.
- Complete reconciliation of construction costs and reimbursements needed for the closeout of grants for the Blue Line to CRC.
- Submit information necessary for the Downtown Riverfront Streetcar project to enter the Federal Transit Administration's FY 17 Small Starts Grant Agreement process.
- Work to develop an asset replacement plan with a focus on major assets such as the original Bus Maintenance Facility compressed natural gas fueling station.
- Continue to work with Finance and other partners to identify potential grant sources and either lead or provide support on pursuits as appropriate and consistent with the "Roles & Responsibilities" white paper.
- Support with technical information the Dedicated Transit Funding effort.

## **VP of Strategic Planning and System Development continued**

### **FY 2017 Goals continued**

#### *Strategic Plan Goal #1: Ensure Financial Stability*

- Continue collaborative effort with Finance and Rail Operations to develop funding strategy and plan for LRV replacements.
- Work with Real Estate on the TOD Program to generate land sales for reinvestment in RT infrastructure.

#### *Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner*

- Provide ongoing assistance and support to the Finance Division related to the Capital Improvement Plan, reporting required for capital projects and the associated grants and funding.
- Work to complete System-wide Improvement Project elements prior to the opening of the Golden 1 Center.
- Develop a comprehensive Maintenance Plan that identifies frequency of services for all District assets compliant with 2015 Federal Transit Administration review requirements.
- Elevate focus on Maintenance Plan elements to improve public perception of cleanliness of light rail stations and bus stops.
- Update the RT facility security system. Funded and scheduled for completion by the end of February 2016.
- Continue construction on the Bus Maintenance Facility at McClellan Park as funding permits. Outfit the facility for maintenance of 35 buses.
- Relocate Facilities Staff out of the Evergreen Street facility

#### *Strategic Plan Goal #3: Operate in an Ethical Manner*

- Educate staff on RT's gift policy to ensure that no violations ensue.
- Continue to work with Procurement and Legal staff to update and improve consultant and contractor solicitation documents.
- Continue to improve core business practices related to project management and delivery.

## **VP of Strategic Planning and System Development continued**

### **FY 2017 Goals continued**

#### *Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce*

- Provide ongoing leadership and management training opportunities for staff.
- Evaluate opportunities to promote staff as professional development and experience dictate.
- Within the budget constraints of the District, identify and coordinate staff training and attendance at events to broaden skillset and maintain employee interest.
- Continue to expand exposure of associate-level staff to transportation partners and technical areas.

#### *Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner*

- Provide ongoing technical support to other departments and divisions in support of their efforts to complete ongoing operating, maintenance, planning functions, and capital projects. (i.e. Bus Maintenance Facility 2 Improvements, Green Line to the Airport, Facilities improvements and the UTDC Retrofit project).
- Closeout construction activities for Civil, Track, Structures, Stations and Systems contract for the Blue Line to Cosumnes River College Light Rail Extension project.
- Continue to work with the Sacramento Area Council of Governments, City of West Sacramento, City of Sacramento and Yolo County Transportation District to advance the Downtown Riverfront Streetcar project.
- Continue to improve efficiency of routine cleaning program for light rail stations through the implementation of the Maintenance Plan, thereby reducing the need to be reactionary to address customer complaints.
- Complete the installation of ticket machines and tap devices for the new regional Connect Card project.
- Continue to advance the Green Line through the preparation and release of the Draft EIS/R and advanced conceptual engineering, by engaging the various stakeholders, and internal & external Agencies.
- Continue to work with RT Engineering and SHRA, the City of Sacramento and the City of Rancho Cordova to advance the Dos Rios and Horn Station concepts through final design and develop funding for future implementation.

## VP of Strategic Planning and System Development continued

### FY 2017 Goals continued

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Continue to work with and provide input to SACOG on the MTP/SCS Update to increase market share.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Work with bargaining units to provide mutually beneficial work rule changes as appropriate.
- Continue to work with Agencies, Organizations and RT Departments on advancing various transit-related projects including, but not limited to, the Green Line, LRT Stations, SVS and the SVS Tail/Storage Tracks, Dos Rios & Horn Stations and other projects.





## VP of Strategic Planning and System Development continued

### Expenses

#### Expenses By Category

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Salaries & Benefits	\$ 4,095,446	\$ 4,485,460	\$ 4,669,092	\$ 5,314,966	\$ 4,597,109	\$ (717,857)	(13.5%)
Professional Services	1,059,863	1,017,259	1,122,476	1,167,758	1,157,000	(10,758)	(0.9%)
Materials & Supplies	249,668	289,066	337,431	325,914	310,500	(15,414)	(4.7%)
Utilities	1,457,921	1,677,757	1,539,645	1,629,075	1,660,000	30,925	1.9%
Insurance & Liability	(4,130)	(9,654)	-	-	-	-	0.0%
Other	695,692	688,753	677,914	707,475	654,000	(53,475)	(7.6%)
<b>Total</b>	<b>\$ 7,554,461</b>	<b>\$ 8,148,641</b>	<b>\$ 8,346,558</b>	<b>\$ 9,145,188</b>	<b>\$ 8,378,609</b>	<b>\$ (766,579)</b>	<b>(8.4%)</b>

#### By Department

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Chief of Facilities	\$ 153,819	\$ 186,561	\$ 193,357	\$ 245,770	\$ -	\$ (245,770)	(100.0%)
Facilities Maintenance	6,209,537	6,792,404	6,902,335	7,053,319	6,914,506	(138,813)	(2.0%)
AGM of Engineering	297,944	231,456	281,070	473,080	257,804	(215,276)	(45.5%)
Systems Design	73,018	65,622	98,076	141,405	157,431	16,026	11.3%
Civil & Track Design	309,169	297,901	347,973	472,480	340,649	(131,831)	(27.9%)
Construction Management	116,788	79,801	105,056	106,638	170,835	64,197	60.2%
Project Management	-	124,801	72,923	261,084	253,844	(7,240)	(2.8%)
Strategic Planning	394,186	370,095	345,767	391,411	283,540	(107,871)	(27.6%)
<b>Total</b>	<b>\$ 7,554,461</b>	<b>\$ 8,148,641</b>	<b>\$ 8,346,558</b>	<b>\$ 9,145,188</b>	<b>\$ 8,378,609</b>	<b>\$ (766,579)</b>	<b>(8.4%)</b>

#### Positions

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Chief of Facilities	1	1	1	2	0	<sup>1</sup> -2	(100.0%)
Facilities Maintenance	37	40	39	37	33	<sup>2</sup> -4	(10.8%)
VP, Strategic Planning & System Development	7	6	5	5	4	<sup>3</sup> -1	(20.0%)
Systems Design	3	4	4	2	2	0	0.0%
Civil & Track Design	7	8	8	7	4	<sup>4</sup> -3	(42.9%)
Construction Management	5	4	4	3	2	<sup>5</sup> -1	(33.3%)
Project Management	0	2	2	2	3	<sup>6</sup> 1	50.0%
Strategic Planning	4	4	4	3	2	<sup>7</sup> -1	(33.3%)
<b>Total</b>	<b>64</b>	<b>69</b>	<b>67</b>	<b>61</b>	<b>50</b>	<b>-11</b>	<b>(18.0%)</b>

<sup>1</sup> Eliminate 1 Chief of Facilities and Bus Support Services and transfer 1 Sr. Administrative Assistant to VP, Strategic Planning & System Development

<sup>2</sup> Unfund 3 positions: 1 Director, Facilities, 1 Facilities Maintenance Mechanic and 1 Sr. Facilities Specialist  
Transfer 1 Real Estate Administrator - Asset Management to Project Management

<sup>3</sup> Unfund 2 positions: 1 Administrative Assistant II and 1 Sr. Quality Assurance Specialist  
Transfer 1 Sr. Administrative Assistant from AGM Planning

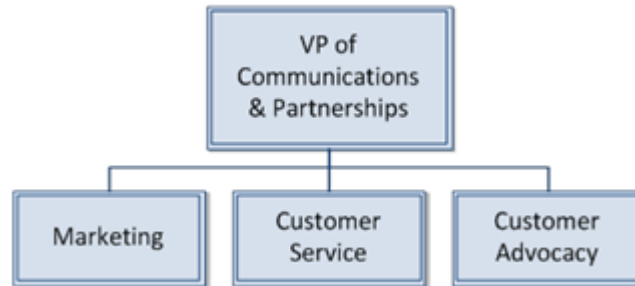
<sup>4</sup> Unfund 3 positions: 1 Associate Architect - HLC, 1 Associate Civil Engineer - HLC, and 1 Engineering Technician

<sup>5</sup> Unfund 1 Assistant Resident Engineer

<sup>6</sup> Transfer 1 Real Estate Administrator - Asset Management from Facilities Maintenance

<sup>7</sup> Unfund 1 Assistant Planner

## VP of Communications and Partnerships



- The VP of Communications and Partnerships manages media relations; oversees government affairs between the District and elected officials, state and federal lobbyists, and key agencies; and directs the activities of the VP of Communications and Partnerships division.
- The Marketing and Communications department plans and directs advertising, marketing and promotional campaigns, and social media with an emphasis on programs designed to increase ridership and brand awareness. The department conducts community outreach, maintains the District's website, and produces electronic and print communications.
- The Customer Service department provides assistance to passengers and new customers through the Call Center, Sales Center and other customer service activities for the District.
- The Customer Advocacy department provides a centralized operation to manage, track, resolve, and analyze customer complaints, commendations and suggestions.



## VP of Communications and Partnerships continued

### FY 2016 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Participated as a member of the California Transit Association (CTA) Legislative Committee to advance transit supportive legislation and secure continued funding for public transit.
- Sought successful passage of AB 133, a measure principally focused on a continuation of over a billion federal dollars to California by restructuring a tax on healthcare provider organizations. AB 133 also included a provision redirecting funds from the State of California's Rainy Day Reserve for to be distributed to the Transportation Congestion Relief Fund Program (TCRP). This measure addresses a long standing multimillion dollar TCRP allocation previously awarded for the construction of the Blue Line Light Rail Extension to Cosumnes River College.
- Participated as part of a delegation communicating transportation priorities during the Sacramento Metro Chamber's annual Capitol-to-Capitol trip to Washington, DC.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Quality Customer Service in a Cost-Effective Manner

- Answered 208,020 calls with an average wait time of 57 seconds and an average handle time of one minute, 50 seconds.
- Used a language translation service to assist on 174 calls in the following languages: Spanish, Mandarin, Russian, Vietnamese, Cantonese, Arabic, Farsi, Hmong, Korean and Portuguese.
- Conducted a successful Pre-Paid Ticket and Pass Exchange.
- On a scale of 1 (Poor) to 5 (Excellent), received an average Overall Quality of Service score of 4.27 as a result of Customer Service Sales Center feedback forms.
- Handled 9,379 contacts for the time period. This includes Commendations, Complaints, Suggestions, Requests and Inquiries to the public.
- Received an increase in compliments for the agency, the total number for this reporting period was 264, which was an increase of 74.
- Received and documented nearly 400 public comments for the potential 2016 Fare Increase and 230 separate feedbacks on the 2017 Service Changes.
- Processed and resolved a total of 201 Passenger Service Reports.
- Provided technical support and customer service for the RideSacRT Mobile Fare App pilot program.



## **VP of Communications and Partnerships continued**

### **FY 2016 Accomplishments continued**

#### *Strategic Plan Goal #2: Meet or Exceed Expectations for Quality Customer Service in a Cost-Effective Manner*

- Conducted a Pre-Paid Ticket and Pass exchange.
- Participated in an internal transit agency outreach campaign to advance the Connect Card (regional smart card) project and inform partner transit agencies in the Sacramento region.
- Updated station signage program.
- Marketing staff and/or Customer Service Representatives participated in over 70 community festivals and fairs to increase transit awareness and build ridership.
- Continued to promote the “See Tracks? Think Train!” track safety campaign.
- Promoted meetings about potential changes to St. Rose of Lima Park (7th & K) Station.
- Updated Bus & Light Rail Timetable Book and System Map.
- Updated light rail system map.
- Continued to sponsor community events.

#### *Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)*

- Hosted a grand opening of the new Blue Line to Cosumnes River College light rail extension.
- Implemented a major outreach campaign to promote the opening of the new Blue Line to Cosumnes River College light rail extension.
- Promoted September 2015 service improvements.
- Promoted the Green Line to the Airport environmental phase of the light rail extension project.
- Promoted RT’s pilot mobile ticketing app.
- Promoted RT's 8th annual "Season of Civil Rights ... It All Started on a Bus" campaign.
- Hosted 8th annual State of RT Breakfast in partnership with the Sacramento Metro Chamber.
- Continued marketing and outreach programs, including the use of email and social media tools

## **VP of Communications and Partnerships continued**

### **FY 2016 Accomplishments continued**

#### *Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts*

- Maintain involvement in American Public Transportation Association and California Transit Association Legislative Committee activities to secure and augment funding for public transit operations and protect state and federal funding for public transit operations and capital project improvements.
- Establish the District's legislative initiatives for the 2017-2018 State Legislative Session. Seek introduction of RT sponsored legislation and work with RT staff to review impacts of pending legislation, recommend the District's position, development legislative priorities and strategies.
- Continue to seek support to advance federal tax credits for alternative fuel programs and other revenues related to the federal Mass Transit Account.
- Continue to work with state and federal advocates to communicate with a broad range of stakeholders on policy and legislative matters at the state and federal level by identifying the District's position on transit-related issues with sustained efforts to increase funding for public transit and continue advocacy efforts in pursuit of federal and state legislative proposals, which focus on greater commitments to provide ample federal/state funding for public transit.
- Maintain regular communications with federal staff to ensure the District and congressional delegation is well-informed and positioned to influence future policies that enhance public transportation.

### **FY 2017 Goals**

#### *Strategic Plan Goal #1: Ensure Financial Stability*

- Promote fare increase and ticket and pass exchange.
- Promote Golden 1 Center "event" passes.
- Expand revenue generation to include light rail stations and vehicles.
- Successful implementation of the Connect Card (regional smart card)
- Implementation of permanent mobile fare app, RideSacRT.

## **VP of Communications and Partnerships continued**

### **FY 2017 Goals continued**

#### *Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner*

- Respond within 24 hours to customer questions, complaints, suggestions and commendations.
- Successful transition to Connect Card.
- Maintain Call Center service level with an average wait time of one minute or less.
- Promote system-wide improvements (Clean, Safe and Convenient).
- Launch safety and security app, Alert SacRT.

#### *Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner*

- Continue to promote the language interpretation service that provides customer assistance to non-English speaking customers.
- Update Public Participation Plan (Title VI).

#### *Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)*

- Implement and educate RT riders on the benefits of the bike share program.
- Provide informed, courteous and professional service to our customers.
- Enhance customer satisfaction and transit knowledge through effective and consistent communications.
- Promote a “Customers First” culture.
- Promote the availability of rider tools and passenger information about transit services and amenities to enhance rider experiences, such as mobile applications and the development of a new website.
- Organize and augment RT website with existing information sources (ridership reports and other service planning data collection information).
- Create and promote customer education campaigns with a focus on cleanliness, safety and security, and service.
- Promote new and innovative technologies that improve communications to exceed customer expectations, such as automated customer notification systems and videos.
- Explore new opportunities with social media and other creative, tailored customer engagement activities.

## VP of Communications and Partnerships continued

### FY 2017 Goals continued

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Conduct outreach with current riders through scheduled open houses related to district wide initiatives, pertaining to service planning and other initiatives.
- Implement Customer Satisfaction Surveys to measure RT customer opinions of performance.
- Conduct market research to anticipate, meet and exceed community expectations.
- Implement Anti-Human Trafficking campaign at light rail stations.
- Improve quality of Customer Service by maintaining quality and availability standards.
- Announce Bus Mechanic Apprenticeship Program (first in North CA).
- Open Blue Line to Cosumnes River College pedestrian bridge.
- Develop comprehensive service disruption plan.
- Develop a Transit Academy.
- Continue partnership with City Year Sacramento to conduct outreach in six low-performing schools.
- Continue strategic partnership building.
- Generate positive media coverage by cultivating relationships with reporters/media.
- Streamline internal and external newsletter distribution.
- Increase route-specific marketing.
- Continue to participate in community festivals, fairs and celebrations to increase transit awareness.
- Implement ridership campaign for Golden 1 Center Service.
- Launch new initiatives/programs (ROI, etc.).
- Increase brand awareness – elevate RT’s visibility.
- Launch Station Link program (courtesy of Uber, Lyft and Yellow Cab).

## VP of Communications and Partnerships continued

### Performance Measures/Statistics

Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

Quality Measures	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2017 to FY 2016	
						Amount	Percent
Number of customer contacts	6,216	6,240	6,726	9,261	7,500	(1,761.00)	(19.0%)
Number of passenger service reports processed	377	313	206	176	200	24.00	13.6%
Number of security related customer reports	94	107	121	148	120	(28.00)	(18.9%)
Percent of security related customer contact	1.51%	1.71%	1.80%	1.60%	1.30%	(0.00)	(18.8%)



## VP of Communications and Partnerships continued

### Expenses

#### Expenses by Category

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2016 to FY 2017	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 2,121,193	\$ 2,301,327	\$ 2,344,136	\$ 2,293,417	\$ 2,968,688	\$ 675,271	29.4%
Professional Services	698,914	722,447	438,917	363,014	507,800	144,786	39.9%
Materials & Supplies	47,832	33,665	27,446	23,269	33,200	9,931	42.7%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	225,866	264,046	246,782	255,422	241,080	(14,342)	(5.6%)
<b>Total</b>	<b>\$ 3,093,807</b>	<b>\$ 3,321,484</b>	<b>\$ 3,057,280</b>	<b>\$ 2,935,122</b>	<b>\$ 3,750,768</b>	<b>\$ 815,646</b>	<b>27.8%</b>

#### By Department

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2016 to FY 2017	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
VP, Communications & Partnerships	\$ 784,775	\$ 840,102	\$ 813,129	\$ 782,493	\$ 898,757	\$ 116,264	14.9%
Customer Advocacy	-	-	-	-	\$ 388,727	388,727	0.0%
Marketing	1,226,972	1,273,116	960,878	896,675	1,098,098	201,423	22.5%
Customer Services	1,082,060	1,208,265	1,283,273	1,255,954	1,365,186	109,232	8.7%
<b>Total</b>	<b>\$ 3,093,807</b>	<b>\$ 3,321,484</b>	<b>\$ 3,057,280</b>	<b>\$ 2,935,122</b>	<b>\$ 3,750,768</b>	<b>\$ 815,646</b>	<b>27.8%</b>

#### Positions

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2016 to FY 2017	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
VP, Communications & Partnerships	2	2	2	2	2	0	0.0%
Customer Advocacy	0	0	0	0	3 <sup>1</sup>	3	0.0%
Marketing	7	7	7	7	6 <sup>2</sup>	-1	(14.3%)
Customer Services	18	18	18	17	16 <sup>3</sup>	-1	(5.9%)
<b>Total</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>26</b>	<b>27</b>	<b>1</b>	<b>3.8%</b>

<sup>1</sup> Transfer 3 positions from Accessible Services

<sup>2</sup> Unfund 1 Sr. Marketing & Communication Specialist

<sup>3</sup> Unfund 3 Positions: 1 Customer Service Clerk and 2 Customer Service Representatives  
Add 1 Reception Clerk  
Transfer 1 Treasury Clerk from Finance & Treasury

## VP of Safety and Security



- Police Services provides security for all operations, employees, and riders.
- Safety & Environmental develops and maintains loss prevention and health practices to reduce errors and hazards.

### FY 2016 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Police: Reassessed guard deployment to assure most effective coverage staying within fiscal boundaries.
- Police: Obtained a Homeland Security Grant to fund overtime related to increased staffing for arena events.
- Police: Held Police staffing vacancies to fund additional RT staff for fare inspection.
- Safety: Use of existing personal service contractors to assist in the Safety Division with operational efficiency.
- Safety: Use of one existing administrative staff in police services to assist with safety duties.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Safety: Assessed and created a new safety position to assure we meet and exceed mandates in the Safety Division.
- Police: Created a new classification of fare inspection staff at a reduced pay scale to both increase inspections but in a cost effective manner.
- Police: Crime statistics were reduced.
- Police: Reduced fare evasion from 15% to 5% with use of the new transit agents.

## **VP of Safety and Security continued**

### Strategic Plan Goal #3: Operate in an Ethical Manner

- Continued to hold advance training about procedures and best practices to assure ethics standards.

### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Safety: Redrafted existing job duties to have a career development and succession plan.
- Police: Transit Agent and Transit Officers were given updated training to assure everyone is given same directions and has skill set to provide exceptional customer service. The training and advertisement for this work classification has been beneficial to retention and attraction to the job.

### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

- Police: Regularly engage with riders and RT employees holding security/safety meetings.
- Police: Work with area businesses and schools to partner with them on security issues around RT facilities.
- Safety: Working with auditors of our safety programs to mitigate findings and work towards a safer work environment while ensuring safety to riders.

### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Police: By providing exceptional customer service and making the trains feel safer our staff has not only maintained existing riders but have helped to generate new riders.

### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Police: Worked on complementing the arena traffic plans for a successful traffic and security plan that complemented City of Sacramento and Downtown Partnership plans.



## VP of Safety and Security continued

### FY 2017 Goals

#### Strategic Plan Goal #1: Ensure Financial Stability

- Police: Planning on shifting one of the Security Operations Center managers from the guard contract to a personal service contract which will save RT \$8,000 a year in costs.
- Police: Reviewing guard current deployment for more efficient deployment.
- Police: Planning on increasing fare inspections to recover more revenue.
- Safety: Working on improving our compliance to avoid fines which we dealt with in 2016.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Safety: Creating a program to track and improve our internal training to create a more robust culture and awareness of safety in the work place.
- Police: Plan to deploy in an efficient manner to increase police presence on our buses and rail lines to increase rider and employee safety.

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Continue to hold our staff to the highest standards of honesty, fairness, and performance.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Safety: Plans to complete the staffing for Safety and provide all the necessary training to enhance our workforce knowledge.
- Police: Continue to provide updated training to reinforce the importance of their inspection staff's role in the organization. Share and acknowledge positive work and feedback from riders.
- Police: Increase of staff doing the inspection role to include supervision of the staff.
- Police: Open new office space for inspection staff so they have a work place that is newer and has amenities for a productive work environment.

## VP of Safety and Security continued

### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

- Safety: Continue to work with our partners (CPUC, County Hazmat, IBEW) to create a robust safety program.
- Police: Continue to build relationships with nearby communities, businesses, and schools in an effort to be good neighbors and provide a safer environment for our riders

### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Police: Provide a safe system to increase ridership through increased fare inspection, additional rules enforcement, and providing great customer service

### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Police: Implement the juvenile administrative citation process due to the new law making juvenile citations for fare evasion no longer criminally able to be enforced.



## VP of Safety and Security continued

### Expenses

#### Expenses by Category

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Salaries & Benefits	\$ 1,934,243	\$ 2,105,372	\$ 1,994,347	\$ 2,066,993	\$ 3,542,271	\$ 1,475,278	71.4%
Professional Services	6,550,996	7,781,771	8,178,747	8,241,118	7,719,394	(521,724)	(6.3%)
Materials & Supplies	59,556	75,831	69,983	60,934	72,000	11,066	18.2%
Utilities	-	-	325	-	24,624	24,624	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	24,882	22,185	24,926	33,346	54,750	21,404	64.2%
<b>Total</b>	<b>\$ 8,569,678</b>	<b>\$ 9,985,159</b>	<b>\$ 10,268,328</b>	<b>\$ 10,402,391</b>	<b>\$ 11,413,039</b>	<b>\$ 1,010,648</b>	<b>9.7%</b>

#### By Department

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Police Services	7,983,236	9,355,488	9,629,086	9,772,479	10,902,088	1,129,610	11.6%
Safety	586,441	629,671	639,242	629,913	510,951	(118,962)	(18.9%)
<b>Total</b>	<b>\$ 8,569,678</b>	<b>\$ 9,985,159</b>	<b>\$ 10,268,328</b>	<b>\$ 10,402,391</b>	<b>\$ 11,413,039</b>	<b>\$ 1,010,648</b>	<b>9.7%</b>

#### Positions

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Police Services	21	16	15	16	37 <sup>1</sup>	21	131.3%
Safety	4	4	4	4	3 <sup>2</sup>	-1	(25.0%)
<b>Total</b>	<b>25</b>	<b>20</b>	<b>19</b>	<b>20</b>	<b>40</b>	<b>20</b>	<b>100.0%</b>

<sup>1</sup> Unfund 6 positions: 5 Transit Fare Inspector & 1 Transit Officer Supervisor  
Add 27 positions: 25 Transit Agents, 1 Transportation Supervisor and 1 Transportation Superintendent

<sup>2</sup> Unfund 2 positions: 1 Administrative Technician and 1 Director, Safety  
Add 1 Sr. Safety Specialist HLC



## Non Divisional

### Expenses

#### Expenses by Category

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Indirect Cost Savings	\$ (762,778)	\$ (887,369)	\$ (1,204,048)	\$ (1,038,323)	\$ (542,328)	\$ 495,995	(47.8%)
Salaries & Benefits	261	-	3,405	-	(4,258,577)	(4,258,577)	0.0%
Professional Services	-	-	-	-	-	-	0.0%
Materials & Supplies	-	-	-	-	-	-	0.0%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	-	-	465	1,196	-	(1,196)	(100.0%)
<b>Total</b>	<b>\$ (762,517)</b>	<b>\$ (887,369)</b>	<b>\$ (1,200,178)</b>	<b>\$ (1,037,127)</b>	<b>\$ (4,800,905)</b>	<b>\$ (3,763,778)</b>	<b>313.6%</b>

This category includes estimated savings for future vacancies for FY 2017 and RT's indirect cost allocation plan in accordance with OMB Circular A-87 "Cost Principles for State and Local Governments." The cost allocation plan is a document that distributes the District's allocated departmental indirect costs to capital projects. It accounts as additional operating savings for labor and fringe benefits.

- The FY 2017 Adopted Budget proposes \$4.8 million for non-divisional savings from vacancy and indirect costs for capital projects, an increase of \$3.8 million (313.6%) from the FY 2016 year-end projections.
- 2% vacancy factor for Operators and 6% vacancy factor for non-Operators were used to calculate future vacancy savings for FY 2017. The estimated savings are \$4.3 million.
- Indirect cost from Capital Projects is estimated at \$0.5 million, which is a reduction of \$0.5 million (47.8%) from the FY 2016 year-end projections of \$1.0 million.





## Capital Improvement Program

## Capital Improvement Program

### Major Capital Projects

RT's capital budget allocates resources to improve infrastructure by acquiring, constructing, purchasing, rehabilitating, and replacing facilities and major equipment. Improvement projects generally occur in phases over multiple years.

The FY 2017 Budget focuses on the following capital priorities:

**Project Development Programs:** projects that will extend current bus and light rail service capabilities

- **Blue Line to Cosumnes River College**

This project extends light rail from the terminus of South Line Phase 1 at Meadowview Station further south to Cosumnes River College (CRC), which adds 4.3 miles of track, 4 new stations, and 3 park-and-ride facilities (2 parking lots and 1 parking garage) for a total of 2,700 parking spaces. The original estimated cost for this project was \$270 million. A portion of the project is funded by proceeds from RT bonds sold in November 2012. Half the cost is funded by New Starts funds. The full funding grant agreement (FFGA) for the New Starts funds was executed in December 2012.

The majority of this project was successfully completed ahead of schedule and under budget. The grand opening ceremony took place on August 24, 2015. There are minor activities that will continue into FY 2017 and the final Station Morrison Creek is anticipated to be completed by December 31, 2017 or in conjunction with development of adjacent property. Revenue service commenced in August 2015.

- **Streetcar Project** – A 3.3 mile Sacramento-West Sacramento Downtown/Streetcar project. The alignment runs from West Sacramento City Hall area to Tower Bridge to the Sacramento Intermodal via 3<sup>rd</sup> Street and then through Downtown Sacramento east along K Street to 12<sup>th</sup> Street and then eastbound on J Street to 19<sup>th</sup> Street and returning west bound on L Street to 12<sup>th</sup> to K St. to the Sacramento Intermodal and then to West Sacramento. The original estimated cost for the project was \$150 million. Additional elements may be added to the project which could bring the project cost to \$200 million.

During FY17, staff will manage several key streetcar items. Working on behalf of the cities of Sacramento and West Sacramento, the Streetcar Project Management Team will work closely with the Federal Transit Administration to secure a Small Starts Grant Agreement by the end of calendar year 2017. Concurrent to this work, staff will be advancing streetcar Final Design efforts, as well as finalizing the specifications and advancing the purchase of the streetcar vehicles.

## Major Capital Projects continued

- **Green Line to the Airport Light Rail Extension**

The project is the continuation of Green Line to the River District (GL-1) (Richards Boulevard Redevelopment Area) across the American River and through South and North Natomas to the Sacramento International Airport. The cost of the project is currently estimated at approximately \$1.1 billion. The project proposes to add 12.8 miles of track and 13 stations, including 7 with park & ride facilities. Phase 1 of the project, a 1.1 mile section from downtown Sacramento to Richards Boulevard, is in operation.

In FY 2017, RT is advancing two efforts. First, the Green Line to the Airport environmental document will be completed as an Administrative Draft EIS/EIR for RT, FTA and the Coordinating Federal Agencies review. Second, the Sac Valley Station Loop Partial Project will begin final design. The final design will be for a north-south track approximately 400-feet in length that would be located from H Street, to the west of 5<sup>th</sup> Street. This would include a single-sided station platform constructed on one side of the revenue track. This track is required in the near-term to accommodate the Streetcar operations. In the longer-term, the track would be double-tracked and connect back to 7<sup>th</sup> Street via F Street. The final design will take approximately one year and funding is subject to re-allocation of existing RT Green Line SVS funding for environmental clearance that was completed well under budget.

- **Horn Road and Dos Rios Light Rail Stations**

Design and build a light rail station near Horn Road and Folsom Boulevard (Horn Road LR Station) and on the NE corridor between North B Street and Richards Blvd. on North 12<sup>th</sup> Street in downtown Sacramento (Dos Rios LR Station). The estimated cost for the Dos Rios station is \$19.5 million, and \$7.6 million for the Horn station.

RT was awarded Community Design Grants to complete final design of the facilities in 2017. Staff presented the Horn Road station design concept to the Rancho Cordova City Council in June 2015 for direction on a preferred design concept. Staff is working with Sacramento Housing and Redevelopment Agency (SHRA) to integrate the Dos Rios station plans into their adjacent transit oriented development project. Staff will be seeking additional funding through SACOG and the State Cap and Trade programs to construct these facilities.

## Major Capital Projects continued

**Fleet Program:** projects related to vehicle additions, replacements and overhaul

- **UTDC Light Rail Vehicle Acquisition & Retrofit**

RT Acquired 21 UTDC light rail vehicles from the Santa Clara Valley Transportation Authority and is modifying them to meet RT's operational requirements and provide service on the expanded light rail system. The project also includes station modifications needed for use of the vehicles. The estimated project cost is \$33.6 million.

In FY17 work continues on the UTDC refurbishment. Siemens is scheduled to complete the final LRV in December 2016, however, there is other work that will need to be completed on some of the LRV's refurbished early in the project plus warranty work. In addition, RT has rework and warranty repairs on subsystems that RT supplies to Siemens as owner furnished equipment.

- **40' CNG Bus Replacement Project**

Purchase 96 replacement buses. The estimated project cost is \$60.0 million.

During FY 2016, RT entered into a contract with Gillig to purchase 96 CNG Buses. RT received 30 buses during the first half of 2016 and 30 buses in the Spring of 2016. The final 36 buses are scheduled for completion and delivery by October 2016, and are expected to be in service by December 31, 2016.

- **Bus Fare Boxes**

Replace bus fareboxes on the entire fleet of 40 foot CNG buses. The estimated project cost is \$3.7 million.

When RT entered into a new contract with Gillig to replace 96 CNG buses, RT also evaluated its fare box needs. With the current fare boxes exceeding their useful life and the existing manufacturer indicating that the existing fare boxes would no longer be supported, RT entered into a contract with SPX Corporation to purchase new Genfare Incorporated (GFI) Fast Fare fare boxes. The new fare boxes provides RT with new technology such as improved bill and coin counterfeiting detection, the ability to issue magnetic fare media directly from the fare box, and read the newest technology in Quick Response (QR) codes for smart phones and connect cards. Approximately 30 of these new fare boxes were installed into the 30 new Gillig buses with the remaining 66 to be installed as the new buses are delivered to RT. Additionally, RT entered into a contract with GFI to replace the remaining fareboxes as funding becomes available. During FY 2017, RT will have obtained enough funds to replace the entire active fleet fare boxes with an anticipated completion date of December 2016.



## Major Capital Projects continued

- **CAF/Siemens Light Rail Vehicle Painting/Exterior Work**

Exterior work for trains required due to paint and body issues that need to be corrected. The estimated project cost is \$1.0 million.

The Siemens light rail train wrap project will continue through FY17, with 8 LRVs scheduled to be completed each year. This schedule allows time to complete the body work involved to prepare the vehicles for wrap.

**Facilities Program:** projects for bus, light rail, maintenance and administration facilities

- **Bus Maintenance Facility #2 (Phase 1)**

RT purchased property at the former McClellan Air Force base including several buildings. The project will be completed in phases. Phase 1 initial plans are to construct a four transit and one public CNG fueling facility including a CNG facility building; renovate an existing structure into a second bus maintenance facility; construct a bus wash; construct an emergency control room; and complete site improvements. Phase 1 will support up to 125 buses. Phase 2 initial plans are to purchase and improve enough land to increase the site capacity to support up to 250 buses. The estimated cost of the two Phases is \$61.7 million. Construction of the five bus capacity CNG fueling stations has been completed and began operations in February 2013.



## Major Capital Projects continued

**Infrastructure Program:** These projects are associated with the development, enhancement, and improvement of the road and rail network.

### System Wide Station Enhancements:

The System Wide Station Enhancements is a project that is part of RT's comprehensive initiative designed to improve the quality of transit service system wide. The first phase includes improvements at the 7<sup>th</sup> and Capitol, 8<sup>th</sup> and K, and 9<sup>th</sup> and K light rail stations, and the demolition of 7<sup>th</sup> and K light rail station. (8<sup>th</sup> and Capitol will be deferred until Right of Way Issues are resolved with the State.) The improvements include new canopy shelters, information signs, station furniture, Americans with Disabilities Act (ADA) improvements, lighting, fare vending machines, security cameras, miscellaneous signage, repainting of poles and railings and station artwork. The phase 1 stations opened in October 2016 prior to the opening of the Golden One Entertainment Arena. Phase 2 of the project includes identified outlying key stations which include Roseville Road, Florin, Watt/Manlove, Sunrise and Franklin Stations. Improvements range from security cameras, station furniture, landscaping improvements, fare vending equipment repairs cleaning and repainting poles and rails, ADA pavement repairs and miscellaneous signage including wayfinding signs. Various elements of Phase 2 has been completed including lighting improvement, security cameras and new fare vending machine installation with the painting and civil work expected to be completed by July 2017. All other stations, part of Phase 3, will include security cameras, cleaning and painting and miscellaneous signage and completion is targeted by the July 2017. The estimated cost of the project is \$6.7 million.



## Major Capital Projects continued

**Transit Technologies Program:** projects that deal with operational technology, software applications, implementation and enhancement

- **Connect Card Implementation**

This project will result in providing customers a regional Smart Card that can be used to pay for rides on all of the participating transit systems in the region. Currently, the Sacramento Area Council of Governments (SACOG) and RT are coordinating with a total of 8 Regional Agencies. SACOG has been assigned as the project coordinator and is responsible for the funding of this event. This project includes tap device equipment on the buses, tap and add fare devices at the light rail stations, and other retail equipment to allow customers to purchase their products via local retailers or the web.

SACOG and the vendor INIT will have a soft launch / pilot of the system by December 2016, provided the system is functionally ready for operation. Should the system be deemed fully functional and pass soft launch testing, staff could anticipate full system use in Spring 2017.



## Revenues & Expenses

RT relies primarily on local, state, and federal grants to pay for capital projects.

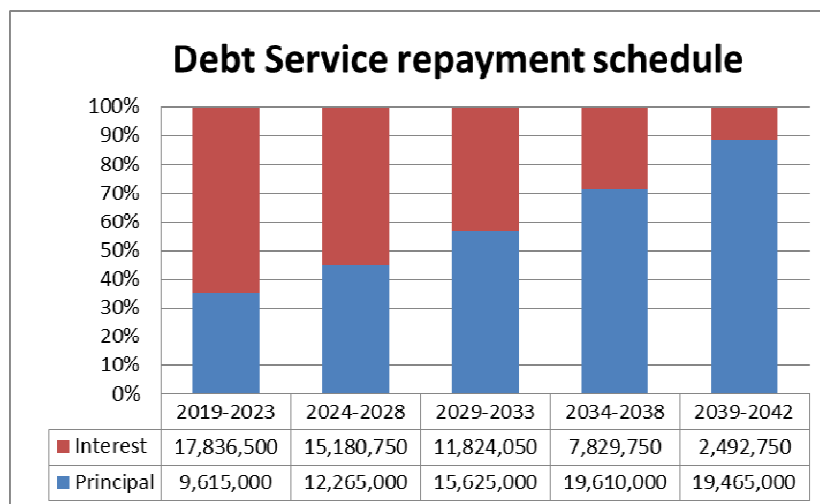
- The FY 2017 budget proposes Funding Opportunity additions of \$66.1 million in capital grant funding, an increase of \$22.6 million from the FY 2016 Budget (\$43.5 million).
- The capital project funding for FY 2017 consists of \$5.1 million in Federal, \$59.8 million in State and \$1.1 million in Local funding.
- Federal, State and Local funding opportunities for capital projects are comprised of funding sources that are applied for on a project by project basis. The availability of the funding is dependent upon individual funding programs. The total funding opportunities for a fiscal year is based on the amount of funding sources available from federal appropriations, program allocations made by the State, or other funding sources made available for application. Capital project funding increased from FY 2016 due to an overall increase in availability of funding for capital projects. This resulted in a federal funding increase of \$4.3 million, a state funding increase of \$17.6 million, and a local funding increase of \$0.7 million.
- The FY 2017 budget proposes a spending plan of \$102.1 million, which consists of \$41.0 million for Project Development Programs, \$43.7 million for Fleet Programs, \$6.1 million for Infrastructure Programs, \$6.3 million for Facility Programs, and \$1.8 million for Transit Technologies Programs. Transit Security & Safety, Planning and Other Programs make up the remaining difference.



## Debt Service

In November 2012, the Sacramento Regional Transit District issued Farebox Revenue Bonds totaling \$86,865,000. RT used the money to fund \$66 million of the total \$270 million budget for the South Line Phase II - Light Rail Extension project; the remainder was to fund Bus Replacements, Non-Revenue Vehicles and other capital projects. In addition, the 2003 Certificate of Participations (COP's) were refunded and RT entered into an Escrow Agreement for the purpose of prepaying the 2003 COP's, upon establishment and funding of the Escrow in November 2012, the 2003 COP's will no longer be outstanding pursuant to the documents under which the 2003 COP's were executed and delivered. The debt service requirements for the FY 2012 Revenue Bonds to maturity are as follows:

Fiscal Year	Principal	Interest	Total	Outstanding Balance
2013	\$ -	\$ 1,225,477	\$ 1,225,477	\$ 86,865,000
2014	2,710,000	4,123,100	6,833,100	84,155,000
2015	2,795,000	4,041,800	6,836,800	81,360,000
2016	1,530,000	3,957,950	5,487,950	79,830,000
2017	1,595,000	3,896,750	5,491,750	78,235,000
2018	1,655,000	3,832,950	5,487,950	76,580,000
2019-2023	9,615,000	17,836,500	27,451,500	66,965,000
2024-2028	12,265,000	15,180,750	27,445,750	54,700,000
2029-2033	15,625,000	11,824,050	27,449,050	39,075,000
2034-2038	19,610,000	7,829,750	27,439,750	19,465,000
2039-2042	19,465,000	2,492,750	21,957,750	-
<b>Total</b>	<b>\$ 86,865,000</b>	<b>\$ 76,241,827</b>	<b>\$ 163,106,827</b>	<b>\$ -</b>



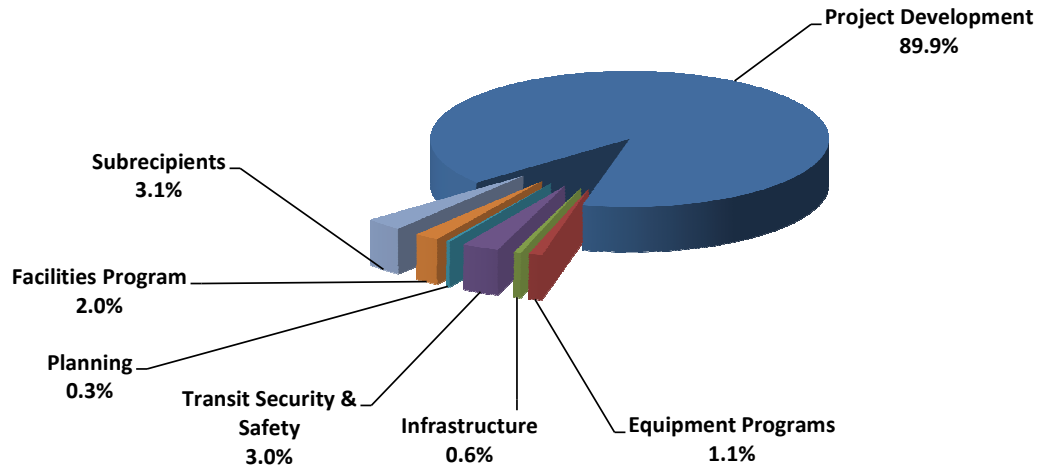
## Funding Additions to the Capital Improvement Program

ID	DESCRIPTION	TOTAL	FEDERAL	STATE	LOCAL
B143	Fare Box Replacements	736,456	736,456	-	-
B144	BMF CNG Fueling Facility Upgrades	1,324,450	1,059,560	-	264,890
Q029	Citrus Heights Bus Stop Improvements	206,550	206,550	-	-
Q048	'FY 2016 Section 5307 City of Folsom - PM/ADA/OPS Assistance	324,322	324,322	-	-
Q049	FY 2016 Section 5307 & 5309 - Bus Acquisition	1,108,771	1,108,771	-	-
Q050	FY 2016 Section 5339 Paratransit Inc Bus Acquisition	384,000	384,000	-	-
R055	Light Rail Station at Dos Rios	800,000	500,000	-	300,000
R135	Light Rail Station at Horn	1,000,000	500,000	-	500,000
R321	Green Line Draft & Final EIS/R for SITF Segment	(2,304,000)	(520,000)	(1,152,000)	(632,000)
R322	Green Line Draft Environmental and Project Development	178,892	120,000	-	58,892
R327	Green Line SVS Loop & K St. to H St. Imp. (Final Design & Construction)	29,784,000	-	29,152,000	632,000
R335	Watt/I-80 Transit Center Master Plan	185,913	-	185,913	-
S010	Sacramento-West Sacramento Streetcar Starter Line	30,000,000	-	30,000,000	-
TBD1-2016	Phone System Replacement	305,250	-	305,250	-
TBD2-2016	Track Warrant Controlled Access System	187,450	-	187,450	-
TBD3-2016	Radio Communications System Upgrade	1,117,017	-	1,117,017	-
TBD4-2016	Upgrades to Transit Security Systems	15,480	-	15,480	-
TBD5-2016	Anti-Terrorism Directed Patrols	181,735	181,735	-	-
TBD6-2016	License Plate Reader Camera Packages (3)	33,120	33,120	-	-
TBD7-2016	Hand Held Portable Radios	106,509	106,509	-	-
TBD8-2016	Security Awareness Training	12,091	12,091	-	-
TBD11-2016	CPID - Station Planning	395,346	395,346	-	-
<b>Total</b>		<b>\$66,083,352</b>	<b>\$ 5,148,460</b>	<b>\$59,811,110</b>	<b>\$1,123,782</b>



## Capital Improvement Funding by Category

### FY 2017 Funding Additions by Category



(in Thousands)

Category	FY 2017	
	Proposed	
Project Development	\$ 59,459	89.9%
Equipment Programs	736	1.1%
Infrastructure	395	0.6%
Transit Security & Safety	1,959	3.0%
Planning	186	0.3%
Facilities Program	1,324	2.0%
Subrecipients	2,024	3.1%
<b>Total</b>	<b>\$ 66,083</b>	<b>100.0%</b>



### Capital Improvement Funding by Category continued

#### Impact of Capital Improvements on Operating Budget

Capital projects approved in the current year budget impact future operating and capital budgets as follows:

1. Capital projects completed in the current year will require ongoing maintenance and, in the case of new service lines, additional and ongoing operating costs.
2. Capital projects that are not completed in the current year will require additional capital funding that may require balancing operational funding to meet fiscal constraints.
3. Capital projects that are not completed in the current year will affect future years' budgets with increased operating costs in the year of completion. Future ongoing operating and maintenance costs are projected using current year baseline dollars.

One major existing capital project that will impact future operating budgets within the next five fiscal years is listed below, with the estimated operating budget impact:

Project Name	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Blue Line to Cosumnes River College	5,603,000	5,743,075	5,886,652	6,184,664	6,339,280

Footnotes:

<sup>1</sup> Operating cost shown above for this capital project consists of the following expense categories: Salaries and Benefits 64%, Professional Services 18%, Materials and Supplies 7%, Utilities 4%, Casualty and Liability 6%, and Other 1%.





## Five-Year Capital Improvement Plan

On September 22, 2014, the RT Board of Directors adopted the updated Five-Year Capital Improvement Plan (CIP) that identified RT's critical capital funding priorities between FY 2015 and FY 2019. The FY 2017 capital budget represents the one year capital spending plan for RT and projections for future years.

The CIP is consistent with RT's adopted Vision and Strategic Plan, as well as with the region's currently approved Metropolitan Transportation Plan (MTP). The CIP also provides critical input for development of RT's TransitAction Plan (TAP) and its Short Range Transit Plan (SRTP).

An activity with a dollar value of \$5,000 or greater and an expected useful life greater than one year, such as property, plant, or equipment used by an organization in its operation results in the addition of a tangible asset. The resultant item is expected to benefit future periods.

The process to determine which projects will be added or removed from the Capital Improvement Program (CIP) is administered by the Capital Program Committee (CPC). The CPC is comprised of four Executive voting members. Decisions made by the CPC are presented to the General Manager/CEO for review and approval. Relevant changes are incorporated into the CIP, which is then amended by the Board from time to time.

The CIP is intended to be a "living document". The Plan is reviewed and monitored on a continual basis. Priority will be given to replacement of existing assets before consideration of new assets. Projects are prioritized into five Tiers based on need and projected funding availability. Tiers include:

- Tier 0 projects are fully funded
- Tier I high priority projects established by the RT Board that are not fully funded
- Tier II projects are contingent upon revenue being available
- Tier III projects are identified as opportunity-based and are unfunded based upon current revenue projections, but there is potential for State and other funding sources to promote these projects
- Tier IV projects are longer term future projects, planned for completion from 2022 to 2047, contingent upon adequate future revenues becoming available

## Five-Year Capital Improvement Plan continued

The FY 2017 Budget shows projects planned for additional funding in the CIP on the following page. The Capital Project Expenditure Plan lists RT's existing capital projects, shows historical expenditures, projected expenditures for FY 2017, and includes a capital expenditure projection for FY 2017 and beyond. RT forecasts capital project expenditures of approximately \$102.1 million in FY 2017.





## Capital Improvement Funding Additions

Program	Project Name	Tier	Funded Through FY 2016	FY 2017 Funding Additions	Future Funding Additions	Total Project Funding Through FY 2017
<b>Project Development Programs</b>						
R055	Light Rail Station at Dos Rios	I	\$ 900,000	\$ 800,000	\$ 17,800,000	\$ 19,500,000
R135	Light Rail Station at Horn	I	\$ 600,000	\$ 1,000,000	\$ 6,000,000	\$ 7,600,000
R321	Green Line Draft & Final EIS/R for SITF Segment	0	\$ 3,504,000	\$ (2,304,000)	\$ -	\$ 1,200,000
R322	Green Line Draft Environmental Clearance and Project Development	0	\$ 3,109,156	\$ 178,892	\$ 400,000	\$ 3,688,048
R327	Green Line SVS Loop & K St.- to H St. Imp. (Final Design & Construction)	I	\$ -	\$ 29,784,000	\$ 29,803,572	\$ 59,587,572
S010	Sacramento-West Sacramento Streetcar Starter Line	I	\$ 1,734,933	\$ 30,000,000	\$ 519,786	\$ 32,254,719
<b>Project Development Total</b>			<b>9,848,089</b>	<b>59,458,892</b>	<b>54,523,358</b>	<b>123,830,339</b>
<b>Fleet Programs</b>						
B143	Fare Box Replacements		2,911,791	736,456	\$ -	3,648,247
<b>Equipment Program Total</b>			<b>2,911,791</b>	<b>736,456</b>	<b>-</b>	<b>3,648,247</b>
<b>Transit Security &amp; Safety</b>						
TBD1-2016	Phone System Replacement	0	-	305,250	-	305,250
TBD2-2016	Track Warrant Controlled Access System	0	-	187,450	-	187,450
TBD3-2016	Radio Communications System Upgrade	0	-	1,117,017	-	1,117,017
TBD4-2016	Upgrades to Transit Security Systems	0	-	15,480	-	15,480
TBD5-2016	Anti-Terrorism Directed Patrols	0	-	181,735	-	181,735
TBD6-2016	License Plate Reader Camera Packages (3)	0	-	33,120	-	33,120
TBD7-2016	Hand Held Portable Radios	0	-	106,509	-	106,509
TBD8-2016	Security Awareness Training	0	-	12,091	-	12,091
<b>Transit Security &amp; Safety Total</b>			<b>-</b>	<b>1,958,652</b>	<b>-</b>	<b>1,958,652</b>
<b>Infrastructure Programs</b>						
TBD11-2016	CPID Project	II	-	395,346	-	395,346
<b>Planning Total</b>			<b>-</b>	<b>395,346</b>	<b>-</b>	<b>395,346</b>
<b>Planning / Studies</b>						
R335	Watt/I-80 Transit Center Master Plan	0	24,087	185,913	-	210,000
<b>Planning Total</b>			<b>24,087</b>	<b>185,913</b>	<b>-</b>	<b>210,000</b>
<b>Facilities Program</b>						
B144	BMF CNG Fueling Facility Upgrades	II	-	1,324,450	500,000	1,824,450
<b>Facilities Programs Total</b>			<b>-</b>	<b>1,324,450</b>	<b>500,000</b>	<b>1,824,450</b>
<b>Subrecipient</b>						
Q029	Citrus Heights Bus Stop Improvements	0	-	206,550	-	206,550
Q048	FY 2016 Section 5307 City of Folsom - PM/ADA/OPS Assistance	0	-	324,322	-	324,322
Q049	FY 2016 Section 5307 El Dorado Transit- Bus Acquisition	0	-	708,771	-	708,771
Q049	FY 2017 Section 5309 El Dorado Transit- Bus Acquisition	0	-	400,000	-	400,000
Q050	FY 2016 Section 5339 Paratransit Inc Bus Acquisition	0	-	384,000	-	384,000
<b>Subrecipient Total</b>			<b>-</b>	<b>2,023,643</b>	<b>-</b>	<b>324,322</b>
<b>Total</b>			<b>\$ 12,783,967</b>	<b>\$ 66,083,352</b>	<b>\$ 55,023,358</b>	<b>\$ 132,191,356</b>

\* All project expenditures are subject to available funding.



### Capital Project Expenditure Plan

Program	Project Name	Tier	Expended Through FY 2016	FY 2017 Budget Expenditures	Future Expenditures	Total Project Cost through FY 2026
<b>Project Development</b>						
230	Northeast Corridor Enhancements (Phase 1)	I	26,502,067	110,479	13,387,454	40,000,000
404	Green Line to the River District (GL-1)	0	49,589,290	172,710	-	49,762,000
410	Blue Line to Cosumnes River College	0	253,772,300	16,227,700	-	270,000,000
F	Amtrak/Folsom Light Rail Extension	0	268,258,532	52,171	-	268,310,703
R055	Light Rail Station at Dos Rios	I	400,274	1,241,357	17,858,369	19,500,000
R135	Light Rail Station at Horn	I	459,745	1,119,949	6,020,306	7,600,000
R321	Green Line Draft & Final EIS/R for SITF Segment	0	1,054,404	145,596	-	1,200,000
R322	Green Line Draft Environmental Clearance and Project Development	0	1,509,482	2,178,566	-	3,688,048
R327	Green Line SVS Loop & K St. - to H St. Imp. (Final Design & Construction	I	-	9,125,144	50,462,428	59,587,572
S010	Sacramento-West Sacramento Streetcar Starter Line		1,612,295	10,614,451	20,027,973	32,254,719
<b>Project Development Total</b>			<b>603,158,388</b>	<b>40,988,123</b>	<b>107,756,530</b>	<b>751,903,042</b>
<b>Fleet Programs</b>						
651	Siemens Light Rail Vehicle Mid-Life Overhaul	0	7,423,652	1,311,054	1,211,706	9,946,412
B001	Neighborhood Ride Vehicle Replacement	III	-	690,000	22,191,926	22,881,926
B139	40' CNG Bus Procurement	I	35,506,064	24,493,936	-	60,000,000
B141	Non-Revenue Vehicles - P1B Restricted	0	2,874,074	1,072,759	716,461	4,663,294
B142	Neighborhood Ride Vehicle Replacement - 14 Vehicles	0	1,711,525	64,400	143,189	1,919,114
B143	Fare Box Replacements	I	1,141,411	2,499,082	7,754	3,648,247
G225	Non-Revenue Vehicle Replacement	0	1,626,842	252,719	-	1,879,561
P007	Paratransit Vehicle Replacement - CNG" project	0	-	1,571,200	-	1,571,200
P010	Paratransit Vehicle Expansion	II	-	576,800	30,678,677	31,255,477
R001	CAF/Siemens Light Rail Vehicle Painting/Exterior Work	0	119,615	218,846	656,539	995,000
R085	UTDC Light Rail Vehicle Retrofit and Mid Life Refurbishment	I	21,049,168	4,549,893	-	25,599,061
R086	UTDC Light Rail Vehicle Retrofit and Mid Life Refurbishment - 7 Vehicles	0	1,607,000	6,427,000	-	8,034,000
<b>Fleet Program Total</b>			<b>73,059,352</b>	<b>43,727,689</b>	<b>55,606,251</b>	<b>172,393,292</b>
<b>Infrastructure Programs</b>						
A006	Natoma Overhead Widening Project	I	134,879	53,696	81,675	270,250
A007	Easton Development Grade Crossing	0	14,608	10,000	25,392	50,000
A011	12th Street Corridor Safety Improvements	0	183,418	14,448	-	197,866
G237	Across the Top System Modification	I	317,213	357,643	-	674,856
G238	Repairs per Biennial Bridge Inspection	I	107,699	48,301	220,000	376,000
R010	Light Rail Crossing Enhancements	I	450,483	10,000	3,039,517	3,500,000
R280	Signal - Infrastructure Improvements for Future Gold Line Limited Stop Ser	I	400,141	5,000	13,694,859	14,100,000
R336	Light Rail Station Enhancements	0	654,699	5,228,000	845,301	6,728,000
TBD11-2016	CPID Project	II	-	395,346	-	395,346
<b>Infrastructure Program Total</b>			<b>2,263,139</b>	<b>6,122,434</b>	<b>17,906,745</b>	<b>26,292,318</b>
<b>Facilities Programs</b>						
715	Bus Maintenance Facility #2 (Phase 1&2)	I	22,312,013	2,890,000	36,470,428	61,672,441
4005	Butterfield/Mather Mills LR Station Rehabilitation	0	115,403	19,086	-	134,489
4007	ADA Transition Plan Improvements	I	355,222	381,910	400,000	1,137,132
4011	Facilities Maintenance & Improvements	I	2,828,975	41,429	1,875,000	4,745,404
A002	Louis Orlando Transit Center	0	610,358	1,715	-	612,073
A010	Louis Orlando - Construction	0	-	167,667	-	167,667
A012	Construction Oversight Properties at 65th St.	0	9,000	7,000	-	16,000
B134	Fulton Ave. Bus Shelters	0	387	169,048	-	169,435
B144	BMF CNG Fueling Facility Upgrades	II	324,450	1,000,000	500,000	1,824,450
F014	Bike Racks	0	193,735	-	-	193,735
F015	Facilities New Freedom Tasks-Add Mini-Hi's to Light Rail Stations	0	29,872	455,427	-	485,299
F018	Rancho Cordova Landscaping	0	24,939	100,000	16,702	141,641
F019	Rancho Cordova Utility Building Enhancements	0	567	115,000	109,433	225,000
F020	HVAC Replacements Admin Building	II	-	350,000	-	350,000
F021	General Facilities Improvements	0	-	50,000	-	50,000
Q029	Citrus Heights Bus Stop Improvements	0	629,787	264,205	-	893,992
Q030	Citrus Heights Transit Enhancements	0	496,094	19,526	-	515,620
R175	Watt Avenue Station Improvements	0	255,623	14,755	-	270,378
R313	29th Street Light Rail Station Enhancements	0	41,880	238,620	-	280,500
R323	Retrofit Light Rail Vehicle (LRV) Hoist	0	2,727	30,273	-	33,000
<b>Facilities Program Total</b>			<b>28,231,034</b>	<b>6,315,661</b>	<b>39,371,563</b>	<b>73,918,256</b>



## Capital Project Expenditure Plan continued

Program	Project Name	Tier	Expended Through FY 2016	FY 2017 Budget Expenditures	Future Expenditures	Total Project Cost through FY 2026
<b>Transit Technologies Programs</b>						
964	Trapeze Implementation (TEAMS)	0	1,840,467	323,745	-	2,164,212
G035	Fiber/50-Fig Installation, Maintenance, & Repair	I	266,148	64,220	-	330,368
T004	Connect Card Light Rail Platform Preparations	0	1,551,214	51,786	-	1,603,000
T015	Upgrade existing FVM for Credit & Debit Purchase	II	-	399,500	-	399,500
T017	Audio Light Rail Passenger Information Signs	I	692,123	694,127	-	1,386,250
T022	Handheld Smart Card Reader	0	25,939	90,164	-	116,103
T039	Connect Card - Software Maintenance Support	0	-	40,000	-	40,000
T042	Connect Card Implementation Consulting	0	-	25,000	-	25,000
T046	Connect Card Implementation-Consultant (Part 2)	0	-	100,000	-	100,000
<b>Transit Technologies Program Total</b>			<b>4,375,891</b>	<b>1,788,542</b>	<b>-</b>	<b>6,064,433</b>
<b>Transit Security &amp; Safety</b>						
H021	Enhancement of Emergency Power Generation	0	308,817	259,293	-	568,110
T005	CPUC General Order 172 - LRV Camera	0	153,996	41,486	-	195,482
T006	LRV System AVL Equipment	0	56,956	150,000	194,069	401,025
T008	Completion Fiber Optics Communications Backbone	0	432,740	95,160	-	527,900
T010	Light Rail Facility Hardening	0	164,046	12,421	-	176,467
T018	Building Access System Upgrade	0	7,653	103,854	-	111,507
T025	Surveillance and Security Facilities Enhancement	0	585	251,415	-	252,000
T026	WiFi Security Systems Enhancement	0	17,799	72,175	54,376	144,350
T027	Video Surveillance System Upgrades	0	58,130	57,790	-	115,920
T028	LR Digital Messaging Control System	0	103,250	-	-	103,250
T029	Upgrade Bus Fleet Digital Video Recorders	0	-	171,493	171,494	342,987
T034	Computer Aided Dispatching System	0	15,473	752,527	-	768,000
T036	Facilities Safety, Security and Communications Infrastructure Upgrades	0	639	193,098	192,458	386,195
T037	Operations Computer Systems Replacements	0	12,322	130,478	-	142,800
T038	Upgrades to Security Video and Data Systems	0	-	88,756	88,756	177,512
T043	Emergency Drills	0	-	21,810	43,620	65,430
T044	Public Awareness Info Videos	0	-	12,000	23,000	35,000
TBD1-2016	Phone System Replacement	0	-	45,788	259,463	305,250
TBD2-2016	Track Warrant Controlled Access System	0	-	28,118	159,333	187,450
TBD3-2016	Radio Communications System Upgrade	0	-	167,553	949,464	1,117,017
TBD4-2016	Upgrades to Transit Security Systems	0	-	2,322	13,158	15,480
TBD5-2016	Anti-Terrorism Surge Patrols	0	-	60,578	109,422	170,000
TBD6-2016	License Plate Reader Camera Packages (3)	0	-	33,120	1,880	35,000
TBD7-2016	Hand Held Portable Radios	0	-	106,509	43,491	150,000
TBD8-2016	Security Awareness Training	0	-	10,882	9,118	20,000
<b>Transit Security &amp; Safety Total</b>			<b>1,332,406</b>	<b>2,868,625</b>	<b>2,313,101</b>	<b>6,514,132</b>
<b>Planning/Studies Program</b>						
A008	Regional Bike Share System	I	-	100,000	90,000	190,000
A009	Folsom Streetscape	0	21,681	28,319	-	50,000
R335	Watt/I-80 Transit Center Master Plan	0	45,378	164,622	-	210,000
<b>Planning/Studies Program Total</b>			<b>67,059</b>	<b>292,941</b>	<b>90,000</b>	<b>450,000</b>
<b>Total</b>			<b>\$ 712,487,269</b>	<b>\$ 102,104,015</b>	<b>\$ 223,044,191</b>	<b>\$ 1,037,535,473</b>

\* All project expenditures are subject to available funding.



## Statistical Section

## Statistical Section

### Demographic and Economic Indicators Last Ten Fiscal Years

	Population <sup>1,2</sup>		Personal Income <sup>1,2</sup> (In Thousands)		Per Capital Personal <sup>1</sup> Income		Unemployment Rate <sup>3</sup>	
	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region
2007	1,381,161	2,245,937	\$52,721,398	\$90,003,117	\$ 38,172	\$ 40,074	5.4%	5.6%
2008	1,394,438	2,273,938	54,773,648	93,435,532	39,280	41,090	7.2%	7.4%
2009	1,408,601	2,298,630	53,826,177	91,656,582	38,213	39,874	11.0%	11.2%
2010	1,422,010	2,321,680	54,666,004	93,469,366	38,443	40,259	12.6%	12.7%
2011	1,435,548	2,342,797	57,498,308	98,692,407	40,053	42,126	12.1%	12.2%
2012	1,448,466	2,362,778	59,775,785	102,890,880	41,268	43,547	10.5%	10.7%
2013	1,462,338	2,385,958	61,654,690	106,063,477	42,162	44,453	8.9%	9.0%
2014	1,481,474	2,414,366	65,391,250	112,177,005	44,139	46,462	7.3%	7.4%
2015	1,501,335	2,445,149	69,870,482	119,593,593	46,539	48,911	6.0%	6.1%
2016	1,495,297	2,439,051	Not available	Not available	Not available	Not available	5.5%	5.6%

Source: Six-county region includes Sacramento, Placer, Yolo, El Dorado, Yuba and Sutter counties.

1. 2007-2014 U.S. Department of Commerce, Bureau of Economic Analysis, *CAI-3 Personal income population, per capital personal income*.
2. 2015-2016 State of California, Department of Finance, *E-1 City, County and State Population Estimates, 2015-2016*.
3. State of California, Employment Development Department, Labor Force & Employment Data

## Principal Employers Current Year and Nine Years Ago

Employer	Fiscal Year 2016			Fiscal Year 2007		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
State of California	73,676	1	11.27%	60,045	1	8.58%
Sacramento County	11,950	2	1.83%	14,488	2	2.07%
UC Davis Health System	10,145	3	1.55%	7,901	3	1.13%
U.S. Government	10,007	4	1.53%			
Sutter Health	8,905	5	1.36%	7,140	4	1.02%
Kaiser Permanente	8,885	6	1.36%	6,905	6	0.99%
Dignity Health	7,853	7	1.20%			0.00%
Intel Corporation	6,000	8	0.92%	6,800	7	0.97%
Elk Grove Unified School District	5,863	9	0.90%			
City of Sacramento	4,300	10	0.66%	5,230	10	0.75%
Sacramento City Unified School District				7,000	5	1.00%
Los Rios Community College District				6,000	8	0.86%
San Juan Unified School District				5,775	9	0.83%
<b>Total</b>	<b>147,584</b>		<b>22.58%</b>	<b>127,284</b>		<b>18.20%</b>

Source: Sacramento Business Journal





## Appendix

## Appendix

### Glossary of Terms and Abbreviations

#### A

Absenteeism: Relates the total authorized positions to a monthly average of daily absences for sick, on-duty-related injury, and absence without official leave of represented employees. Vacation and holiday leave is not included.

Accessible Service: Buses operating in regular service with wheelchair lifts, kneeling functions or other devices that permit disabled passengers to use the service.

Accessibility: (1) The extent to which facilities are barrier free and useable by disabled persons, including wheelchair users. (2) A measure of the ability or ease of all people to travel among various origins and destinations.

Accidents: (1) *Traffic Accident* - Incident that occurred from a collision of the District's revenue vehicle(s) with another vehicle, person, or object. (2) *Passenger Accident* - Any incident, other than a traffic accident, following which a bus patron receives medical transport from the accident scene.

Accidents per 100,000 Miles: The frequency of collisions and passenger incidents on vehicles occurring per 100,000 miles of transit vehicle travel.

Accountability: The state of being obliged to explain one's actions, to justify what one does. Accountability requires governments to answer to the citizenry to justify the raising of public resources and the purposes for which they are used.

Accounting: The methods and records established to identify, assemble, analyze, classify, record and report a government's transactions and to maintain accountability for the related assets and liabilities.

Accounting Cycle: The accounting steps recurring each accounting period. The cycle begins by recording transactions and proceeds through posting recorded amounts; preparing a trial balance, worksheet, and financial statements; preparing and posting adjusting and closing entries; and preparing a post-closing trial balance.

Accrual Basis of Accounting: A method of keeping accounts that shows expenses incurred and income earned for a given fiscal period, even though such expenses and income have not been actually paid or received in cash.

Accrued Expense: Expenses incurred and recorded during an accounting period for which payment will be made in the future.

Accrued Revenue: Revenue which has been earned and recorded during an accounting period that will be collected in the future.

## Glossary continued

Activity Center: An area with high population and concentrated activities which generate a large number of trips (e.g., CBD, shopping centers, business or industrial parks, recreational facilities (also known as trip generator).

Americans with Disability Act (ADA): Federal law passed in 1990 that prohibits discrimination in service facilities and employment against individuals with disabilities.

ADA Trip Denials: The percentage of trip requests for service that Paratransit cannot provide.

Advertising Revenue: Income from the sales of display advertising on the interior and exterior of RT transit vehicles.

Allocation: Part of a lump-sum budget/appropriation which is designated for expenditure by specific organization units and/or for special purposes or activities.

Alternative Fuel: A liquid or gaseous non-petroleum fuel, used to power transit vehicles. Usually refers to alcohol fuels, mineral fuels, natural gas, and hydrogen.

Amalgamated Transit Union (ATU): The union representing operators and some categories of clerical employees.

American Federation of State, County and Municipal Employees (AFSCME): The union representing transportation supervisors and CBS dispatchers.

American Public Transportation Association (APTA): APTA is the international organization representing over 1,500 organizations of the transit industry. APTA members serve the public interest by providing safe, efficient, and economical transit services and by improving those services to meet national energy, environmental, and financial concerns.

Amortization: The reduction of a debt by making payments in installments or regular transfers, or the money used for this purpose.

Annual Budget: A budget applicable to a single fiscal year.

Appropriation: Authorization granted by the Board of Directors to make expenditure and incur obligations with specific limitations as to amount, purpose, and time.

Assets: Anything owned by a business or individual, which has commercial or exchange value.

## Glossary continued

Authorization: Basic, substantive federal legislation that established or continues the legal operation of federal program agencies, either indefinitely or for a specific period of time

Average Daily Weekday Ridership: The measurement of average weekday passenger boardings. Bus average daily weekday ridership is based on farebox data gathered at the trip level. Light rail average daily weekday ridership is based on two random daily physical ride checks and any other available light rail counts from the given time period (or month).

Average Weekday Boardings: Number of one-way passenger movements (trips) between two points on a single vehicle on all routes on an average weekday.

### **B**

Baseline: Approved estimates of planned project cost and schedule, along with assumptions (e.g., inflation factor) underlying the estimates. These estimates remain unchanged over the life of the project.

Basis of Accounting: A term used to refer to when revenues, expenditures, expenses, transfers, and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the nature of the measurement, on either the cash or the accrual method.

Boarding: The number of one-way passenger movements (trips) between two points on a single vehicle. Synonymous with unlinked passenger trip, rider, or passenger.

Bond: An interest-bearing certificate of debt, usually issued in series by which the issuer (a government or corporation) obligates itself to pay the principal amount and interest at a specified time, usually five years or more after date of the issue. Bonds may be distinguished from promissory notes or other evidences of debt because of their formal execution under seal and certification by a bank or trust company that they are authorized by the Board of Directors.

- *Revenue bond* - Bond issued by a governmental entity with principal and interest payments to be paid solely from earnings from a specific source.

## Glossary continued

### Budget:

1. Any financial plan serving as an estimate of and control over a future fiscal period of operation (includes income and expenditure).
2. Any systematic plan for the utilization of manpower, materials, or other resources.
  - Adopted - Official budget approved by the Board of Directors.
  - Amended - Changes to the Adopted Budget that is formally approved by the Board of Directors.
  - Base - Activities, which support a core level of service.
  - Budget Call - The formal request for upcoming fiscal year financial plans from each Department within the Agency.
  - Capital Budget - The financial plan, which outlines the cost of carrying on activities that relate to/meet the criteria for capitalization. Development of the capital budget includes a decision-making process by which an agency evaluates the purchase/construction of fixed assets.
  - Expense Budget - The financial plan which outlines the costs of carrying on activities that do not meet the criteria for capitalization.
  - General Manager's Recommended Budget - The financial planning document recommended by the General Manager to the Board of Directors.
  - Line Item - Any budget that focuses on items to be bought. May be used to refer to budgeting at the general ledger account level or at the expense category level.
  - Monthly Expenditure - The monthly planned breakdown of the appropriation, which is the basis for monthly status reports and variance analysis. It can be modified according to the delegation of authority as the year progresses.
  - Performance - The level of financial/schedule compliance of accomplished tasks as compared with the Adopted Budget.
  - Posted Budget - The financial plan approved by the Board of Directors, which is then recommended for 60 days of public review and input.
  - Program/Project - A financial plan broken down by individual activities. Program/Project numbers carry forward for the list of the activity. Each Program/Project is included in the RT Adopted Budget.
  - Requested Budget - The financial plans submitted to the Office of Budget by each Department in response to the Budget Call (budget request).

Budget Resolution: The formal statement which, when adopted by the Board of Directors, makes the budget official.

Budgeting: The process of planning future actions in the form of costs and schedules and expressing those plans in a formal manner.

Budget Process: A cycle involving a series of recurrent and continuous planning steps to arrive at a viable financial plan.

## Glossary continued

**Budgetary Control:** The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

### C

**Capital Assets:** The government's general fixed assets, also known as infrastructure, including facilities and major equipment.

**Capital Expenditure:** Outlay of money to acquire or improve capital assets such as buildings or machinery. (See also Capital Project.)

**Capital Maintenance:** Selected vehicle maintenance expenditures on which Federal Transit Administration (FTA) capital grants may be spent.

**Capital Outlay (See Capital Expenditure)**

**Capital Project:** An activity which results in the addition of a tangible asset with a dollar value of \$5,000 or greater and an expected useful life greater than one year, such as property, plant, or equipment used by an organization in its operation. The resultant item is expected to benefit future periods. The process to determine which projects will be added or removed from the Capital Improvement Program (CIP) is administered by the Capital Program Committee (CPC). The CPC is comprised of six Executive voting members. Decisions made by the CPC are presented to the General Manager/CEO for review and approval. Relevant changes are incorporated into the CIP, which is then amended by the Board from time to time. The capital projects are prioritized based on the need and funding availability in five funding tiers:

Tier 0	projects are fully funded
Tier I	high priority projects established by the RT Board that are not fully funded
Tier II	projects are contingent upon revenue being available
Tier III	projects are identified as opportunity-based and are unfunded based upon current revenue projections, but there is potential for State and other funding sources to promote these projects
Tier IV	projects are longer term future projects, planned for completion from 2015 to 2040, contingent upon adequate future revenues becoming available

## Glossary continued

Certificate of Participation (COP): Securities issued by a governmental entity to lease/purchase equipment or real property, which are secured by a lien on the items purchased with the proceeds. Principal and interest payments on COP's are subject to annual appropriation by the issuer. (See also Lease: Financial Lease.)

Charters: Hired bus trips that are not open to the general public.

Circulator (Routes): Routes serving neighborhoods or specific areas.

Commendations Per Million Passengers: Frequency of the total number of commendations received per 1,000,000 passengers served.

Commercial Paper: Short-term unsecured obligations with maturities ranging from 1 to 270 days, typically issued to meet short-term cash flow needs.

Complaints Per Million Passengers: The frequency of the total number of complaints received per 1,000,000 passengers served.

Congestion Mitigation and Air Quality Improvement Program (CMAQ): U.S. Department of Transportation grant program to provide funding for surface transportation and other related projects that contribute to air quality improvements and congestion mitigation.

Contingency: A reserve created to cover the deficiency that might arise in departments where an original appropriation proves inadequate to cover the necessary expenditures.

Contributed Capital: The value of capital projects such as infrastructure improvements built by developers. Ownership of the projects is deeded to the District upon completion. The term may also be used to identify funds received from external sources such as grant agencies to pay for capital improvement projects.

Corridor: A major transportation path through a populated area designated for the implementation or improved travel of mass transit. Such improvements might include preferential treatment and vehicle lane(s) partially or fully separated from pedestrians and/or other vehicle traffic.

Cost Center: A division or unit of business (under a single manager) that incurs costs for an activity or group of activities but does not directly generate revenues.

Cost Per Passenger: The fully allocated cost of providing service, by mode (bus or rail), to a passenger, required by the California Public Utilities Code Section 99246(d), derived by dividing the modal operating expenses by modal ridership.

## Glossary continued

Cost Per Revenue Hour: The fully allocated cost of providing service, by mode (bus or rail), for one revenue vehicle hour, required by the California Public Utilities Code Section 99246(d), derived by dividing modal operating expenses by modal revenue vehicle hours.

Cost Per Revenue Mile: The fully allocated cost of providing service, by mode (bus or rail), for one revenue vehicle mile, derived by dividing modal operating expenses by modal revenue vehicle miles.

Crimes Committed Per Million Passengers: The frequency of crimes reported by transit customers per 1,000,000 riders.

### D

Debt: An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants and notes.

Debt Service: Cash required in a given period, usually one year, for payment of interest and current maturities of principal on outstanding debt.

Department: Mid-level unit of organization structure. Departments usually consist of two or more cost centers whose manager's report to one manager for the department.

Depreciation: The amount or percentage by which fixed assets decrease in value over time, usually one year.

Direct Cost: Costs computed and identified directly with a specific product, job, or function. It usually refers to identifiable costs of raw materials, labor, overtime, etc.

Discretionary: Available for use with some free decision or latitude within certain limitations.

Division: Top-level grouping of departments representing the functions of the District. Reflects the hierarchical breakdown of the organization.

### E

Employee Availability Days: The average number of employee work days per year by employee group (union), derived by dividing the total annual group potential work days by the number of annual group absent work days.

Enterprise Fund: The fund used to finance and account for operations and maintenance of self-supporting facilities and services.



## Glossary continued

Enterprise Resource Planning (ERP): Technology applications that improve enterprise wide decision support and operational efficiency through information integration and process improvement. ERP systems are based on software that integrates information from diverse applications into a common database, and suggest that business processes can be improved by using the built-in best business practices for financial, human resources, purchasing, and other administrative operations.

Environmental Impact Statement (EIS): Study of the impacts of a major project on the environment and surrounding areas, required for any capital construction project for which federal funds are used (see also Preliminary Engineering).

Expenditure: An actual payment or the creation of an obligation to make a future payment for some benefit, item, or service received, which represents a decrease in net financial resources. Expenditures include current operating expenses, requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Expense Category: Any of the six groupings of expenses in the operating budget: salaries and benefits, professional services, materials and supplies, utilities, insurance and liability, and other.

Express (Routes): Routes providing non-stop service from suburban areas to downtown and other employment centers.

### E

Farebox Revenue: Income generated from passengers using transit service. This includes cash deposited in fareboxes, income from the sales of tickets and monthly passes, and revenue from special pass programs.

Farebox Recovery Ratio: The percentage of operating costs paid by transit riders, required by California Public Utilities Code Section 99268.2 and 99268.3, derived by dividing total Bus and Rail fare revenues by total Bus and Rail operating expenses. Purchased Transportation cost and fare revenue are excluded from RT's Farebox Recovery Ratio calculation.

Fare Revenue (See Farebox Revenue)

Favorable Variance: A term characterizing projected cost lower than actual cost, or of actual revenue greater than projected revenue.

Federal: United States Government

## Glossary continued

Federal Transit Administration (FTA): Federal agency responsible for the administration of federal transit programs, including the allocation of grant funds. FTA is a part of the U.S. Department of Transportation.

Financial Analysis: Process of determining significant operating and financial characteristics of an agency from accounting data.

Fiscal Year: The accounting year of an organization. RT's fiscal year is July 1 through June 30.

Final Design: This phase of a project begins after the environmental document is approved. It includes the preparation of detailed engineering plans, specification, and estimates for approved transportation projects in addition to right-of-way acquisition, utility relocation and construction contract advertisement and award.

Financial Forecasting Model: A forecasting tool developed to analyze financial capacity of the District to support alternative future levels of service under various assumptions on revenue growth and cost efficiency.

Finding of No Significant Impact (FONSI): A report issued by the federal government which determines whether or not a proposed action is or is not a major federal action significantly affecting the quality of the human environment within the meaning of the *National Environmental Policy Act of 1969 (NEPA)*.

Fixed Costs: Indirect or overhead expenses of a business that do not vary with the volume of activity.

Fixed Assets: Assets of a business that are central to its operation and are not traded.

Forecast: A reasonable prediction about the future value of a factor such as ridership, economic conditions, or costs.

FTE (Full-Time Equivalent): Numeric equivalent of one person, occupying one employment position for one year (equivalent of 2080 hours).

Full-time Authorized Employee: An employee working full-time or occupying one FTE position.

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

## Glossary continued

Fund Balance: Also known as Net Worth, Retained Earnings or Net Assets, is the difference between what is owned by the entity (Assets) and what is owed by the entity (Liabilities).

### G

Generally Accepted Accounting Principles (GAAP): A widely accepted set of rules, conventions, standards, and procedures for reporting financial information, as established by the Government Accounting Standards Board and the Financial Accounting Standards Board.

Goal: A statement of desirable achievements designed to be accomplished by programs. Goals outline the general direction and purpose of a program.

Government Accounting Standards Board (GASB): An independent, private-sector, not-for-profit organization that—through an open and thorough due process—establishes and improves standards of financial accounting and reporting for U.S. state and local governments. Governments and the accounting industry recognize the GASB as the official source of generally accepted accounting principles (GAAP) for state and local governments.

Government Finance Officers Association (GFOA): An organization whose purpose is to enhance and promote the professional management of governments for the public's benefit by identifying and developing financial policies and practices and promoting them through education, training, and leadership.

### H

Headcount: Compares authorized positions with actual. Performed for full-time authorized, permanent or part-time employees and permanent interns.

High Occupancy Vehicle (HOV): Vehicles containing two or more passengers, depending on local guidelines. Occupancy designations are used on designated auto traffic lanes to encourage car-pooling, ride sharing, or the use of public transportation.

Hub Miles: Represents the total fleet mileage for revenue vehicles based on hub-odometer readings. The mileage information is generated for each coach each day (also see Service Miles).

### I

Indirect costs: Indirect costs represent the expenses of doing business that are not readily identified with a particular grant, contract, project function or activity, but are necessary for the general operation of the organization and the conduct of activities it performs.

## Glossary continued

Infrastructure: A set of interconnected structural elements that provide the framework supporting an entire structure. RT's infrastructure consists of rail lines, stations, etc.

Intelligent Transportation Systems (ITS): Technology designed to improve transit services through advanced vehicle operations, communications, customer service, and market development.

Intergovernmental Agreement (IGA): An agreement between two or more governmental entities regarding joint funding of a project or joint provision of a specific service.

Intern: A student who is in a high school, bachelor's, masters and/or doctoral degree program, and also employed on a part-time basis.

International Brotherhood of Electrical Workers (IBEW): The union representing mechanics and other maintenance employees.

Investment Income: Interest from investing any available working capital.

### J

Job Access and Reverse Commute Program (JARC): Federal Transit Administration grant program to develop transportation services designed to transport welfare recipients and low income individuals to and from jobs and to develop transportation services for residents of urban centers and rural and suburban areas to suburban employment opportunities.

Joint Development: An agreement with a developer to develop transit-compatible uses at a Park-n-Ride or other site owned by RT. Under these agreements, the developer pays RT to make the land available for its use.

Joint Venture (Service): An agreement with an entity (local government or private group) to provide service that would otherwise not have been included in RT's service plan. Under these agreements, the other entity reimburses RT for at least 50% of the marginal cost of providing such service. (See cost share agreement.)

### L

Lease: Contract allowing the use of real estate, equipment, or other fixed assets for a specified time period in exchange for payment. The lesser is the owner of the assets; the lessee is the user. There are four basic types of leases:

- Operating Lease - Lease with a term considerably less than the useful life of the asset, where the lessor handles all maintenance and servicing of the leased property.

## Glossary continued

- Capital Lease - Lease which is listed on the balance sheet as an asset and a liability, and the lessee generally acquires all economic benefits and risks of the leased property.
- Financial Lease - Lease where the service provided by the lessor is limited to financing equipment. All other responsibilities related to possession, such as maintenance and insurance, are borne by the lessee.
- Leveraged Lease - A lease in which the lessor puts up some of the money required to purchase the asset and borrows the rest from a lender. The lender is given a mortgage on the asset and an assignment of the lease and lease payments. The lessee makes payments to the lessor, who makes payments to the lender.

Light Rail: Service using passenger rail cars operating with traction power on fixed rails embedded in city streets or along a separate right-of-way that is not separated from other traffic for much of the way. Passengers are picked up and discharged at fixed locations (stations) located along the tracks.

Light Rail Transit (LRT) (See Light Rail)

Light Rail Vehicle (See Vehicles – Light Rail)

Limited (Routes): Routes serving high-density corridors with less frequent stops than local routes.

Line Item: A term to describe the funds requested and/or appropriated on a detailed or itemized basis, e.g., personal services, travel, low value equipment, outside services.

Local (Routes): Routes operating along major streets within the Sacramento metropolitan area and the cities of Folsom, Citrus Heights and Rancho Cordova, making frequent stops for passengers.

Lost Service Maintenance Road Call: Any service call (on the road) requiring the dispatch of a maintenance service vehicle or the replacement of a defective coach, resulting in a service delay or loss of one minute or more.

## M

Marginal Cost: The additional cost to provide one hour of bus or rail service.

Materials and Supplies (costs): Any cost resulting from the acquisition of materials and supplies, either for operation and maintenance of vehicles and facilities, or for administration.

## Glossary continued

Mean Distance Between Failures: The average miles between mechanical service calls for revenue vehicles in revenue service, derived by dividing the total fleet miles by the total road calls.

Medium Bus: Vehicle approximately 30' in length, with capacity of 28-30 seated passengers. Typically used to transport passengers in local, limited, and circulator service.

Miles (See Service Miles)

Multi-Year Project: A project that requires more than one year to complete.

### N

Net Assets: Total assets minus total liabilities of an individual or company. For a company, also called owner's equity or shareholders' equity or net worth.

New Freedoms: Federal Transit Administration grant program to fund the capital and operating costs of services and facility improvements to address the transportation needs of persons with disabilities that go beyond those required by the Americans with Disabilities Act.

Notice to Proceed (NTP): Formal notification to contractor indicating readiness for work to be scheduled to begin a particular contract.

### O

Object Classification: System of categorizing or classifying obligations or disbursements in terms of the types of services, articles, or items necessary to carry on an activity or program (synonym: expense category).

Objective(s): Quantifiable, measurable statements describing how the stated goals of a program will be reached.

Office of Management and Budget (OMB): One of two divisions within the RT Finance department that is primarily responsible for preparing and monitoring the annual budget and all grants administration and management.

On-Time Performance: Percentage of bus trips leaving their start point or arriving at a destination within specified time parameters:

- Local - Buses should arrive at the time point no more than one minute before, and no more than five minutes after, their scheduled arrival time.

## Glossary continued

- Express and Regional - Buses should arrive at their destination no more than five minutes after their scheduled morning arrival time, and no more than three minutes after their scheduled afternoon arrival time.
- Light Rail - Trains should arrive at their destination stop at the scheduled arrival time.

Operating: Maintaining the ongoing functions of an agency or service. “Operating Assistance” is used to pay for the costs of providing public transit services.

Operating Expense: All operating and administrative expenses incurred conducting the ordinary activities of an enterprise including salaries, low-cost equipment, supplies, outside services, employee benefits, insurance, rent, and taxes.

Operating Cost Recovery Ratio: The ratio of operating revenues divided by eligible costs, including depreciation.

Operating Revenue: Gross income from the operation of the transit service including fares, revenue from joint ventures, and advertising revenues. It does not include interest from securities or non-recurring income from the sale of assets or sales tax revenues.

Operator Complaint: Complaint received from a passenger regarding the conduct of the operator of an RT revenue service vehicle.

Other Expenses: All costs not included in other expense categories of operating costs. Includes such items as leases, travel and training, taxes, and freight.

Other Income: Revenue generated from leasing RT-owned property and air rights, selling RT system route maps, and other miscellaneous activities.

Outside Services (costs): Cost of hiring firms or individuals not employed by RT to perform specific assigned tasks or functions.

Overhead: The production costs not directly traceable to the product or service produced. These costs do not become an integral part of the finished product or service, such as rent, heat, light, supplies, management and supervision.

Overtime: Represented employees may be authorized to work more than an eight-hour day and/or more than forty hours in a seven-day period, and non-exempt salaried employees may be authorized to work more than an eight-hour day and/or more than forty hours in a seven-day period. The overtime pay rate is one and one-half times the normal hourly rate in accordance with the Fair Labor Standards Act.

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## Glossary continued

### P

Paratransit: The comparable transportation service required by the ADA for individuals with disabilities who are unable to use fixed-route service.

Park and Ride: A parking area for automobile drivers who then board vehicles, shuttles or carpools from these locations.

Pass Through to Recipients: The term used to describe the process where grant filings have been done in RT's name on behalf of another agency (recipients). When funds are received by RT as a result of the filing, they are remitted to the recipient agency. The revenue is recorded as revenue to RT and the "pass through to subrecipients" funding is recorded as a non-operating expense.

Passenger (See Boardings)

Peak Vehicles (See Vehicles - Peak)

Performance Measure: A quantitative measurement of activity, e.g., number of vouchers processed daily, number of complaints per 1 million passengers, etc... Normally performance measures are used to judge effectiveness or efficiency.

Permanent Part-Time Employee: A position authorized by the Board of Directors for less than 40 hours per week. To receive benefits the position must be at least half-time (1,040 hours per year). The benefits are prorated according to the equivalent authorization.

Preliminary Engineering (PE): Phase of a major capital project which includes refinements to cost estimates and designs, and includes work required to complete an Environmental Impact Statement (EIS). (See also Environmental Impact Statement.)

Principal: In the context of bonds other than deep-discount debt, the face value or par value of a bond or issue of bonds payable on stated dates of maturity.

Privatization: In general, the provision of government services by private businesses. Specific to the transit industry, the provision of public transit service by private transit companies usually under contract with the public transit agency.

Program: A set of interrelated work, activities or tasks (projects) which, when completed, satisfies a stated objective.

Project: A subset of a program. Discrete work activities or tasks that may involve one or more budget line items folded into jobs, for attaining specific results.



## Glossary continued

Projected: Estimated revenues and expenditures derived by past trends, current economic conditions, and financial forecasts.

Proprietary Funds: Proprietary funds are fund structures used to account for a government's business-type activities.

Public Transit: The provision of general or special transportation service by a public agency to the public on a regular and continuing basis.

Pullout: Scheduled departure of a vehicle from its garage into revenue service.

### Q

Quality Assurance: Steps taken to assure that the end product of a project meets all prescribed technical design specifications and performance criteria.

### R

Record of Decision (ROD): Report issued by the Environmental Protection Agency stating acceptable remedial solutions required in regard to a proposed course of action.

Regional (Routes): Routes connecting outlying areas of the District to downtown Sacramento and other employment centers.

Represented Employee: Any RT employee whose position is represented by the Amalgamated Transit Union (ATU), International Brotherhood of Electrical Workers (IBEW), or the American Federation of State, County, and Municipal Employees (AFSCME) for the purpose of negotiating wages, benefits, and work rules. Represented employees are paid an hourly wage and are subject to work rules and disciplinary procedures agreed to by RT and the respective bargaining groups.

Retained Earnings: In accounting, the portion of net income from a period which is retained by the corporation, rather than distributed to its owners.

Revenue: The receipts derived from or for the operation of transit service including farebox revenue, revenue from other commercial sources, and operating assistance from governments. Farebox revenue includes all income from the sale of tickets, monthly passes, and revenue from special pass programs.

Revenue Service: The time that a revenue vehicle is available to pick up or discharge passengers.

Revenue Vehicles (See Vehicles - Revenue)

## Glossary continued

Ridership: Total number of riders, passengers or boardings.

Risk: Foreseen chance of a future loss or danger; contrasts with uncertainty, which is unforeseen.

### S

Salaried Employee: Any RT employee whose position is not represented, which includes all supervisory and management employees. Salaried employees are paid a yearly salary.

Sales Tax: A tax levied on sales of eligible items within the boundaries of the Regional Transportation District.

Self-Insurance: The level of liability borne by the agency for all third party liability claims and workers' compensation claims before coverage by insurance carriers ensues.

Service Hours: Hours incurred by revenue vehicles from the time the vehicle leaves the garage until it returns to the garage.

Service Miles: Miles incurred by revenue vehicles from the time the vehicle leaves the garage until it returns to the garage.

Small Bus: Vehicle approximately 28' in length, with capacity of 22 seated passengers. Typically used to transport passengers in local, limited, and circulator service.

Station: Location at which a light rail vehicle picks up or discharges passengers.

Stock-out: Situation when a needed part is not available at the time it is needed to repair or maintain a vehicle.

Subrogation: Recovery of part or all of third party insurance settlements.

Subsidy: A grant of money from a government or other organization to an organization, individual, or industrial plan considered beneficial to the public.

Supervisory Control and Data Acquisition (SCADA): A centralized system to control signals, systems, and substations on RT's light rail system. The system also provides real-time train location data to a control center.

Support Vehicles (see Vehicles - Support)

Swap: An agreement through which two parties agree to exchange periodic interest payments. In its most common variation, one party agrees to pay the other a fixed rate of interest in exchange for the receipt of floating rate payments (and vice versa).

## Glossary continued

### I

Temporary Employee: An employee obtained through an authorized temporary employment agency. Temporary employees' salaries are budgeted and charged to User Departments in the budget

Ticket Vending Machines (TVM): Automated sales units which vend fares for light rail service routes.

Tort: A legal term that means a civil wrong, and can be a criminal wrong, that is recognized by law as grounds for a lawsuit. Unlike voluntarily assumed obligations on the parties created through a contract, the duties imposed under tort law are mandatory for all citizens in that jurisdiction.

Transit Bus: Vehicle approximately 40' in length, with capacity of 42 seated passengers. Most commonly used bus for transit service, including local, limited, express, and special services.

Transit Center: Facility designed to facilitate transfers between buses, that do not provide parking for transit users.

Transit Oriented Development: A program to work with municipalities to promote development of transit compatible uses near rail stations, Park-n-Rides, and transit centers.

Transportation Infrastructure Financing and Innovation Act (TIFIA): A loan and loan guarantee authority allowing the Federal Transit Administration (FTA), the Federal Highway Administration (FHWA), and the Federal Railroad Administration (FRA) to provide loans and loan guarantees for up to 33 percent of a major project's construction costs. Loans are made at U.S. Treasury rates, and may be repaid over as long as 40 years.

Trip: Movement of a passenger from one point to another. There are two types of trips:

- Linked - One way movement regardless of the number of vehicles used from origin to final destination.
- Unlinked - One way movement between two points using one vehicle.

### U

Unallocated: Not appropriated for a specific purpose.

Uncontrollable Cost: The amount of cost which cannot be controlled within a given period of time. In general, cost not varying with volume, efficiency, choice of alternatives or management determinations.

## Glossary continued

Unfavorable Variance: A term characterizing projected cost greater than actual cost, or of actual revenue less than projected revenue.

Urban Land Institute (ULI): A non-profit organization that provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. RT's Planning and Real Estate departments often consult ULI's best practices as part of their project planning.

### V

Vacancy Savings: Economic conditions resulting when authorized positions are not filled or are filled at an amount which is less than budgeted.

Variance: The difference between planned costs and actual costs.

Variable Cost: Cost that fluctuates with the level of operational activity.

### Vehicles:

- Light Rail - Vehicle with overhead catenary power operating on tracks. May be connected to other vehicles and operated as a train.
- Peak - Greatest number of vehicles in revenue service during a given day.
- Revenue - Vehicles used to transport passengers.
- Spares - Active vehicles not needed to cover peak requirements.
- Support - Vehicles used for purposes other than to transport passengers, including supervisors' cars, service trucks, and in-plant equipment.

### W

Working Capital: Current and restricted assets, net of materials and supplies, less current liabilities other than current year principal payments on long-term debt.



## List of Acronyms

AAP	Affirmative Action Plan
ACA	American Compensation Association
ADA	Americans with Disabilities Act
AD&D	Accidental Death & Disability
AEA	Administrative Employee Association
AFSCME	American Federation of State, County & Municipal Employees
ALJ	Administrative Law Judge
APC	Advanced Process Control
APTA	American Public Transit Association
ATP	Active Transportation Program/Plan
ATU	Amalgamated Transit Union
AVL/MDT	Automatic Vehicle Locator and Mobile Data Terminal
BFMP	Bus Fleet Management Plan
BMF2	Bus Maintenance Facility 2
BRT	Bus Rapid Transit
CAFR	Comprehensive Annual Financial Report
CARB	California Air Resources Board
CBD	Central Business District
CBS	Community Bus Service
CCO	Contract Change Order
CCJPB	Capitol Corridor Joint Powers Board
CDG	Community Design Grant
CHSRA	California High Speed Rail Authority
CIP	Capital Improvement Program
CMAQ	Congestion Mitigation and Air Quality Improvement Program
CNG	Compressed Natural Gas
COP	Certificate of Participation
CPC	Capital Program Committee
CSUS	California State University, Sacramento
CTC	California Transportation Commission
CTEP	Countywide Transportation Expenditure Plan (Measure A)
CPTED	Certified Crime Prevention Through Environmental Design
CRC	Consumers River College
DART	Disaster Assistance Response Team
DAT	Drug and Alcohol Testing
DDA	Disposition Development Agreement
DEIS	Draft Environmental Impact Statement
DMV	Department of Motor Vehicle
DNA	Downtown-Natomas-Airport project
DHS	Department of Homeland Security
EA	Environmental Assessment
EEO	Equal Employment Opportunity
EIS	Environmental Impact Statement
EIR	Environmental Impact Report
EMT	Executive Management Team

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## List of Acronyms continued

ERP	Enterprise Resource Planning
ESC	Entertainment and Sports Center
ESS	Employee Self Service
FEIS	Final Environmental Impact Statement
FMLA	Family and Medical Leave Act
FONSI	Finding of No Significant Impact
FFGA	Full Funding Grant Agreement
FSA	Flex Spending Account
FTA	Federal Transit Administration
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GM/CEO	General Manager/Chief Executive Officer
HOV	High Occupancy Vehicle
IBEW	International Brotherhood of Electrical Workers
ICS	Integrated Communication System
IOD	Irrevocable Offers of Dedication
JARC	Jobs Access and Reverse Commute
JET	Job Evaluation Team
JPA	Joint Powers Authority
KPI	Key Performance Indicator
LILO	Lease In Lease Out
LOA	Leave of Absence
LRT	Light Rail Transit
LRV	Light Rail Vehicle
LSS	Limited Stop Express Services
LTF	Local Transportation Fund
LTD	Long-Term Disability
MAC	Mobility Advisory Council
MAP-21	Moving Ahead for Progress in the 21 <sup>st</sup> Century Act
MCEG	Managerial and Confidential Employees Group
MIS	Management Information System
MRO	Medical Review Officer
MTP	Metropolitan Transportation Plan
NEC	Northeast Corridor Project
NEO	New Employee Orientation
NEPA	National Environmental Policy Act
NIMS	National Incident Management Service
NTD	National Transit Database
NTP	Notice to Proceed
OCIP	Owner Controlled Insurance Program
OPS	Operations
PBID	Property and Business Improvement District
PE	Preliminary Engineering
PPO	Preferred Provider Organization

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## List of Acronyms continued

PTA	Public Transportation Account
QDRO	Qualified Domestic Relations Order
RAMP	Real Estate Acquisition Management Plan
RFP	Request for Proposal
RFQ	Request for Quotation
ROW	Right-of-Way
RT	Regional Transit
RTPS	Regional Transit Police Services
SABA	Sacramento Area Bicycle Advocates
SACOG	Sacramento Area Council of Governments
SCS	Sustainable Community Strategy
SEMS	Standardized Emergency Management System
SHP	Sexual Harassment Prevention
SHRA	Sacramento Housing Redevelopment Agency
SILO	Sale in Lease Out
SITF	Sacramento Intermodal Transportation Facility
SJJPA	San Jose Joint Powers Authority
SMAQMD	Sacramento Metropolitan Air Quality Management District
SOP	Standard Operating Procedure
SPD	Summary Plan Description
SRTP	Short Range Transit Plan
SSCP2	South Sacramento Corridor Phase 2
STA	Sacramento Transportation Authority
STA	State Transportation Assistance
STIP	State Transportation Improvement Program
TAP	TransitAction Plan
TCRA	Traffic Congestion Relief Act
TCRT	Transit Crime Reduction Team
TCRP	Traffic Congestion Relief Program
TDA	Transportation Development Act
TMP	Transit Master Plan
TOD	Transit Oriented Development
TSI	Transportation Security Incident
TVM	Ticket Vending Machine
ULI	Urban Land Institute
VTT	Verification of Transit Training



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