



Fiscal Year 2025 Budget

For the period of July 1, 2024 to June 30, 2025



1102 Q Street, Suite 3000, Sacramento, CA 95811 • 916.321.2800 • sacrt.com



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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 2025 (FY 2025). The lingering impacts of the COVID-19 pandemic, and global economic uncertainties and inflation, have represented a significant challenge to SacRT and public transit across the nation. However, with strategic planning efforts emphasizing safety and customer first initiatives, improvements in innovation, focused services, and cost control measures, SacRT has created a blueprint to guide us through recovery. This budget represents our commitment to these goals and our continued efforts to further improve mobility, equity, social justice, and help address climate change in the Sacramento region.

Strategic Plan

SacRT continues to engage in our iterative metric review process outlined in the Strategic Plan to promote continuous improvement in our processes and service delivery. Adopted in October 2021, SacRT's Strategic Plan for Fiscal Years 2021-2025, drives SacRT's strategic priorities: Operational Excellence, Customer Satisfaction, Employee Community Value, and Employee Engagement.

Goals and tactics have been thoughtfully developed and measured on a quarterly basis to align directly with one of the four strategic priorities that have successfully guided our work over the last fiscal year. The new strategic plan introduced SacRT's performance scorecard, with quarterly metrics, tactics, and milestones for achieving SacRT's goals and will continue to serve as the guiding vision for post-pandemic strategic success. SacRT strives to balance the delivery of high-quality customer experience with value to taxpayers, and the Strategic Plan offers a platform from which the agency takes aim at these two high level aspirations. Here is the breakdown of the four guiding principles:

- **Customer Satisfaction:** Ensuring that SacRT customers have access to high quality mobility options that they actively and increasingly use is a priority for SacRT. SacRT wants to ensure that the system provides customers with mobility options that get them where they want to go, when they want to go there.
- **Operational Excellence:** SacRT is dedicated to providing innovative mobility solutions and developing and implementing programs that provide best in class service that puts customers first. As public transportation service continues to evolve, SacRT is committed to providing the highest standards in transportation by implementing industry best practices and ensuring clean, safe, reliable and convenient service for our customers.
- **Community Value:** SacRT is committed to expanding regional partnerships and providing excellent public transit service to promote SacRT as our region's premier public transit agency. SacRT will continue to promote programs and incentive options that will encourage more people to try transit, build our ridership, demonstrate our value and economic impact as a community partner, and educate the public about the benefits of transit and how local funding is important to create a world-class public transit system.

General Manager/CEO's Budget Message continued

- **Employee Engagement:** SacRT is dedicated to providing a positive and collaborative workplace that enables us to build a strong workforce of highly satisfied and performing individuals. SacRT recognizes that the work employees do every day, in every single position, has a potentially significant impact on the quality of life in the Sacramento region. SacRT employees are foundational to the success and SacRT is committed to hiring the best people and supporting them throughout their careers at SacRT.

Light Rail Modernization Project

As part of SacRT's \$610 million Light Rail Modernization Project, which includes new vehicles, station enhancements, and additional track to improve headways and reliability, SacRT has awarded a contract to Siemens Mobility in Sacramento to manufacture up to 76 new low-floor light rail vehicles.

SacRT is leveraging federal and state funding sources to transition to a fully low-floor light rail fleet. These new vehicles will feature level boarding at every doorway, wider aisles, and enhanced accessibility for passengers with disabilities, strollers, bicycles, and other mobility devices. In October 2024, the California State Transportation Agency (CalSTA) awarded SacRT \$29 million in grant funding through the Transit and Intercity Rail Capital Program (TIRCP). Combined with \$84 million from other state and federal sources, this funding will replace aging high-floor vehicles with state-of-the-art S700 low-floor vehicles. SacRT currently has an order for 45 new trains, with the first 20 already in service on the Gold Line. Combined with other state and federal funds, this grant funding will assist with the purchase of 14 additional new low-floor light rail vehicles, bringing our total to 59. That brings the total amount awarded to \$354 million.

In addition, the TIRCP award will also convert 17 of the 19 light rail stations along the Blue Line to accommodate the height requirement of the new low-floor light rail vehicles, making the system more accessible by eliminating the need to climb stairs to board the vehicles. With this funding, SacRT now has enough money to complete our necessary station conversions. The project also includes the construction of two new stations: Dos Rios Station on the Blue Line and Horn Road Station in Rancho Cordova. Dos Rios Station will enhance connectivity to the Twin Rivers-River District and Mirasol Village, a community featuring 427 low-income and market-rate housing units. Horn Road Station will close a 2.5-mile service gap along the Gold Line, improving access to nearby libraries, parks, and the American River.

Folsom-15 Double Tracking Project

SacRT broke ground on the Folsom-15 Double Tracking Project, which will add double tracks along the last seven miles of the Gold Line between Sunrise and Historic Folsom Stations. The existing single-track configuration restricts service to 30-minute intervals, but double tracking will enable 15-minute service frequencies. Construction is expected to be completed by early 2025.

General Manager/CEO's Budget Message continued

Cal-ITP Fare Technology Integration

Cal-ITP fare validation equipment will be installed on all SacRT buses and integrated with Scheidt & Bachmann fare vending machines at 54 light rail stations, streamlining ticket purchasing and validation for a better customer experience. This transition to digital fare technology, in partnership with CCJPA, will simplify fare payments and transfers between SacRT and Capitol Corridor trains, with plans to expand this system to other regional rail services like ACE and San Joaquins.

New Hydrogen Fueling Station and Upgraded Bus Facility at McClellan Park

SacRT is leading the charge toward a greener future with our latest initiative: Zero-Emission Buses, Fueling, and Workforce Development Project. Since 2018, SacRT has been dedicated to achieving a fully zero-emission fleet by 2040. As part of this commitment, we are transforming our bus maintenance facility (BMF-2) at McClellan Park into a state-of-the-art zero-emission maintenance facility. Central to this transformation is the introduction of northern Sacramento's first hydrogen fueling station, a crucial step toward reducing our carbon footprint and improving air quality in our community.

In July 2024, the Federal Transit Administration announced that SacRT is receiving \$76.8 million in Capital funds from the Low or No Emission Grant program to purchase new hydrogen fuel cell buses to replace older buses, modernize a bus maintenance facility and initiate a workforce development program. This is the third highest award in this major grant category across the nation places SacRT at the forefront of sustainable transportation innovation in California's capital region.

In addition, SacRT received \$10 million from SB125 provided by the Sacramento Area Council of Governments (SACOG) and \$7.5 million from HVIP by California Air Resources Board (CARB), which are utilized as local match, bringing SacRT's available funds to \$94.3 million. With an additional \$3 million from the Sacramento Metropolitan Air Quality Management District and \$4 million from the EnergIIZE Fund from the California Energy Commission that we anticipate securing, our total funding amount will be approximately \$102 million.

The project, supported by this grant, underscores SacRT's commitment to creating jobs, enhancing service reliability, and improving air quality as part of its ambitious goal to convert the entire bus fleet to zero emissions (ZEB) by 2040. With this grant funding, SacRT plans to construct the first hydrogen facility in the capital region and convert the bus fleet service in northern Sacramento's disadvantaged communities to ZEBs by 2028.

General Manager/CEO's Budget Message continued

Key components of the grant project include:

- **Hydrogen Fuel Cell Buses:** Acquisition of 29 state-of-the-art hydrogen fuel cell buses to replace older models, offering a cleaner, more efficient transportation option for Sacramento area residents.
- **Maintenance Facility Modernization:** Upgrades to SacRT's bus maintenance facility at the McClellan Business Park, ensuring it is equipped to support the new hydrogen fuel cell buses and other future zero-emission vehicles.
- **Workforce Development Program:** Launch of a robust workforce development program aimed at equipping current and future employees with the skills needed to maintain and operate the new zero-emission fleet.

This project is made possible through strong partnerships with California Air Resources Board (CARB), Sacramento Area Council of Governments (SACOG), Sacramento Metropolitan Air Quality Management District (SMAQMD), Center for Transportation and the Environment (CTE), New Flyer of America (New Flyer), American River College (ARC), Clean Cities Coalition (CCC), and the County and City of Sacramento.

The project aligns with SacRT's broader strategy to enhance public transportation infrastructure, create new job opportunities, and ensure a cleaner environment for the Sacramento community. As SacRT works towards the 2040 zero-emission goal, this grant represents a major milestone in providing safe, reliable, and environmentally friendly public transportation options.

RydeFreeRT

In 2019 SacRT was also the first transit agency in the nation to implement an unrestricted system-wide fare-free transit program, called RydeFreeRT, for over 320,000 eligible students in transitional kindergarten through 12th grade, including foster and homeless youth.

In FY 2024, SacRT estimated over 4.2 million student boardings as part of the RydeFreeRT program. Prior to the pandemic, SacRT was carrying approximately 1.7 million students annually meaning that total student ridership has more than doubled since the onset of the fare-free program. Through the RydeFreeRT program, SacRT is not only increasing ridership today, but creating life-long transit riders and advocates while supporting families and working parents. SacRT's school district partners often speak to the direct impact of the program in combatting school absenteeism.

General Manager/CEO's Budget Message continued

Dos Rios Light Rail Station

The Dos Rios Light Rail Station on the SacRT Blue Line at North 12th Street in the City of Sacramento has been envisioned for many years as a part of the City of Sacramento Transformation Plan and TOD Plan for the Twin Rivers-River District. The Project is a partnership between the City of Sacramento, Sacramento Housing and Redevelopment Agency (SHRA), and SacRT. The Twin Rivers Redevelopment Zone is in Sacramento's River District, an industrial area that is transforming into a major infill development opportunity area. Since 1990, the City of Sacramento has targeted the River District and the adjacent Railyards for reinvestment and revitalization. SHRA's new Mirasol Village offers a total of 427 units for low-income residents with additional market rate units also available. The vision for the historically isolated area includes full connectivity to transit, employment centers, services, retail, and cultural amenities, creating a vibrant gateway to downtown Sacramento.

The project's total cost is estimated at \$43 million and is included in SacRT's FY 2024 Capital Plan. Between 2018 and 2022, SacRT secured \$23.8 million in funding. In 2024, SacRT received an additional \$12.5 million through TIRCP Cycle 7 and SB 125 awards. SacRT continues to seek state and federal funding to address potential cost overruns. Construction is scheduled to begin in January 2025 and conclude by late fall 2028.

Horn Road Light Rail Station and Complete Streets Improvements

SacRT, in partnership with the City of Rancho Cordova and Sacramento County, is advancing "complete streets" improvements along Folsom Boulevard to enhance safety and accessibility for pedestrians and cyclists near the planned Horn Road Light Rail Station. The project includes a new Class IV bike trail which will provide a direct connection from the station to the American River Bike Trail and other regional pathways.

Through the Cycle 7 TIRCP award, SacRT secured \$6 million for this project. To fully fund construction, SacRT is actively seeking an additional \$13 million in state and federal grants, leveraging a committed \$4 million in local matching funds.

General Manager/CEO's Budget Message continued

Construction on SacRT's Watt/I-80 Transit Center Improvement Project

On July 18, 2024, SacRT celebrated a significant milestone with a groundbreaking event marking the start of construction on the Watt/I-80 Transit Center Improvement Project. This ambitious project aims to enhance safety, accessibility, and overall customer experience at one of the region's largest transit hubs. SacRT recently invested millions into the transit center, including upgrading the two elevators, and will invest \$26 million in the new improvements over the next two years.

Construction begins with modifications to the bus lane at the light rail station. While riders will notice construction activities, bus stops will remain unaffected until mid-August 2024. Drivers can expect lane closures on Watt Avenue as crews work on replacing the Watt Avenue median, though access to bus stops on the top level of the Transit Center will remain open during the initial construction stage. The project is expected to be completed in early 2026, promising a transformed transit hub that better serves the needs of SacRT riders and the surrounding community.

These projects highlight SacRT's commitment to providing safe, reliable, and accessible transit while fostering community development and sustainability throughout the Sacramento region.

Real Estate

SacRT continues to progress transit-oriented community (TOC) investments, station activation, property dispositions, revenue licenses, easements and mobility hub creation that encourages transit use and potentially increases our ridership, while also improving community safety and quality of life, generating over \$6.8M in dispositions in the past five years and almost \$350K in annual revenues this year. In addition, SacRT is taking advantage of opportunities to convert underutilized properties into infill housing projects, while also securing grant funding for transit improvements.

In 2019, SacRT sold surplus property to Community Housing Works, which opened as the Salvator Apartments in 2023, winning several awards: 2024 "Equitable Development" award from the national Urban Land Institute and the Sacramento Housing Alliance 2024 "TOD of the Year". Featuring 120 affordable units adjacent to the Royal Oaks Light Rail Station, the project has been a catalyst for neighborhood revitalization and smart growth, and provides affordable housing options for the local workforce, families, seniors, and veterans. In the same neighborhood, SacRT worked with Bridge Housing to provide easements and won a grant to support construction of 124 affordable housing units on State-owned surplus property adjacent to the Arden/Del Paso Transit Center.

General Manager/CEO's Budget Message continued

On July 24, 2023, the SacRT Board of Directors adopted a resolution declaring SacRT's Midtown Administrative Complex Properties as surplus, which included nine parcels (1.88 acres total). In January 2024, SacRT issued a Notice of Availability to the California Department of Housing and Community Development's (HCD) Affordable Housing Developer list and public agencies. On November 18, 2024, the Board of Directors approved a Purchase and Sale Agreement for 304+ affordable units to be built in three phases, and a \$0 lease-back to SacRT for up to 10 years to continue to occupy the Administration Building at N Street to provide adequate time to look for or build out a new campus. The final Purchase and Sale Agreement for the properties and lease-back are valued at over \$18 million. Besides creating needed housing in the community, SacRT's disposition of surplus property also reduces property maintenance costs, taxes, and liabilities for the agency.

SacRT's efforts to activate stations also has included leasing parking lots for weekly farmers markets, revenue generating parking and EV charging, and hosting of cultural events and job fairs. The farmers markets attract over 150,000 annual attendees and a recent Autumn Lantern Festival drew 6,000 attendees to the Franklin Station in one day.

SB125 Transit Funding

SacRT, along with the California Transit Association advocated for additional transit funds in the state budget to address ongoing operational shortfalls brought on by the pandemic. The successful effort secured \$5.1 billion in one time funding for transit agencies. In Fiscal Year 2024-2025 SacRT will receive \$60.6 million of these funds to support transit operations.

Operating Budget

The FY 2025 Operating and Capital budgets were approved by SacRT's Board of Directors on June 10, 2024. Both are conservative budgets that control costs but provide resources necessary for SacRT to continue to enhance operations and quality of service. The Operating Budget was balanced with revenues equal to expenses of \$267 million, which is 7.0% greater than the previous fiscal year. SacRT is continuously evaluating current services to ensure resources are allocated in the most efficient and effective manner.

Capital Budget and Program

The FY 2025 Capital Budget of \$1.9 billion is \$192.1 million less than it was in FY 2024. This is due to the completion of projects funded in prior year budgets and cost savings identified for others. Major projects in FY 2025 include bus replacement and expansions, light rail system modernization and expansion, and new fare technologies. SacRT will continue to aggressively pursue additional funding for our Capital Program, ensuring that projects are completed on time and on budget.

General Manager/CEO's Budget Message continued

Outlook

This budget and associated plan are SacRT's commitment to provide exceptional service to the people of the Sacramento region. There are many unknowns as the lingering effect of the pandemic continues to raise unprecedented challenges to communities, impacting budgets, business, and quality of life everywhere. However, due to strong fiscal policies and visionary leadership from the SacRT Board of Directors, I am confident SacRT has emerged from the pandemic stronger and nimbler than before. SacRT will accomplish this through regional leadership and by providing quality service in a respectful, innovative, and sustainable manner. SacRT will continue to focus on customer service and provide safe, clean, and reliable transportation service that meets the needs of an increasingly mobile region. To prepare for future needs, SacRT will build and continuously develop a highly skilled transportation workforce and will continue to challenge itself to be a leader in providing mobility options for our community.

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

Acknowledgements

The preparation of this budget has more than ever been a collaborative effort involving every member of the Executive Management Team, various Department heads, and the Office of Management & Budget. SacRT staff acknowledge and appreciate the guidance and leadership of the SacRT Board of Directors.

Sincerely,



Henry Li
General Manager/CEO





Board of Directors

Board of Directors

SacRT Board of Directors



Patrick Kennedy
Chair
County of Sacramento



Rick Jennings II
Vice Chair
City of Sacramento



Rod Brewer
City of Elk Grove



Linda Budge
City of Rancho Cordova



Patrick Hume
County of Sacramento



Lisa Kaplan
City of Sacramento



Mike Kozlowski
City of Folsom



Cally Maple
City of Sacramento



Phil Serna
County of Sacramento



Bobbie Singh-Alien
City of Elk Grove



Mai Vang
City of Sacramento

Alternates

YK Chalamcherla
City of Folsom

David Sander
City of Rancho Cordova

Tim Schaefer
City of Citrus Heights

Darren Suen
City of Elk Grove

Budget Adoption Resolution

RESOLUTION NO. 2024-06-060

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

June 10, 2024

ADOPT THE FY 2025 OPERATING AND CAPITAL BUDGETS

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

THAT, the Board of Directors 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 2025 Operating Budget of \$267.1M and revised Capital Budget of \$1.857B as set forth in attached Exhibit A, are hereby approved.

DocuSigned by:

PATRICK KENNEDY

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PATRICK KENNEDY, Chair

ATTEST:

HENRY LI, Secretary

DocuSigned by:

Tabetha Smith

By:

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Tabetha Smith, 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, 2023. 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 seventeenth 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 Transit District
California**

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morill
Executive Director

Budget Presentation Award continued



**The Government Finance Officers Association
of the United States and Canada**

presents this

CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION

to

Casey Courtright

Director, Office Management & Budget
Sacramento Regional Transit District, California



The Certificate of Recognition for Budget Preparation is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit achieving a Distinguished Budget Presentation Award. The Distinguished Budget Presentation Award, which is the highest award in governmental budgeting, is presented to those government units whose budgets are judged to adhere to program standards.

Executive Director

Christopher P. Morill

Date:

3/11/2024



Executive Management Team

Executive Management Team

SacRT Executive Management Team

 Henry Li General Manager/CEO	 Shelly Valenton Deputy General Manager/ CEO	 Chris Flores Chief of Staff/ VP Real Estate	 Laura Ham VP of Planning, Grants & Procurement
 Lisa Hinz VP of Safety, Security, Customer Satisfaction and Facilities	 Henry Ikwut-Ukwa VP of Capital Programs	 Jason Johnson VP of Finance/ Chief Financial Officer	 Blanca Salcedo VP of Operations
 Devra Selenis VP of Communications and Partnerships	 David Topaz VP of Employee Development and Engagement		

Management & Budget Team

Grants and Capital Programming

Wondimu Mengistu

Director, Grants and Capital Programming

Joe Paglieroni

Senior Grants Analyst

Carol Cherry

Senior Grants Analyst

Qin Huang

Senior Grants Analyst

Office of Management and Budget

Casey Courtright

Director, Office Management and Budget

Nadia Mokhov

Senior Financial Analyst

Judy Wong

Senior Financial Analyst

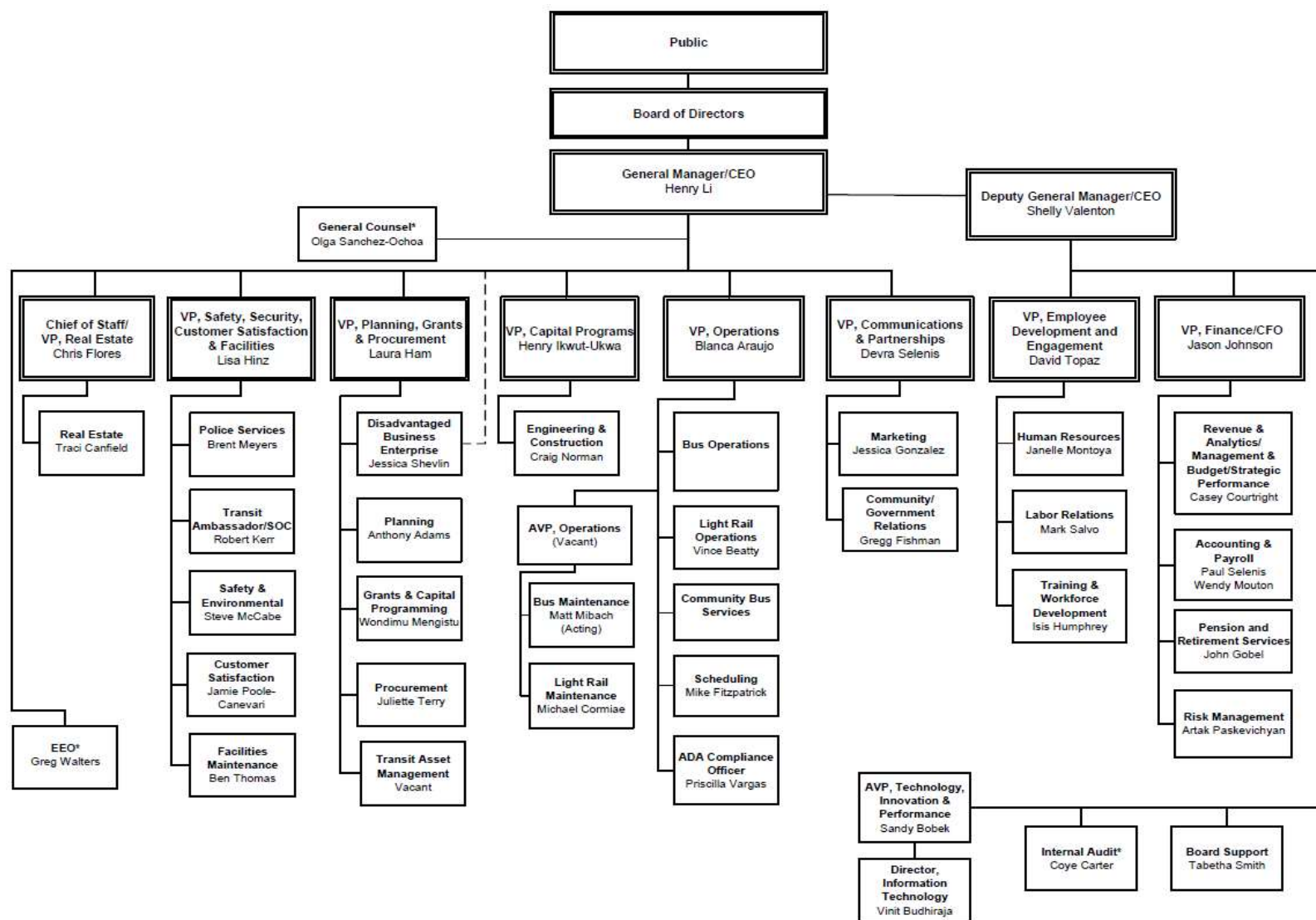




Organizational Structure



Sacramento Regional Transit District Organizational Structure



Effective December 1, 2024

*Dotted line to the Board of Directors



District Overview

District Overview

District Profile

The Sacramento Regional Transit District (SacRT) 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



District Profile continued

Population

The Sacramento Area Council of Governments (SACOG) estimates population increases in Sacramento County (25.2%) and the six-county region (29.9%) through 2035.

	2020	2035	Changes	%
Sacramento County	1,585,055	1,983,967	398,912	25.2%
Six-County Region ¹	2,578,590	3,348,641	770,051	29.9%

¹ Sacramento, El Dorado, Placer, Sutter, Yolo, and Yuba counties
Source: 2020 from SACOG Census ACS 5-yr estimates.
2035 from SACOG, 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.

	January	July	Annual Average
Average High	55	94	74
Average Low	41	61	49
Average Precipitation	4.2"	0.1"	18.0"
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

Highlights

Sacramento Regional Transit District	Constructs, operates, and maintains a comprehensive mass transportation system that serves Sacramento County, Citrus Heights, Carmichael, Fair Oaks, Elk Grove, Folsom and Rancho Cordova.
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Bus Service	
Power	CNG, Diesel, Gasoline, Electric
Routes	82
Schedule	4:59 am to 11:15 pm daily
Stops	3,100+
Vehicles	40' Buses - total 245: CNG – 231, Diesel – 5, Electric -9 Shuttles – total 73: CNG – 35, Gas – 29, Electric - 9
Annual Ridership	7,844,812

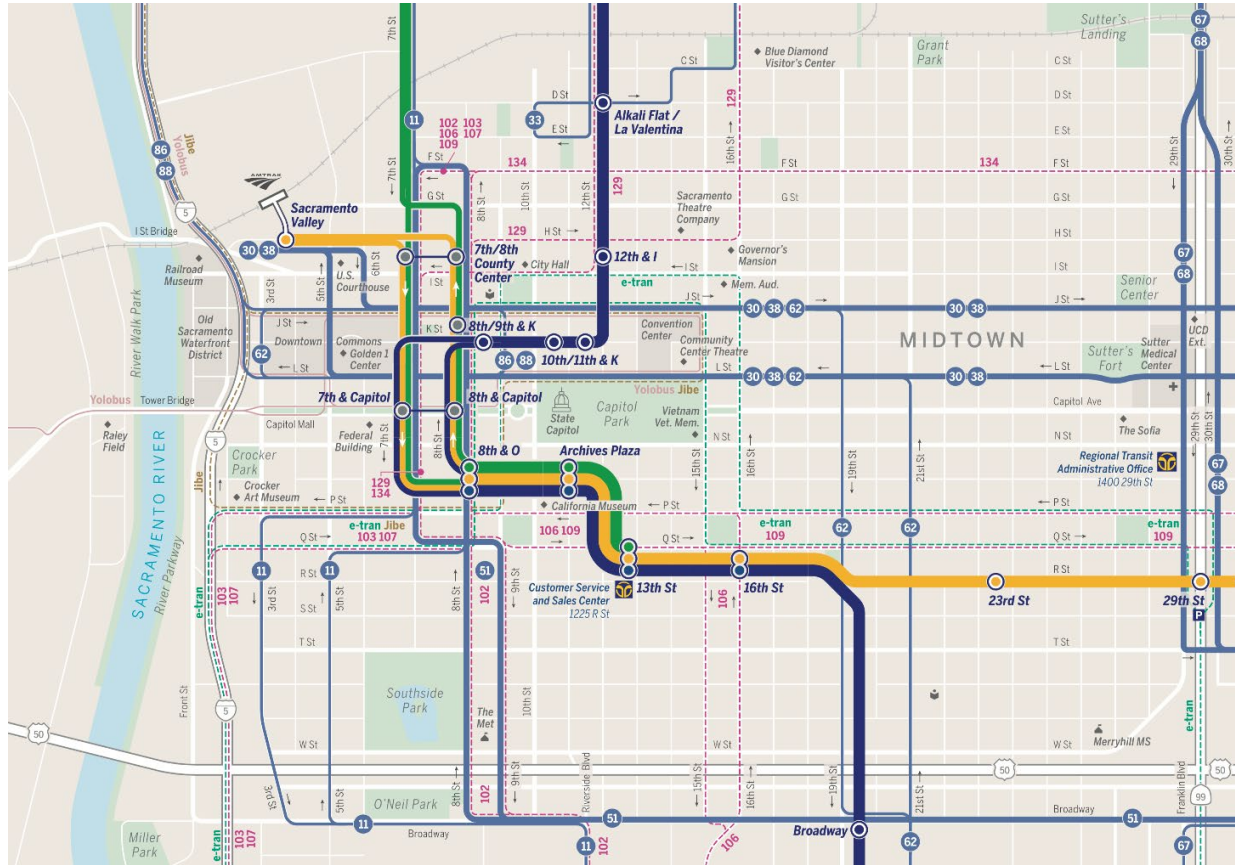
Light Rail Service	
Power	Electrical
Miles	44.9
Schedule	3:49 am to 12:59 am daily
Stops	52
Vehicles	36 Siemens (U2) 40 CAF 20 Siemens S700 (will be in service in FY25)
Annual Ridership	5,076,094

Paratransit	
ADA Passenger Trips Provided	360,000
ADA Vehicle Revenue Miles	2,960,000
Vehicles	120

Passenger Amenities/ Customer Service	
Transfer Centers	32
Park & Ride	22
Annual Customer Service Calls	260,434
Customer Info Line	(916) 321-2877
Website	www.sacrt.com

History	
Apr 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
Sep 1998	Completed the first light rail extension to Mather Field/Mills Station along the Gold Line corridor
Sep 2003	Opened the South Line, extending light rail to South Sacramento
Jun 2004	Extended light rail from Mather Field/Mills to Sunrise Boulevard
Oct 2005	Extended light rail from Sunrise Boulevard to Folsom, including four new stations
Dec 2006	Extended light rail from downtown Sacramento to Sacramento Amtrak station
Jun 2012	Opened the Green Line, connecting downtown Sacramento to the River District
Sep 2015	Extended light rail from Meadowview to Cosumnes River College
February 2018	Started Microtransit/SmarRT Ride services
January 2019	Annexed Citrus Heights and Folsom services
July 2019	Started Elk Grove services under contract and the launch of RydeFree
June 2020	Started SacRT Go paratransit service in-house
July 2021	Annexed Elk Grove services
Sep 2024	Launched the new S700 Light Rail vehicles

Downtown Sacramento Service Area Map (Shaded area from prior page)



Legend

SacRT Transit Services

Light Rail





-  **Blue Line**
Meadowview–Watt/I-80
-  **Green Line**
13th–Richards/Township 9
-  **Gold Line**
Downtown–Folsom
-  **Light Rail Station**

Bus

-  **Local bus service**
Standard local service,
usually every 30-60 mins
-  **Peak-only bus service**
Commuter-hour service
to major employment centers
-  **SmaRT Ride service area**
On-demand, rideshare service

Other Services

Municipal bus and shuttle services
within Sacramento County:







-  **Elk Grove e-tran**
-  **Folsom Stage Line**
-  **Rancho Cordova**
-  **North Natomas Jibe**

A solid line indicates local service
A dashed line indicates part-time service

Long Distance Trains

-  **Amtrak**
-  **Rail Station**

Places & Connections

-  **Park & Ride Lot**
-  **Transit Center**
-  **School**
-  **Hospital/Clinic**
-  **Point of Interest**
-  **Library**

Effective September 8, 2019



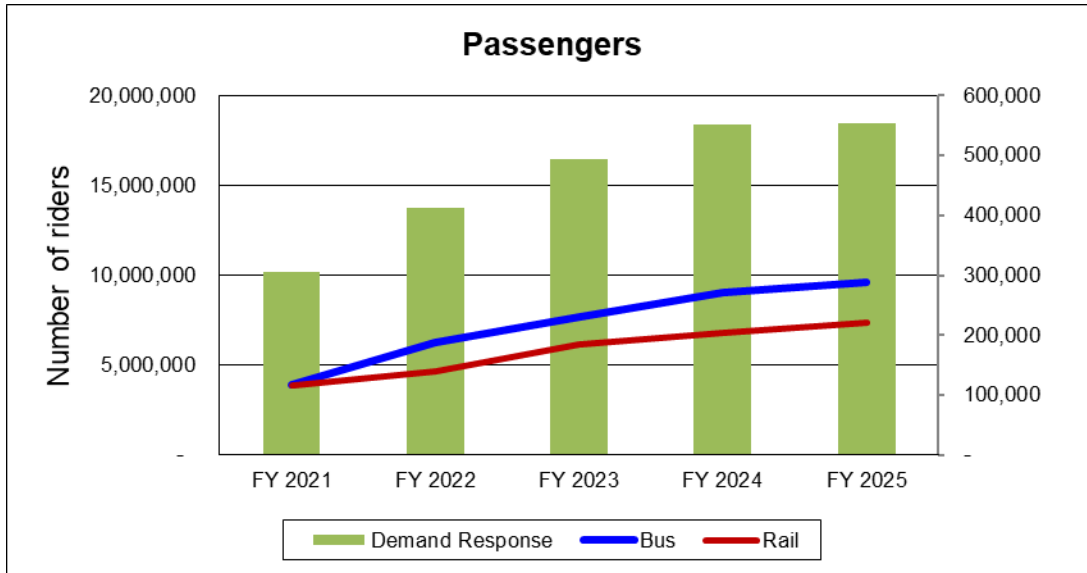
Sacramento Regional Transit

Origin-Destination Survey

Final Report - March 2023

[Microsoft Word - 2023 OD Survey Report for web \(sacrt.com\)](#)

Trends



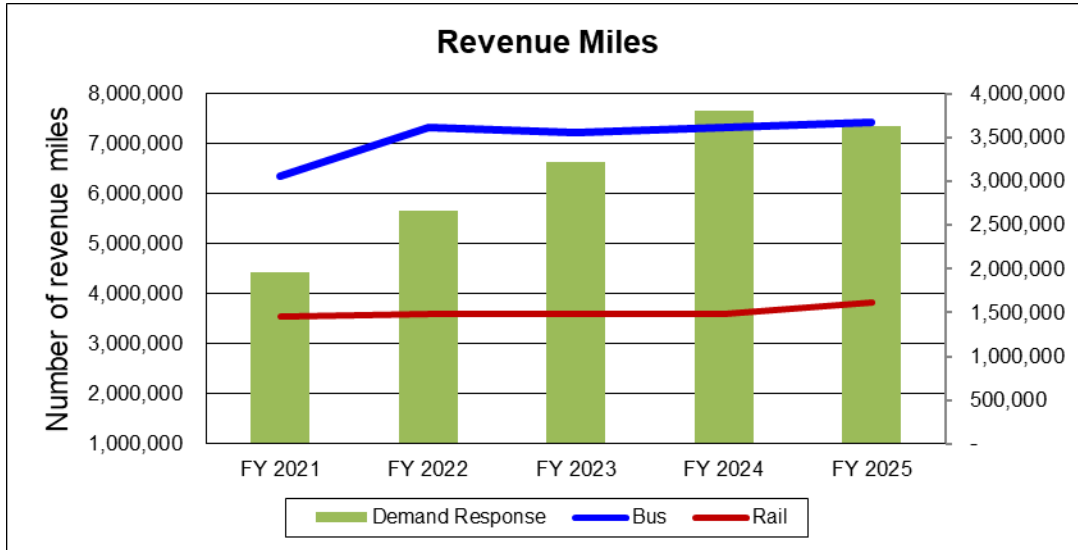
Modes	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Projection	Change FY24 to FY25	Percent Change
Bus	3,935,860	6,275,461	7,690,492	9,026,468	9,601,132	574,664	6.4%
Rail	3,846,697	4,631,772	6,159,379	6,783,370	7,368,466	585,096	8.6%
Demand Response	305,377	412,664	493,638	551,730	554,019	2,289	0.4%
Total	8,087,934	11,319,897	14,343,509	16,361,568	17,523,617	1,162,049	7.1%

In FY 2023, total ridership increased by 26.7% due to recovery from the COVID-19 pandemic. In FY 2023, bus ridership increased by 22.5%, by 33.0% for light rail and ridership for demand response, which includes SmART Ride and SacRT Go services, increased by 19.6%.

In FY 2024, total ridership increased by an additional 14.1% due to recovery from the COVID-19 pandemic. In FY 2023, bus ridership increased by 17.4%, by 10.1% for light rail and ridership for demand response, which includes SmART Ride and SacRT Go services, increased by 11.8%.

In FY 2025, total ridership is projected to increase by 7.1%, with bus ridership projected to increase by 6.4%, light rail to increase by 8.6%, and ridership for demand response, which includes SmART Ride and SacRT Go services, projected to increase by 0.4% due to a combined effect of increase in SacRT Go ridership and reduction in SmART Ride service.

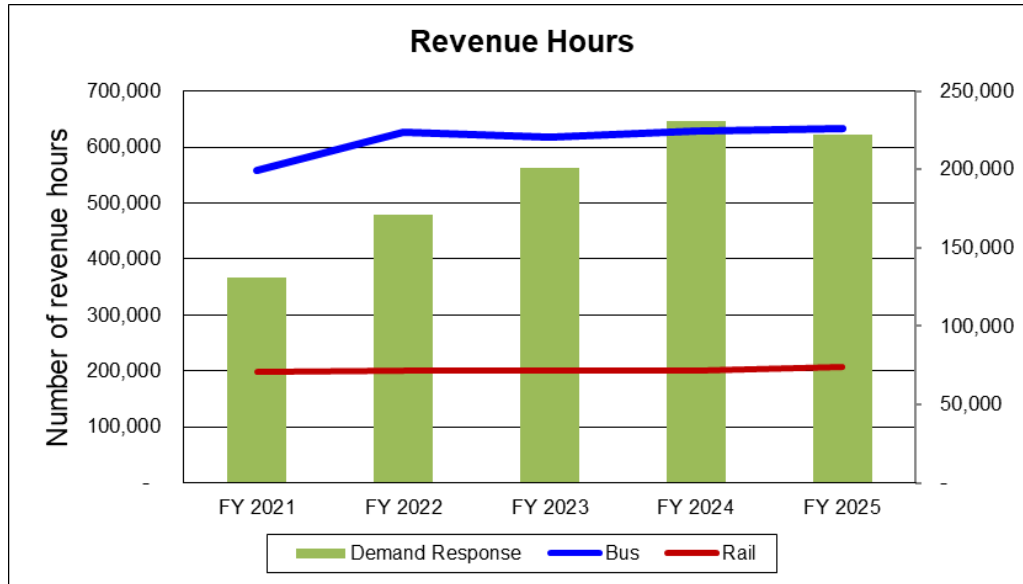
Trends continued



Modes	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	Change FY24 to FY25	Percent Change
Bus	6,345,763	7,320,594	7,219,695	7,328,995	7,436,963	107,968	1.5%
Rail	3,540,687	3,606,132	3,588,470	3,605,817	3,824,720	218,903	6.1%
Demand Response	1,961,619	2,668,925	3,225,341	3,800,276	3,634,697	(165,579)	-4.4%
Total	11,848,069	13,595,651	14,033,506	14,735,088	14,896,380	161,292	1.1%



Trends continued



Modes	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget	Change FY24 to FY25	Percent Change
Bus	558,865	627,088	618,702	628,617	632,723	4,106	0.7%
Rail	198,439	200,698	199,774	200,768	207,926	7,158	3.6%
Demand Response	130,801	170,962	200,940	230,819	222,492	(8,327)	-3.6%
Total	888,105	998,748	1,019,416	1,060,204	1,063,141	2,937	0.3%

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

In FY 2023, Bus revenue hours slightly decreased by 1.3%, light rail revenue hours decreased by 0.5%, and demand response revenue hours increased by 17.5% due to high demand for ADA service.

In FY 2024, Bus revenue hours slightly increased by 1.6%, light rail revenue hours increased by 0.5%, and demand response revenue hours increased by 14.9% due to high demand for ADA service.

In FY 2025, revenue hours are projected to increase for both bus (+0.7%) and light rail (+3.6%). Demand response services are projected to decrease (-3.6%) due to depletion of one-time funds that supported SacRT's Smart Ride service. The net result of these changes should result in a minor increase (+0.3%) in total service offered in FY 2025.

Long-Term Financial Policies

Fiscal Sustainability Policy

- Demonstrate a sustained commitment to prudent financial management and cost control in all aspects of SacRT'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 SacRT'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 SacRT 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 SacRT'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 SacRT'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.

Long-Term Financial Policies continued

Status of the Comprehensive Reserve Policy

- The Comprehensive Reserve Policy adopted by the Board of Directors on November 9, 2015, and revised on December 13, 2022, has four categories of reserves: Operating, Self-Insurance, Capital, and Grant/Project Specific. The table below illustrates the target requirements of each, and the current balance held by SacRT. Note, the target Operating Reserve for FY 2023 is 60 days of the of the annual operating budget less current year self-insurance expense, which is approximately \$36.8M. The actual reserve balance for FY 2023 is \$37.9M, which meets the target amount.
- The Government Finance Officers Association best practice recommendation operating reserve balance is 60 days of operating expense.

Reserve Type	Policy Target	FY 2023 Policy Target Amount	Actual Reserve Balance	Target Reserve Shortfall
Operating Reserve	60 day of operation expenses. (Initial FY 2024 budget of \$249.5M less current year self-insurance expense)	\$39.6 million	\$39.1 million	-
Working Capital		N/A	\$8.1 million	-
Total			\$47.2 million	
Self-Insurance	Current year actuarially determined claim expense at a minimum	\$12.7 million	\$3.7 million	\$9.0 million
Capital	Annual contribution for depreciating assets	N/A		-

Long-Term Financial Policies continued

- The invested operating reserve target presented above is the reserve goal designated in the Comprehensive Reserve Policy; however, SacRT currently has a \$20 million Line of Credit to supplement operating cash flows. SacRT management continues to budget with the goal of building operating and capital reserves to improve the efficiency and effectiveness of SacRT's operations and to meet the requirements of the Comprehensive Reserve Policy.

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.
- Help SacRT consistently pay ordinary operating costs with current revenues, without accessing multi-year reserves to balance the budget.
- Help SacRT maintain a favorable bond rating, and reasonable interest rates, recognizing that rating services and lenders rely heavily on SacRT'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.

Long-Term Financial Policies continued

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 SacRT 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.

Financial Policies

Accounting Policies

- **Accounting Procedures** - The district will establish and maintain a high standard of accounting practices and maintain records on a basis consistent with generally accepted accounting principles (GAAP) for local governments.
- **Basis of Accounting** - 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.
- **Annual Audit** - 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 Annual Comprehensive Financial Report (ACFR).
- The District will submit the annual ACFR 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.

Revenue Policies

- **Revenue Enhancement** - SacRT 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.
- **Grants Billing** - SacRT 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.
- **Fare Revenue** - SacRT 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

Revenue Policies (continued)

- **Revenue Security** - When appropriate, the Board will actively pursue legislation that would help ensure the continued accomplishment of SacRT'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.

Expenditure Policies

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

Financial Policies continued

Operating Budget Policies

- **Budget Adoption Process** - SacRT will comply with all legal budget requirements of the State of California.
 - SacRT 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.
- **Basis of Budgeting** - 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.
- **Balanced Budget** - A balanced operating budget, in which total projected operating and unrestricted revenues equal total budgeted operating expenditures, including interest expense, will be prepared.
- **Periodic Reporting** - The budget document shall be submitted to the GFOA 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.
- **Budget Goals** - SacRT 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.
- **Funds** - SacRT uses a single fund, the Enterprise Fund, to account and budget for operating and capital transactions.
 - SacRT 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 Policies

- 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.
- SacRT will program its federal grant funds to minimize the time between appropriation and drawdown of federal funds.

Financial Policies continued

Debt Service Policies

SacRT 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.

Debt Limit - SacRT doesn't have a set debt limit. Before bonded long-term debt is issued, the need for issuing debt instruments and the fiscal impact on the annual operating budget should be analyzed.

Current Debt

SacRT maintains an unsecured line of credit up to \$20 million to pay for current expenses and capital expenditures incurred in anticipation of receiving 5307 and 5337 federal transit funds.

SacRT 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. SacRT 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. SacRT 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 Annual Comprehensive 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.

Financial Policies continued

Capital Improvement Program

- SacRT will prepare and update on a regular basis 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 of the capital program from the adopted CIP will be used as the basis for the annual operating and capital budget.

Capitalized Assets

- SacRT 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.
- SacRT computes depreciation using the straight-line method over estimated useful lives as follows:

Building and improvements	30 to 50 years
Buses and maintenance vehicles	4 to 12 years
Light rail structures and light rail vehicles	25 to 50 years
Other operating equipment	5 to 15 years

Financial Policies continued

Compensated Absences

- SacRT 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

SacRT 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:

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

Type of Coverage	Self-Insured Retention	Excess Coverage per Occurrence
Workers' Compensation	\$2,000,000	\$2,500,000
Commercial General Liability		
Bus and Rail	\$2,000,000	\$200,000,000
* Property		
Buildings and Equipment	\$100,000	\$136,731,744
Bus and Rail	\$100,000	\$250,000,000
Light Rail	\$100,000	
Specialty Vehicles	\$25,000	
Total Limit for all Covered Items:		\$250,000,000
Flood		
Buildings and Equipment	\$250,000	\$10,000,000
Inland Marine (Bus & Light Rail)	\$500,000	\$10,000,000

**Includes revenue and non-revenue vehicles.*

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

Financial Policies continued

Cost Allocation

- Total modal allocated cost consists of direct cost and indirect cost.
- Direct modal cost is allocated based on the formula presented in the table below, where RVM is revenue miles, and RVH is revenue hours.

Modes	Bus Operations	Bus Maintenance Cost	Light Rail Cost	Community Bus Cost	SacRT Go	Accessible Services	Facilities	Police Services
Bus	100%	Bus RVM/Total Bus RVM	0%	0%	0%	0%	10%	4%
CBS Fixed	0%	CBS Fixed RVM/Total Bus RVM	0%	CBS Fixed RVH/Total Bus RVH	0%	0%	0%	0%
SmaRT Ride	0%	SmaRT Ride RVM/Total Bus RVM	0%	SmaRT Ride/Total Bus RVH	0%	0%	0%	0%
SacRT GO	0%	SacRT GO RVM/Total Bus RVM	0%	0%	100%	100%	0%	0%
Light Rail	0%	0%	100%	0%	0%	0%	30%	95%

- Total Indirect Cost = Total Operating Cost - Total Direct Cost for all modes.
- Indirect cost is allocated to modes in the same proportion as modal direct cost to the total direct cost.

Budget Process

The development of the Budget is an ongoing process which officially commences in January of each year. Prior to commencement, OMB staff works with the General Manager to incorporate direction from the Board of Directors and input from the public in order to set budget priorities during the fall. The Budget Development Calendar is provided to the Executive Management Team and all Department Directors in January. OMB staff provides financial reports based on prior year trends, future projections, and changes known to OMB which they use to prepare their budget submittals. Department budget submittals, which are due in early March, are evaluated by OMB staff in collaboration with each Department. Submittals are then provided to the General Manager for his/her approval for inclusion in the preliminary budget. The preliminary budget is presented to the Board of Directors in April which kicks off the mandatory 60 day comment and review period (PUC 102205(c)). Public input is gathered through various community meetings and at Board of Directors meetings. The Board of Directors then adopts the next fiscal year budget in June. Throughout the year the budget is continually monitored and strategies and vision are further refined.

Budget Amendments

During a fiscal year, situations arise that require the adopted budget to change. These changes include unexpected increases or decreases in revenues and expenses. 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





Budget Process continued

FY 2024-2025 Budget Calendar

January						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

February						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29		

March						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

April						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

May						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

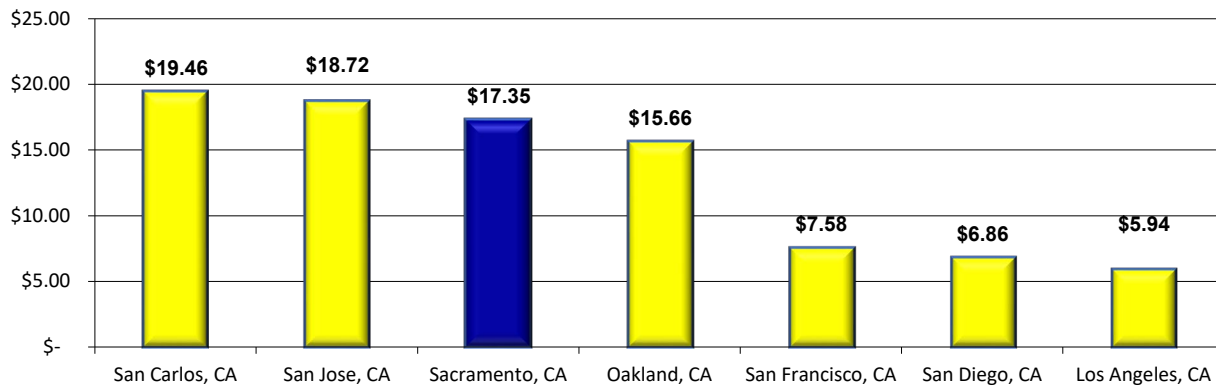
June						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Dates	Tasks	Assigned To
Feb 16	Labor recovery allocations spreadsheets due	Departments
Feb 23	Budget Documents Provided on Headways	OMB
Feb 23	Preliminary labor reports provided	OMB
Mar 6	All Dept. documents due to OMB	Departments
Mar 13-19	General Manager Budget Review	OMB/General Manager
Mar 25-29	Departments Draft Budget Review with OMB	OMB/Departments
Apr 8	Preliminary Operating and Capital Budget presented to Board (60 day required review and comment per CPUC Sec. 102205)	Board
Apr 22-26	Final Adjustments	OMB
April 30	5-year CIP due to General Manager	Grants
May 13	Budget public input Board Hearing	Board
May 20	Budget with updates from Board/public input due to GM	CFO/OMB
Jun 10	Board adoption of the Operating and Capital Budget	Board

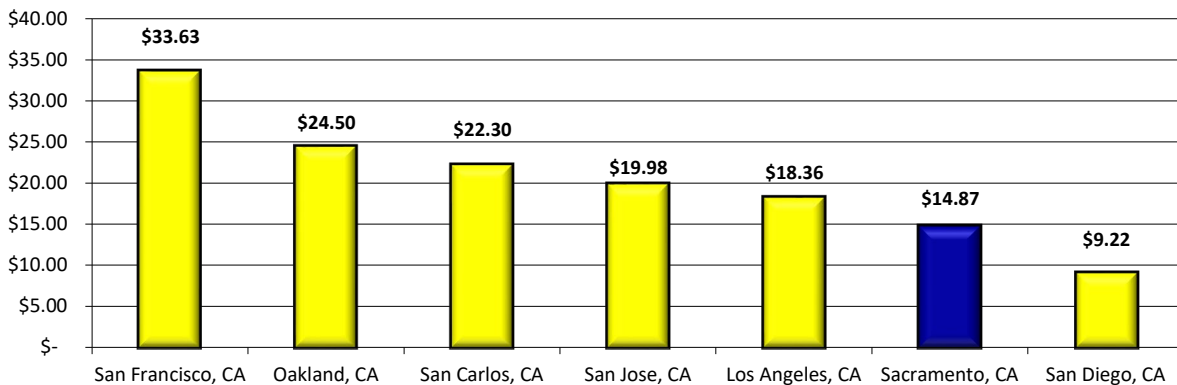
Peer Comparison

Peer comparison is a useful tool for benchmarking performance against comparable agencies. The peer comparison presented in this report incorporates publicly available data from the National Transit Database (NTD). Transit agencies that receive funds from the Federal Transit Administration (FTA) are required to report operating data to the NTD. About 850 agencies are included in the database. Due to an extensive validation process, the NTD data lags by approximately 2-3 years. The peer comparison analysis in this document is based on data from the 2022 NTD report, which is the most recent year available at time of publication.

2022 Bus Cost Per Passenger

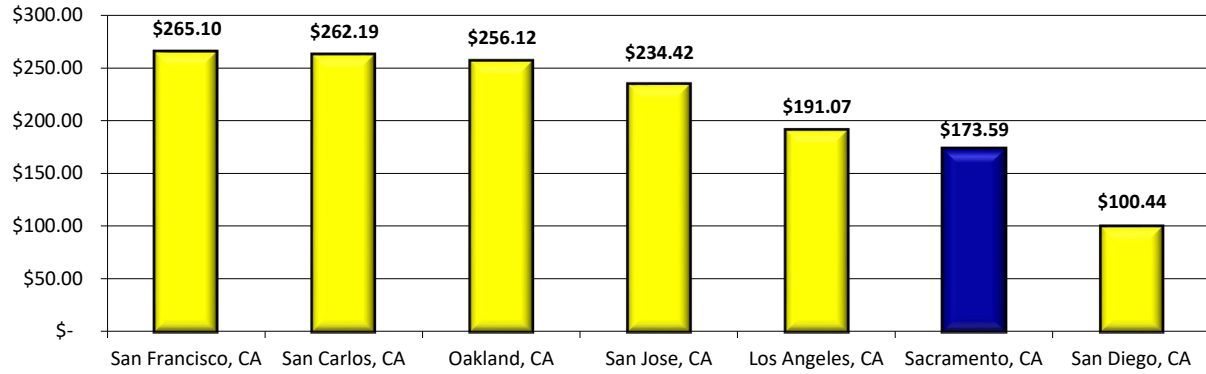


2022 Bus Cost Per Revenue Mile

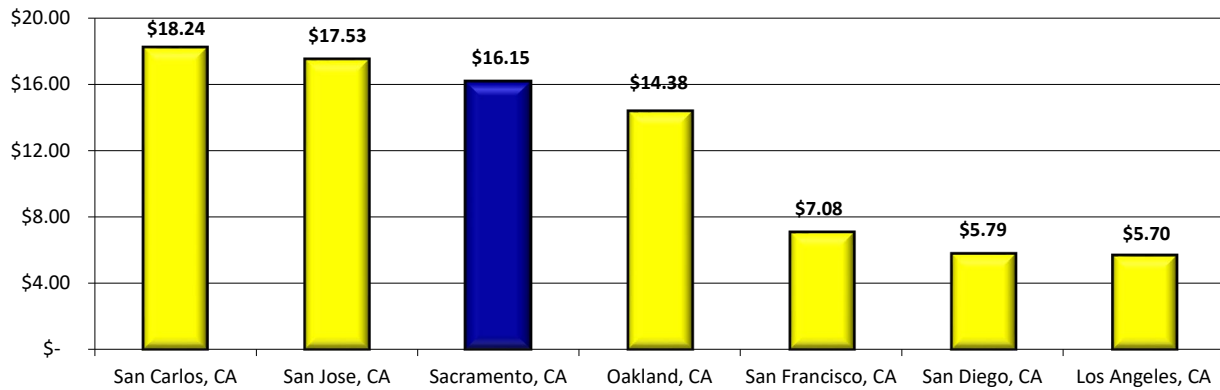


Peer Comparison continued

2022 Bus Cost Per Revenue Hour

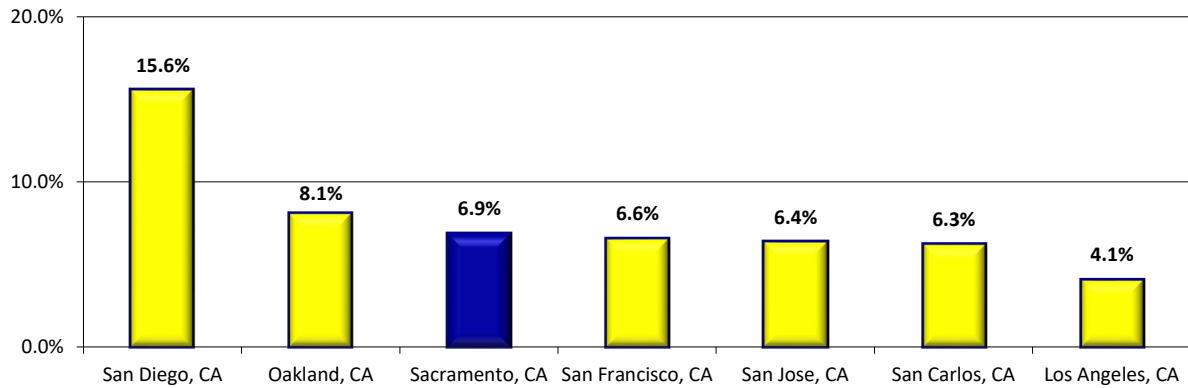


2022 Bus Subsidy Per Passenger

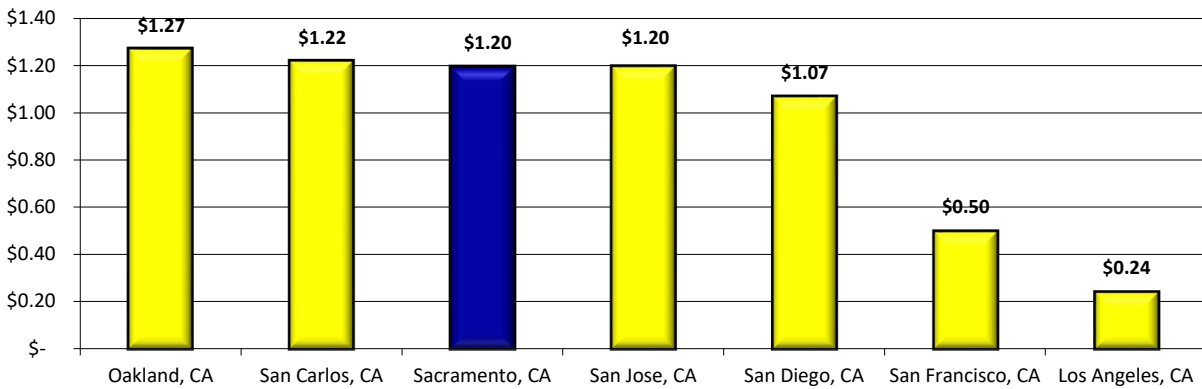


Peer Comparison continued

2022 Bus Farebox Recovery Ratio

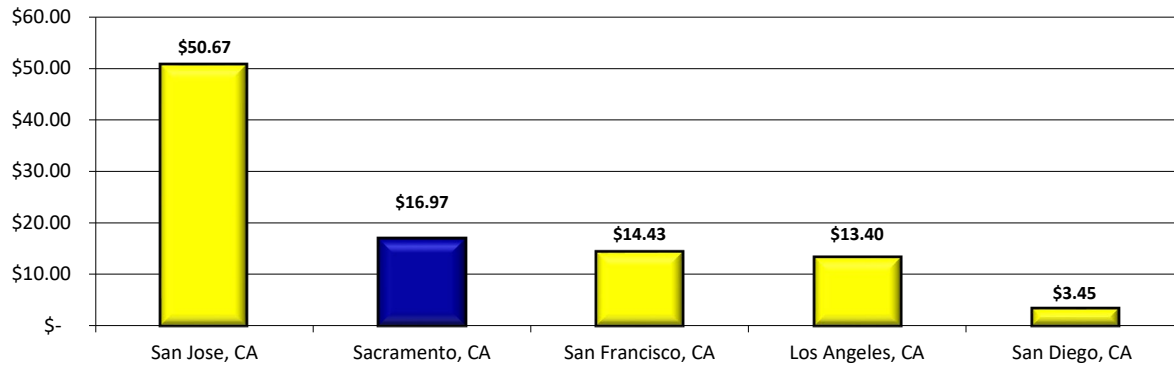


2022 Bus Average Fare Per Passenger

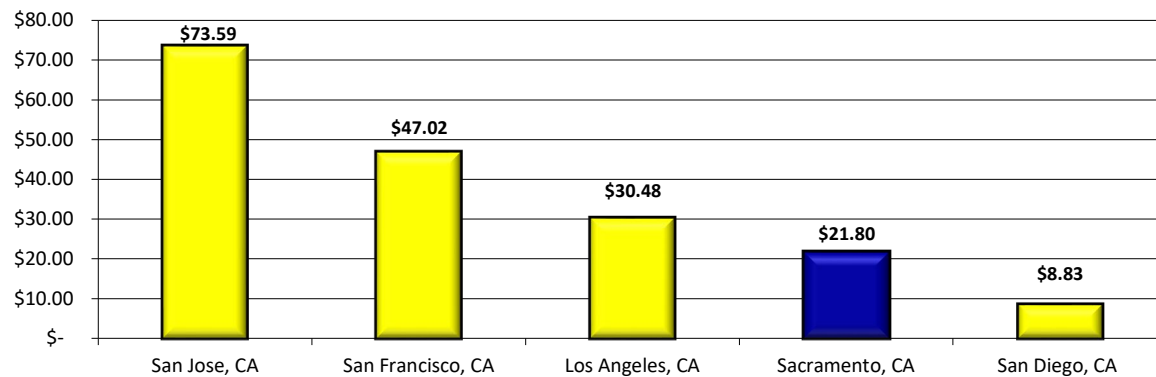


Peer Comparison continued

2022 Rail Cost Per Passenger

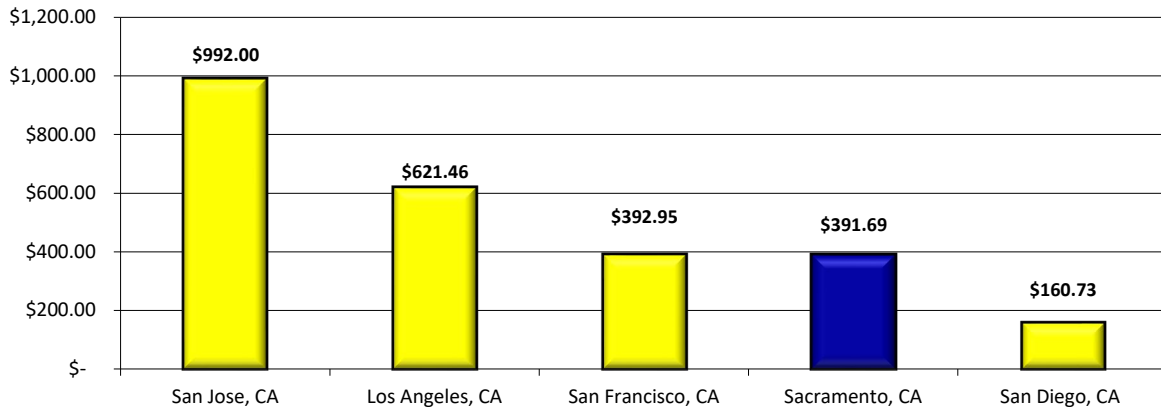


2022 Rail Cost Per Revenue Mile

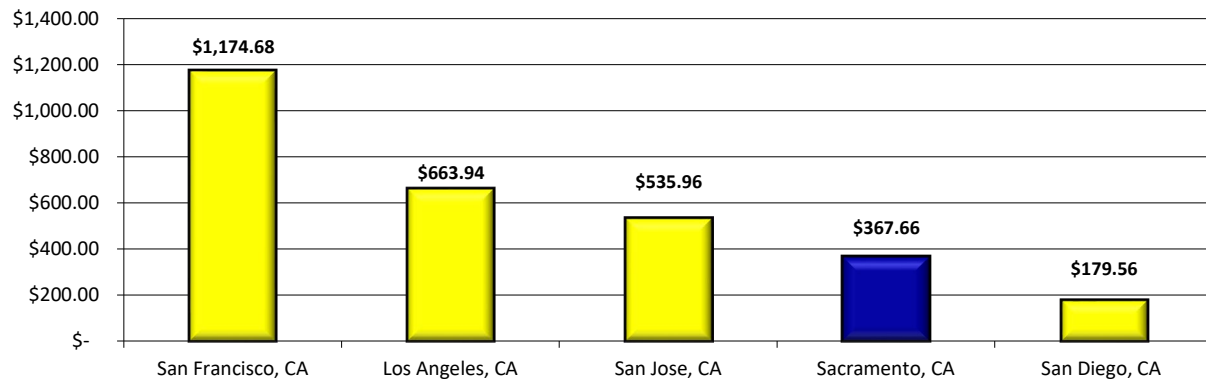


Peer Comparison continued

2022 Rail Cost Per Revenue Hour

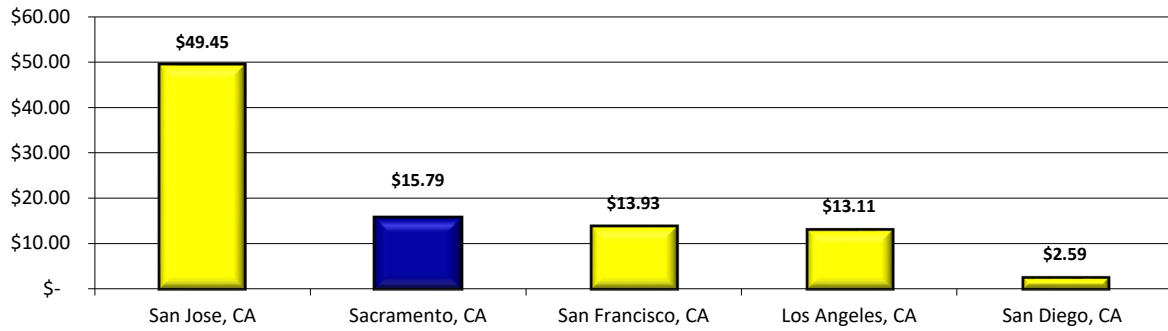


2022 Rail Cost Per Revenue Hour

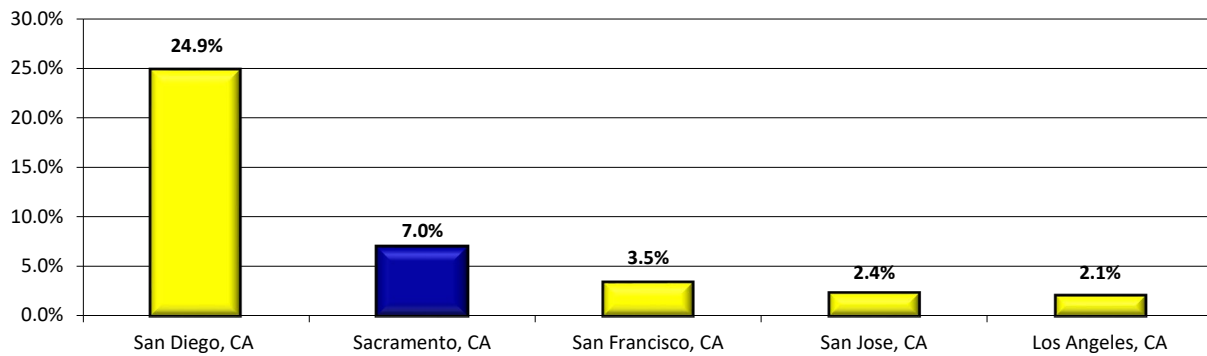


Peer Comparison continued

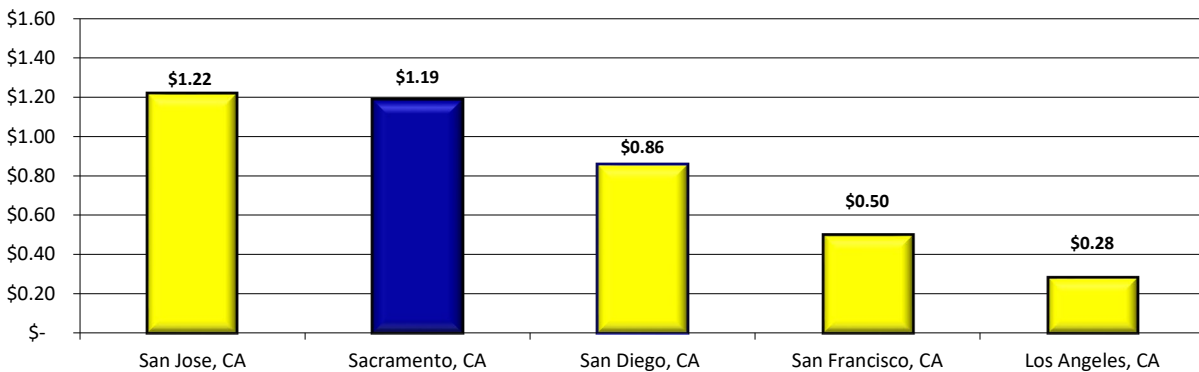
2022 Rail Subsidy Per Passenger



2022 Rail Farebox Recovery Ratio



2022 Rail Average Fare Per Passenger





Strategic Plan

Strategic Plan

[SacRT Strategic Plan 2021 – 2025 – Sacramento Regional Transit District](#)

1 Introduction

We Are Moving Sacramento

General Manager/CEO
Henry Li

The disruptive impact of the COVID-19 pandemic precisely demonstrates the need for a strategic plan – especially for organizations that are publicly funded like the Sacramento Regional Transit District (SacRT). The pandemic is a major hurdle; however, it's also an opportunity for our industry to show the vital role public transit plays in keeping the Sacramento community moving. One thing that has been consistent from the start of the crisis is that public transit is a lifeline for many – providing critical mobility options for millions of front-line health care, public safety, grocery, and service industry workers fulfilling essential roles during the crisis.

A well-crafted strategic plan provides the management team and stakeholders with guiding goals, projects, and programs to be implemented in the short term to achieve longer-term outcomes. In the event of an unforeseeable incident, like a global pandemic, the plan can be easily resumed once the crisis has been managed or has passed. By having clarity on the bigger picture, it also provides the organization with the freedom and flexibility to adapt the plan to changing conditions.

This strategic plan details SacRT's aspirations and the steps for attaining goals. It articulates the agency's vision for operational excellence, for an elevated customer experience, for a valuable partnership with the Sacramento community, and for an engaged workforce.

The plan also introduces the SacRT performance scorecard. The scorecard, which is comprised of quarterly metrics, will be used to actively report to the Board, our customers, and the community how well we are performing in efforts to achieve our goals.

No one can accurately predict what the coronavirus will do next, nor when it will be safe for all of us to resume "life as normal." For the time being, all of us at SacRT will continue to do all that we can to get our customers where they want to go – as safely and as efficiently as possible.

SacRT's Strategic Plan for FY2021-25 will serve as for the guiding vision for post-pandemic strategic success.

I am thankful to all staff that helped with the planning process and believe that this plan will elevate SacRT to new heights through a focused pursuit of excellence.

Sincerely,



Henry Li

General Manager / CEO

WHY we are driven to do what we do

2 Mission, Vision & Values

Mission

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



Vision

A leader in providing mobility options for our community.

Values

Six core principles guide individuals, teams, and the entire **SacRT** organization:

Collaboration

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

Respect

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

Trust

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

Diversity

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

Innovation

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

Excellence

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

Executive Summary



Introduction

Sacramento Regional Transit's (SacRT) Strategic Plan represents strategic initiatives outlining the highest priority projects that teams and individuals within the agency will work on over the 2021-25 fiscal years.

The SacRT Executive Management Team and management staff, with input from employees from various functional areas, developed the plan to serve as a blueprint for operational excellence.

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

This strategic plan is crafted for personnel at all levels of the organization as well as SacRT stakeholders in the community. Its contents convey with great clarity objectives

for the fiscal year and how SacRT will work to achieve them.

The plan introduces a comprehensive performance scorecard that SacRT management and division

leaders will monitor and report on every quarter over the course of the year. The scorecard will allow SacRT – and all the organization's stakeholders – to track the agency's performance and how well it is living up to its mission, vision, and goals for the year.

In its simplest form, the Strategic Plan represents four fundamental and integrated elements:

1. **WHY** SacRT leaders, teams, and staff are driven to deliver high quality service. This includes Mission, Vision, and organizational Values.
2. **WHAT** outcomes SacRT strives to achieve. This encompasses annual goals.
3. **HOW** SacRT will work toward achieving the goals. This includes identification of specific work plan tactics that will be implemented by SacRT teams.
4. **WHO** within SacRT is contributing to achievement of the goals. This encompasses the use of a performance scorecard system to monitor organizational and division performance on a quarterly basis.

Executive Summary Continued

1 WHY?

Mission Statement

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

Vision Statement

A leader in providing mobility options for our community.

Values

Collaboration
Diversity
Innovation
Respect
Trust
Excellence

2 WHAT?

Annual Objectives

It will be a successful year for Sacramento Regional Transit if we:

1. Establish a baseline of customer satisfaction.
2. Deliver operational excellence across the organization.
3. Establish a baseline of the community's perception of SacRT as a trusted partner.
4. Improve employee engagement over the prior year.

3 HOW?

With clarity of goals, strategic priorities were identified to help narrow focus on areas of service and operations that most closely align with stated goals. Then, a work plan was developed to encompass projects and programs that SacRT teams will strive to complete over the coming year.

1. Customer Satisfaction
2. Operational Excellence
3. Community Value
4. Employee Engagement

4 WHO?

Performance in operational areas will be measured over the course of the year with a quarterly agency performance scorecard.

The performance scorecard is comprised of metrics that are significant to the quest for service excellence and value to taxpayers and which tie directly to the four strategic priorities identified. With the scorecard – and the Division level performance scorecards, all members of the workforce can see how their efforts support the success of the entire agency.

FY 2024 Performance Accomplishments

Sacramento Regional Transit District (SacRT) General Manager/CEO Fiscal Year 2024 Performance Accomplishments

May 2024

SacRT continues to make meaningful progress on meeting our goals; however, **we have continued focus on enriching the customer experience, prioritizing safety and strengthening workforce development across the agency.** We continued to hold true to our mission of *moving people where they want to go when they want to go*, making a difference in their lives of so many in the Sacramento region.

We had a lot to celebrate in FY 2024 – observing our 50 years of steadfast service as well as delivery of our new low-floor trains and station platform construction, all part of our Light Rail Modernization and Expansion Project that has been over 30 years in the making. Throughout the year, we continued to amplify and expand public transit to better serve our region, continuing our steady ridership recovery with approximately 23% ridership growth. And in extremely encouraging news, our bus ridership recovery is nearly at 100% compared to pre-pandemic levels.

Despite an ongoing nationwide recruitment crisis, we have successfully hired key frontline positions, maintained, and expanded service levels, minimized service cancelations, and welcomed over 200 new employees who joined our growing SacRT family.

Our accomplishments are reflected on our four strategic priorities/pillars: Customer Satisfaction, Community Value, Employee Engagement, and Operational Excellence, all of which you will read in the sections listed below.



FY 2024 Performance Accomplishments continued

SacRT Major Performance Accomplishments in Fiscal Year 2024

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

- Continued a steady ridership growth trend, and we are on pace to end the fiscal year at approximately 83% pre-covid ridership levels, with bus ridership almost at 100%.
- Celebrated another major ridership milestone – SacRT GO paratransit service will hit one million rides this month (May 2024).
- Governor Newsom signed both of SacRT's sponsored bills into law (AB 354, AB 1052).
 - AB 354 (2023–2024 Session): Sacramento Regional Transit District Board Membership
Purpose: This bill authorizes the City of Elk Grove to appoint two members to the Sacramento Regional Transit District's board of directors, modifying the existing structure to enhance representation.
 - AB 1052 (2023–2024 Session): Sacramento Regional Transit District: Taxes
Purpose: This bill revises and clarifies the Sacramento Regional Transit District's authority to impose property taxes, special taxes, and retail transactions and use taxes. It allows the district to levy these taxes in all or parts of its incorporated and unincorporated territories, with the stipulation that tax proceeds be used for public transportation purposes in the areas taxed.
- Hosted several in-person hiring events, welcoming over 200 new talents to the SacRT family, many of which filled much needed frontline positions. Significantly reduced hiring time with 34 days as the average amount of time from job posting to the offer date being accepted by the employee.
- Graduated 37 new members from the SacRT Citizens Transit Academy to help us educate others by sharing the benefits of public transportation.
- Promoted six systemwide free ride days, which were funded through a Caltrans grant. These fare-free days included National Disability Independence Day, International Day of Clean Air for Blue Skies, California Clean Air Day, Rosa Parks Birthday, International Day of Happiness and Earth Day. These systemwide ride days helped increase ridership by 10 to 15% for each event.
- SacRT provided approximately 100 free ride days to vulnerable populations to travel to and from warming and cooling centers. And we have provided over 50 monthly passes to assist the recent arrival of asylum seekers, as well as complimentary daily passes for seniors living in the Sierra Vista apartments.

FY 2024 Performance Accomplishments continued

- Contracted with vendor to provide Mystery Riders throughout all of our transportation modes. To date we have had 51 mystery rides, and our overall score is 96.53% (out of 100%). Implementing a corrective action plan to address identified issues.
- Approved the Award of Contract and started work on the light rail passenger announcement or real time information for the launch of new low-floor trains this summer. This system will be in place to assist customers with a focus on those using mobility devices.
- Posted Request for Proposal for the implementation of a consolidated mobile app (mobile ticketing, safety and security reporting and multi-modal trip planning all in one app). Expect to have the new app ready for launch in FY2025.
- Progressed the redesign of a new website to make it much more user-friendly and accessible for our customers.
- Received and responded to over 12,493 Customer Advocacy calls and responded 226,331 Customer Service calls with an average wait time of 45 seconds.

COMMUNITY VALUE – SacRT is committed to expanding regional partnerships and providing excellent public transit service to promote SacRT as our region’s premier public transit agency. SacRT will continue to promote programs and incentive options that will encourage more people to try transit, build our ridership, demonstrate our value as a community partner, and educate the public about the benefits of transit and how local funding is important to create a world class public transit system.

- Continued to celebrate our 50th anniversary of service in the Sacramento region, which culminated on April 1, 2024, with the launch of SacRT’s new branding and logo. As part of our long-term marketing strategy that will redefine SacRT for the future.
- Completed an Origin-Destination Survey that identified that communities of color make up 68% of our riders. Most of the riders are transit dependent, with 67% without access to a personal automobile and 56% from low-income households. It also identified that 1/3 of our riders make less than \$10,000 a year and that their primary trip purpose is transportation to work or school.
- In partnership with Civic Thread, we finalized a Bus Stop Improvement Plan, identifying a comprehensive list of necessary and desired improvements and amenities to improve the customer experience once funding is identified.
- To encourage more people to take public transit, we have been working closely with the Sacramento Transportation Management Association with several promotions and a series of transit field trips and events. This closely aligns with the recent 100% transit subsidy agreement provided by the State for all SEIU employees.
- Hosted our first bilingual (Spanish) how to ride presentation for Los Manitos at the Hart Senior Center for approximately 70 retirees with limited English proficiency.

FY 2024 Performance Accomplishments continued

- Progressed transit-oriented development, celebrating the opening of the Salvator Apartments, a sustainable infill development featuring 120 affordable apartment homes opened adjacent to SacRT's Royal Oaks Station. The project serves as a catalyst for neighborhood revitalization and smart growth. We have also partnered with BRIDGE Housing to secure funding for 124 units at 440 Arden Way, adjacent to the Arden/Del Paso Station.
- Station activation continued with partnerships for the Farmer's Market at Sunrise Station (totaling 8,640 attendees for the quarter); with new farmers markets at the Florin Station and soon to be at Meadowview Station; concerts at the Mills Building totaling 200 attendees for the first quarter (in partnership with the Mills Art Community Center; Autumn Lantern Festival at Franklin Station, which attracted 3,000 attendees.
- In partnership with the City and County of Sacramento, a \$5 million grant was secured from SACOG to continue progress on a bus rapid transit (BRT) route along Stockton Boulevard.
- Secured approximately \$150M in grant funding in FY24 to support important projects such as the feasibility study for a BRT/LRT extension into the city of Elk Grove, Climate Action, Arden/Del Paso, ADA paratransit buses and operations, Bus Stop Improvement Planning, Dos Rios, Blue Line Conversion, Comprehensive Operational Analysis, and others.
- Convened a group of Community Benefit Organizations to form a Task Force on how to best communicate youth challenges as the ridership among this demographic continues to grow.
- Recognized and awarded four 2023 Community Transit Champions. This program aims to advance SacRT's efforts to connect with regional constituents and increase community support for a safe, clean, and convenient transit service here in the Sacramento region.
- In partnership with local and regional mental health stakeholders and agencies, SacRT has begun to see a variety of positive outcomes for the community. Our Social Equity Program maintains an active caseload of over 136 unhoused individuals, and to date has connected approximately 775 persons experiencing homelessness with much needed resources.
- Continued the joint 4 Agency meetings monthly with SACOG, SMAQMD, and SMUD. Held the first Board meeting in November 2023, which was focused on securing federal and state funding for zero emission transition.
- Added security guards on every train at night and daytime trains.
- Welcomed aboard a talented rookie police dog, Blue, to help ensure SacRT safe and secure facilities. The Sac Bee and other broadcast media featured Blue in stories.

FY 2024 Performance Accomplishments continued

EMPLOYEE ENGAGEMENT – SacRT is dedicated to providing a positive and collaborative workplace that enables us to build a strong workforce of highly satisfied and performing individuals. We recognize that the work our employees do every day, in every single position, has a potentially significant impact on the quality of life in the Sacramento region. Our employees are foundational to our success, and we are committed to hiring the best people and supporting them throughout their careers at SacRT.

- We want to make sure working at SacRT is as rewarding as possible. We know that we are on the right path as demonstrated by the 82.7% employee satisfaction and 86% employee engagement rating received during the recent Employee Survey. The question “overall I am happy at work” received a rating of 90.7% (industry average is about 70%).
- SacRT’s celebrated our first female apprentice graduate of the Bus Maintenance Program. This achievement speaks volumes about the diversity and inclusivity we champion in our workforce.
- Launched the Nivati Mental Health & Wellness Platform for employees to have easy access to a range of mental health and wellness services.
- Partnered with Patelco Credit Union to provide financial health and wellness benefits to our employees including complimentary personal financial coaching.
- Successfully implemented new learning management system NEOGOV LEARN for all employees on a variety of topics.
- Further strengthened our relationship with all partners, especially union partners, fostered strong employee morale, and successfully negotiated all major Collective Bargaining Agreements last year with fair, fiscally responsible, and highly competitive pay and benefit packages.
- Continued diversity heritage month activities and identity recognition resources to all employees through the end of 2023 and launched DEI Monthly Discussion Topic program complete with training tools at the start of 2024.
- Launched SacRT Transit Hero campaign to celebrate our frontline workers.
- In partnership with the ATU and California Transit Works, we relaunched our Partners Moving Forward mentorship program to create and strengthen a safe and positive work environment.
- Held several employee engagement/appreciation events throughout the year.
- Provided a one-time supplemental disbursement to all employees in appreciation for their contributions to SacRT’s accomplishments.
- Featured in the Sacramento Business Journal’s special edition: Developing the Sacramento Workforce – How Sacramento Businesses are Preparing Future Employees.
- Was one of four organizations featured in the Sacramento Business Journals panel discussion: Future of Cities 2024.

FY 2024 Performance Accomplishments continued

- Continued to invest on information technology infrastructure and advanced technology projects to enhance business efficiency, such as upgrading Trapeze and SAP software, implementing email access to all employees, transitioning to a cloud-based strategy, and preparing for the implementation of new digital messaging boards and real-time information as part of the light rail modernization project.
- SacRT met and exceeded our racial, pay and equity goals, with zero valid EEO complaints in the last three years.

OPERATIONAL EXCELLENCE – SacRT is dedicated to providing innovative mobility solutions and developing and implementing programs that provide best in class service that puts customers first. As public transportation service continues to evolve, SacRT is committed to providing the highest standards in transportation by not only implementing industry best practices, but raising the bar to ensure operational excellence for the Sacramento region.

- Advocated alongside the California Transit Association to secure the passage of SB125 which provides \$5.1 billion to transit agencies, with flexibility to direct 100% of the funding to meet the operational needs of the agency.
- Secured over \$400 million for the Light Rail Modernization and Expansion Project, including over \$100 million in the 2023 calendar year, which includes the purchase of new low-floor trains, modifications to station platforms and adding a passing track to provide 15-minute service frequency to four Folsom area stations.
- We have ordered 45 new low-floor trains built by Siemens Mobility in south Sacramento, signaling the beginning of a new era in transit accessibility. This year, we have already received delivery of 20 of the new low-floor vehicles (an additional 25 are in the manufacturing process), with the option to purchase up to 76.
- Began multi-phased testing of new low-floor light rail trains in preparation of revenue service starting summer 2024.
- Celebrated the Light Rail Modernization and Expansion Project and broke ground on the Folsom 15- Minute Service Frequency Project, signaling the next steps in evolving and improving our transit infrastructure.
- To accommodate the next generation of low-floor trains, we began the construction of station platforms modifications on the Gold Line. Currently, 89% of the 29 station conversions are complete.
- Opened 10 high speed electric vehicle chargers at the Power Inn Station in partnership with GiddyUp EV Charging, Inc. and the Sacramento Municipal Utility District (SMUD).

FY 2024 Performance Accomplishments continued

OPERATIONAL EXCELLENCE (continued)

- In partnership with UC Davis Health, we launched the new Elk Grove UC Davis Medical Center Express Bus Route 137, connecting people between Elk Grove and the UC Davis Medical Center in Sacramento.
- Accelerated partnerships with schools and school advocates to further increase student ridership. In September 2023, SacRT estimated nearly 400,000 student boardings as part of the RydeFreeRT fare-free for youth program. This put us on pace for nearly 4.2 million student rides this year.
- Although we had a couple of challenging incidents occur on our system over the last year, safety and security remained a top priority. This is evident in our very low crime rate, which was only
- .0007% (very low compared to industry average).
- Implemented a light duty customer service program at the Watt/I-80 Station. The addition of staffing has greatly helped reduce elevator breakdowns, nuisance behavior, and the station is staying much cleaner.
- The Downtown Riverfront Streetcar Project Environmental work and Final Design are in progress. Completed the first phase of outreach.
- Secured federal Community Project Funding requests from both Congresswoman Matsui and Congressman Bera to support SacRT's Light Rail modernization and Expansion program.
- Approved the Award of the Contract for Construction Management Services for Watt/I-80 Transit Center Improvement Project, which is expected to start this month. Watt/I-80 is our largest station and is an intermodal hub, both the northern terminus for the Blue Line and a major bus transfer center for SacRT and our partners in the region.
- Received delivery of 41 new Gillig (Gillig) 40-foot buses and 30 cutaway buses.
- Declared midtown properties surplus in July 2023 and posted RFP.
- Awarded the 2023 APTA Rail Safety Certificate of Merit for Light Rail Systems.
- Received the 2023 GFOA Distinguished Budget Presentation award.

FY 2024 Performance Accomplishments continued



Other Accomplishments

SacRT offers systemwide free rides on Transit Equity Day February 4, 2024:

<https://www.youtube.com/watch?v=xmv0RmRdpX0>



[SacRT offers systemwide free rides on Transit Equity Day February 4, 2024](https://www.youtube.com/watch?v=xmv0RmRdpX0)

The Sacramento Regional Transit District (SacRT) is offering systemwide free rides on Sunday, February 4, 2024, in celebration of Transit Equity Day commemorating the legacy and birthday of civil rights icon Rosa Parks. Free rides will be available on bus, light rail and SacRT GO paratransit services. No flyer is needed, simply get on board and ...

[www.youtube.com](https://www.youtube.com/watch?v=xmv0RmRdpX0)

Celebrating SacRT's Frontline Heroes on Employee Appreciation Day:

<https://www.youtube.com/watch?v=QIRFBHit84Q>



[Celebrating SacRT's Frontline Heroes on Employee Appreciation Day](https://www.youtube.com/watch?v=QIRFBHit84Q)

Join us in celebrating the Transit Heroes of SacRT, the driving force behind the Sacramento region's transit system. Every day, our frontline staff at SacRT goes above and beyond, ensuring that your journey is safe, efficient, and enjoyable. Learn more at <https://sacrt.com/transithero> Music from #Uppbeat (free for Creators!): <https://uppbeat.io> ...

[www.youtube.com](https://www.youtube.com/watch?v=QIRFBHit84Q)

SacRT Looks Back on 50 Years of Service:

<https://www.youtube.com/watch?v=mYzeLhSk9FA>



[SacRT Looks Back on 50 Years of Service](https://www.youtube.com/watch?v=mYzeLhSk9FA)

As we bid farewell to SacRT's remarkable 50th anniversary celebration and embark on our 51st year of service beginning today, April 1, 2024, we're filled with gratitude for the journey we've shared together. From our dedicated employees and Board of Directors, to our loyal riders, partners, and stakeholders, each one of you has played an ...

[www.youtube.com](https://www.youtube.com/watch?v=mYzeLhSk9FA)

Other Accomplishments continued

SacRT Celebrates 1 Million Rides on SacRT GO Paratransit Services:

<https://www.youtube.com/watch?v=vHd3Pq1hotw>



[SacRT Celebrates 1 Million Rides on SacRT GO Paratransit Services](#)

SacRT GO Paratransit Services hit the one-millionth passenger mark on May 13, 2024, and we celebrated! Susan Kenney was recognized as the one-millionth rider with a pop-up celebration.

www.youtube.com

SacRT Holds First Community Event for S700 Low-Floor Light Rail Vehicles:

<https://www.youtube.com/watch?v=qxEHyHCfYbM>



[SacRT Holds First Community Event for S700 Low-Floor Light Rail Vehicles](#)

On June 1, 2024, SacRT held a community event to showcase the new S700 low-floor light rail vehicles at the 13th Street Station. Nearly 300 people attended to get a tour of the new trains. Learn more at <https://sacrt.com/newtrains>.

www.youtube.com

Students Enjoy Free Rides Back to School with RydeFreeRT:

<https://www.youtube.com/watch?v=YlvpuRCwXw>



[Students Enjoy Free Rides Back to School with RydeFreeRT](#)

The RydeFreeRT program lets students from transitional kindergarten to 12th grade, ride the entire SacRT network for FREE! To school, the library, a friend's house; free rides all day, every day.

Learn more at <https://rydefreert.com>

www.youtube.com

Other Accomplishments continued

SacRT General Manager/CEO Celebrates the S700 Launch:

https://www.youtube.com/watch?v=MRiJzAAZ_Ug



[SacRT General Manager/CEO Celebrates the S700 Launch](#)

During a SacRT's press event on Tuesday, September 3, 2024 at 7th & Richards/Township 9 Station SacRT General Manager/CEO Henry Li kicked off the event with his opening remarks. Learn more about the new trains at <https://sacrt.com/newtrains>
www.youtube.com

SacRT Celebrates New S700 Trains at Community Event:

<https://www.youtube.com/watch?v=BZiPYOdVkaw>



[SacRT Celebrates New S700 Trains at Community Event](#)

SacRT held a community event at 7th & Richards/Township 9 Station on September 3 to celebrate the launch of the new S700 low-floor light rail vehicles. Learn more at <https://sacrt.com/newtrains>
www.youtube.com

Systemwide Free Rides on SacRT for Election Day:

https://www.youtube.com/watch?v=rhQvM95_AN8



[Systemwide Free Rides on SacRT for Election Day](#)

SacRT is helping make every vote count by offering systemwide free rides on Election Day, Tuesday, November 5, 2024! Voters across the region can take advantage of this opportunity to easily reach Sacramento County Vote Centers and make their voices heard. For more details on free rides on Election Day visit <https://sacrt.com/drivethevote>
www.youtube.com

Other Accomplishments continued

Organizational Alignment



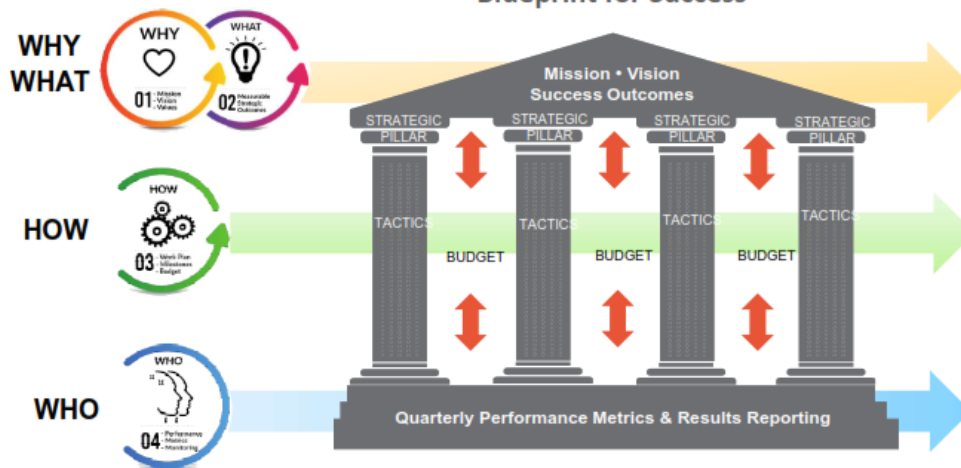
Organizational Alignment

Key Questions Success Planning Seeks To Answer



Strategic Alignment of Why, What, How & Who

Blueprint for Success



Four Guiding Strategic Pillars



Success Outcomes



SacRT Success Outcomes

STRATEGY

DESCRIPTION

CUSTOMER SATISFACTION

Ensuring that SacRT customers have access to high quality mobility options that they actively and increasingly use is a priority for SacRT. We want to ensure that our system provides customers with mobility options that get them where they want to go, when they want to go there.

This set of metrics provides insight on our performance as it pertains to our ability to deliver high quality transportation services.

OPERATIONAL EXCELLENCE

SacRT is dedicated to providing innovative mobility solutions and developing and implementing programs that provide best in class service that puts customers first. As public transportation service continues to evolve, SacRT is committed to providing the highest standards in transportation by implementing industry best practices and ensuring clean, safe, reliable, and convenient service for our customers.

This set of metrics helps monitor aspects of operations that are most critical to the delivery of high quality transportation service.

COMMUNITY VALUE

SacRT is committed to expanding regional partnerships and providing excellent public transit service to promote SacRT as our region's premier public transit agency. SacRT will continue to promote programs and incentive options that will encourage more people to try transit, build our ridership, demonstrate our value and economic impact as a community partner, and educate the public about the benefits of transit and how local funding is important to create a world class public transit system.

This set of metrics gauge our success at delivering value to the entire community.

EMPLOYEE ENGAGEMENT

SacRT is dedicated to providing a positive and collaborative workplace that enables us to build a strong workforce of highly satisfied and performing individuals. We recognize that the work our employees do every day, in every single position, has a potentially significant impact on the quality of life in the Sacramento region. Our employees are foundational to our success and we are committed to hiring the best people and supporting them throughout their careers at SacRT.

This set of metrics measures organizational performance as it pertains to engaging members of the workforce.

Performance Scorecard and Tactics

How to Read the Scorecard

Each metric in the scorecard will be assigned, and quarterly awarded, points based on the performance outcome of the organizational or division metric. This will enable staff to not only measure whether objectives are successful, but also how successful they are, or where we need to focus on improving our performance. This is an iterative process that will allow staff to quarterly review and improve their performance throughout the year. Below is a sample of how our scorecards will be laid out, and how to read the data that is included.

The Strategy column represents the 4 Strategic Priorities key to the overall success for the year: Customer Satisfaction, Operational Excellence, Community Value, and Employee Engagement.

The Metric column contains the performance metrics that most effectively gauge how well SacRT is performing to excel in each Strategic Priority area.

The Performance Goal column reflects the actual performance number SacRT teams will strive to achieve. Each metric has a clear definition, information system identified for collecting the data, and a metric owner responsible for reporting on the metric results each quarter.

The Points column reflects the points goal, or maximum points that could be earned when performance goals are achieved. Earned points are reported each quarter of the year. Each metric index is weighted and rolls up to a 100 point overall score.

SacRT Overall Scorecard									
STRATEGY	METRIC	GOAL	Q1	Q2	Q3	Q4	POINTS	DEFINITION	INFORMATION SYSTEM
		Rebuild to 85% of pre-COVID-19 Monthly Ridership Levels! Bus – 612,000 LR – 566,000 Total – 1,198,000 Establish Baseline					12		
	System Cleanliness	FY20 Budgeted Cost Per Revenue Hour Bus – \$152.79 CBS – \$152.46 LR – \$297.91 Paratransit – TBD					8		
	Operating Cost Per Revenue Hour						6		
OPERATIONAL EXCELLENCE	On-Time Performance	85%					6		
	In-Service Failures	Establish Baseline					4		
	Preventable Accidents	Establish Baseline					4		
							TOTAL	40	
COMMUNITY VALUE	Community Perception of SacRT's Value to the Region	Establish Baseline					10		
	Community Perception of Economic Impact in Sacramento Region	Establish Baseline					5		
	Social Media Engagement	Establish Baseline					5		
	Community Perception of Transit Accessibility	Establish Baseline					5		
	Economic Impact in Station Areas (TOD) and Community Benefit	Establish Baseline					5		
							TOTAL	30	
EMPLOYEE ENGAGEMENT	% Agree They Receive Timely Feedback on Performance from Supervisor	Current: 64.9% Improve by 5%					4		
	% Agree Teamwork is Encouraged and Praised	Current: 70.4% Improve by 5%					3		
	% Agree They Receive Enough Training to be Their Best at Work	Current: 60.1% Improve by 2%					3		
	% Overall I am Happy At Work	Current: 66.5% Maintain					3		
	% Agree they Have a Good Working Relationship with Those Around Them	Current: 96.5% Maintain					2		
							TOTAL	15	
CUSTOMER SATISFACTION	Customer Perception of SacRT's Value	Establish baseline					6		
	Overall Customer Satisfaction	Establish baseline					5		
	On-Time Performance Satisfaction	Establish baseline					2		
	System Cleanliness Satisfaction	Establish baseline					2		
							TOTAL	15	
OVERALL PERFORMANCE SCORE							100		

SacRT Overall Performance Scorecard

Strategic Pillar	Overall Metric	FY2024 Performance Goals	FY24 Annual Performance Results			Goal Points	Q3 Earned Points	Definition
			Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)			
Operational Excellence	Operating Cost Per Vehicle Revenue Hour	FY24 Budgeted Cost Per Hour:						
	Bus:	\$183.71	\$177.39	\$182.88	\$201.59	3	2.71	The average operating cost of an hour of revenue service.
	CBS Fixed:	\$279.15	\$253.16	\$271.63	\$263.68	3	3.00	The average operating cost of an hour of revenue service.
	SmaRT Ride:	\$225.37	\$194.95	\$206.14	\$221.09	3	3.00	The average operating cost of an hour of revenue service.
	SacRT GO:	\$221.72	\$185.00	\$205.59	\$205.62	3	3.00	The average operating cost of an hour of revenue service.
	Light Rail:	\$445.24	\$418.75	\$428.15	\$453.85	3	2.94	The average operating cost of an hour of revenue service.
	On-Time Performance							
	On-Time Performance (Fixed Route)	80%	78.76%	75.60%	77.77%	3	2.92	The percentage of trips completed within the scheduled on-time window.
	On-Time Performance (Paratransit)	85%	84.43%	79.51%	86.07%	3	3.00	The percentage of trips completed within the scheduled on-time window.
	On-Time Departure (LR)	97%	96.6%	97.00%	97.3%	6	6.00	The percentage of trips completed within the scheduled on-time window.
	Mean Distance Between Failures (Miles)							The average miles between mechanical problems that result in a vehicle not completing its scheduled revenue trip, or a vehicle not
	Bus	13,700	13,581	20,492	17,528	3	3.00	Total fleet miles divided by total monthly road calls.
	CBS/SacRT GO/ SmaRT Ride	TBD	25,036	47,012	52,129	3	3.00	Total fleet miles divided by total monthly road calls.
	Light Rail	8,200	9,235	9,640	7,708	4	4.00	Total fleet miles divided by total monthly road calls.
	System Cleanliness	100%	92%	96%	95%	5	4.75	The average score for LR Stations, Bus Stops, bus and light rail vehicle cleanliness metrics.
	Collisions Per 100k Miles (YTD)	1.6	0.41	0.59	0.66	5	5.00	The quarterly number of accidents per 100,000 miles. Calculated by (Accidents/ Revenue Miles) *100,000.
TOTAL POINTS						47	46.32	
Community Value	Rebuild Ridership Trust	4,072,032	3,922,453	4,234,363	4,068,586	10	10.00	The average number of unlinked trips per revenue hour across all service modes.
	Fare Evasion Rate	2.08%	0.84%	0.63%	0.77%	5	5.00	Percentage of fares inspected divided by the number of citations issued for the month.
	Social Media Engagement							
	Facebook Reach/Impressions	140,000	138,000	394,000	411,000	2	2.00	Total reach/impressions of content shared on SacRT social media platforms.
	Twitter Reach/Impressions	400,000	81,410	70,800	83,600	2	0.42	Total reach/impressions of content shared on SacRT social media platforms.
	Instagram Reach/Impressions	30,000	54,900	80,700	12,000	2	0.80	Total reach/impressions of content shared on SacRT social media platforms.
	LinkedIn Reach/Impressions	25,000	16,500	49,458	31,500	2	2.00	Total reach/impressions of content shared on SacRT social media platforms.
TOTAL POINTS						23	20.22	
Employee Engagement	% Agree They Receive Timely Feedback on Performance from Supervisor	68.15%	64.90%	64.90%	75.30%	4	4.00	The % of employees that somewhat agree, agree, or strongly agree that they receive timely feedback on their performance from their supervisors.
	% Agree They Receive Enough Training to be Their Best at Work	84.11%	80.10%	80.10%	84.80%	3	3.00	The % of employees that somewhat agree, agree, or strongly agree that they receive enough training to be best their best at work.
	% Overall I am Happy At Work	88.50%	88.50%	88.50%	90.70%	3	3.00	The % of employees that somewhat agree, agree, or strongly agree that they are happy at work at SacRT.
	% Agree they Have a Good Working Relationship with Those Around Me	96.50%	96.50%	96.50%	94.20%	2	1.95	The % of employees that somewhat agree, agree, or strongly agree that they have a good working relationship with those around me.
TOTAL POINTS						15	14.95	
Customer Satisfaction	Overall Customer Satisfaction	3.5	Q1 (July-Sept)	Q2 (Oct-Dec)	Q3 (Jan-March)	10	10.00	Through customer surveys, using a scale of 0 to 5 of how satisfied the public is with SacRT. The KPI goal is overall score of 3.5 or higher.
	Customer Service	80%	81%	80%	83%	2.5	2.50	Percentage of calls answered within 20 seconds for Customer Service.
	Customer Advocacy	60%	29%	62%	61%	2.5	2.50	Percentage of calls answered within 20 seconds for Advocacy queues.
TOTAL POINTS						15	15.00	
OVERALL PERFORMANCE SCORE						100	96.49	

SacRT Goals and Objectives in FY 2025

Sacramento Regional Transit District (SacRT) General Manager/CEO Fiscal Year 2025 Performance Objectives & Goals

SacRT Major Objectives and Goals in FY 2025

SacRT's ongoing implementation of its current strategic plan focuses the agency's work on four strategic priorities: Operational Excellence, Community Value, Employee Engagement, and Customer Satisfaction. Organizational success is defined by, and aligns with, these priorities. Annual goals and tactics have been thoughtfully developed to align directly with one of the four strategic priorities. Using the strategic plan tactics and goals to guide SacRT work, progress will be measured by staff using quarterly milestones to ensure that projects are advancing as planned.

OPERATIONAL EXCELLENCE – SacRT is dedicated to providing innovative mobility solutions and developing and implementing programs that provide best in class service that puts customers first. As public transportation services continue to evolve, SacRT is committed to providing the highest standards in transportation by not only implementing industry best practices, but raising the bar to ensure operational excellence for customers.

- **Bus Maintenance Modernization** - Efficiently provide vehicle maintenance for bus fleet to decrease maintenance and parts costs, increases in vehicle equipment availability, allow for proactive fleet maintenance, and streamline reporting. Consistently meet preventative maintenance goals to ensure vehicles are ready to go out into service. Develop employee technical expertise in emerging technologies such as electric vehicle charging and drive systems. These efforts will enable the maintenance department to deliver a fleet to customers that is clean, safe, and reliable.
- **Maintain Bus Service and Employee Retention Levels** - Providing reliable bus service by reducing cancellations, increasing staffing levels, and focusing on employee engagement. Maintain a balanced approach to prioritizing and maintaining staffing levels across all bus modes to ensure we can provide the excellent service we promise to the public. Improve employee experience by reducing overtime, focusing on operator safety, and providing effective coaching and training. Identify opportunities to further improve the quality of service we provide to support our employees and customers.
- **Maintain Community Bus Service Levels** - Continue to provide innovative public transit solutions for essential travel, especially in our disadvantaged communities. Identify opportunities to engage with staff and internal stakeholders to timely respond to requests, support our team, improve on time performance, and strategically identify and mitigate system needs before they become critical issues. Identify opportunities to consolidate vehicle storage and maintenance to improve overall operations efficiency. Continue to maintain service reliability, improve customer experience, and provide convenient, efficient, and easy to use service to get people where they want to go, when they want to go.
- **Strengthen SacRT GO Service Delivery** - Increase service reliability by ensuring we have employees and vehicles available to provide SacRT GO paratransit bus service to get people where they want to go, when they want to go. Increase employee engagement through managing workload, staffing levels, and pay equity for the service. Reducing customer service complaints through proactive training, safety compliance, and partnering with supplemental service providers to meet rider needs. Efficiently and professionally resolve issues, take care of drivers, streamline coordination of trip connections, and improve customer service outcomes.

SacRT Goals and Objectives in FY 2025 Continued

OPERATIONAL EXCELLENCE (Continued)

- **Infrastructure Improvements and Sustainable Growth** - Strategically manage projects to modernize and expand our system to provide greater value to the community and better service to our region. Monitor schedule timelines, manage workloads, and track engineering labor costs. Develop staff to meet all technical capacity requirements for federal grants and keep projects moving forward. Facilitate opportunities for staff development and engagement to reduce burnout and improve morale, productivity, and employee retention.
- **Light Rail System Modernization and Performance Improvements** - Work with internal and external stakeholders and personnel to ensure successful implementation of major light rail projects including new low floor vehicle fleet roll out and 15-minute service to Folsom. Complete training and tool implementation to meet maintenance standards on new vehicles. Maintain a state of good repair on light rail system as we increase vehicles on the system and manage severe climate incidents. Provide proactive maintenance and repair; increase system efficiency and improve performance through the maintenance of state of good repair.
- **Innovative Light Rail Service and Employee Development** - Complete rigorous phased testing of new S700 light rail vehicles from Siemens Mobility to ensure the new low-floor light rail vehicles are safe and reliable before passengers get on board. Begin revenue service of new low-floor vehicles to provide easier access and better service to riders. Ensure light rail staff training for new vehicles is complete to improve service delivery. Cultivate a leadership team that encourages collaboration, facilitates open communication, breaks down information silos, and increase productivity.
- **Independent Operational Process Evaluation** - The Internal Audit Unit (IAU) seeks to provide an independent and objective assurance and consulting activity that assists leadership with improving SacRT operational efficiency, comply with applicable laws and regulations, and accurately report organizational activities to stakeholders. Engage with staff to build rapport, explain the role of the internal auditor, and get buy-in to the objective evaluation process. Results of engagements conducted will be delivered by way of audit reports that are supported by necessary documentation substantiating professional opinions given.
- **Information Technology Business Strategic Alignment** - Leverage information technology resources to achieve strategic business objectives such as expanding the reach of their services, enhancing the customer experience, creating staff and procedure efficiencies and/or improving financial performance.
- **Accounting Process Enhancements** - Leverage technology systems to create process efficiencies and attain clean financial audit results by evaluating current procedures, identifying opportunities for improving, creating a roadmap for changes, and implementing changes to modernize and create positive results agencywide. Providing clear communication to stakeholders to provide timely information, improve financial organization, share accurate data, and instill confidence in our financial processes and procedures.
- **Budget Process Enhancements** - The Office of Management and Budget has transitioned data and reporting to modern budgeting tools (PowerBI) to increase the access key decision makers at the agency have to meaningful data. OMB will continue providing information in a timely manner, educating stakeholders on the budget process, and identifying opportunities to meet the budget needs of the agency. OMB will continue to refine and improve the information provided and the processes used to provide tools that best allow management to be successful in completing their business objectives.

SacRT Goals and Objectives in FY 2025 Continued

OPERATIONAL EXCELLENCE (Continued)

- **Improving Retiree Access to Pension Benefit Information** - Increase access to retirement services and benefits information for members and their beneficiaries in an equitable, accurate, and efficient manner. Improve processes by ensuring data integrity and automation, enhancing communication systems, and engaging with Retirement Boards. Committed to improved communication and compliance to instill confidence in our investment and business decisions.
- **Modernize Risk Processes and Reduce Liability** - Proactively identify trends in common accidents and work with department leadership identify opportunities for improvements to processes and procedures. Collaboratively work to reduce related risk and exposure. In coordination with IT, complete implementation and training of new risk management information system (RMIS) and update risk program processes to improve efficiency, consistency, security, and reliability of data, prevent adverse loss, and reduce liability for the agency.
- **Aligning Grant Priorities and Strategic Goals** - Collaborate with regional partners to develop a select few shovel-ready, data-driven, and transformative grant projects that are robust, competitive, and aligned with strategic priorities of the agency, and apply for several state and federal discretionary grant programs. Substantiate project proposals with benchmarked industry standards for transit metrics, GHG reductions, cost benefit analysis, cost, and design. Identify project prioritization model to optimize funding using objective criteria to rank and score projects. Deliver project funding in a creative, objective, and flexible process. Ensure project development, planning, and management align with core values, safety, and state of good repair.
- **Procurement Procedure Efficiency and Staff Development** - Effectively guide internal customers through the procurement process to ensure that SacRT follows written procurement procedures, policies, and laws. Continue to develop technical skills that empower procurement staff to identify and resolve potential process challenges before they impact project timeline, budget, or delivery. Evaluate current procedure efficiency, identify opportunities for improvement, and implement changes to create more efficient procurement procedures, reduce project delays, and deliver excellent customer service. Continuously strengthen internal controls to improve project management, monitor project timelines and expiration dates, assist with invoice processing, streamline communications, and ensure internal customers receive the goods and services required to maintain SacRT's service levels.
- **RTPS System Support** - Focus on reducing chronic RTPS service calls on bus and light rail service to better align response priorities, officer availability, and provide nimble support for the system. Reduce fare vending machine vandalism to reduce long-term costs for repair and replacement for the Engineering and Facilities departments. Monitor available staffing levels and partner with regional agencies to support special projects.
- **Continuous Safety Improvement** - Update agency safety plans to improve safety outcomes and system reliability. Support critical construction projects throughout the district by identifying hazards and risks in a timely manner to mitigate risks while still in a latent state. Through ongoing monitoring and completion of corrective actions SacRT will be able to improve safety outcomes for our employees and riders.

SacRT Goals and Objectives in FY 2025 Continued

COMMUNITY VALUE – SacRT is committed to expanding regional partnerships and providing excellent public transit service to promote SacRT as the region’s premier public transit agency. SacRT will continue to promote programs and incentive options that will encourage more people to try transit, build ridership, demonstrate value as a community partner, and educate the public about the benefits of transit and how local funding is important to create a world-class public transit system.

These team tactics illustrate how annual goals will be attained for delivering value to the entire community:

- **Marketing Strategies for Launching New Service** - Engage with customers and members of the community to promote new SacRT services, how to ride, and increase ridership. Engaging SacRT employees across the district to creatively communicate with riders in innovative and effective ways. Collaborate with community partners and local media to connect and engage with riders at a variety of community events, festivals, and promotions.
- **Community Partnership Building and Government Relations** - Promote the agency’s profile and reputation throughout the community to demonstrate the impact additional funding would have on our system and region. Engage with local and grassroots organizations to identify transit supportive policies, funding, and advocacy opportunities for the district. Work to transform our system infrastructure to expand service for riders, address climate challenges, and elevate social equity in our programming. Work collaboratively to engage Board members on the work the district is undergoing.
- **Innovative Planning and Partnership Coordination** - Spearhead district planning initiatives to increase access to public transit and mobility options in our community. Collaboratively work with the grants department to secure funds for emerging mobility options, innovative planning initiatives, maintenance of programs, sustainability efforts, and community outreach. Coordinate with local, state, and federal partners to enable SacRT to continue to move riders where they want to go when they want to go by improving service for riders while addressing the equity and climate needs of our community.
- **Government Contracting Civil Rights Programs** -Operating SacRT’s Disadvantaged Business Enterprise (DBE) Program in good faith and in accordance with the requirements contained in the Code of Federal Regulations Title 49 Part 26 (49 CFR Part 26); the primary goal and objective of the DBE program is to level the playing field on federally-assisted transit contracts and subcontracts relating to SacRT's construction, procurement, and professional services activities. Benchmarking against and collaborating with other agencies to ensure that SacRT is aligning with industry best practices for its DBE Program and Small and Local Business (SBE/LBE) Program. Ensuring on time reporting of DBE participation and overall DBE goal setting documentation to the Federal Transit Administration (FTA). Collaborating with staff and contractors to implement the requirements of SacRT’s DBE and SBE/LBE Programs. Coordinating and improving vendor outreach and education so that applicants from the DBE and small and local business community have the opportunity to successfully compete for contracts with SacRT.
- **Transformation of SacRT Real Estate** - Dispose of surplus property not needed for agency operations to reduce property maintenance costs, taxes, and liability, as well as transform it into equitable transit-oriented communities (ETOC) opportunities that can generate additional ridership and revitalize neighborhoods while avoiding gentrification. Transform transit centers into mobility hubs to support equitable ETOCs by attracting local DBE vendors and programming activities on SacRT property. Update fees and policies related to use of SacRT property to improve agency operational efficiencies, revenue opportunities, transit ridership, and community safety and quality of life. Provide support as needed for agency’s funded projects.

SacRT Goals and Objectives in FY 2025 Continued

COMMUNITY VALUE (Continued)

- **Social Worker Engagement and Partnerships** - Collaborate with internal staff and external service providers and agencies to address safety hazards along light rail tracks, right-of-way (ROW), and bus stops. Partner with County staff and community stakeholders to hold resource fairs to provide information and resources to unhoused riders and community members. Support and empower employees through training to better understand our community and the resources available to reduce chronic issues and safety hazards across the system and improve outcomes for our unhoused population.

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

- **Enhancing the Customer Fare Payment Experience** - Implement new technologies in fare collection to consolidate and simplify fare collection technologies for our passengers, improve rider experiences and service provision, while minimizing risk through internal controls. Provide support for innovative fare projects and partnerships and take a creative approach to bulk and discount fare programs for SacRT and participating partner agencies. Provide timely and accurate reporting data while adhering to all federal standards for reporting District fare revenues and ridership information.
- **Increasing Customer Confidence and Experience** - Building on the successful implementation of training initiatives in FY24, provide staff with critical training resources to provide excellent customer service levels by increasing employee confidence, strategies for effectively resolving calls, and develop team collaboration. Focusing on cross-training and retraining in our call and sales centers will improve flexibility, morale, and customer outcomes. As new services are implemented, ensure staff become subject matter experts to quickly resolve calls and increase customer confidence and experience using our services and interacting with our support resources.
- **Develop Facilities Maintenance Short and Long-Term Goals** - Strategically review and revise project planning, department processes, and staff assignments to improve transparency and resource allocation. Work collaboratively with other departments to develop project and work prioritization, reduce risk, and improve health and safety outcomes. Develop workforce into industry leaders to improve employee engagement and maintenance outcomes.
- **Security Saturation and Customer Satisfaction** - Develop and deploy first responders on SacRT trains, stations, and infrastructure needing continual oversight of security. Provide in-depth knowledge and training for staff that will be points of contact daily to customers. Employees and contractors will provide great customer service for SacRT related inquiries, mediation between RTPS officers and other points of contact, and real time updates occurring in or around the SacRT district. Information will be dissemination via live public address system and Alert SacRT mobile application.

SacRT Goals and Objectives in FY 2025 Continued

EMPLOYEE ENGAGEMENT – SacRT is dedicated to providing a positive and collaborative workplace that enables us to build a strong workforce of highly satisfied and performing individuals. SacRT recognizes that the work employees do every day, in every single position, has a potentially significant impact on the quality of life in the Sacramento region. Employees are foundational to SacRT’s success and the agency is committed to hiring the best people and supporting them throughout their careers.

These team tactics illustrate how annual goals will be attained for organizational performance as it pertains to engaging members of the workforce:

- **Employee Recruitment, Retention, and Wellbeing** - Innovatively support employees through their full employment lifecycle at SacRT and promote holistic employee wellbeing. Collaboratively work with hiring managers to streamline recruitment processes, gather required information, and efficiently manage workload. In coordination with IT, look at opportunities to implement an employee self-service portal to improve employee experience and streamline the process for updating employee information in the system as our workforce grows. Identify opportunities to engage employees around new wellness and benefits resources across the agency. Proactively monitor, update, and train management staff on statutory, regulatory, and legal changes to leaves programs. Facilitate opportunities for staff development, cross-training and succession planning to improve morale, productivity, and employee retention.
- **Integrated Payroll Systems** - Create a modern and efficient payroll system by integrating employee self-service resources into our systems, which would save significant time and resources. Create proactive solutions for work prioritization, process improvement and SAP configuration support. Continue to update forms and procedural controls, collaborate with the Human Resources, Labor Relations, Information Technology, and Operations departments to develop new processes for increased efficiency. Complete quarterly federal and state tax reporting in a timely and efficient manner. Continuously promote diversity, equity, and inclusion in the workplace and create a workplace environment where employees feel connected and dedicated to SacRT’s goals and values.
- **Labor Relations Compliance and Labor Partner Outreach** - Collaborate and engage with department leadership across the agency to improve labor management outcomes and compliance with local, state, and federal laws and regulations. Develop labor relation teams skills to increase efficiency, meet departmental commitments, manage workload, and reduce agency liability. Positively engage with our internal stakeholders and labor partners to further develop our relationships and focus on the overall success of the agency.
- **Deliver Training Resources to Develop and Retain Employees** - Continue to support the development of collaborative communication and leadership styles across the workforce by engaging employees in opportunities to share resources and develop teams. Facilitate opportunities for employee engagement throughout the district by highlighting existing and new programs, continue Diversity, Equity, and Inclusion (DEI) initiatives, and discovering additional training needs. Develop and procure training materials and resources to cultivate a highly skilled, effective, and motivated workforce. Work with stakeholders to upload historical training data to Learning Management System (LMS) and roadmap learning pathways and roll out accessible training to all staff, including frontline employees. Analyze data in LMS and prepare monthly and quarterly reports for departments and Executive Management Team to identify opportunities to address existing needs and improve overall agency efficiency.
- **Strategic Plan Engagement** - Identify opportunities to coordinate department projects across the agency to successfully deliver projects on time, within budget, and according to scope. Identify opportunities to promote programs and projects that align with employee survey feedback. Begin the engagement process for updating our 5-year strategic plan for the 2026-2030 period.



Operating Budget Summary

Operating Budget Summary

Enterprise Fund Statement (Fund Balance)

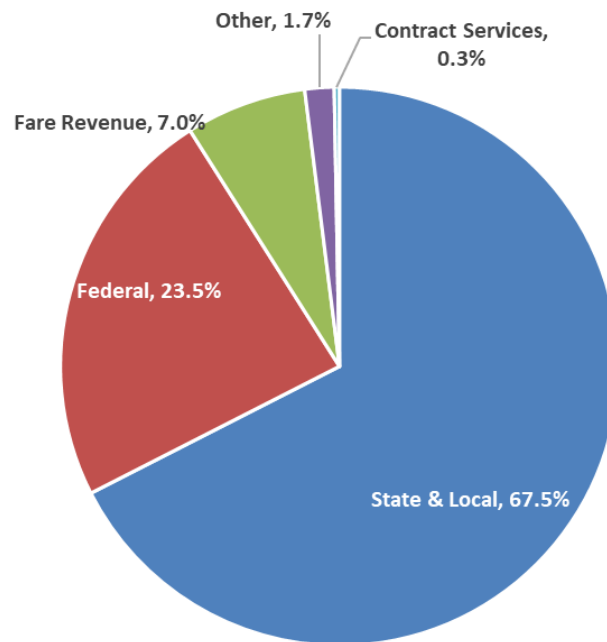
	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget
Operating Revenues					
Fare Revenue	\$12,001,272	\$14,308,770	\$16,614,532	\$18,241,769	\$18,439,108
Contracted Services	6,634,126	825,900	842,449	1,291,951	1,149,730
State & Local	113,657,412	144,507,608	159,055,051	160,123,520	219,223,010
Federal	57,703,601	56,675,720	56,875,709	63,953,441	23,760,075
Other	7,339,536	5,239,086	9,500,266	11,533,267	4,490,000
Total Operating Revenue	197,335,947	221,557,084	242,888,007	255,143,948	267,061,923
Capital Revenue Contributions					
State & Local	42,669,138	41,351,937	64,933,238	77,579,926	20,178,707
Federal	4,848,118	29,408,367	34,976,735	40,328,461	67,452,267
Total Capital Revenue	47,517,256	70,760,304	99,909,973	117,908,387	87,630,974
Operating Expenses					
Salaries & Benefits	141,909,606	153,684,302	160,613,840	176,214,559	184,263,558
Professional Services	14,162,411	16,497,310	19,400,569	22,695,874	26,514,807
Materials & Supplies	13,503,911	14,748,156	18,955,278	17,783,426	16,562,316
Utilities	7,271,754	7,424,683	7,987,760	8,204,292	8,427,059
Insurance & Liability	12,335,695	19,783,495	28,247,808	23,640,593	25,560,113
Other	2,209,092	2,633,987	2,783,525	3,022,127	5,734,070
Total Operating Expenses	191,392,469	214,771,933	237,988,780	251,560,871	267,061,923
Operating Expenses for Capital	4,701,779	(5,128,457)	339,937	4,182,464	3,000,000
Non-Operating Expenses					
Depreciation & Amortization	44,060,094	46,623,437	47,140,507	46,406,590	43,000,000
Interest Expense	2,386,142	1,574,881	1,526,297	1,593,632	2,224,600
Total Non-Operating Expenses	46,446,236	48,198,317	48,666,804	48,000,221	45,224,600
GASB Adjustment	0	9,480,288	(1,241,191)	821,427	0
Impairment Loss	0	0	(22,254,333)	0	0
Prior Year Adjustment	0	0	0	0	0
Special Item: Transfer of Operations	0	15,781,405	0	0	0
Services Funded by Others	(123,612)	(276,970)	0	0	0
Beginning Balance, July 1	714,268,059	745,263,778	804,724,096	837,031,031	907,161,237
Ending Balance, June 30	\$745,263,778	\$804,724,096	\$837,031,031	\$907,161,237	\$946,567,611
% Change in Ending Fund Balance		7.98%	4.01%	8.38%	4.34%

Division/Fund Relationship

Division	Enterprise Fund
General Manager/CEO	√
Chief of Staff/VP, Real Estate	√
VP, Planning, Grants and Procurement	√
VP, Operations	√
VP, Light Rail Operations	√
Deputy General Manager/CEO	√
VP, Employment Development & Engagement	√
VP, Capital Programs	√
VP, Finance/CFO	√
VP, Procurement, Real Estate & Special Projects	√
VP, Communications and Partnerships	√
VP, Security, Safety, Customer Satisfaction and Facilities	√

Revenues

Operating Revenues by Funding Source



(Dollars in Thousands)

Revenue Categories	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	
						\$ Change	% Change
Fare Revenue	\$12,000	\$14,309	\$16,615	\$18,242	\$18,439	\$197	1.1%
Contract Services	6,634	825	842	1,292	1,150	(142)	-11.0%
State & Local	113,657	144,508	159,055	160,124	219,223	59,099	36.9%
Federal	57,704	56,676	56,876	63,953	23,760	(40,193)	-62.8%
Other	7,340	5,239	9,500	11,533	4,490	(7,043)	-61.1%
Total	\$197,335	\$221,557	\$242,888	\$255,144	\$267,062	\$11,918	4.7%
Operating Surplus/(Deficit)	5,943	6,223	3,152	1,213	-		
Operating Revenue	\$191,392	\$215,334	\$239,736	\$253,931	\$267,062	\$ 11,918	4.7%

*Operating Reserve: Negative indicates an allocation of surplus 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 Community College District (Los Rios), California State University, Sacramento (CSUS) Student pass programs and funding from partners for SacRT's RydeFreeRT program.

The FY 2025 Budget proposes \$18.4 million in Fare Revenue, an increase of \$0.2 million (1.1%) from the FY 2024 Projected Revenue of \$18.2 million.

- This Fare Revenue increase is due to a projected increase in system-wide ridership and in Los Rios contract revenue.

Contracted Services

This category includes contracts with the city of Rancho Cordova, as well as with UC Davis for Causeway Connection transit services. These jurisdictions purchase SacRT transit services.

The FY 2025 Budget proposes \$1.15 million in Contracted Services revenue, a reduction of \$0.14 million (11.0%) from the FY 2024 Projected Revenue of \$1.29 million.

- The Rancho Cordova contract is \$0.5 million based on current trend.
- UC Davis Causeway Connection and Elk Grove Medical Center shuttle services are budgeted at \$0.3 million each.

State & Local

This category includes formula-based allocations to SacRT from state and local government sales taxes. SacRT 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.

Revenues continued

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.

Percentage breakdown 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

Revenues continued

Percentage breakdown 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 2025 Budget proposes \$219.2 million in state and local funding revenue, an increase of \$59.0 million (36.9%) from the FY 2024 Projected Revenue of \$160.1 million and includes:

- \$60.6 million in Senate Bill 125 funding, which is Transit and Intercity Rail Capital Program, which has flexibility to use money to fund transit operations or capital improvements.
- Measure A Sales tax-based revenue is budgeted flat compared to FY 2024 Projected Revenue.
- \$5.5 million of Measure A is budgeted for Paratransit SacRT Go service.
- 1.1% reduction in TDA-LTF.
- \$4.0 million of Low Carbon Transit Operations Program (LCTOP) revenue, which is a State Cap and Trade program established in 2014 that provides funds to public transportation agencies throughout California for operations that reduce greenhouse gas emissions.
- \$0.8 million in Neighborhood Shuttle Measure A for SmaRT Ride service, which is the same amount as FY 2024 Adopted Budget.



Revenues continued

Federal

This category includes Section 5307 Formula Funds, Section 5316 Jobs Access Reverse Commute allocations and Congestion Mitigation Air Quality (CMAQ) funds. This category also includes the America Rescue Plan of 2021 (ARP) funding.

The FY 2025 Budget proposes \$23.8 million in federal funding, a decrease of \$40.2 million (62.8%) from the FY 2024 Projected Revenue of \$64.0 million. The FY 2025 Budget includes:

- \$1.1 million in Job Access/Reverse Commute (JARC) funding, which is the same level of funding as in FY 2024.
- \$14.4 million in FY 2023 Section 5307 Urbanized Area funds.
- \$7.8 million of America Rescue Plan of 2021 (ARP) funding, which is an economic stimulus package to speed up the United States' recovery from the economic and health effects of the COVID-19 pandemic and the ongoing recession. The year over year reduction of \$55.9 million or 87.8% from FY 2024 Projected Revenue is due to depletion of ARP funding.
- \$0.25 million in Congestion Mitigation and Air Quality Improvement (CMAQ) funds for Causeway Connection to UC Davis and \$0.22 million in CMAQ funding for Airport Shuttle.

Other

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

The FY 2025 Budget includes \$4.5 million in other revenue, which is a reduction of \$7.0 million (61.1%) from the FY 2024 Projected Revenue of \$11.5 million. Other revenues include:

- \$0.4 million for the sale of Low Carbon Credits through the State Cap and Trade program and \$0.7 million for RINs credits.
- Investment income of \$0.75 million.
- Advertising revenue of \$0.8 million.
- \$1.4 million in Miscellaneous Income.

Revenues continued

FY 2024 to FY 2025 Revenue Comparison

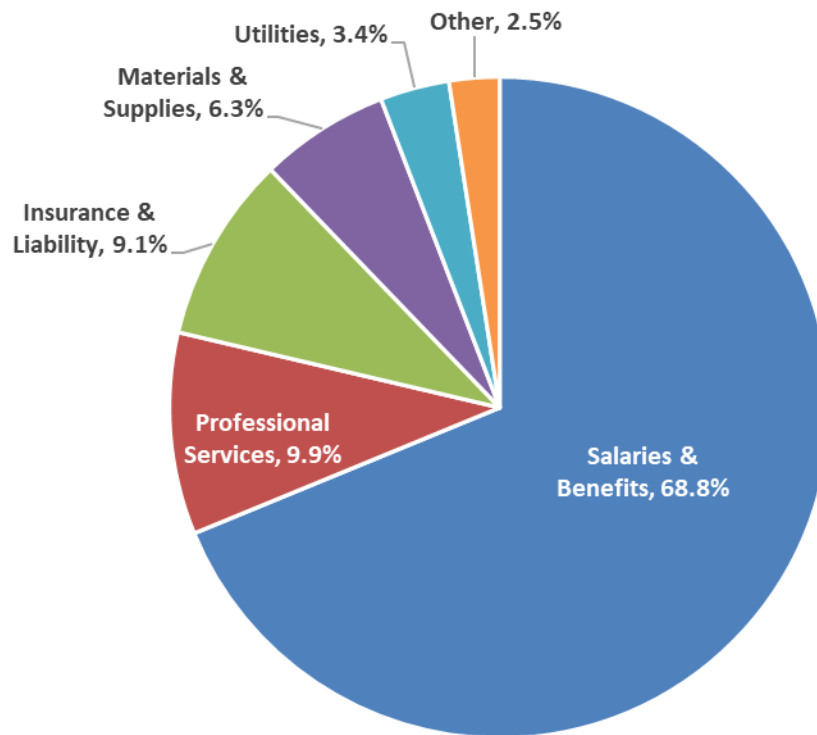
GL Description		FY 2024 Projected	FY 2025 Budget	Variance
Income		\$255,143,947	\$267,061,923	\$11,917,976
Fare Revenue		18,241,770	18,439,108	197,338
<i>Farebox Revenue</i>		<i>4,181,802</i>	<i>4,439,268</i>	<i>257,466</i>
410920	Cash Fares	4,171,582	4,439,268	267,686
410921	FVM Audit Adj/Refund	10,220	0	(10,220)
<i>Transfer Agreements</i>		<i>(76,029)</i>	<i>(59,000)</i>	<i>17,029</i>
410925	Transfer Agreements	(76,029)	(59,000)	17,029
<i>Sales</i>		<i>8,751,240</i>	<i>8,996,840</i>	<i>245,600</i>
410301	Prepaid Sales	0	8,996,840	8,996,840
410310	MTO Net Sales	408,650	0	(408,650)
410315	FPP Gross Sales	7,942,013	0	(7,942,013)
410316	FPP Sales Discounts	(4,549,138)	0	4,549,138
410317	FPP Return Discounts	7,450	0	(7,450)
410318	FPP Sales Adjustment	(304)	0	304
410319	FPP Actual Returns	(34,963)	0	34,963
410320	FPP Accrual Returns	0	0	0
410350	Connect Fare Sales	3,231,899	0	(3,231,899)
410360	Mobile Ap Fare Sales	0	0	0
410370	MAPP Passenger Fares	1,773,934	0	(1,773,934)
410371	MAPP Passenger Fares	(28,301)	0	28,301
410903	Ticket Exchange Ref	0	0	0
<i>Special Fare Services</i>		<i>5,382,827</i>	<i>5,065,000</i>	<i>(317,827)</i>
410120	Alta Pass	267,675	300,000	32,325
410204	CSUS - Students	990,040	900,000	(90,040)
410205	Los Rios - Student	2,697,975	2,500,000	(197,975)
410210	K-12 Ryde Free	1,420,000	1,305,000	(115,000)
420918	Special Services	7,137	60,000	52,863
<i>Miscellaneous Revenue</i>		<i>1,930</i>	<i>(3,000)</i>	<i>(4,930)</i>
410105	Adult Daily	1,930	0	(1,930)
410601	Commissions	0	(3,000)	(3,000)
410930	Folsom Revenues	0	0	0
Contracted Services		1,291,951	1,149,730	(142,221)
<i>Contract Services</i>		<i>1,291,951</i>	<i>1,149,730</i>	<i>(142,221)</i>
420919	City Services	51,725	49,730	(1,995)
420923	Rancho Cordova	526,461	500,000	(26,461)
420926	UC Davis	326,305	300,000	(26,305)
420930	UCDMC Elk Grove	387,460	300,000	(87,460)

Revenues continued

GL Description		FY 2024 Projected	FY 2025 Budget	Variance
Other Income		11,533,265	4,490,000	(7,043,265)
<i>Advertising</i>		<i>987,671</i>	<i>800,000</i>	<i>(187,671)</i>
430915	Ads shelters	90,384	164,000	73,616
430916	Ads LR Stations	26,250	36,000	9,750
430919	Ads Bus Vehicles	616,665	300,000	(316,665)
430920	Advertising LR Vehicle	221,250	300,000	78,750
431100	Naming Rights	33,122	0	(33,122)
<i>Miscellaneous Income</i>		<i>5,328,928</i>	<i>2,600,000</i>	<i>(2,728,928)</i>
430913	ID Sales	47,440	50,000	2,560
430914	Fines	2,395	6,000	3,605
450710	CNG Revenue	1,916,153	0	(1,916,153)
450922	Other Revenue	2,287,409	1,443,300	(844,109)
450923	ECOS Revenue	54,598	0	(54,598)
450926	Bike Locker	180	700	520
450939	RIN Credits-Biofuels	450,551	700,000	249,449
470952	Low Carbon Credit	570,202	400,000	(170,202)
<i>Real Estate Income</i>		<i>430,673</i>	<i>340,000</i>	<i>(90,673)</i>
441140	RE Lease	376,166	340,000	(36,166)
441144	R.E. Joint Development	32,507	0	(32,507)
441145	R.E. Processing Fee	22,000	0	(22,000)
<i>Investment Income</i>		<i>4,785,993</i>	<i>750,000</i>	<i>(4,035,993)</i>
450924	Interest Income	2,370,263	0	(2,370,263)
450943	Investment Income	2,413,704	750,000	(1,663,704)
450944	Interest Income Misc	2,026	0	(2,026)
State and Local Subsidy		160,123,520	219,223,010	59,099,490
<i>State and Local Assistance</i>		<i>160,123,520</i>	<i>219,223,010</i>	<i>59,099,490</i>
470930	MSA - RT General	60,513,144	60,500,000	(13,144)
	MSA - Neighborhood			
470931	Shuttle	800,400	800,000	(400)
470932	MSA: SacRT GO	5,525,113	5,500,449	(24,664)
470934	LTF	88,766,333	87,822,561	(943,772)
470945	Cap and Trade LCTOP	4,518,530	4,000,000	(518,530)
470946	SB125	0	60,600,000	60,600,000
Federal Subsidy		63,953,441	23,760,075	(40,193,366)
<i>Federal Assistance</i>		<i>63,953,441</i>	<i>23,760,075</i>	<i>(40,193,366)</i>
460941	Fed 5307 Prev Maint	0	14,400,000	14,400,000
460942	Federal Access Jobs	0	1,106,565	1,106,565
460951	Federal CMAQ UCD	270,000	250,000	(20,000)
460958	ARP Stimulus	63,683,441	7,780,630	(55,902,811)
460959	CMAQ - Airport Shuttle	0	222,880	222,880

Expenses

Operating Expenses by Expense Category

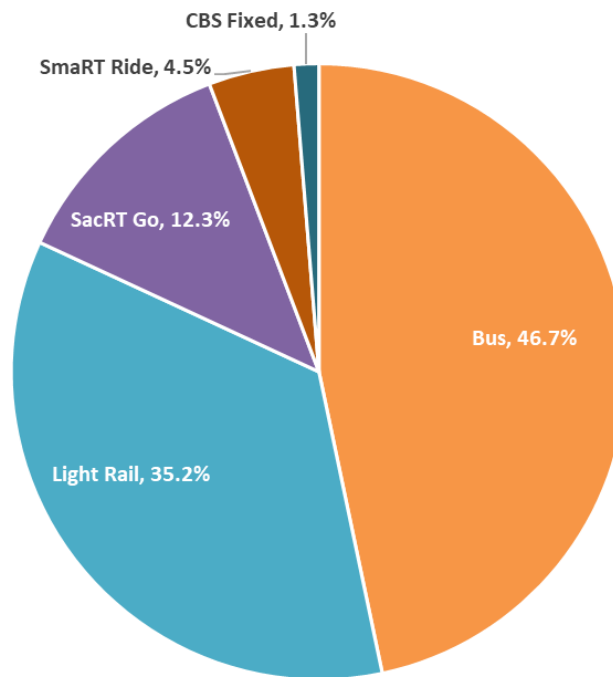


(Dollars in Thousands)

Expense Categories	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Changes %
Salaries & Benefits	\$141,910	\$153,684	\$160,614	\$176,215	\$184,263	\$8,048	4.6%
Professional Services	14,162	16,497	19,401	22,696	26,515	3,819	16.8%
Materials & Supplies	13,504	14,748	18,955	17,783	16,562	(1,221)	-6.9%
Utilities	7,272	7,425	7,988	8,204	8,427	223	2.7%
Insurance & Liability	12,336	19,783	28,248	23,641	25,560	1,919	8.1%
Other	2,209	2,634	2,784	3,022	5,735	2,713	89.8%
Total Operating Exp	191,392	214,772	237,989	251,561	267,062	15,501	6.2%
GASB 87 Lease	0	562	1,747	2,370	0	(2,370)	(100.0%)
Total Expenses	\$191,392	\$215,334	\$239,736	\$253,931	\$267,062	\$13,131	5.2%

Expenses continued

Operating Expenses by Mode

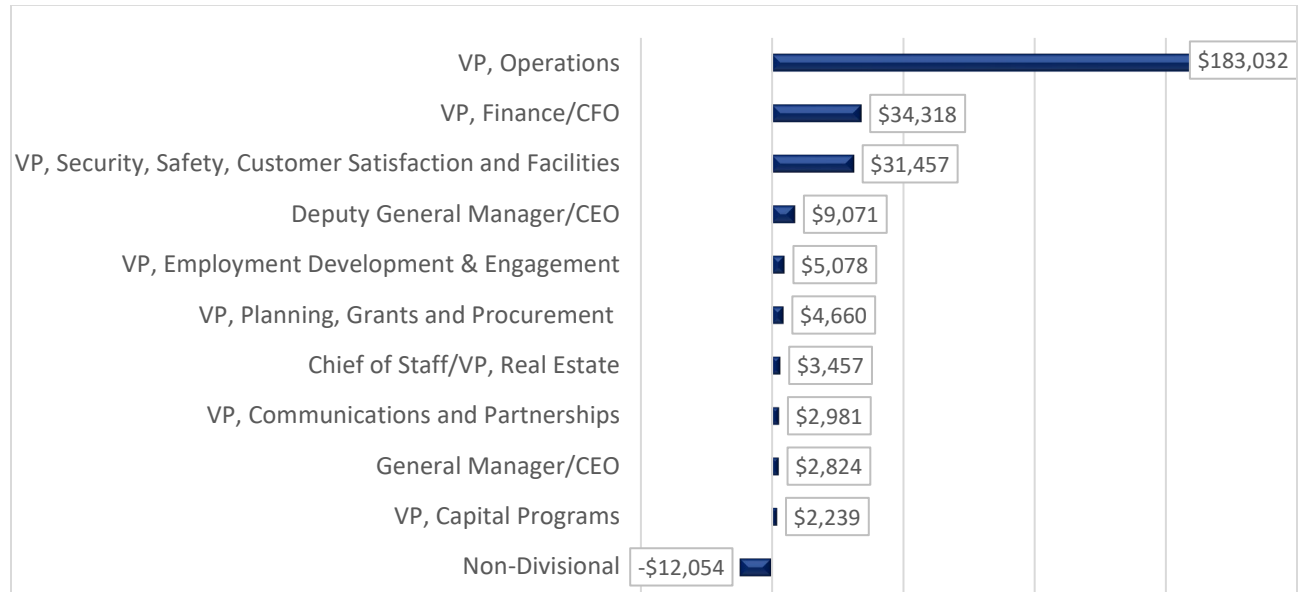


(Dollars in Thousands)

Expense Categories	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Bus	\$85,199	\$103,505	\$113,518	\$115,780	\$120,297	\$4,517	3.9%
CBS Fixed	3,869	2,810	2,957	2,922	2,938	15	0.5%
SmaRT Ride	7,476	9,807	10,352	10,340	11,203	863	8.3%
SacRT Go	16,907	22,022	28,225	35,594	38,194	2,600	7.3%
Light Rail	71,531	76,628	82,937	86,924	94,430	7,506	8.6%
Elk Grove e-Tran Services	6,410	0	0	0	0	0	N/A
Total Expenses	\$191,392	\$214,772	\$237,989	\$251,561	\$267,062	\$15,502	6.2%
GASB 87 Lease		562	1,747	2,370		(2,370)	-100.0%
Total Expenses	\$191,392	\$215,334	\$239,736	\$253,931	\$267,062	\$13,131	5.2%

Expenses continued

Operating Expenses by Division



(Dollars in Thousands)

Division	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
General Manager/CEO	\$4,028	\$2,356	\$2,458	\$2,441	\$2,824	\$383	15.7%
Chief of Staff/VP, Real Estate	0	0	0	1,923	3,457	1,534	79.8%
VP, Planning, Grants and Procurement	9,756	9,844	11,707	3,923	4,660	737	18.8%
VP, Operations	133,724	102,873	110,908	168,190	183,032	14,842	8.8%
VP, Light Rail Operations	0	42,676	44,193	0	0	0	N/A
Deputy General Manager/CEO	9,778	10,896	7,529	8,637	9,071	434	5.0%
VP, Employment Development & Engagement	0	0	4,308	4,574	5,078	504	11.0%
VP, Capital Programs	0	0	0	1,156	2,239	1,083	93.8%
VP, Finance/CFO	20,468	28,524	5,123	30,768	34,318	3,550	11.5%
VP, Procurement, Real Estate & Special Projects	0	0	33,328	0	0	0	N/A
VP, Communications and Partnerships	0	2,300	2,792	2,823	2,980	157	5.6%
VP, Security, Safety, Customer Satisfaction and Facilities	13,839	15,475	15,887	27,727	31,457	3,730	13.5%
Non-Divisional	(199)	(172)	(245)	(600)	(12,054)	(11,454)	1907.7%
Total Operating Expenses	191,392	214,772	237,989	251,561	267,063	15,502	6.2%
GASB 87 Lease	0	562	1,747	2,370	0	(2,370)	(100.0%)
Total Expenses	\$191,392	\$215,334	\$239,736	\$253,931	\$267,062	\$13,131	5.2%

* Non-Divisional amounts are proportionally allocated to all other divisions in the pie chart above.

Expenses continued

FY 2025 Operating Budget Summary - All Divisions

(Dollars in Thousands)

Expense Categories/Division	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Salaries & Benefits	\$141,909	\$153,684	\$160,614	\$176,215	\$184,265	\$7,170	4.1%
General Manager/CEO	3,150	2,052	2,170	2,305	2,348	43	1.9%
Chief of Staff/VP, Real Estate	0	0	0	969	843		
VP, Planning, Grants and Procurement	5,810	6,085	6,970	3,622	4,270	648	17.9%
VP, Operations	113,623	87,894	91,908	140,647	154,950	14,303	10.2%
VP, Light Rail Operations	0	35,020	35,547	0	0	0	N/A
Deputy General Manager/CEO	6,171	7,030	4,393	4,750	4,940	190	4.0%
VP, Employment Development & Engagement	0	0	3,636	3,929	4,207	278	7.1%
VP, Capital Programs	0	0	0	1,099	2,105		
VP, Finance/CFO	6,247	6,776	3,405	4,564	4,950	386	8.5%
VP, Procurement, Real Estate & Special Projects	0	0	3,449	0	0	0	N/A
VP, Communications and Partnerships	0	1,435	1,662	1,846	1,922	76	4.1%
VP, Security, Safety, Customer Satisfaction and Facilities	7,107	7,564	7,719	13,084	15,784	2,700	20.6%
Non-Divisional	(199)	(172)	(245)	(600)	(12,054)	(11,454)	1909.0%
Other Expenses	\$49,483	\$61,088	\$77,375	\$75,346	\$82,798	\$7,452	9.9%
General Manager/CEO	876	303	287	135	475	340	251.9%
Chief of Staff/VP, Real Estate	0	0	0	954	2,614	1,660	
VP, Planning, Grants and Procurement	3,946	3,760	4,737	301	392	91	30.2%
VP, Operations	20,101	14,980	18,999	27,543	28,081	538	2.0%
VP, Light Rail Operations	0	7,656	8,647	0	0	0	N/A
Deputy General Manager/CEO	3,607	3,865	3,136	3,887	4,131	244	6.3%
VP, Employment Development & Engagement	0	0	672	645	870	225	35.0%
VP, Capital Programs	0	0	0	56	134	78	
VP, Finance/CFO	14,221	21,748	1,719	26,205	29,368	3,163	12.1%
VP, Procurement, Real Estate & Special Projects	0	0	29,879	0	0	0	N/A
VP, Communications and Partnerships	0	865	1,131	977	1,059	82	8.4%
VP, Security, Safety, Customer Satisfaction and Facilities	6,732	7,911	8,168	14,643	15,673	1,030	7.0%
Total Operating Exp	191,392	214,772	237,989	251,561	267,062	15,501	6.2%
GASB 87 Lease		562	1,747	2,370		(2,370)	-100.0%
Total Expenses	\$191,392	\$215,334	\$239,736	\$253,931	\$267,062	\$13,131	5.2%

Expenses continued

Salaries & Benefits

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

The FY 2025 Budget proposes \$184.3 million for salaries and benefits, an increase of \$8.0 million (4.6%) from the FY 2024 Projected cost of \$176.2 million. The FY 2025 budget includes:

- 1,452 funded positions, a decrease of 11 funded positions from the Fiscal Year 2024 Projected of 1,463 funded positions. See Positions section on page 108 for details.
- Straight time pay, overtime and personal service contract costs increases of \$1.4 million (1.4%) from the FY 2024 Projected cost of \$102.7 million. This reflects various District position salary adjustments.
- Fringe Benefit cost increases of \$5.6 million (7.4%) from the FY 2024 Projected cost of \$76.6 million. This reflects an increase of \$0.4 million in FICA costs, \$3.3 million in medical, dental, life and vision costs, and \$2.2 million in vacation and sick leave accrual, etc.
- A decrease of \$1.0 million (31.8%) in Capital recovery and indirect savings compared to the FY 2024 projected cost recovery. This represents labor charged to capital projects and other initiatives such as the Connect Card Consortium, which results in a reduction in operating costs.

Professional Services

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

The FY 2025 Budget proposes \$26.5 million for Professional Services, an increase of \$3.8 million (16.8%) from the FY 2024 Projected cost of \$22.7 million.

- Outside Services costs increased \$1.1 million in Information Technology, Training and Light Rail Wayside.
- Security Services costs increased by \$0.3 million.
- Software/Cloud Services costs increased by \$0.8 million.
- UZURV ADA supplemental services contract increased by \$0.1 million.
- This budget reflects the FY 2025 portion of multi-year contracts for professional services.

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 2025 Budget includes \$16.6 million for materials and supplies, a reduction of \$1.2 million (6.9%) from the FY 2024 Projected cost of \$17.8 million and:

- Reflects a reduction in CNG and diesel cost due to anticipation that fuel prices will stabilize in FY 2025.
- Includes \$3.3 million in Bus parts.

Utilities

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

The FY 2025 Budget includes \$8.4 million for Utilities, an increase of \$0.2 million (2.7%) from the FY 2024 Projected cost of \$8.2 million.

- This budget reflects an increase of \$0.9 million in traction power due to light rail service level and increases in electricity rates.

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 2025 Budget proposes \$25.6 million for Insurance & Liability, an increase of \$1.9 million (8.1%) from the FY 2024 Proposed cost of \$23.6 million and includes:

- \$1.1 million decrease in cost for projected claim reserves for Property and Liability.
- \$0.7 million increase in cost for projected claim reserves for Workers' Compensation.
- \$1.4 million increase in excess liability insurance costs due to challenging market conditions to get the required insurance limits.
- Additional increases in FY 2025 estimated insurance premium costs due to a more restrictive and more competitive insurance market.

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 2025 Budget proposes \$5.7 million for other expenditures, an increase of \$2.7 million (89.7%) from the FY 2024 Projected cost of \$3.0 million and includes:

- \$0.9 million in Contingency for unforeseen expenditures that may happen throughout the year.
- \$2.1 million in Property lease cost.
- \$0.5 million in Connect Card fees, which is SacRT's portion of running the Connect Card Regional Service Center. It should be noted that most of these costs are recovered via cost recovery in the salary and benefits section.
- Variances in other accounts make up the remaining difference.



Expenses continued

FY 2024 to FY 2025 Expenses Comparison

GL Description		FY 2024 Projected	FY 2025 Budget	Variance
Expenses		\$251,560,870	\$267,061,923	\$15,501,053
Wages		176,214,559	184,263,558	8,048,999
<i>Labor/Fringes</i>		176,214,559	184,263,558	8,048,999
<i>Labor</i>		102,747,811	104,167,152	1,419,341
510010	Straight Time	86,480,658	90,403,446	3,922,788
510011	Overtime	14,804,748	11,995,488	(2,809,260)
510025	Salary PSC	888,469	1,444,506	556,037
510050	Supplemental Pension	41,707	41,712	5
630015	Temporary Help	532,229	282,000	(250,229)
<i>Fringes</i>		76,599,250	82,231,503	5,632,253
510017	Med Cost Pay	1,162,715	0	(1,162,715)
520001	FICA	8,449,209	8,855,309	406,100
520002	Pension	29,063,868	28,829,526	(234,342)
520003	Medical	21,162,199	24,324,774	3,162,575
520004	Dental	1,590,012	1,731,240	141,228
520005	Life	374,701	392,085	17,384
520007	Unemployment	53,511	150,000	96,489
520008	Post Retirement	3,063,758	4,108,821	1,045,063
520009	Vacation Accrual Exp	6,706,350	7,911,897	1,205,547
520010	Sick Leave Accrual Exp	4,287,394	5,137,608	850,214
520016	Vision Care	222,787	232,848	10,061
520019	1/2 Percent ATU	339,768	361,692	21,924
520050	Retirement 401/457	980,067	1,206,382	226,315
520108	OPEB Implicit Rate CR	(857,089)	(1,010,679)	(153,590)
<i>Capital Labor & Fringes</i>		(3,132,502)	(2,135,097)	997,405
550001	Project Labor Rollup	(1,761,008)	(1,125,749)	635,259
550002	Project Indirect	(600,403)	(331,825)	268,578
550003	Pension Contra	(355,550)	(274,129)	81,421
550004	Connect Contra	(312,437)	(319,988)	(7,551)
550005	Connect Indirect	(103,104)	(83,406)	19,698

Expenses continued

GL Description		FY 2024 Projected	FY 2025 Budget	Variance
Other Expenditures		\$75,346,311	\$82,798,365	\$7,452,054
Services		19,601,779	23,274,807	3,673,028
<i>Professional & Other Services</i>		<i>19,571,431</i>	<i>23,139,807</i>	<i>3,568,376</i>
610014	Board Fees	22,200	20,000	(2,200)
630001	Laundry	182,155	197,000	14,845
630002	Consultants	28,750	36,250	7,500
630003	Outside Service	2,937,078	4,005,199	1,068,121
630005	Insurance Brokers	200,810	197,000	(3,810)
630006	Arbitration	0	10,000	10,000
630008	Management Fees	527,165	536,000	8,835
630009	Legal Services	105,893	324,291	218,398
630010	Physicals	226,795	256,600	29,805
630011	Auditing	12,950	13,350	400
630012	Timetables and Maps	24,900	30,000	5,100
630016	Accident Board	1,800	2,400	600
630018	Building grounds	830,497	719,333	(111,164)
630019	Bus Stops	(19,308)	91,000	110,308
630020	Revenue Vehicles	469,194	450,000	(19,194)
630021	Contract Maintenance	961,140	1,249,693	288,553
630022	LR Non Rev Vehicles	80,840	115,000	34,160
630023	Bus Non Rev Vehicles	236,434	205,000	(31,434)
630024	Service Maintenance	742,096	844,925	102,829
630025	Landscaping	10	10,000	9,990
630026	Radio Maintenance	736,953	800,000	63,047
630027	Custodial	169,959	193,800	23,841
630029	Computer Maintenance	228,203	97,000	(131,203)
630031	Data Communications	2,881	0	(2,881)
630032	Mobile App Fees	35,833	100,000	64,167
630038	Plants	461	0	(461)
630039	PBID Related Expense	221,419	293,420	72,001

Expenses continued

GL Description		FY 2024 Projected	FY 2025 Budget	Variance
<i>Professional & Other Services</i>				
630040	Work program	277,254	500,000	222,746
630045	Security Services	8,936,782	9,568,972	632,190
630047	Printing	99,189	85,500	(13,689)
630050	Weeds	35,819	58,000	22,181
630052	COVID-19 Services	6,080	1,000	(5,080)
630056	Promo	32,118	60,000	27,882
630057	Other Prod Serv	0	0	0
630061	Record Destruction	546	1,000	454
630065	Management Services	15,655	0	(15,655)
630070	Software/Cloud Services	801,652	1,559,074	757,422
630082	Board Support	5,200	7,000	1,800
630083	Art Work	0	0	0
630085	Media Advertising	16,265	80,000	63,735
630089	Advocacy Services	214,500	222,000	7,500
630090	Legal Notices	10,099	10,000	(99)
630095	Employee Advertisement	46,637	70,000	23,363
630096	Pre Employment Cost	106,527	120,000	13,473
630097	Hazardous Materials	30,348	135,000	104,652
	SacRT GO Vehicle			
630100	Maintenance	399,317	420,000	20,683
690019	Advertising	850	0	(850)
<i>Purchased Transportation</i>		2,693,927	2,820,000	126,073
630091	Purchased Transportation	2,693,927	2,820,000	126,073

Expenses continued

GL Description		FY 2024 Projected	FY 2025 Budget	Variance
Supplies		\$17,783,426	\$16,562,316	(\$1,221,110)
<i>Materials & Supplies</i>		<i>17,783,426</i>	<i>16,562,316</i>	<i>(1,221,110)</i>
640001	Tires	3,543	11,500	7,957
640002	Gasoline	3,601,653	3,620,000	18,347
640003	Diesel	134,978	110,000	(24,978)
640004	CNG	4,192,048	4,100,000	(92,048)
640005	Sac Vocational Supplies	1	17,000	16,999
640006	Lubricants	318,834	275,000	(43,834)
640007	Cleaning	23,929	98,916	74,987
640008	Bus Parts	4,236,027	3,300,000	(936,027)
640009	Parts Non Rev	95,265	82,000	(13,265)
640010	Parts LRV	2,443,385	2,500,000	56,615
640011	Parts Farebox	2,522	0	(2,522)
	Parts Fare Vending			
640012	Machines	59,742	75,000	15,258
640013	Equipment Supplies	245,498	85,000	(160,498)
640014	Parts Facility	112,219	80,000	(32,219)
640015	Building and Grounds	397,083	240,000	(157,083)
640017	Wayside Spares/supply	471,830	480,000	8,170
640020	Camera	33,957	23,000	(10,957)
640021	Printing Tickets	104,679	150,000	45,321
640022	Printed Materials	2,941	4,000	1,059
640023	Copier Supplies	18,706	23,000	4,294
640025	Office Supplies	106,219	108,900	2,681
640026	Legal Research Mater	3,221	45,000	41,779
640027	Small Tools	52,240	53,200	960
640030	Equipment Items	8,813	59,200	50,387
640031	Other Supplies	501,111	555,600	54,489
640032	District Supplies	1,187	12,000	10,813
640033	Consumables LR	127,701	134,000	6,299
640037	Metro Tools	52,861	51,000	(1,861)
640038	Office Furniture	52,835	31,000	(21,835)
640040	District Postage	72,890	75,000	2,110
	Connect Card Parts &			
640050	Equipment	93,268	36,000	(57,268)
640051	DMS Parts & Equipment	146,069	10,000	(136,069)
640052	COVID-19 Supplies	58,964	117,000	58,036
640101	Invent Value Adj Bus	(26,886)	0	26,886
640102	Inv Gain or Loss Bus	(20,674)	0	20,674
640103	Invent Val Adj Rail	61,854	0	(61,854)
640104	Inv Gain or Loss LR	(7,087)	0	7,087

Expenses continued

GL Description		FY 2024 Projected	FY 2025 Budget	Variance
Utilities		8,204,292	8,427,059	222,767
<i>Utilities</i>		8,204,292	8,427,059	222,767
650001	Natural Gas	170,612	110,000	(60,612)
650002	Water	767,402	750,000	(17,402)
650003	Electricity	1,360,397	1,403,000	42,603
650004	Garbage	188,477	163,200	(25,277)
650006	Telephone	1,402,929	900,859	(502,070)
650007	LRV Traction	4,230,850	5,000,000	769,150
650008	Electricity: Bus Charging	83,625	100,000	16,375
Insurance/Liabilities		23,640,593	25,560,113	1,919,520
<i>Casualty & Liability</i>		23,640,593	25,560,113	1,919,520
660004	Liability Accrual	5,899,990	4,809,000	(1,090,990)
660022	WC Accrual	5,509,798	6,181,000	671,202
660027	Employment Practices	79,379	81,710	2,331
660038	Recoveries	(687,875)	(150,000)	537,875
660040	Crime	14,683	14,000	(683)
660041	Boiler & Machinery	16,512	18,410	1,898
660043	Excess WC	264,461	349,000	84,539
660044	Excess Liability	9,718,748	11,132,550	1,413,802
660047	Assault Premium	(12)	3,518	3,530
660049	Property Premium	2,636,974	2,942,049	305,075
660060	Pollution/UST Premium	6,989	14,841	7,852
660062	Flood Premium	19,772	19,782	10
660063	Privacy/Cyber Liability	150,074	133,103	(16,971)
660064	Fiduciary Insurance	11,100	11,150	50



Expenses continued

GL Description		FY 2024 Projected	FY 2025 Budget	Variance
Other Expenses		1,529,805	3,218,697	1,688,892
<i>Miscellaneous - Taxes</i>		397,050	410,100	13,050
670001	Fuel Taxes	48,720	50,000	1,280
670002	Highway Use	25	100	75
670004	Property Taxes	348,305	360,000	11,695
<i>Miscellaneous - Leases</i>		609,405	2,179,368	1,569,963
680001	Copier Lease	105,894	87,200	(18,694)
680002	Property Leases	502,811	2,092,168	1,589,357
680003	Other Leases	480	0	(480)
680004	Lease Equipment	220	0	
<i>Other Employee Benefits</i>		523,350	629,229	105,879
520020	Car Allowance	47,100	46,800	(300)
630007	Training Materials	2,243	6,000	3,757
630013	Uniforms	207,222	237,050	29,828
	Employee Assistant			
630014	Program	65,958	75,000	9,042
630081	Drivers licenses	10,285	13,650	3,365
630084	Tuition Reimbursement	1,559	10,000	8,441
690016	Continuing Education	1,552	6,500	4,948
690023	Train Operations	29,297	28,675	(622)
690025	Training Engineering	2,071	5,000	2,929
690028	Train Mkt & Pub Rel	1,590	0	(1,590)
690033	Training Others	153,834	199,804	45,970
690056	Train Legal	1	750	749
690057	Train Finance	495	0	(495)
	Train Facilities			
690058	Management	143	0	(143)

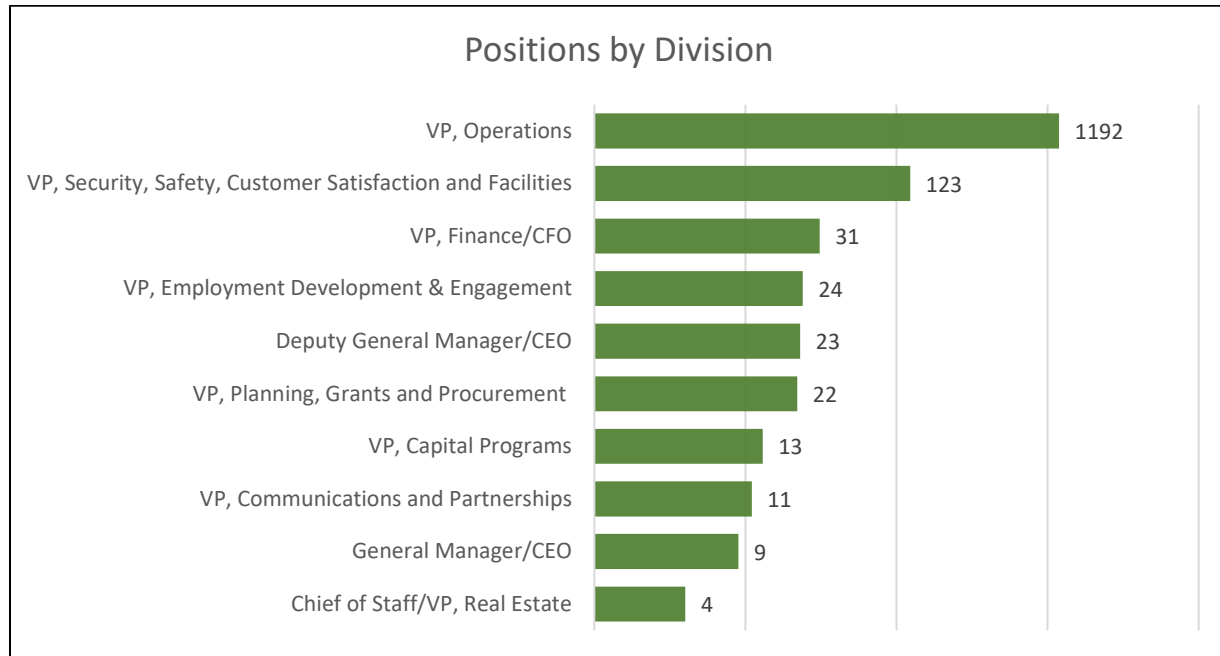
Expenses continued

GL Description		FY 2024 Projected	FY 2025 Budget	Variance
<i>Miscellaneous - Other</i>		1,492,322	2,515,373	1,023,051
685001	Freight Out	27,916	23,000	(4,916)
690001	Dues & Subscriptions	270,914	262,310	(8,604)
690003	Bad Debt	18,520	0	(18,520)
690004	Bad Debt Return Checks	3,920	2,000	(1,920)
690005	Meals & Lodging	44,119	98,850	54,731
690006	Travel & Mileage	22,763	96,700	73,937
690011	Recognitions	9,065	6,550	(2,515)
690014	Miscellaneous	145,998	122,590	(23,408)
690022	Conference & Seminar	52,196	77,600	25,404
690030	Awards Ceremonies	40,358	50,000	9,642
690034	Events & Sponsorship	81,828	80,000	(1,828)
690050	Contingency	0	948,773	948,773
690070	Investment Fees	17,058	17,000	(58)
690071	Banking Fees	210,214	200,000	(10,214)
690072	Interest Expense	81,778	80,000	(1,778)
690075	Connect Card Fees	465,675	450,000	(15,675)



Positions

The Fiscal Year 2025 Budget includes 1,452 funded positions, which is a reduction of 11 funded positions from the Fiscal Year 2024 projection of 1,463 funded positions.



Division	FY 2021 Funded	FY 2022 Funded	FY 2023 Funded	FY 2024 Funded	FY 2025 Funded	FY 2024 to FY 2025
General Manager/CEO	16	9	10	10	9	-1
Chief of Staff/VP, Real Estate	0	0	0	0	4	4
VP, Planning, Grants and Procurement	57	58	59	67	22	-45
VP, Operations	1196	939	945	928	1192	264
VP, Light Rail Operations	0	261	266	270	0	-270
Deputy General Manager/CEO	33	41	22	23	23	0
VP, Employment Development & Engagement	0	0	0	24	24	0
VP, Capital Programs	0	0	0	0	13	13
VP, Finance/CFO	47	51	29	23	31	8
VP, Procurement, Real Estate & Special Projects	0	0	22	23	0	-23
VP, Communications and Partnerships	0	9	16	16	11	-5
VP, Security, Safety, Customer Satisfaction and Facilities	74	82	79	79	123	44
Total	1423	1450	1448	1463	1452	-11

FY 2025 Position Changes and Additions

As we continue to strive for excellence through business optimization, leadership and professional development and continuous improvement, effective January 5, 2024, SacRT adjusted our organizational structure. From FY 2024 to FY 2025, SacRT has a total net decrease of 11 funded positions. The changes reflected in the FY 2025 Budget are as follows:

Division	Positions	Added	Eliminated	Total
17 VP, Planning, Grants and Procurement	Procurement Analyst II		-1	-1
VP, Planning, Grants and Procurement Total		0	-1	-1
30 VP, Operations	AVP, Operations	1		1
	Program Analyst	1		1
	VP, Light Rail Operations		-1	-1
	Bus Operator	7		7
	Light Rail Operator	7		7
	Paratransit Operator	10		10
	Community Bus Services Operator - S/R		-29	-29
	Folsom Operator		-1	-1
	Folsom Operator - Part time		-1	-1
VP, Operations Total		26	-32	-6
50 Capital Programs	Resident Engineer	1		1
VP, Capital Programs Total		1	0	1
60 VP, Finance/CFO	Accountant I	1		1
	Sr. Manager, Revenue & Analytics		-1	-1
VP, Finance/CFO Total		1	-1	0
70 Procurement, Real Estate & Special Projects	Manager, Quality Assurance & TAM		-1	-1
	VP, Procurement, RE & Special Project		-1	-1
VP, Procurement, Real Estate & Special Projects Total		0	-2	-2
80 Communications & Partnerships	Senior Governmental Affairs Officer		-1	-1
	Community Outreach Specialist		-6	-6
	Marketing and Communications Specialist	2		2
VP, Communications & Partnerships Total		2	-7	-5
90 VP, Security, Safety, Customer Satisfaction and Facilities	Transportation Supervisor - Police Services	1		1
	Facilities Superintendent	1		1
VP, Security, Safety, Customer Satisfaction and Facilities Total		2		2
Grand Total		32	-43	-11

Long-Range Financial Forecast

As part of the budget process, Office of Management and Budget (OMB) develops a long-range financial plan that projects the district's financial condition for the next four years beyond the budget year. The long-range financial plan ensures that the district has the resources necessary to implement long-range goals. Staff uses the budget year for future year projections. To develop this forecast, OMB analyzed the prior year trends and applied conservative assumptions to estimate future revenues and expenses. In addition, staff also considered the continuous impacts of the pandemic. This plan is a work in progress, as it must be regularly monitored and periodically updated to reflect changing economic conditions and organizational priorities. The following budget principles were applied to this long-range financial plan:

- Funding ongoing operating expenditures with ongoing revenue sources.
- Using one-time revenues for one-time expenditures.
- Maintaining sufficient reserve balances to address unforeseen events.
- Using a conservative approach to revenue estimation to avoid budget shortfalls during the fiscal year.

Forecast Revenues & Expenses (Dollars in Thousands)

	FY 2024	FY 2025 Budget	FY 2026	FY 2027	FY 2028	FY 2029
Revenues						
Fare Revenue	\$18,242	\$18,439	\$19,092	\$19,637	\$20,198	\$20,775
Contracted Services	1,292	1,150	1,190	1,232	1,275	1,340
Other	11,533	4,490	4,634	4,801	4,931	5,064
State & Local	160,124	219,223	208,465	216,976	226,082	237,500
Federal	63,953	23,760	46,598	48,905	51,101	53,394
Total	255,144	267,062	279,979	291,551	303,586	318,072
Expenses						
Salaries & Benefits	176,215	184,263	191,958	199,978	208,336	217,043
Professional Services	22,696	26,515	27,623	28,777	29,980	31,233
Materials & Supplies	17,782	16,562	17,254	17,975	18,726	19,509
Utilities	8,204	8,427	8,779	9,146	9,528	9,926
Insurance & Liability	23,641	25,561	26,629	27,742	28,901	30,109
Other	5,392	5,734	5,974	6,224	6,484	6,755
Total	253,930	267,062	280,066	291,764	303,954	316,658
Potential Surplus/Deficit	\$1,214	\$0	(\$87)	(\$213)	(\$368)	\$1,414

Long-range Financial Forecast continued

Service Plan (Revenue Hours)

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Service Plan						
Fixed Route Bus	628,617	632,723	645,746	652,203	658,725	658,725
Demand Response	230,819	222,492	191,263	194,609	198,017	198,017
Light Rail	200,768	207,926	209,889	212,947	224,494	224,494

Source: SacRT's Financial Forecasting Model

Forecast Assumptions

To create this long-range financial forecast, OMB uses an internally developed Financial Forecasting Model (FFM). This is a service driven model. Cost is estimated based on the projected service level for fixed bus routes, light rail and demand response. The model is designed to accept a variety of input variables including revenue growth assumptions, service level by mode, fare changes, ridership productivity and cost factors. The output of the model is a year-by-year summary of operating revenue and expenses, which yields the forecasted net change for the district each year.

- In FY 2025, fixed route bus revenue hours are projected to increase by 0.7%.
- In FY 2025, demand response revenue hours are projected to decrease by 3.6% due to reduction in SmarT Ride services due to depletion of funding source for this service.
- In FY 2025, light rail vehicle revenue hours are projected to increase by 3.6%, due to change in consist due to new trains availability.

Specific revenue assumptions:

- Local Transportation Fund (LTF) increases by 3.5% annually from FY 2026 to FY 2029. SacRT continues to receive these revenues from smaller cities.
- Measure A increases by 4.8% annually from FY 2026 to FY 2029.
- State Transit Assistance Program (STA) increases 3.0% annually from FY 2026 to FY 2028 and is budgeted on capital.
- In FY 2026-27, SB 125 Transit Program funds are used as part of State and Local Revenue.

Long-range Financial Forecast continued

Specific revenue assumptions continued:

- In FY 2025, \$14.4 million of Federal Section 5307 Urbanized Area funding is included in the operating budget. The remaining balance of Section 5307 Urbanized Area and Section 5337 State of Good Repair are included in the capital budget. In FY 2026 and forward, Section 5307 and 5337 are partially restored back to the operating budget with 1.5% annual growth.
- In FY 2025, Federal Section 5307 Jobs Access and Reverse Commute is projected at \$1.1 million and growing at 1.5% annually in FY 2026-26 and at 5.0% annually in FY 2027-29.
- In FY 2025, the remaining ARP (American Rescue Plan) funds are included in the forecast to cover post COVID-19 related cost and lost revenue. It is assumed that these funds will be fully expended at the beginning of FY 2025.
- Fare revenue (average fare) – no fare increase was assumed in FY 2025 Budget. No fare increase is projected in the near future.

Specific Cost Assumptions:

- Consumer Price Index at 2.5% per year.
- SacRT unit labor costs increase 3.0% in FY 2026 and thereafter until FY 2029.
- Materials/service unit costs increase at 2.0% in FY 2026 and 2.8% thereafter until FY 2029.



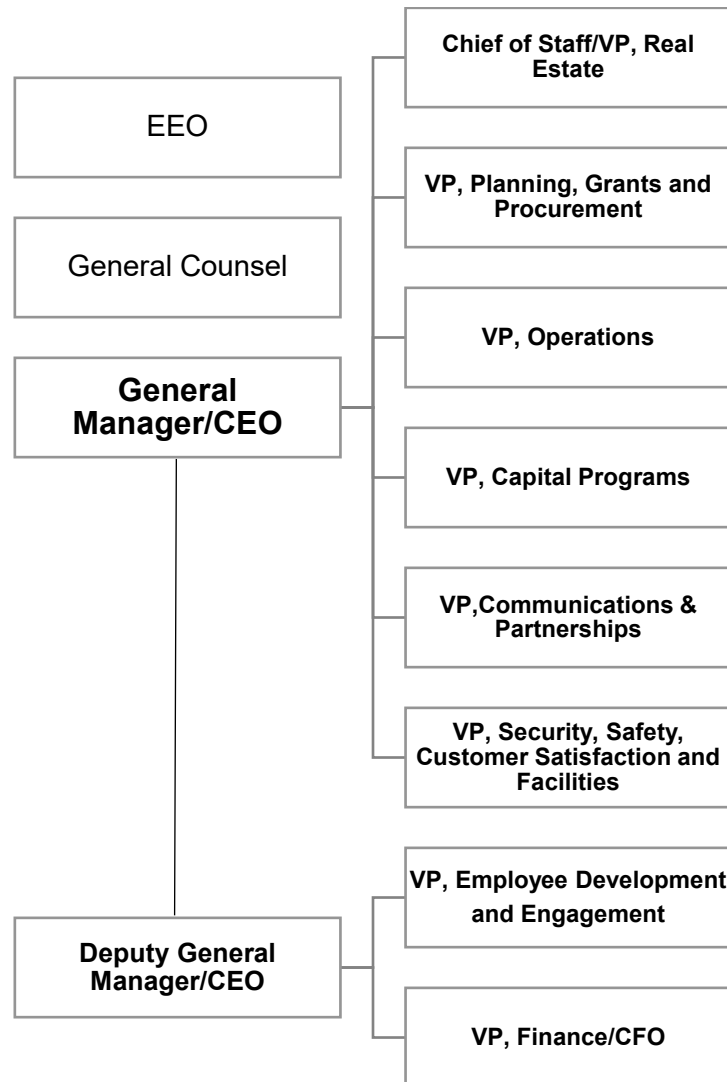


Division Budgets

Division Budgets

General Manager/Chief Executive Officer

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



General Manager/Chief Executive Officer continued

- General Manager/CEO guides and directs all activities of the district.
- General Counsel(Legal Services) prepares ordinances, contracts, policies, and other administrative documents; provides advisory services to staff and management; represents SacRT in court and administrative legal proceedings; and oversees litigation and complex transactions assigned to outside counsel.
- Equal Employment Opportunity (EEO) administers the affirmative action and EEO programs to ensure SacRT operations and policies are in compliance with Federal and State regulations. This is accomplished by developing and recommending policies, administering the processing of complaints and investigations, preparing the EEO/AA plan and periodic progress reports, serving as liaison between the District and state and federal agencies, creating and delivering training, and assisting management in the collection and analysis of employment and program data.
- Vice President of Operations provides executive leadership to both the Bus and Light Rail Operations divisions.
 - Bus Operations guides and directs the fixed route bus services, SmaRT Ride and SacRT Go services, Bus Maintenance, Scheduling, Accessible Services and Elk Grove service operations.
 - Light Rail Operations guides and directs Light Rail Transportations, Light Rail Maintenance and Light Rail Wayside.
- Deputy General Manager/CEO provide executive leadership to administrative, finance, organizational development and business effectiveness functions. In addition to providing direct oversight to two VP functions and three other departments, the Deputy General Manager/CEO will continue to work with the GM on policy and strategic directions, Board relations, and facilitate collaboration among the Executive Management Team members.
- Chief of Staff, VP Real Estate provides executive management and oversight of SacRT's real estate department and assists the GM/CEO with special project assistance as requested.
- Vice President of Employee Development and Engagement to ensure a sustained and strategic approach in developing and supporting our workforce, seamless collaboration with our union partners, and continue our efforts to implement innovative strategies to attract and retain talented employees.

General Manager/Chief Executive Officer continued

- *Vice President of Capital Programs* strategically manages major engineering and construction projects that modernize our system to provide greater value to the community and better service to our region.
- *Vice President of Finance/CFO* provides executive oversight to finance functions of budget, accounting, payroll, revenue and analytics, pension, and retirement services.
- *Vice President of Planning, Grants and Procurement* division 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 department provides leadership, strategic direction and supervision over district-wide initiatives, long-range, short-range, and strategic planning, and grants.
- *Vice President 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 Marketing and Communications division.
- *Vice President of Security, Safety, Customer Satisfaction and Facilities* provides executive leadership, direction and management over contracted Police Officers, Sheriff Deputies and Security Guards as well as Transit Ambassadors and Transit officers. The Division encompasses the Security Operations Center, Safety and Environmental, and Customer Satisfaction departments.

General Manager/Chief Executive Officer continued

Performance Measures/Statistics

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Cost Per Passenger (Direct Cost)				
	Bus	\$12.54	\$10.36	\$9.28	\$9.49
	CBS Fixed	\$30.46	\$19.93	\$16.72	\$15.61
	Light Rail	\$12.00	\$9.35	\$9.32	\$9.61
	SacRT GO	\$67.30	\$65.75	\$69.37	\$74.20
	SmaRT Ride	\$41.78	\$37.63	\$41.72	\$47.88
	Definition: a metric used to measure the efficiency and cost-effectiveness of transit services. It calculates the average cost incurred by SacRT system to transport one passenger over a specific period, usually per trip or per mile. This metric is important for assessing the financial performance and operational efficiency of public transportation systems.				

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Cost Per Revenue Miles (Direct Cost)				
	Bus	\$10.42	\$11.12	\$11.63	\$12.30
	CBS Fixed	\$12.26	\$13.34	\$13.98	\$16.21
	Light Rail	\$15.41	\$15.94	\$17.56	\$18.51
	SacRT GO	\$8.13	\$8.05	\$8.33	\$9.55
	SmaRT Ride	\$9.88	\$9.49	\$10.70	\$12.13
	Definition: a metric used to assess the operating expenses incurred by a transit system or vehicle for each mile traveled. This measure helps SacRT evaluate the financial performance and efficiency of the services.				

General Manager/Chief Executive Officer continued

Performance Measures/Statistics continued

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Cost Per Revenue Hours (Direct Cost)				
	Bus	\$122.17	\$129.34	\$135.52	\$144.25
	CBS Fixed	\$167.07	\$183.07	\$191.82	\$212.36
	Light Rail	\$276.83	\$286.46	\$315.37	\$340.43
	SacRT GO	\$135.84	\$137.30	\$142.62	\$162.36
	SmaRT Ride	\$131.71	\$131.25	\$150.74	\$169.79
	Definition: a metric to measure the operating costs incurred by a transit system for each hour that its vehicles are providing service to passengers (revenue hours). This is an important measure of financial efficiency, as it focuses specifically on the time vehicles are in operation and generating revenue, rather than total hours including non-revenue activities like maintenance or idle time.				

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Total Ridership				
	Bus	5,984,978	7,620,195	8,997,032	9,462,486
	CBS Fixed	66,886	100,588	124,156	138,646
	Light Rail	4,630,652	6,131,505	6,794,899	7,368,466
	SacRT GO	237,212	301,479	372,588	378,538
	SmaRT Ride	170,122	191,457	179,213	175,481
	Definition: refers to the total number of passenger trips taken on the transit system over a specific period of time. It is a key performance indicator in the transit industry that reflects the usage and demand for public transportation services. Ridership can be measured for specific transit modes (bus, rail, etc.).				

General Manager/Chief Executive Officer continued

Performance Measures/Statistics continued

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Passenger per Mile				
	Bus	0.83	1.07	1.25	1.30
	CBS Fixed	0.40	0.67	0.84	1.04
	Light Rail	1.28	1.71	1.88	1.93
	SacRT GO	0.12	0.12	0.12	0.13
	SmaRT Ride	0.24	0.25	0.26	1.93
	Definition: a metric used in the transit industry to measure the average number of passengers transported for each mile a vehicle travels. It is an indicator of how well-utilized a transit service is, providing insight into both operational efficiency and demand for service. This metric helps transit agencies assess whether vehicles are carrying enough passengers relative to the distance they travel.				

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Passenger per Hour				
	Bus	9.74	12.49	14.60	15.20
	CBS Fixed	5.49	9.18	11.47	13.60
	Light Rail	23.06	30.64	33.84	35.44
	SacRT GO	2.02	2.09	2.06	2.19
	SmaRT Ride	3.15	3.49	3.61	3.55
	Definition: a transit performance metric that measures the average number of passengers transported per hour of vehicle operation. This is a key indicator of how well a transit service is utilized relative to the time the vehicle is in service (often referred to as revenue hours). It helps assess the effectiveness and demand for a transit system over time.				

General Manager/Chief Executive Officer continued

Performance Measures/Statistics continued

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Employee Engagement	% Agree They Receive Timely Feedback on Performance from Supervisor	64.90%	64.90%	69.75%	68.15%
	% Agree Teamwork is Encouraged and Practiced	70.40%	70.40%	73.90%	73.92%
	% Agree They Receive Enough Training to be Their Best at Work	80.10%	80.10%	82.40%	84.11%
	% Overall I am Happy At Work	88.50%	88.50%	89.60%	88.50%
	% Agree they Have a Good Working Relationship with Those Around Me	96.50%	96.50%	95.35%	96.50%



General Manager/Chief Executive Officer continued

Expenses

By Expense Category

Expense Categories	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Salaries & Benefits	\$3,151,221	\$2,053,426	\$2,170,003	\$2,305,160	\$2,348,173	\$43,013	1.9%
Professional Services	603,255	178,920	190,083	81,873	340,000	258,127	315.3%
Materials & Supplies	40,853	49,064	27,215	6,531	48,500	41,969	642.6%
Utilities	0	0	0	0	0	0	N/A
Insurance & Liability	0	0	0	0	0	0	N/A
Other	232,180	74,813	71,000	47,589	86,350	38,761	81.4%
Total	\$4,027,509	\$2,356,224	\$2,458,301	\$2,441,154	\$2,823,023	\$381,869	15.6%

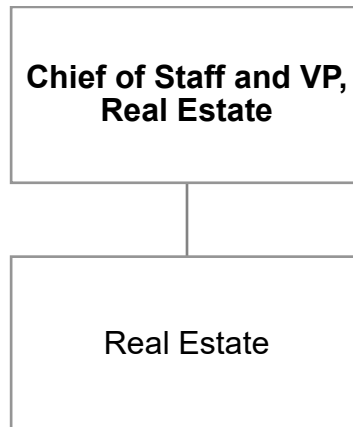
By Department

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
General Manager/CEO	\$858,428	\$998,878	\$1,181,168	\$1,113,681	\$1,042,802	(\$70,879)	(6.4%)
Equal Employment Opportunity	283,632	218,104	246,914	225,370	398,557	173,187	76.8%
Legal	903,307	1,139,242	1,030,219	1,102,103	1,381,664	279,561	25.4%
Communication	1,982,142						
Total	\$4,027,509	\$2,356,224	\$2,458,301	\$2,441,154	\$2,823,023	\$381,869	15.6%

Positions

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
General Manager/CEO	5	3	4	3	4	1	33.3%
Equal Employment Opportunity	2	2	2	2	2	0	0.0%
Legal	2	4	4	4	4	0	0.0%
Communication	7	0	0	0	0	0	N/A
Total	16	9	10	9	10	1	11.1%

Chief of Staff and VP, Real Estate



- Chief of Staff and VP, Real Estate provides executive management and oversight of SacRT's real estate department and assists the GM/CEO with special projects as requested.
- Real Estate provides services such as the disposal of property not needed for agency operations to reduce property maintenance costs, taxes and liability, as well as transform it into equitable transit-oriented communities (ETOC) opportunities that can generate additional ridership and revitalize neighborhoods while avoiding gentrification. Transforms transit centers into mobility hubs to support equitable ETOCs by attracting local DBE vendors and programming activities on SacRT property.

Chief of Staff and VP, Real Estate continued

Performance Measures/Statistics

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Community Value	Real Estate Board Updates Provided	1.5	1.25	2	4
	Definition: The Real Estate Department will provide updates to the Board or subcommittee.				
	Partner Agency/Org Engagements	8.25	8	8.75	3
	Definition: The number of engagements with external partners related to SacRT property. (Project Based)				
	TOD Development	N/A	N/A	10	3
	Definition: The number of steps taken (meetings, contracts, surplus notifications, etc) to progress TOD on/adjacent to SacRT				
	Site Activation	4.5	4.75	16.75	6
	Definition: Number of events, revenue licenses, mobility hub partnerships on SacRT properties (goal changes each quarter because of seasonal impacts).				

Chief of Staff and VP, Real Estate continued

Expenses

By Expense Category

Expense Categories	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Salaries & Benefits	\$0	\$0	\$0	\$968,761	\$843,218	(\$125,543)	(13.0%)
Professional Services	0	0	0	94,776	149,508	54,732	57.7%
Materials & Supplies	0	0	0	4,579	2,000	(2,579)	(56.3%)
Utilities	0	0	0	0	0	0	N/A
Insurance & Liability	0	0	0	0	0	0	N/A
Other	0	0	0	854,757	2,462,518	1,607,761	188.1%
Total	\$0	\$0	\$0	\$1,922,873	\$3,457,244	\$1,534,371	79.8%

By Department

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Chief of Staff/VP, Real Estate	\$0	\$0	\$0	\$584,317	\$469,990	(\$114,327)	(19.6%)
Real Estate	0	0	0	1,338,556	2,987,254	1,648,698	123.2%
Total	\$0	\$0	\$0	\$1,922,873	\$3,457,244	\$1,534,371	79.8%

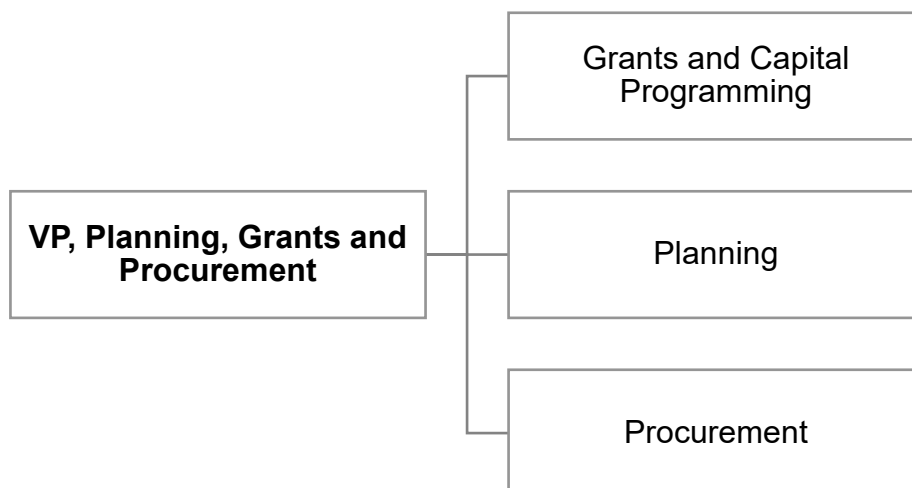
Positions

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Chief of Staff/VP, Real Estate ¹	0	0	0	3	2	-1	(33.3%)
Real Estate	0	0	0	2	2	0	0.0%
Total	0	0	0	5	4	(1)	(20.0%)

1 Eliminated VP, Procurement, RE & Special Project

FY 2024 GM Reorg: Transferred Real Estate from VP, Procurement, Real Estate and Special Project Division.

VP, Planning, Grants and Procurement



- *VP, Planning, Grants and Procurement* 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 department provides leadership, strategic direction and supervision over district-wide initiatives, long-range, short-range, and strategic planning, and grants.
- *Planning* oversees a wide range of planning activities for SacRT. Short Range Planning is responsible for the service planning functions. This includes formulating recommendations for service changes to bus and light rail service, overseeing a wide a range of data collection efforts, and also leading efforts concerning Title VI monitoring, service agreements, Onboard Origin and Destination Surveys and various other short range planning documents. Strategic and Long-Range Planning are additional functions of the Planning Department. Responsibilities include leading and/or participating in service area wide major transit project development, coordinating technical assistance for key community projects with transit interface and benefits, and identifying and pursuing applicable planning grants. Leads and/or participates in developing strategic goals and updating the Long-Range and Short-Range Transit Plan for SacRT.

VP, Planning, Grants and Procurement continued

- *Quality/TAM* develops and implements District QA/QC quality management program standards and develops quality plans and specifications to be used in implementing capital and maintenance projects and provides oversight of construction and procurement projects from the quality and conformance perspectives. In addition, provides Program Management of the Transit Asset Management (TAM) Plan.
- *Grants and Capital Programming* applies for State and Federal grant funding to support SacRT's Capital Improvement Program. Substantiates project proposals with benchmarked industry standards for transit metrics, GHG reductions, cost benefit analysis, cost, and design. Identifies project prioritization model to optimize funding using objective criteria to rank and score projects. Deliver project funding in a creative, objective, and flexible process. Ensures project development, planning, and management align with core values, safety, and state of good repair.
- *Procurement* manages and oversees the acquisition and contract administration functions related to construction, professional and non-professional services, vehicles, and equipment/supply contracts; and reviews, analyzes, and applies all District policies and applicable federal, state, and local contracting regulations.



VP, Planning, Grants and Procurement continued

Performance Measures/Statistics

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Procurement				
	All Projects Completed	68.8	85	68	75
	Definition: Average days for all projects closed.				
	Age of Open Projects	N/A	107.7	63.3	108
	Definition: Average days for all open projects.				
	Total Projects	N/A	131.25	121	130
	Definition: Number of active projects in process.				
	Average number of employees	4.75	6	6	6
	Definition: The average number of funded and filled permanent positions.				

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Disadvantaged Business Enterprises (DBE)				
	DBE Uniform Reporting Deadlines (FTA)	All deadlines met	All deadlines met	All deadlines met	2-3/Yr
	Definition: Meeting FTA Reporting timelines. (Uniform Reports due June 1st and December 1st; Shortfall Analysis due December 28 if required)				
	DBE Goal Attainment	2.22%	2.67%	2.40%	2.26%
	Definition: The total dollars awarded to Disadvantaged Business Enterprises (DBE) divided by the total federal dollars spent. Attainment is based on Federal Fiscal Year (FFY) calendar, running from October to September annually. Data updates every December 1 and June 1 for previous 2 FFY quarters (Oct-March, Apr-Sept).				
	DBE/SBE Outreach Events	3.75	5	5	3
	Definition: Events participated in to promote SacRT DBE/SBE program.				
	Partnership Meetings	88.25	105.5	129	75
	Definition: SacRT is involved with multiple partnership meetings, including but limited to SACOG, City, County, special agencies, and grant coordination. Planning staff must review, prepare, and submit documents to both internal and external partners. Planning staff can capture key meetings (TAC, board meetings, workshops, site visits).				

VP, Planning, Grants and Procurement continued

Performance Measures/Statistics continued

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Planning				
	Intergovernmental Review & Comment	62	37.5	44.25	35
	Definition: Number of interactions with documents/applications from a proponent/developer that may have impacts on our operations or facilities, including applications, entitlements, NOPs, EIRs, and Specific Plans.				
	Public Works Review & Comment	4	4	4.3	4
	Definition: Number of interactions with documents/A, B, C plans from a proponent that may have impacts on our operations or facilities, including street improvements.				



VP, Planning, Grants and Procurement continued

Performance Measures/Statistics continued

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Competitiveness in State Capital Grants				
	State Formula Grants Submitted	N/A	3	9	TBD
	Definition: Total Number of State Formula Grants Submitted				
	Competitive State Grants Submitted	N/A	2	13	TBD
	Definition: Total Number of Competitive State Grants Submitted				
	Competitive State Grants Awarded	N/A	2	2	TBD
	Definition: Total Number of Competitive State Grants Awarded				
	State Grant Funding Sources Open	N/A	27	23	27
	Definition: Total State Grant Funding Sources Open/Monitored. Each source may have multiple agreements and multiple projects; each agreement & project has separate reporting requirements. Reports are due 2-4 a year.				
	Federal Grants Open	N/A	13	13	TBD
	Definition: Total Federal Grants Open. Each grant has multiple projects.				
	Federal Grant Reports Submitted	N/A	26	25	26
	Definition: Total Federal Grant Reports Submitted. Required reporting is 4 times a year. Each grant has multiple projects and multiple milestones to report on. (2 reports, financial report and milestone report per grant)				
	# of Capital Projects Monitored	N/A	139	115	TBD
	Definition: Total Number of Capital Projects Monitored; this includes Subrecipients and A projects (16)				
	# of Projects 100% Funded	N/A	63	30	TBD
	Definition: Number of SacRT projects (123) 100% Funded; does not include Subrecipient projects or A projects				
	Completed Projects	N/A	23	7	TBD
	Definition: Number of Projects Closed/Completed.				

VP, Planning, Grants and Procurement continued

Performance Measures/Statistics continued

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Community Value	Rebuilding Ridership - Average Daily Ridership	4.24%	4.57%	4.57%	4.60%
	Definition: Average Daily Ridership (weekdays) measures average weekday passenger boardings.				
	Zero Emission Bus Fleet	N/A	63	30	TBD
	Definition: The percent of the fleet that is classified as zero emission. (Total buses (not including ADA): 259, BEB: 15 = 5%) Goal is mandated all new buses be carbon-free by 2029, entire fleet 100% by 2040.				
	Revenue Vehicle Productivity				
	Bus	9.76	12.44	14.32	14.27
	CBS Fixed	5.62	9.19	13.73	14.61
	SmaRT Ride	3.15	3.49	3.62	3.68
	SacRT Go	2.02	2.1	2.05	2.11
	Light Rail	23.08	30.38	33.85	34.18
	Definition: Boarding per vehicle revenue hours				
	Transit Accessibility				
	Residents	76%	76%	76%	76%
	Definition: % of population within 0.5 mile walk of regular all-day fixed-route transit. Coverage excludes SmaRT Ride. (SacRT service area population July 1, 2019 (us census) - 1,552,058, population with service 876,060, % access = 56%)				
	Jobs	513,900	443,850	373,800	373,800
	Definition: The number of jobs that are within a half mile walk of regular all-day fixed transit route. Coverage excludes SmaRT Ride.				

VP, Planning, Grants and Procurement continued

Performance Measures/Statistics continued

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Customer Satisfaction	Frequency				
	Average Headway	37 Mins	37 Mins	37 Mins	33 Mins
	Definition: Average of midday headway of weekday fixed route bus routes (excluding express routes).				
	% Frequent Coverage	8.30%	8.30%	8.30%	15.00%
	Definition: Percent of bus routes with headways of less than 15 minutes or better all day service.				



VP, Planning, Grants and Procurement continued

Expenses

By Expense Category

Expense Categories	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Salaries & Benefits	\$5,809,549	\$6,084,630	\$6,969,877	\$3,622,278	\$4,267,895	\$645,617	17.8%
Professional Services	1,603,898	1,466,588	1,723,995	178,755	241,500	62,745	35.1%
Materials & Supplies	488,753	442,211	493,850	92,077	105,000	12,923	14.0%
Utilities	1,816,865	1,835,208	2,476,862	0	0	0	N/A
Insurance & Liability	0	0	0	0	0	0	N/A
Other	36,925	15,734	42,301	29,682	45,250	15,568	52.4%
Total	\$9,755,990	\$9,844,371	\$11,706,885	\$3,922,792	\$4,659,645	\$736,853	18.8%

By Department

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
VP, Planning, Grants and Procurement	\$708,211	\$669,767	\$683,270	\$816,954	\$779,791	(\$37,163)	(4.5%)
Grants and Capital Programming	0	0	0	0	1,110,601	\$1,110,601	N/A
Internal Audits	75,816	0	0	0	0	0	N/A
Facilities Maintenance	7,450,432	7,539,638	8,695,587	0	0	0	N/A
Engineering and Construction	921,673	906,439	1,136,412	0	0	0	N/A
Planning	599,858	728,527	1,177,397	1,763,624	1,115,383	(648,241)	(36.8%)
Elk Grove - Facilities Maintenance	0	0	14,219	0	0	0	N/A
Procurement	0	0	0	1,342,213	1,653,870	311,657	23.2%
Total	9,755,990	9,844,371	11,706,885	3,922,792	4,659,645	736,853	18.8%

VP, Planning, Grants and Procurement continued

Positions

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
VP, Planning, Grants and Procurement	4	4	2	4	3	-1	(25.0%)
Grants and Capital Programming	0	0	0	0	5	5	N/A
Internal Audits	1	0	0	0	0	0	N/A
Facilities Maintenance	38	41	41	0	0	0	N/A
Engineering and Construction	7	9	12	0	0	0	N/A
Scheduling	4	0	0	0	0	0	N/A
Planning	3	4	4	10	5	-5	(50.0%)
Procurement	0	0	0	10	9	-1	(10.0%)
Total	57	58	59	24	22	-2	(8.3%)

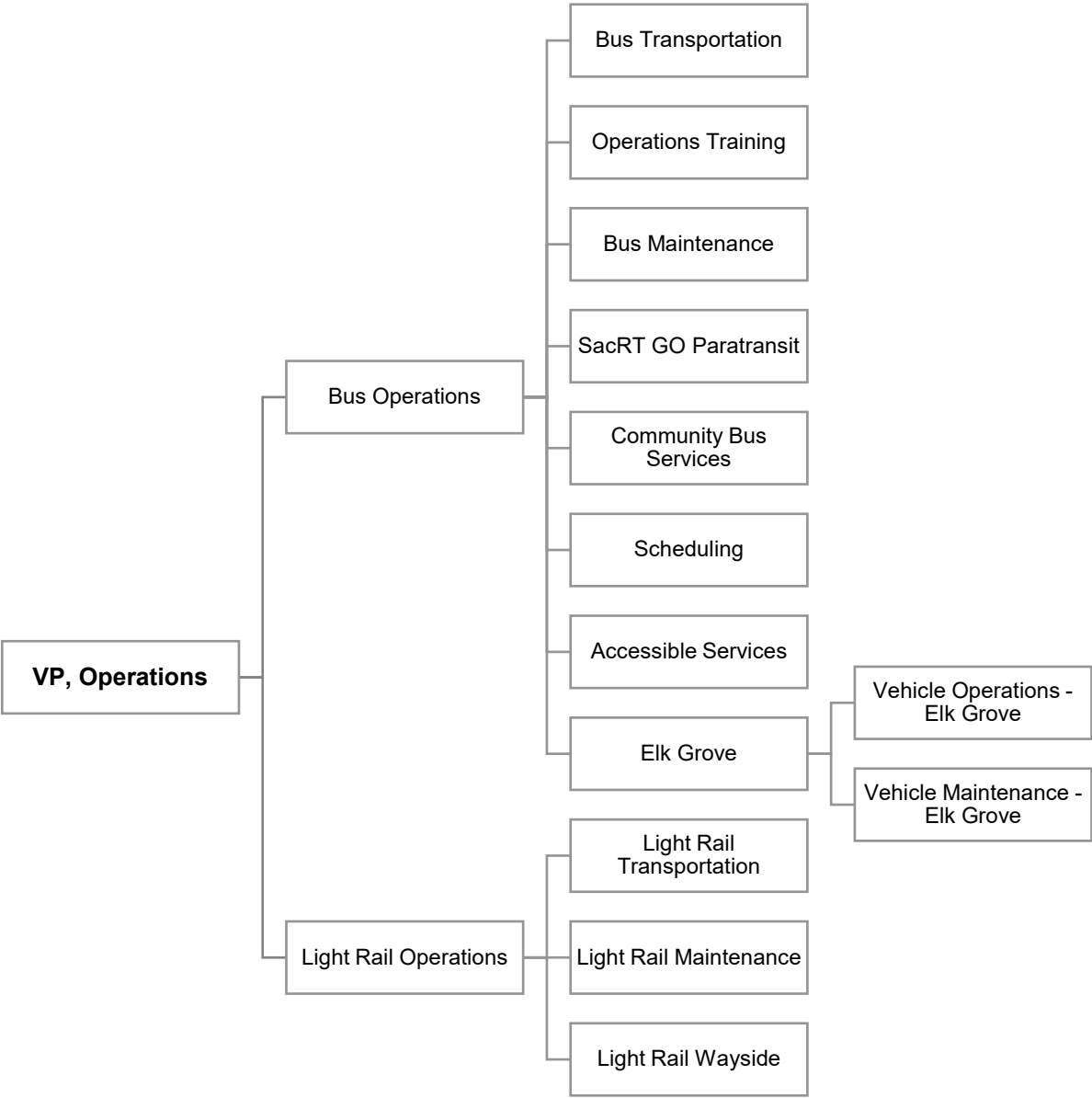
- * Unfunded 1 Manager, Quality Assurance & TAM.
- * Split 5 Grants and Capital Programming positions from Planning.
- * Unfunded 1 Procurement Analyst II

FY 2024 GM Reorg:

- * Transferred Facilities Maintenance to Security, Safety and Customer Satisfaction Division.
- * Transferred Engineering and Construction in FY24 to Capital Program Division.
- * Transferred Procurement from Procurement & SP Division.



VP, Operations



VP, Operations continued

- VP Operations provides executive oversight and management to SacRT's Bus Operations and Light Rail Operations.
- Bus Operations guides and directs the fixed route bus services, SmarT Ride and SacRT Go paratransit services, Bus Maintenance, Scheduling, Accessible Services and Elk Grove service operations.
 - Bus Transportation operates, dispatches and supervises daily fixed route bus service.
 - Operations Training provides bus operator training.
 - Bus Maintenance maintains and repairs the bus fleet, including CBS neighborhood and SmarT Ride vehicles.
 - SacRT Go Paratransit operates, dispatches and supervises daily SacRT Go paratransit service.
 - Community Bus Services (CBS) dispatches and supervises CBS neighborhood bus service, SmarT Ride service, and schedules route deviation requests.
 - Scheduling plans and maintains bus, rail, and neighborhood bus schedules, and operator work shifts.
 - Accessible Services (AS) ensures that SacRT 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 SacRT's ADA paratransit service. Accessible Services is also responsible for the administration of SacRT's Mobility Advisory Council (MAC).
 - Elk Grove Vehicle Operations operates, dispatches and supervises daily bus service in the City of Elk Grove.
 - Elk Grove Vehicle Maintenance maintains and repairs Elk Grove bus fleet.
- Light Rail Operations guides and directs Light Rail Transportation, Light Rail Maintenance and Light Rail Wayside.
 - Light Rail Transportation operates, dispatches and supervises daily light rail service.
 - Light Rail Maintenance maintains and repairs the light rail vehicle fleet and fare vending machines.
 - Light Rail Wayside maintains and repairs the rail infrastructure.

VP, Operations continued

Performance Measures/Statistics

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	On-Time Performance	81.90%	80.52%	77.19%	85.00%
	Definition: The percentage of trips completed within the scheduled on-time window. Measures the percentage of buses arriving more than five (5) minutes past the scheduled time or more than fifty-nine seconds before the scheduled departure time. Annual goal is 85%.				
	Missed Trips Due to Equipment Availability	4.23%	3.55%	4.37%	4.50%
	Definition: Missed trips due to mechanical failures				
	Timely Preventative Maintenance Adherence	63.00%	86.00%	87.00%	88.00%
	Definition: Percent of preventative maintenance inspections completed on schedule				
	Mean Distance Between Failures (Miles)	12,806	13,537	14,954	14,500
	Definition: Miles between major service interruptions, defined as: Average miles between mechanical problems that result in service disruption.				
	Vehicle Cleanliness	75.37%	75.58%	91.00%	90.00%
	Definition: Percent of vehicles used for service washed everyday (driver's area) and washed weekly (windows, wheels, handrails, etc.).				
	Operator Availability	81.00%	83.00%	87.00%	88.00%
	Definition: Percent of operators available for pull out each day				
	Percentage of Completed Trips	96.21%	97.50%	98.84%	99.00%
	Definition: Total scheduled trips less missed trips, divided by total scheduled trips.				

VP, Operations continued

Performance Measures/Statistic continued

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Community Value	Zero Emission Bus Fleet	4.24%	4.57%	4.57%	4.60%
Definition: The percent of the fleet that is classified as zero emission.					



VP, Operations continued

Expenses

By Expense Category

Expense Categories	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Salaries & Benefits	\$113,622,796	\$87,893,648	\$91,908,745	\$140,646,994	\$154,950,156	\$14,303,162	10.2%
Professional Services	2,383,293	2,704,332	4,682,094	6,303,505	6,974,790	671,285	10.6%
Materials & Supplies	11,781,883	10,624,902	13,792,195	16,303,451	15,265,450	(1,038,001)	(6.4%)
Utilities	4,633,745	227,864	232,311	4,454,967	5,275,000	820,033	18.4%
Insurance & Liability	903,930	1,134,903	0	(31,932)	0	31,932	(100.0%)
Other	397,875	287,658	292,370	513,067	566,215	53,148	10.4%
Total	\$133,723,521	\$102,873,307	\$110,907,715	\$168,190,053	\$183,031,611	\$14,841,558	8.8%

By Department

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
VP, Operations	\$544,768	\$327,279	\$315,708	\$421,893	\$707,870	\$285,977	67.8%
Bus Transportation	46,965,598	51,864,534	53,406,597	57,929,992	61,291,040	3,361,048	5.8%
Operations Training	1,191,690	931,832	1,675,090	1,435,775	2,007,781	572,006	39.8%
Bus Maintenance	22,246,303	25,274,801	28,896,465	29,495,301	31,211,802	1,716,501	5.8%
Light Rail Operations	15,876,895	0	0	18,382,855	19,825,424	1,442,569	7.8%
SacRT Go Paratransit	0	8,387,343	11,391,879	15,549,722	17,454,065	1,904,343	12.2%
Light Rail Maintenance	14,573,406	0	0	16,297,717	17,863,574	1,565,857	9.6%
Light Rail Wayside	10,811,600	0	0	12,430,154	14,279,686	1,849,532	14.9%
Community Bus Service	13,534,769	6,353,401	6,024,590	6,553,421	7,377,538	824,117	12.6%
Scheduling	740,061	798,016	798,389	826,833	827,386	553	0.1%
Accessible Services	631,301	676,074	756,771	901,106	899,405	(1,701)	(0.2%)
Elk Grove - Vehicle Operations	3,749,120	4,120,534	4,649,876	5,027,280	5,838,768	811,488	16.1%
Elk Grove - Vehicle Maintenance	1,698,905	2,631,872	2,992,350	2,938,003	3,447,272	509,269	17.3%
Elk Grove - Facilities Maintenance	0	29,996	0	0	0	0	N/A
Elk Grove - Administration	1,159,107	1,477,625	0	0	0	0	N/A
Total	\$133,723,521	\$102,873,307	\$110,907,715	\$168,190,053	\$183,031,611	\$14,841,558	8.8%

VP, Operations continued**Positions**

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
VP, Operations	3	1	1	2	3	1	50.0%
Bus Transportation	409	412	418	428	435	7	1.6%
Operations Training	15	16	17	17	17	0	0.0%
Bus Maintenance	116	141	141	141	141	0	0.0%
Light Rail Operations	119	0	0	121	128	7	5.8%
SacRT Go Paratransit	0	146	146	146	156	10	6.8%
Light Rail Maintenance	102	0	0	101	101	0	0.0%
Light Rail Wayside	40	0	0	47	47	0	0.0%
Community Bus Service	273	100	100	100	69	-31	(31.0%)
Scheduling	0	4	4	4	4	0	0.0%
Accessible Services	6	6	6	6	6	0	0.0%
Elk Grove - Vehicle Operations	92	92	94	68	68	0	0.0%
Elk Grove - Vehicle Maint.	18	18	18	17	17	0	0.0%
Elk Grove - Administration	3	3	0	0	0	0	N/A
Total	1196	939	945	1198	1192	-6	(0.5%)

* Eliminated VP, Light Rail Operations and added AVP, Operations.

* Add 1 Program Analyst in VP, Operations Division.

* Reclass and promoted VP, Bus Operations to VP, Operations.

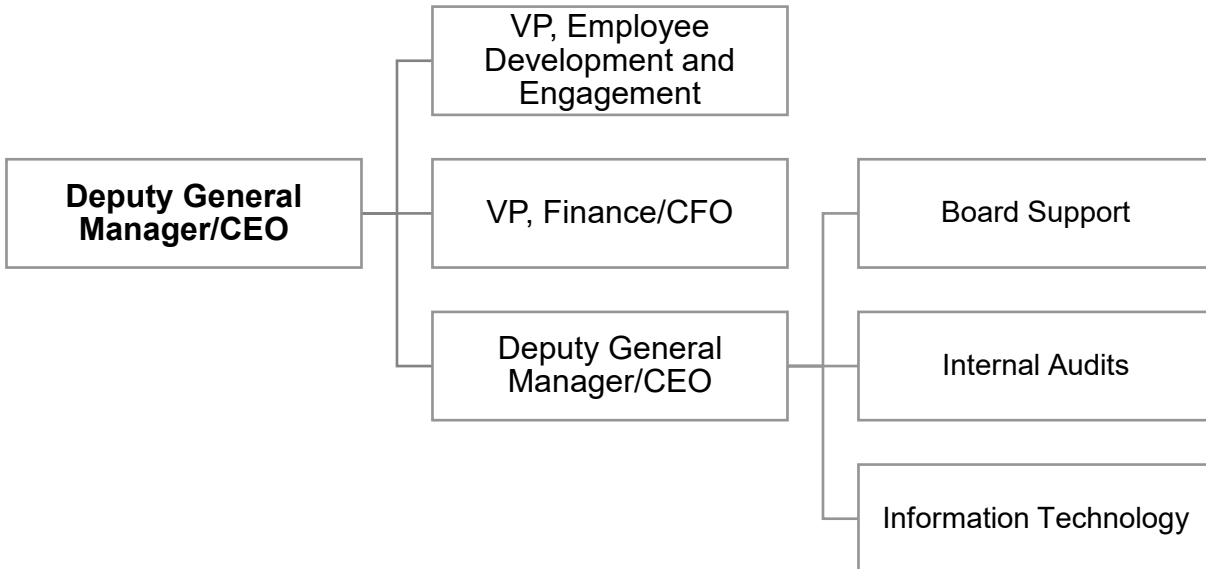
* Added 7 Bus Operators, 7 Light Rail Operators and 10 SacRT Go Operators.

* Converted 31 Community Bus Operators (Smartride) and Folsom Operators to Bus, Light Rail and SacRT Go Operators.

FY 2024 GM Reorg:

* Combined Bus Operations and Light Rail Operations into Operations Division.

Deputy General Manager/CEO



- Deputy General Manager/CEO provides executive leadership to administrative, finance, organizational development and business effectiveness functions. In addition to providing direct oversight to two VP functions and three other departments, the Deputy General Manager/CEO will continue to work with the GM on policy and strategic directions, Board relations, and facilitate collaboration among the Executive Management Team members.
- Vice President of Employee Development and Engagement to ensure a sustained and strategic approach in developing and supporting our workforce, seamless collaboration with our union partners, and continue our efforts to implement innovative strategies to attract and retain talented employees.
- Vice President of Finance/CFO provides executive oversight to finance, budget, accounting, payroll, revenue and analytics, pension, and retirement services.

Deputy General Manager/CEO continued

- *Board Support* 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 Clerk serves as the Assistant Secretary/Clerk to the SacRT Board of Directors, and performs all functions required as such, as well as serving as Filing Officer for the District's Conflict of Interest Program.
- *Internal (Accountability) Audit* function is an independent, objective assurance and consulting activity to enhance operations and help SacRT achieve its strategic, financial, and compliance goals by evaluating and improving the effectiveness of risk management, internal controls, and the governance process.
- *Information Technology* manages and establishes enterprise-wide technology policies and procedures; serves as subject matter experts for Information Technology (IT) and Intelligent Transportation Systems (ITS) within the District; serves as liaisons with outside agencies and vendors on behalf of the District for technology and systems issues; influences technology direction, selection, and procurements for the District; and directs projects and special operations.



Deputy General Manager/CEO continued

Performance Measures/Statistics

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Information Technology				
	Time to Resolve Service Desk Incidents	71.39	70.65	50.63	70
	Definition: Average hours to resolve incidents.				
	Number of Open Service Desk Requests	443	448.25	512.4	1000
	Definition: Number of incidents / service requests currently open in the IT work management system.				
	Number of Service Requests Created	N/A	N/A	2327	2000
	Definition: Number of requests created.				

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Strategic Planning				
	% of Incidents Closed Within Incident SLA	99.0%	86.0%	90.0%	75.0%
	Definition: Percentage of incident requests closed within incident Service Level Agreements (SLA)				
	SOPs Update Project	81.0%	86.0%	88.0%	100.0%
	Definition: The percent of total SOPs Updated or in progress(YTD)				
	Strategic Plan Quarterly Engagement	18.5	19.5	19.5	9
	Definition: The number of meetings/townhalls/info sessions held to support the strategic planning process.				

Deputy General Manager/CEO continued

Performance Measures/Statistics continued

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Audit Phases				
	Planning	N/A	75%	50%	TBD
	General	N/A	N/A	56%	TBD
	Fieldwork	N/A	75%	58%	TBD
	Draft Report	N/A	125%	67%	TBD
	Final Report	N/A	50%	50%	TBD
	Definition: Sections (Phases) for audit/review completion (preliminary, fieldwork, draft report, final report).				
	Assistance/consultations/meetings	N/A	19	19	19
	Definition: How many assistance/ consultations/ meetings held with staff members and departments.				

Deputy General Manager/CEO continued

Expenses

By Expense Category

Expense Categories	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Salaries & Benefits	\$6,171,444	\$7,030,398	\$4,392,868	\$4,750,263	\$4,939,550	\$189,287	4.0%
Professional Services	2,115,040	2,263,960	1,673,541	2,176,998	3,155,291	978,293	44.9%
Materials & Supplies	459,168	348,325	63,753	294,677	73,250	(221,427)	(75.1%)
Utilities	821,377	901,438	1,248,848	1,260,873	725,859	(535,014)	(42.4%)
Insurance & Liability	0	0	0	0	0	0	N/A
Other	211,351	351,686	149,888	154,478	176,950	22,472	14.5%
Total	\$9,778,379	\$10,895,807	\$7,528,898	\$8,637,289	\$9,070,900	\$433,611	5.0%

By Department

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Board Support	\$227,318	\$191,468	\$248,217	\$278,588	\$296,812	\$18,224	6.5%
Internal Audits	0	178,420	180,540	197,141	199,638	2,497	1.3%
Deputy General Manager/CEO	826,234	923,342	541,086	568,072	506,875	(61,197)	(10.8%)
Human Resources	2,175,280	2,483,189	0	0	0	0	N/A
Employee Relations	568,156	611,824	0	0	0	0	N/A
Training	6,700	86,852	0	0	0	0	N/A
Information Technology	5,974,691	6,420,712	6,559,055	7,593,487	8,067,575	474,088	6.2%
Total	\$9,778,379	\$10,895,807	\$7,528,898	\$8,637,289	\$9,070,900	\$433,611	5.0%

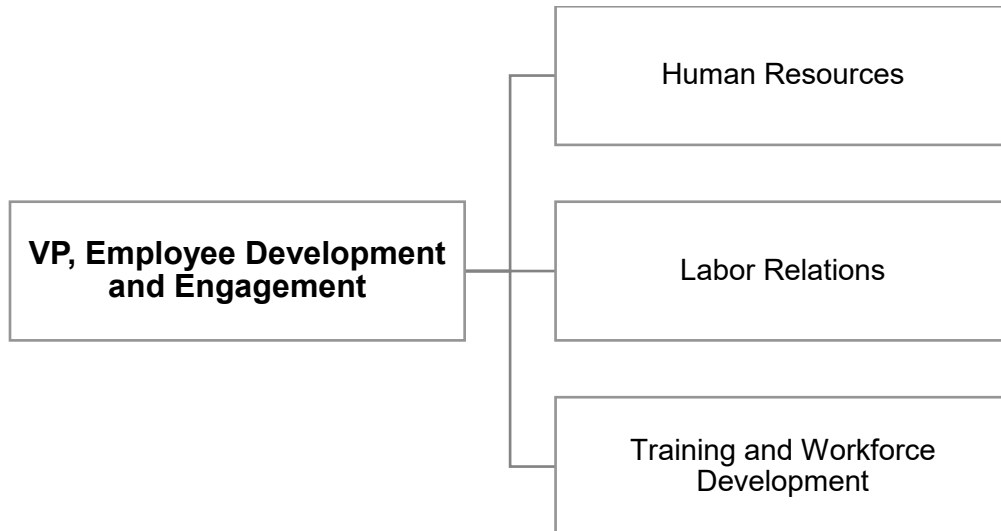
Deputy General Manager/CEO continued

Positions

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Board of Directors	1	1	1	1	1	0	0.0%
Internal Audits	0	1	1	1	1	0	0.0%
Deputy General Manager/CEO	3	3	1	1	1	0	0.0%
Human Resources	11	13	0	0	0	0	N/A
Employee Relations	3	3	0	0	0	0	N/A
Training	0	2	0	0	0	0	N/A
Information Technology	15	18	19	20	20	0	0.0%
Total	33	41	22	23	23	0	0.0%



VP, Employee Development and Engagement



- *Employee Development and Engagement* ensure a sustained and strategic approach in developing and supporting our workforce, seamless collaboration with our union partners, and continue our efforts to implement innovative strategies to attract and retain talented employees.
- *Human Resources* administers employee recruitment, non-operator training, benefits, promotion, classification, compensation, selection, health, and welfare programs.
- *Labor Relations* manages and directs the District's employee and labor relations programs in the areas of labor contract negotiations and contract administration, drug and alcohol testing (DAT), employment law compliance, and resolution of employee complaints and grievances; advises management on disciplinary actions; advises senior management and the District's Board of Directors on labor and management issues to maintain efficient employee and labor relations in support of the District's goals; and administers the District's employee Service Award and Safety Award programs.
- *Training and Workforce Development* assesses District-wide training and employee developmental needs to drive learning initiatives, and identifies, develops and delivers suitable training solutions for employees. Promotes the incorporation of Diversity, Equity, and Inclusion practices in our work culture and agency leadership through training initiatives.

VP, Employee Development and Engagement continued

Performance Measures/Statistics

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Human Resources				
	Avg # of Days for Recruitment Completion	41.72	36.25	48	60
	Definition: Days to Fill Position - posting date to offer letter, in business days				
	Attrition Rate	13.4%	13.8%	14.1%	10.0%
	Definition: The overall rate at which employees leave the SacRT workforce. (For Dismissal, Resignation, Retirement, Death)				
	Average tenure of employees by type				
	ATU Operators- Main	N/A	8.5	8.83	8.89
	ATU- Elk Grove	N/A	2.62	2.7	2.77
	ATU - Paratransit	N/A	2	2.5	2.15
	IBEW (Maintenance Workers)	N/A	8.9	9	8.83
	AFSCME - Supervisors	N/A	12.05	12.8	12.45
	AFSCME - Admin Tech	N/A	7.54	6.7	7.16
	Management & Confidential (MCEG)	N/A	9.8	10	10.13
	OE3 (Administrative and Tech)	N/A	7.1	7.6	7.36
	Definition: Current active EE average year of services.				
	Employee Net Gain	N/A	6.5	4	Positive
	Definition: The net gain of employees (recruitment less attrition).				

VP, Employee Development and Engagement continued

Performance Measures/Statistics

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Labor Relations				
	Grievances	21	16	22	18
	Definition: Number of Grievances overall that Labor Relations has advised departments on.				
	CBA Bargaining Process	13	14	25	16
	Definition: Number of Tentative Agreements signed during bargaining.				
	Drug and Alcohol Testing	N/A	18.4%	19.3%	15.0%
	Definition: Percentage of employees tested out of the total number of employees that are subject to testing.				



TRANSIT DRIVER APPRECIATION DAY.



Employee Development and Engagement continued

Performance Measures/Statistics

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Employee Engagement	Training and Workforce Development (TWD)				
	Internal Trainings Provided	21.75	23.25	28.5	20
	Definition: The number of TWD trainings provided to staff.				
	Employees Trained - (Live Instructor)	174.25	893	265.25	300
	Definition: The number of employees who completed a SacRT provided training program with a live instructor.				
	Employees Trained - (NEOGOV Video On Demand Completed)	N/A	N/A	559.25	TBD
	Definition: The number of employees who completed a SacRT provided training program in the LMS video on demand.				
	Number of Courses in NEOGOV (LMS)	N/A	N/A	139.5	TBD
	Definition: The number of available courses in LMS.				
	Number of reports run from NEOGOV (LMS)	N/A	N/A	5.5	TBD
	Definition: The number of reports TWD staff ran from the LMS for management staff tracking status updates.				
	Number of Employees contacted at Office Hours	N/A	N/A	108	TBD
	Definition: The number of employee contacted/interacted with during office hours program sessions.				

VP, Employee Development and Engagement continued

Expenses

By Expense Category

Expense Categories	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Salaries & Benefits	\$0	\$0	\$3,636,619	\$3,928,824	\$4,207,359	\$278,535	7.1%
Professional Services	0	0	528,718	441,140	689,300	248,160	56.3%
Materials & Supplies	0	0	16,145	12,797	13,000	203	1.6%
Utilities	0	0	0	0	0	0	N/A
Insurance & Liability	0	0	0	0	0	0	N/A
Other	0	0	126,901	191,135	168,450	(22,685)	(11.9%)
Total	\$0	\$0	\$4,308,383	\$4,573,897	\$5,078,109	\$504,213	11.0%

By Department

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
VP, Employment Development & Engagement	\$0	\$0	\$270,996	\$307,982	\$303,645	(\$4,337)	(1.4%)
Human Resources	0	0	2,792,342	2,941,357	3,247,658	306,301	10.4%
Employee Relations	0	0	775,320	752,018	841,270	89,252	11.9%
Training & Workforce Development	0	0	469,725	572,540	685,536	112,996	19.7%
Total	\$0	\$0	\$4,308,383	\$4,573,897	\$5,078,109	\$504,213	11.0%

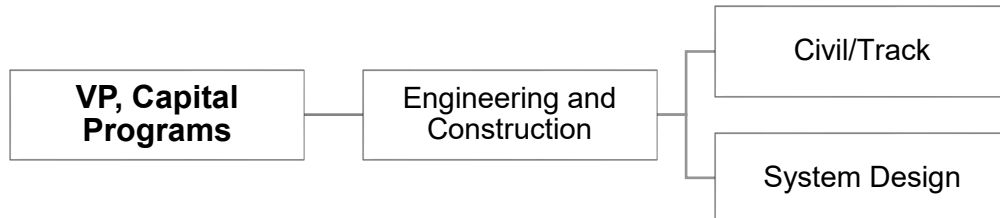
VP, Employee Development and Engagement continued

Positions

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
VP, Employment Development & Engagement	0	0	1	1	1	0	0.0%
Human Resources	0	0	15	16	16	0	0.0%
Employee Relations	0	0	4	4	4	0	0.0%
Training & Workforce Development	0	0	3	3	3	0	0.0%
Total	0	0	23	24	24	0	0.0%



VP, Capital Programs



- VP, Capital Programs provides general direction of capital programs, engineering and construction.
- Engineering and Construction provides the following functions:
 - Civil/Track and System 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, vehicles, traction power, communications, grade crossings, and overhead catenary, electrical and mechanical systems.



VP, Capital Programs continued

Performance Measures/Statistics

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Dollar Value & Labor Usage of Projects				
	Capital	N/A	34.3%	44%	40%
	Definition: % Quarterly expected internal staff labor expenditure of total active Capital projects.				
	Capital Statistical	N/A	12%	11%	15%
	Definition: % Quarterly expected internal staff labor expenditure of total active Capital projects.				
	Non-Capital	N/A	25%	27%	20%
	Definition: % Quarterly expected internal staff labor expenditure of total active non-capital projects.				
	Other	N/A	29%	21%	25%
	Definition: % Quarterly expected internal staff labor expenditure of total active non-capital projects.				

VP, Capital Programs continued

Expenses

By Expense Category

Expense Categories	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Salaries & Benefits	\$0	\$0	\$0	\$1,099,333	\$2,105,177	\$1,005,844	91.5%
Professional Services	0	0	0	39,298	102,000	62,702	159.6%
Materials & Supplies	0	0	0	860	500	(360)	(41.8%)
Utilities	0	0	0	0	0	0	N/A
Insurance & Liability	0	0	0	705	0	(705)	(100.0%)
Other	0	0	0	15,357	31,360	16,003	104.2%
Total	\$0	\$0	\$0	\$1,155,553	\$2,239,037	\$1,083,484	93.8%

By Department

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
VP, Capital Programs	\$0	\$0	\$0	\$255,777	\$257,382	\$1,605	0.6%
Engineering and Construction	\$0	\$0	\$0	\$899,776	\$1,981,655	\$1,081,879	120.2%
Total	\$0	\$0	\$0	\$1,155,553	\$2,239,037	\$1,083,484	93.8%

VP, Capital Programs continued

Positions

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
VP, Capital Programs	0	0	0	1	1	0	0.0%
Engineering and Construction	0	0	0	11	12	1	9.1%
Total	0	0	0	12	13	1	8.3%

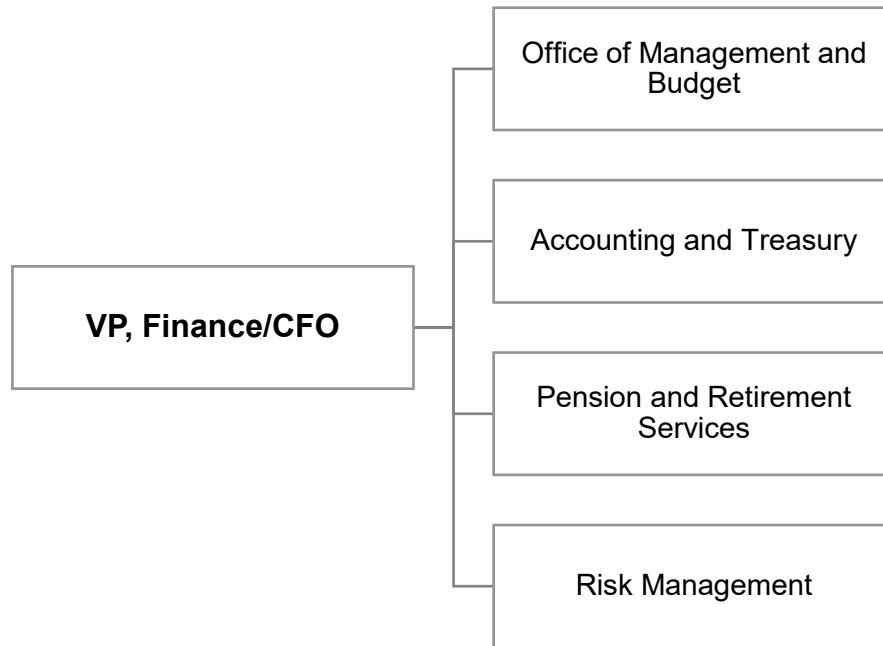
* Added 1 Resident Engineer.

FY 2024 GM Reorg:

* Transferred Engineering and Construction from VP, Planning, Grants and Procurement Division.



VP, Finance/Chief Financial Officer



This division provides finance and treasury (Accounting, Payroll, Revenue and Analytics, Pension and Retirement), budget, capital and grants services to the District.

- *Finance/Chief Financial Officer* guides and directs the division.
- *Office of Management & Budget* allocates, monitors, and reports all resources and expenses; develops operating budget and long-term forecasts, evaluates operational efficiencies and service changes and expansions. Performs all fare revenue collections, completes ridership analytics and reporting. Manages SacRT's Strategic Plan and monitors performance by all Divisions/Departments against stated goals.
- *Accounting and Treasury* performs payroll for SacRT employees and retirement benefits, accounts payable, accounts receivable and all financial accounting and reporting.
- *Pension and Retirement Services* manages three defined benefit pension plans and two defined contribution retirement plans,
- *Risk Management* manages SacRT's workers' compensation, light duty, and self-administered general liability programs; directs the activities of the insurance broker to place and service SacRT's excess insurance; sets and monitors insurance requirements for contractors performing work on behalf of SacRT; prepares Osha 300 and OCIP annual reporting; and coordinates closely 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.

VP, Finance/Chief Financial Officer continued

Performance Measures/Statistics

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Month End Close Complete	N/A	18.3	15.9	20
	Definition: The average number of days it takes to complete month end close. (Fastest would be 10 days)				
	Reconcile Daily Cash Balances	N/A	100%	100%	100%
	Definition: The percentage of daily cash balances that are reconciled by 10AM every business day.				
	Line of Credit Quarterly Submissions	N/A	37	45	45
	Definition: The average number of days it takes to submit Line of Credit Quarterly Covenants to US Bank.				
	Revenue - timely NTD reporting of monthly NTD operating statistics	N/A	28	27	<30
	Definition: The average number of days it takes to report monthly District operating statistics to NTD. Result should be less than 30 days to receive goal points.				
	Farebox Recovery Ratio	6.7%	7.3%	6.7%	7.0%
	Definition: Farebox recovery ratio measures the fraction of operating expenses which are covered by the fares paid by passengers. *Due to COVID-19 the performance goals may be severely impacted				
	Rebuilding Ridership	2,772,463	3,586,306	4,116,542	4,171,840
	Definition: SacRT unlinked passengers trips compared to goals set forth at the beginning of the fiscal year. Staff anticipates ridership growing over time due to COVID recovery.				

VP, Finance/Chief Financial Officer continued**Performance Measures/Statistics continued**

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Employee Engagement	PENSION & RETIREMENT				
	Pension Benefits Process Time	51	51.5	49.25	45
	Definition: Average time (days) to process initial pension payments for new retirees from date of service retirement application or Board approval of disability retirement application.				
	Member Requested Estimates Process Time	N/A	N/A	24	30
	Definition: Average time (days) to process member-requested estimates from date of request (via e-mail, internal form, or phone).				
	PEPRA Distribution Process Time	N/A	34.67	19.5	25
	Definition: Average time (days) to process payment of refunds to terminated PEPRA members from receipt of completed distribution request.				
	PEPRA Distribution Processed	11	10.5	8.5	11
	Definition: Number of refunds to terminated PEPRA members processed.				

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Employee Engagement	Payroll				
	On-cycle Checks for Active Employees	N/A	7,682	7,821	TBD
	Definition: Number of on-cycle payments processed for active employees.				
	On-cycle Checks for Retirees	N/A	6,110	6,242	TBD
	Definition: Number of on-cycle payments processed for retired employees.				
	Off-cycle Checks	N/A	190	483	TBD
	Definition: Number of off-cycle checks processed including: final/on-demand, corrections, emergency cash-outs, early pension distribution contribution refunds, and other.				
	Final Checks	N/A	N/A	48	TBD
	Definition: Number of final checks processed including dismissal, termination, resignation and other.				

VP, Finance/Chief Financial Officer continued

Performance Measures/Statistics continued

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Employee Engagement	Risk Management				
	% Light Duty Job Placements per Total Light Duty Requests	100%	100%	100%	100%
	Definition: How many light duty requests fulfilled with placement of a light duty worker. Employee has work restrictions and able to work modified duty. Department requests light duty employee and risk assigns based on verification that work restrictions are met. Calculated as (Number of placements divided by total requests by quarter).				
	Volume of Claims	N/A	95	96	90
	Definition: Total open general liability claims.				
	Avg Days Open of Workers Compensation Med Only Claims	75	81	89	70
	Definition: The average amount of days a workers compensation medical only claim is open from the first date of loss to final close date.				

VP, Finance/Chief Financial Officer continued

Expenses

Expenses By Category

Expense Categories	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Salaries & Benefits	\$6,246,860	\$6,775,565	\$3,404,745	\$4,563,665	\$4,950,026	\$386,361	8.5%
Professional Services	1,333,440	1,505,654	777,489	1,607,524	1,905,300	297,776	18.5%
Materials & Supplies	145,853	202,332	211,689	130,367	174,000	43,633	33.5%
Utilities	0	0	0	0	0	0	N/A
Insurance & Liability	11,431,766	18,663,352	0	23,672,525	25,560,113	1,887,588	8.0%
Other	1,309,812	1,376,882	729,345	794,209	1,728,673	934,464	117.7%
Total	\$20,467,731	\$28,523,785	\$5,123,268	\$30,768,291	\$34,318,112	\$3,549,822	11.5%

By Department

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
VP, Finance/CFO	\$509,038	\$774,621	\$511,238	\$580,995	\$1,497,287	\$916,292	157.7%
Finance/Treasury	3,165,721	3,572,378	3,597,482	3,667,040	4,099,867	432,827	11.8%
Risk Management	13,380,302	20,550,912	0	25,889,525	28,017,311	2,127,786	8.2%
Office of Management & Budget	1,257,521	1,535,903	1,014,548	630,730	703,647	72,917	11.6%
Real Estate	1,037,279	973,472	0	0	0	0	N/A
Procurement	1,117,870	1,116,499	0	0	0	0	N/A
Total	\$20,467,731	\$28,523,785	\$5,123,268	\$30,768,291	\$34,318,112	\$3,549,822	11.5%

VP, Finance/Chief Financial Officer continued

Positions

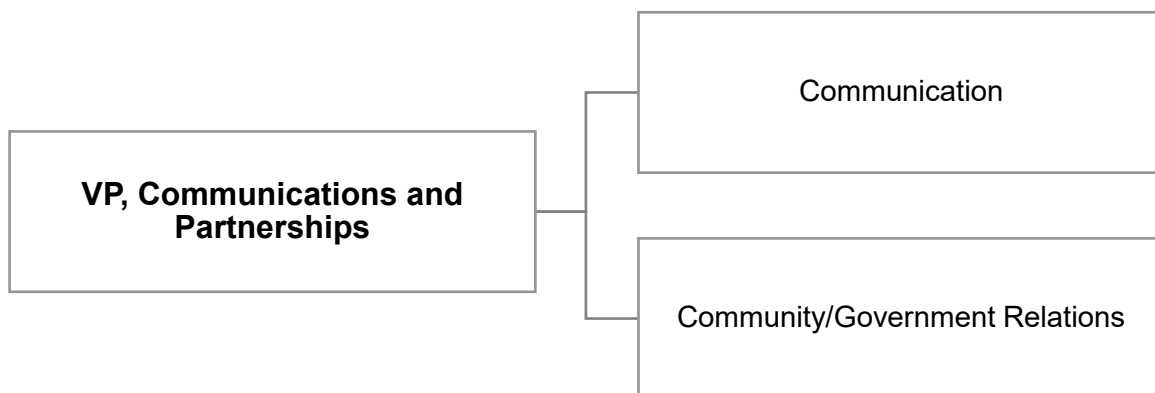
Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
VP, Finance/CFO	2	2	2	2	2	0	0.0%
Finance/Treasury	21	22	18	18	18	0	0.0%
Risk Management	7	7	0	8	8	0	0.0%
Office of Management & Budget	7	8	9	3	3	0	0.0%
Real Estate	2	2	0	0	0	0	N/A
Procurement	8	10	0	0	0	0	N/A
Total	47	51	29	31	31	0	0.0%

FY 2024 GM Reorg:

- * Transferred Risk Management from VP, Procurement, Real Estate and Special Project Division
- * Transferred Real Estate to Chief of Staff/VP, Real Estate Division.



VP, Communications and Partnerships



- Communication 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.
- Community/Government Relations assists SacRT with local, regional, state, and federal governmental activities, including helping shape, analyze, and promote public policies and funding that benefits SacRT's goals as a public transportation provider. By assisting SacRT's governmental and public affairs functions in interacting with the government, legislators, interest groups, and the media, this division helps ensure that SacRT establishes legislative priorities, track policies around key transportation issues, educate government officials regarding transit, and engage in different stakeholders on strategies, frameworks, and regulations governing SacRT's day-to-day activities.

VP, Communications and Partnerships continued

Performance Measures/Statistics

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Paid Sponsorship Event Attendance	368.02	1040	585	350
	Definition: Average number of attendees per paid sponsored event.				
	Marketing Team Engagement				
	Community Event Contacts	5917	4788	1994	5000
	Definition: The number of contacts made at community events.				
	Community Events Attended	20	20	22	10
	Definition: The number of contacts made at community events.				

VP, Communications and Partnerships continued

Performance Measures/Statistics

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Community Value	Website				
	Website Users	158,896	179,628	182,562	150,000
	Definition: Users who have initiated at least one session during the date range. Number of individual who have visited our site.				
	Website Event Count	481,186	522,520	2,364,191	2,800,000
	Definition: Number of times an event is triggered on your website or app. An event is a user's specific action on your site, such as clicking a button, playing a video, or submitting a form.				
	Social Media Engagement				
	Definition: Total reach/impressions of content shared on SacRT social media platforms.				
	Facebook Reach/Impressions	152,943	155,868	318,000	265,000
	Twitter Reach/Impressions	423,900	153,975	73,953	59,700
	Instagram Reach/Impressions	34,376	27,936	45,650	70,158
	LinkedIn Reach/Impressions	26,354	31,578	31,035	38,791
	TikTok Video Views	N/A	12,678	12,993	9,479

VP, Communications and Partnerships continued

Expenses

Expenses By Category

Expense Categories	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Salaries & Benefits	\$0	\$1,434,600	\$1,661,731	\$1,845,887	\$1,922,004	\$76,117	4.1%
Professional Services	0	484,645	704,061	618,706	732,000	113,294	18.3%
Materials & Supplies	0	17,554	22,765	45,019	22,700	(22,319)	(49.6%)
Utilities	0	0	0	0	0	0	N/A
Insurance & Liability	0	0	0	0	0	0	N/A
Other	0	362,743	403,873	313,254	304,300	(8,954)	(2.9%)
Total	\$0	\$2,299,542	\$2,792,430	\$2,822,865	\$2,981,004	\$158,139	5.6%

By Department

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Government Relations	\$0	\$240,706	\$320,035	\$410,017	\$423,046	\$13,029	3.2%
VP, Communications & Partnerships	0	487,993	362,129	399,745	366,600	(33,145)	(8.3%)
Communication	0	1,570,843	2,110,266	2,013,103	2,191,358	178,255	8.9%
Total	\$0	\$2,299,542	\$2,792,430	\$2,822,865	\$2,981,004	\$158,139	5.6%

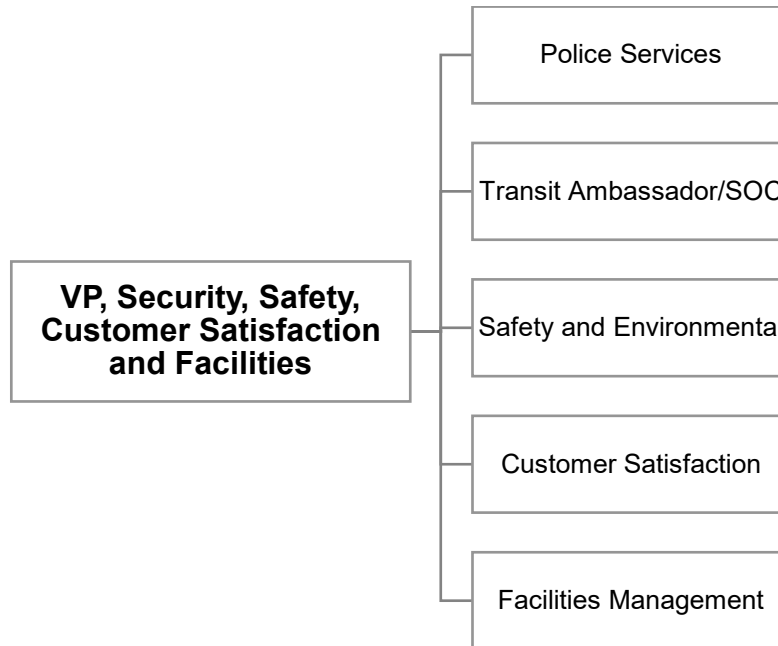
Positions

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Government Relations	0	2	2	2	1	-1	(50.0%)
VP, Communications & Partnerships	0	1	1	1	1	0	0.0%
Communication	0	6	13	10	9	-1	(10.0%)
Total	0	9	16	13	11	-2	(15.4%)

* Eliminated 1 Senior Governmental Affairs Officer

* Eliminated 1 Community Outreach Specialist

VP, Security, Safety, Customer Satisfaction and Facilities



- VP, Security, Safety, Customer Satisfaction and Facilities provides executive leadership, direction and management over contracted Police Officers, Sheriff Deputies and Security Guards as well as Transit Ambassadors and Transit officers. The Division encompasses the Security Operations Center, Safety and Environmental, Customer Satisfaction and Facilities Management departments.
- Police Services
 - Contracted Police and Sheriff – Consists of Officers, Deputies, Sergeants and a Lieutenant from the Sacramento Police Department, Sacramento Sheriff Department and Folsom Police Department to provide security for all operations, employees, facilities and riders.
 - Transit Ambassadors (TA)/Transit Officers (TO) – Provide fare inspection and a security presence on the light rail system, in light rail stations and light rail station parking lots.
 - Security Operations Center (SOC) – Responsible for monitoring up to 2,000 cameras on SacRT buses, light rail trains and stations and recovering footage from any incident that occurs on the system. The SOC receives calls from members of the public on the crime tip hotlines and SacRT Mobile reporting app.
 - Contracted Security – Consists of First Alarm Security & Patrol Guards who are deployed throughout the light rail system to provide a security presence for operations, employees and riders.

VP, Security, Safety, Customer Satisfaction and Facilities continued

- *Safety and Environmental* develops and maintains loss prevention program, monitors and assesses hazardous and unsafe conditions, develops measures to assure safety for employees and SacRT customers.
- *Customer Satisfaction* provides assistance to passengers and new customers through the Call Center, Sales Center and other customer service activities for the District and provides a centralized operation to manage, track, resolve, and analyze customer complaints, commendations and suggestions.
- *Facilities Maintenance (FM)* maintains all facilities and equipment in a state of good repair.
- *Elk Grove Facility Maintenance* maintains all Elk Grove facilities and equipment in a state of good repair.



VP, Security, Safety, Customer Satisfaction and Facilities continued

Performance Measures/Statistics continued

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Operational Excellence	Bus Stop Cleanliness	N/A	88%	88%	90%
	Light Rail Station Cleanliness	N/A	86%	87%	90%
	Definition: Daily PM's completed				
	Light Rail Station Quarterly Inspections	98%	79%	75%	80%
	Definition: Quarterly LRS Inspections on target				
	Safety Training Provided	12	11.75	12	15
	Definition: Number of Safety Training Classes provided. Safety provides training for about 15 different types of safety procedures. Classes include NEO introduction to SacRT Safety Processes.				
	Safety Inspections				
	Monthly Building Safety Inspections	48.25	53	17	51
	Definition: # of facilities inspected.				
	Monthly Light Rail Inspections	57	57	57	57
	Definition: # of facilities inspected.				
	Percentage of Inspected Passengers	26.00%	22.49%	23.00%	25.00%
	Definition: The number of inspected passengers divided by Light Rail ridership for a month. The number of inspected passengers by fare inspection staff is provided by Police Services department.				
	Number of Inspected Passengers	23.75	28.25	30	25
	Definition: The number of inspected passengers divided by the average number of inspections hours each month. The number of inspection hours is provided by Police Services Department.				
	Number of Citations	N/A	3404	2685	3400
	Definition: Customer service is our priority. Opportunities to purchase fare or exit the train were offered to all passengers prior to receiving citations. This information is entered on all citations by the inspectors.				

VP, Security, Safety, Customer Satisfaction and Facilities continued

Performance Measures/Statistics continued

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Community Value	Fare Evasion Rate	1.41%	1.10%	0.69%	2.08%
	Definition: Fare evasion rate is calculated by percentage of fares inspected divided by the number of citations issued for the month.				
	Crime Rate Per Million Passengers	7.03	7.50%	7.20%	10%
	Definition: Total number of reported UCR Crimes multiplied by average ridership per million passenger journeys.				
	Serious Crimes on SacRT Property (Part 1 Crimes)	19	26.5	22.75	19
	Definition: The number of Part 1 crimes on SacRT property. Total number of reported UCR Crimes.				
	On-Track Safety Engagement with Clients	N/A	103	6	TBD
	Definition: Number of trainings provided to clients related to on-track safety.				

VP, Security, Safety, Customer Satisfaction and Facilities continued

Performance Measures/Statistics continued

Strategic Goals	Metrics	FY 2022 Actual	FY 2023 Actual	FY 2024 Actual	FY 2025 Budget
Customer Satisfaction	Service Level for Calls Answered for Customer Service, Customer Advocacy queues				
	Customer Service	76.0%	79.0%	82.0%	80.0%
	Customer Advocacy	59.0%	52.0%	53.0%	60.0%
	Definition: Percentage of calls answered within 20 seconds for Customer Service queues				
	Customer Call Volume				
	Customer Service	55,937	67,003	67,290	50,000
	Customer Advocacy	3,119	3,434	3,553	3,000
	SacRT Go & E-Van Fares	837	381	494	750
	Definition: Total number of calls.				
	Sales Transactions	3474	3396	3201	3500
	Definition: Total number of Sales Center transactions.				

VP, Security, Safety, Customer Satisfaction and Facilities continued

Expenses

Expenses by Category

Expense	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2024 to	Change
Categories	Actual	Actual	Actual	Projected	Budget	FY 2025	Percent
Salaries & Benefits	\$7,107,189	\$7,563,813	\$7,718,589	\$13,083,797	\$15,783,671	\$2,699,874	20.6%
Professional Services	6,123,485	7,588,339	7,812,974	11,153,299	12,225,118	1,071,819	9.6%
Materials & Supplies	587,400	280,320	217,541	893,067	857,916	(35,151)	(3.9%)
Utilities	(233)	0	0	2,487,746	2,426,200	(61,546)	(2.5%)
Insurance & Liability	0	0	0	0	0	0	N/A
Other	20,950	42,643	137,499	108,599	164,004	55,405	51.0%
Total	\$13,838,792	\$15,475,115	\$15,886,603	\$27,726,508	\$31,456,909	\$3,730,401	13.5%

By Department

Divisions	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2024 to	Change
	Actual	Actual	Actual	Projected	Budget	FY 2025	Percent
Police Services	\$10,105,948	\$11,479,823	\$12,243,836	\$13,736,741	\$15,912,099	\$2,175,358	15.8%
VP, Security, Safety, CS & Facilities	265,429	508,771	72,461	335,496	328,598	(6,898)	(2.1%)
Facilities Maintenance	0	0	0	9,655,602	10,618,847	963,245	10.0%
Safety & Environmental	1,111,938	978,143	1,074,557	1,134,646	1,461,456	326,810	28.8%
Customer Satisfaction	2,355,476	2,508,378	2,495,749	2,831,829	3,011,169	179,340	6.3%
Elk Grove - Vehicle Maintenance	0	0	0	32,194	124,740	92,546	287.5%
Total	\$13,838,792	\$15,475,115	\$15,886,603	\$27,726,508	\$31,456,909	\$3,730,401	13.5%

VP, Security, Safety, Customer Satisfaction and Facilities continued

Positions

Divisions	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Police Services	44	49	46	46	47	1	2.2%
VP, Security, Safety, CS & Facilities	1	1	1	1	1	0	0.0%
Facilities Maintenance	0	0	0	42	42	0	0.0%
Safety & Environmental	3	6	6	6	6	0	0.0%
Customer Satisfaction	26	26	26	26	26	0	0.0%
Elk Grove - Vehicle Maintenance	0	0	0	0	1	1	N/A
Total	74	82	79	121	123	2	1.7%

* Added 1 Transportation Supervisor - Police Services

* Transferred 1 Elk Grove -Vehicle Maintenance from VP, Planning, Grants and Procurement Division.



Non Divisional

Expenses

Expenses by Category

Expense Categories	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	FY 2025 Budget	FY 2024 to FY 2025	Change Percent
Salaries & Benefits	(\$199,452)	(\$172,175)	(\$245,098)	(\$600,403)	(\$12,053,671)	(\$11,453,268)	1907.6%
Professional Services	0	0	0	0	0	0	N/A
Materials & Supplies	0	0	0	0	0	0	N/A
Utilities	0	0	0	0	0	0	N/A
Insurance & Liability	0	0	0	0	0	0	N/A
Other	0	0	0	0	0	0	N/A
Total	(\$199,452)	(\$172,175)	(\$245,098)	(\$600,403)	(\$12,053,671)	(\$11,453,268)	1907.6%

This category includes estimated savings for future vacancies for FY 2024 and SacRT's indirect cost allocation plan in accordance with 2CFR 200 "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 2025 Budget proposes \$12.1 million for non-divisional savings from vacancies and indirect costs for capital projects, an increase of \$11.4 million from the FY 2024 projections.

- 6% vacancy factor for Operators and 8% vacancy factor for non-Operators were used to calculate future vacancy savings for FY 2025. The estimated savings of \$11.7 million are budgeted in the non-divisional cost center, while actual vacancy savings in prior years are reflected in each division as a reduction to the labor cost.
- This budget also includes indirect costs for capital projects. It is estimated at \$0.3 million, which is a reduction of \$0.3 million from the FY 2024 projections of \$0.6 million.



Capital Improvement Program

Capital Improvement Program

Major Capital Projects

Sacramento Regional Transit District'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 highlight of the Capital Improvement Program is the Light Rail Modernization project. Several individual projects are underway to deliver new modern low floor light rail vehicles, enhance light rail stations to accompany the new vehicles, and implement new technologies both on board vehicles and in the stations to enhance the customer experience.

Modernizing the rail fleet will reduce maintenance and repair costs associated with keeping the aging LRVs in service past their 25-year useful life. SacRT has executed a contract with Siemens to purchase up to 76 modern low floor light rail vehicles (LRVs). Twenty S700 new light rail vehicles have been delivered and another 25 are in production. Station modifications started in 2023 and will continue through 2027.

The following are highlights of the Capital Improvement Program:

Light Rail Low Floor Conversion

Several projects to eventually convert to a new modern low floor light rail fleet are proceeding. Modernizing the rail fleet will reduce maintenance and repair costs associated with keeping the aging LRVs in service past their 25-year useful life. SacRT has executed a contract with Siemens to purchase up to 76 modern low floor light rail vehicles (LRVs). SacRT has received 20 LRVs to date, with an additional 25 in production. SacRT staff continue to research and identify funding opportunities to proceed with additional procurements. The new LRVs will require modifications to light rail stations to allow level boarding, technology enhancements to create and improve communications infrastructure and facility upgrades to accommodate the new light rail vehicles.

- **Replacement New Low Floor Light Rail Vehicles (R115)**

This project will replace thirteen 1st Series Siemens LRVs that were purchased in 1987 with modern low floor vehicles. In 2018 SacRT received a large grant award from the State for this project. SacRT has received all 13 replacement LRVs as of January 2024. 12 LRVs were placed into revenue service in September 2024. One remainder LRV will be placed into service by January 2025.

Major Capital Projects continued

- **Replacement New Low-Floor LRVs NTP 2 (R376)**

This project will replace eight 1st Series Siemens LRVs. SacRT anticipates arrival of the first NTP 2 LRV by April 2025, and all eight LRVs to be in service by June 2026.

- **Replacement Light Rail Vehicles – NTP #3 (R377)**

This project will replace eight 1st Series Siemens LRVs. Notice to proceed was issued in September 2023. Anticipate arrival of first NTP 3 LRV by September 2025, and all eight LRVs to be in service by August 2026.

- **Replacement Light Rail Vehicles – NTP #3 (R377)**

This project will replace seven 1st Series Siemens LRVs and 1 CAF LRV. Notice to proceed was issued in September 2023. SacRT anticipates arrival of the first NTP 3 LRV by September 2025, and all eight LRVs to be in service by August 2026.

- **Replacement Light Rail Vehicles – NTP #4 (R378)**

This project will replace eight UTDC LRVs. Notice to proceed was issued in March 2024. Anticipate arrival of first NTP 4 LRV by January 2026, and all nine LRVs to be in service by November 2026.

- **Replacement Light Rail Vehicles – NTP #5 (R379)**

This project will replace eight UTDC LRVs. Anticipate notice to proceed to be issued by October 2025. Anticipate arrival of first NTP 5 LRV by December 2027, and all eight LRVs to be in service by December 2028.

- **Light Rail Stations Conversion for Low Floor Vehicles (R380 / R381)**

SacRT will modify 48 existing light rail station platforms to allow level boarding. SacRT has received \$132,239,281 grant funding to date. SacRT anticipates another \$5 million to be awarded by June 2025. This project will be completed in 4 phases.

Phase 1: Gold Line Two Car Conversion – 29 of 29 station platforms to accommodate 2-train consist have been completed. Contractor is finishing punch list items. Anticipate closeout of Phase 1 contract by June 2025.

Phase 2: Gold Line Three Car Conversion – SacRT staff are currently reviewing 100% design submittals. Anticipate Phase 2 conversion contract to be awarded by June 2025 and construction to be completed by December 2027.

Phase 3: Blue Line Light Rail Station Low Floor Conversion - Design is 100% complete. Contract was awarded on January 11, 2024. Mobilization began in June 2024. Anticipate construction to be completed by June 2025.

Major Capital Projects continued

Phase 4: Blue Line Light Rail Station Low Floor Conversion - SacRT staff are currently reviewing 100% design submittals. Anticipate Phase 4 conversion contract to be awarded by June 2025 and construction to be completed by December 2027.

- **Train Technology Refresh/Train Station Technology Refresh**

As the LRV fleet is replaced SacRT will be running both low and high floor LRVs until all of the high floor LRVs are retired. This project upgrades equipment on existing high floor trains to create a unified communications structure which will help achieve ADA compliant communications by announcing and displaying upcoming train types at stations (low/high floor) along with destination and provide a mechanism to direct passengers with disabilities to the correct boarding area. The project will eliminate multiple manual processes and create efficiencies for rail operations.

The train station technology component will Replace Digital Messaging Sign (DMS) equipment throughout the SacRT rail system with modern LCD style signage, implement digital content management systems, and integrate with the Public Address system at the stations for ADA compliance.

Both project components are currently in the planning stage.

Folsom Modernization

The Folsom Modernization Project includes several projects that will allow trains to operate with 15-minute frequency like the rest of the SacRT system.

- **Gold Line Side Track (R359)**

Segment 1: This project will enable increased service frequencies on the Gold Line between Sunrise and Historic Folsom light rail stations by adding passing track (side track) from Parkshore to Bidwell, approximately $\frac{3}{4}$ mile. This will permit trains to operate with 15-minute frequencies where they currently operate with 30-minute frequencies and will also ease congestion in the I-50 Corridor. Construction is in progress with completion expected by April 2025.

Segment 2: Rancho Cordova Double Tracking Construction. Design is 100% complete and in SacRT review process. Construction funding to be identified.

Major Capital Projects continued

- **Expansion LRVs for Folsom Gold Line Service Enhancements (R366)**

SacRT has purchased seven low floor LRVs to provide 15-minute service between Sunrise and Sutter Street stations. SacRT has received all seven expansion LRVs as of January 2024. All 7 expansion LRVs were placed into revenue service in September 2024.

Additional Projects

- **Downtown/Riverfront Streetcar Project (S030)**

The project is a partnership between the Sacramento Area Council of Governments (SACOG), SacRT, Yolo County Transit District, City of Sacramento, and the City of West Sacramento. It will add a Streetcar System to link Downtown Sacramento to the Washington/Bridge District areas of West Sacramento. These areas are separated by the Sacramento River and linked by the historic Tower Bridge. During the 2024 calendar year, the downtown Riverfront Streetcar has advanced in its environmental review and design. SacRT recently closed its AB32 tribal consultation and is expecting NEPA approval from FTA in early 2025. The design for the project is at 85% and has received comments from all stakeholders, which is being incorporated currently; design expected to be complete in mid-2025. Streetcar also submitted for supplemental Small Starts funding in August 2024 to close projected funding gap. We still expect the project to begin Construction in early 2027.

- **Dos Rios Light Rail Station (R055 / R375)**

SacRT is partnering with Sacramento Housing and Redevelopment Agency (SHRA) to design and construct a new light rail station on SacRT's Blue Line in North Sacramento near Richards Boulevard and North 12th Street. The station is part of SHRA's Twin Rivers housing redevelopment project, which received a \$17.6 million Transformative Climate Communities (TCC) grant from California Strategic Growth Council (SGC) in December 2018. The new station will provide transit service for a neighborhood that is largely transit dependent. SacRT Board awarded construction contract to DMZ Builders on July 16, 2024. Notice to Proceed was issued on August 6, 2024. Estimated completion date is June 2026.

Major Capital Projects continued

Additional Projects continued

- **Watt I-80 Transit Center Improvements (B150)**

This project will enhance the Watt/I-80 Transit Center by including strategies to improve visibility and surveillance by redesigning stairwell and elevator structures to be more open and accessible, adding lighting, constructing a well-defined plaza area, and removing and restricting access to hiding spaces. Additional infrastructure improvements to Watt Avenue and bus stop amenities will enhance pedestrian, bicycle, and drop-off vehicle access to the Transit Center as well as user-friendliness and comfort. Construction contract executed on January 26, 2024. Notice to Proceed was issued on May 5, 2024. Anticipate construction to be completed by June 2026.

- **Electric Bus Charging Infrastructure: 4,000 AMP (B165)**

Design and construct 4,000 AMP charging infrastructure at Bus Maintenance Facility #1 (BMF1) in midtown Sacramento. This will provide charging capacity for 52 initial battery electric bus procurements. The project needs a redesign, as the context of the location has changed since the original completion of design in 2021. A future project is proposed to design and construct 21kV primary service to charge additional electric buses that will be added to the fleet as SacRT transitions to a 100% zero emission bus fleet by 2040.

- **Sacramento Valley Station Realignment Phase 1 (R327)**

This project will relocate the existing terminal LRT station and storage tracks on H Street to a new north-south axis west of 5th Street and construct a new centerboard platform. State environmental update was completed in June 2024. SacRT is working with FTA to get a categorical exclusion for the project. Tribal consultation to be completed by June 2025. SacRT Board awarded design contract to Psomas on June 10, 2024. Anticipate design to be completed by June 2025. Anticipate construction to begin by December 2025 and construction to be completed by June 2028.

Revenues & Expenses

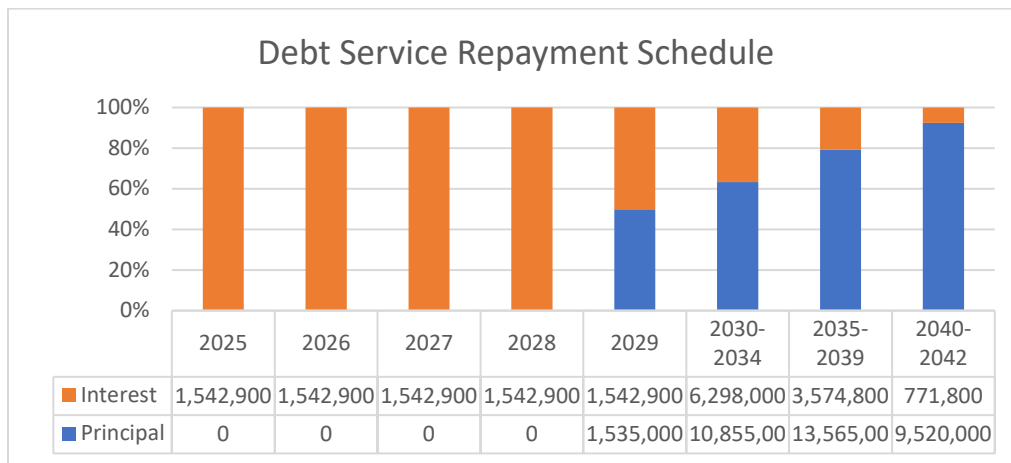
SacRT relies primarily on local, state, and federal grants to pay for capital projects. The FY 2025 budget includes a total budget authority of \$1.856 billion.

- The FY 2025 capital budget includes a total of \$1.127 billion available/awarded funding for all SacRT approved projects. A total of \$126 million is for Bus/Paratransit/Microtransit Projects, \$939 million for Light Rail Projects, \$3 million for Facilities Projects, \$156 thousand for Planning Projects, \$16 million for Information Technology Projects, \$31.4 million for Other Projects, \$475.7 million for Future Projects, and \$1.9 million for External Projects. The FY25 Capital Budget includes \$619.4 million in funding to be determined.
- The FY 2025 capital budget also includes a total of \$10.5 million available/awarded funding for subrecipients and \$1.9 million for external projects.
- 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.
- The TBD budget amount gives SacRT staff the authority to apply for competitive grant opportunities for projects up to the TBD amount.

Debt Service

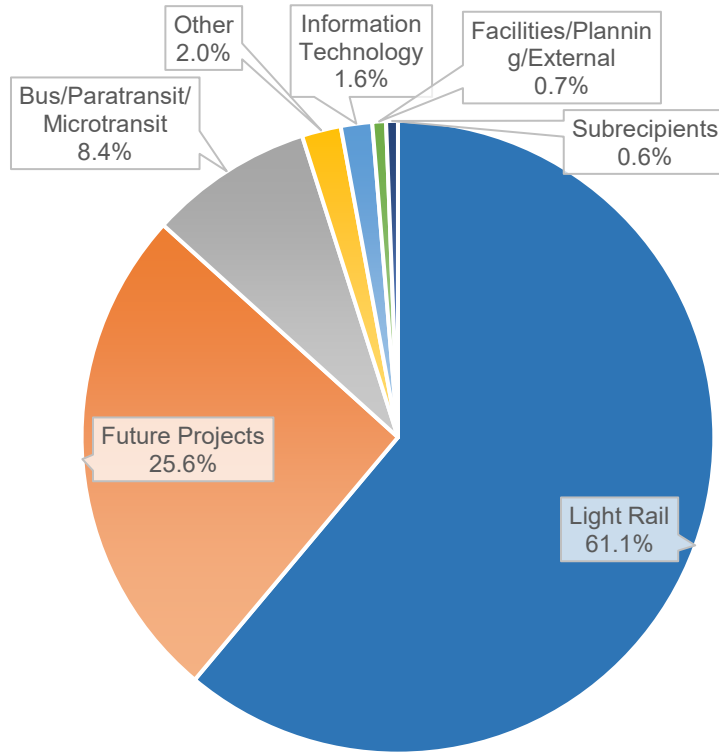
In August 2021, SacRT issued Revenue Refunding Bonds totaling \$35,475,000 with interest rates ranging from 4% to 5%. The Refunding Bonds were issued to (a) current refund and defease all of the outstanding Sacramento Regional Transit District Farebox Revenue Bonds, Series 2012, (b) fund the Bond Reserve Fund, and (c) pay the costs of issuance of the Series 2021A Bonds. The Refunding Bonds are a special limited obligation of SacRT and are secured by a pledge of farebox and LTF revenues through 2042.

Years	Principal	Interest	Total	Outstanding Balance
2025	0	1,542,900	1,542,900	35,475,000
2026	0	1,542,900	1,542,900	35,475,000
2027	0	1,542,900	1,542,900	35,475,000
2028	0	1,542,900	1,542,900	35,475,000
2029	1,535,000	1,542,900	3,077,900	33,940,000
2030-2034	10,855,000	6,298,000	17,153,000	23,085,000
2035-2039	13,565,000	3,574,800	17,139,800	9,520,000
2040-2042	9,520,000	771,800	10,291,800	0
	35,475,000	18,359,100	53,834,100	53,834,100



February 2023, Moody's Investors Service published a research report on the financial status of California's transit agencies and found that SacRT has an A2 financial rating, one of the most favorable outlooks of any transit agency. The report noted that SacRT "will add to already sound operating liquidity by the end of Fiscal Year 2023, providing additional cushion to weather operating headwinds from potential sales tax volatility as the economy cools, rising expenditures especially from labor costs, and the end of federal pandemic aid, which officials plan to spend down by Fiscal Year 2025.

Capital Budget by Category



Project Categories	# of Projects	Total Project Budget	% Changes
Bus/Paratransit/Microtransit	25	\$155,811,672	8.4%
Light Rail	32	1,135,372,653	61.1%
Facilities	11	6,322,442	0.3%
Planning	11	5,516,511	0.3%
Information Technology	8	30,269,515	1.6%
Other	7	36,337,671	2.0%
Future Projects	15	474,558,240	25.6%
Subrecipients		10,537,228	0.6%
External		1,997,530	0.1%
Total		\$1,856,723,462	100.0%

Impact of Capital Improvements on Operating Budget

Capital projects approved in the current year budget will impact future operating and capital budgets. See details in the table below:

Fund, Project Title & short description
Light Rail Low Floor Conversion
<i>Light Rail Vehicles (LRV) Replacement (R115, R376, R377, R378, R379)</i>
This project will replace older LRVs with modern low floor vehicles. SacRT has executed a contract with Siemens to purchase modern lower floor LRVs. The new LRVs will require modifications to light rail stations to allow level boarding,
Operating impact
Modernizing the rail fleet will reduce maintenance and repair costs associated with keeping the aging LRVs.
<i>Light Rail Stations Conversion for Low Floor Vehicles (R380, R381)</i>
This project will pay for the required modifications to light rail stations to allow level boarding, technology enhancements to create and improve communications infrastructure and facility upgrades to accommodate the new light rail vehicles.
Operating impact
There are no additional operating impacts anticipated from this project. Any maintenance costs that arise will be absorbed within the annual operating budget.

Impact of Capital Improvements on Operating Budget continued

Fund, Project Title & short description
<i>Folsom Modernization Project (R359, R366)</i>
The Folsom Modernization Project will allow trains to operate with 15-minute frequency like the rest of the SacRT system on the Gold Line between Sunrise and Historic Folsom light rail stations by adding the passing track from Parkshore and Bidwell and the double track for the rest of the segment. This project also includes cost of additional trains needed to operate this service.
Operating impact
This project is expected to impact future operating expenses. As these costs are quantified, appropriate adjustments will be reflected in upcoming budgets. The increased operating expenses will correspond to the enhanced service levels.
<i>Downtown/Riverfront Streetcar Project (S030)</i>
The project is a partnership between the Sacramento Area Council of Governments (SACOG), SacRT, Yolo County Transit District, City of Sacramento, and the City of West Sacramento. It will add a Streetcar System to link Downtown Sacramento to the Washington/Bridge District areas of West Sacramento.
Operating impact
This project will increase operating expenses in proportion to the enhanced service level. The costs associated with operating the Street Car will be incorporated into future operating budgets.

Impact of Capital Improvements on Operating Budget continued

Fund, Project Title & short description
Dos Rios Light Rail Station (R375)
SacRT is partnering with Sacramento Housing and Redevelopment Agency (SHRA) to design and construct a new light rail station on SacRT's Blue Line in North Sacramento near Richards Boulevard and North 12th Street. The station is part of SHRA's Twin Rivers housing redevelopment project.
Operating impact
This project will increase operating cost since there will be one more station to maintain on SacRT system.
Watt I-80 Transit Center Improvements (B150)
This project will enhance the Watt/I-80 Transit Center by including strategies to improve visibility and surveillance by redesigning stairwell and elevator structures to be more open and accessible, adding lighting, constructing a well-defined plaza area.
Operating impact
This project will have minimal impact on the operating budget. Modernizing the elevator structure will reduce ongoing maintenance costs compared to maintaining the aged elevator. Any additional maintenance expenses will be absorbed within the annual operating budget.

Five-Year Capital Improvement Plan

On August 22, 2022, the SacRT Board of Directors adopted the updated Five-Year Capital Improvement Plan (CIP) that strategically plans and prioritizes capital activities from FY 2023 to FY 2027. The projects in the CIP are consistent with SacRT's adopted Vision and Strategic Plan as well as the Major Goals and Objectives and the region's Metropolitan Transportation Plan/Sustainable Communities Strategies (MTP/SCS).

The CIP places an emphasis on ensuring safety and regulatory compliance; maintaining a "state of good repair" for SacRT's current assets; completing transit expansion projects; and providing for modest system enhancement/improvement projects – particularly projects that significantly enhance customer service, safety and cleanliness while providing opportunities for greater system efficiency/revenue generation. In addition, this document provides early information for proposed projects beyond the five-year window.

The CIP is intended to be a "living document." SacRT's Capital Program Committee (CPC) meets quarterly to evaluate capital project needs and adjust as needed within the scope of authority granted in Title VI of the Administrative Code. Adjustments deemed necessary outside of that scope are brought to the Board for approval. On a periodic basis, the plan is reviewed, updated, and reissued in its entirety. Projects were prioritized into Tiers based on need and projected funding availability. Tiers include:

Tier 1: These projects are fully funded.

Tier 2: These are high-priority projects that are either partially or unfunded projects.

Tier 3: These are unfunded projects that are not high-priority projects or are not listed in the first 3 years of the CIP.

Tier 4: These are unfunded future projects projected for completion outside of the five-year CIP period. They are included in the CIP for planning purposes only.

The Capital Project Expenditure Plan on the following page lists SacRT's existing capital projects, shows historical expenditures, and a capital expenditure projection for the years beyond FY 2023.



Capital Improvement Revenues and Expenditures

Project Number	Project Name	FY 2024 Amended Budget	FY 2025 Budget Additions & Reductions	FY25 Budget	Awarded & Available Funding	FY25 Anticipated Grants	TBD
Bus/Paratransit/Microtransit Projects							
715	Bus Maintenance Facility #2	25,383,587		25,383,587	25,383,587		0
B147	Fleet Maint Mgmt Software	414,500	1,085,500	1,500,000			1,500,000
B150	Watt I-80 Transit Center Improve	30,000,000	112,905	30,112,905	30,112,905		0
B151	Above Ground Gas Tank	2,000,000		2,000,000	0		2,000,000
B153	BMF1 Remediation	153,683		153,683	153,683		0
B164	Airport ZEB Expansion Vehicles	9,926,957	(5,926,957)	4,000,000	3,250,136		749,864
B165	Electric Bus Charging Infrastr	16,630,500		16,630,500	4,854,078	390,000	11,386,422
B171	Citrus Heights Bus Stop Improve	310,000		310,000	310,000		0
B172	Folsom Bus Stop Improvements	200,000		200,000	200,000		0
B173	40' CNG Bus Replacement	64,891,011	(12,302,988)	52,588,023	52,588,023		0
B174	Disruption Manager Software	214,866	95,269	310,135	310,135		0
B176	Vehicle Event Recorder	454,590	100,000	554,590	554,590		0
B177	Trapeze OPS Web	251,000		251,000	251,000		0
B179	Bus Stop Improvements	1,462,790		1,462,790	620,674	437,500	404,616
B180	Bus Lift Replacements	872,154		872,154	699,000		173,154
B181	Operator Barrier Replacement	1,327,000		1,327,000	0		1,327,000
B182	Bus WiFi	299,267		299,267	299,267		0
B183	Elk Grove Clever Device	1,500,000		1,500,000	1,170,978		329,022
B184	CA Labor Federation WED		77,000	77,000	77,000		0
P012	Cutaway Vehicle Ride Improve	125,000		125,000	0		125,000
P013	SacRT Go Vehicles	8,800,000		8,800,000	5,469,828		3,330,172
P014	SmaRT Ride Vehicle Replace	5,623,038		5,623,038	0		5,623,038
P015	SmaRT Ride Expansion Vehicle	171,000		171,000	0		171,000
TBD09	Elk Grove - One 40' ZEB	1,060,000		1,060,000			1,060,000
B400	Bus Capital Improvements	500,000		500,000	0		500,000
	Total Bus Projects	172,570,943	(16,759,271)	155,811,672	126,304,884	827,500	28,679,288



Capital Project Revenues and Expenditures continued

Project Number	Project Name	FY 2024 Amended Budget	FY 2025 Budget Additions & Reductions	FY25 Budget	Awarded & Available Funding	FY25 Anticipated Grants	TBD
Facilities Projects							
F028	Administrative Equipment	700,000		700,000	0		700,000
F033	SacRT Go/Ride Fueling/Charging	805,000		805,000	509,885		295,115
F037	Wayside Roof Replacement	503,000		503,000	503,000		0
F040	Bridge Asset Rehabilitation	137,333		137,333	137,333		0
F041	R Street Warehouse Update	375,000		375,000	375,000		0
F042	South Bus Parking Lot Pavement	100,000	700,000	800,000	800,000		0
F043	BMF2 Pavement Repair	2,065,000		2,065,000	370,448		1,694,552
F044	Metro Concrete Pad	41,250		41,250	41,250		0
F046	1225 R Street Upgrade	32,000		32,000	32,000		0
F047	Watt/I-80 Elevator & HVAC	363,859		363,859	363,859		0
F400	Facilities Capital Improvements	500,000		500,000			500,000
Total Facilities Projects		5,622,442	700,000	6,322,442	3,132,775	0	3,189,667

IT Projects							
T066	Historic Folsom Camera Enhan	88,607		88,607	88,607		0
T067	Connect Card Version 2	7,500,000		7,500,000	0		7,500,000
T071	Mobile Camera Trailers (2)	187,702		187,702	0		187,702
T072	Train Technology Refresh	17,079,402		17,079,402	15,156,293	1,923,109	0
T074	Security Camera System Upgrades	2,070,000		2,070,000	0		2,070,000
T075	Bus Router Refresh	2,305,225		2,305,225	0		2,305,225
T077	Connect Card Firewall Refresh	888,579		888,579	821,979		66,600
TBD10	Multifactor Authentication	150,000		150,000			150,000
Total IT Projects		30,269,515	0	30,269,515	16,066,879	1,923,109	12,279,527



Capital Project Revenues and Expenditures continued

Project Number	Project Name	FY 2024 Amended Budget	FY 2025 Budget Additions & Reductions	FY25 Budget	Awarded & Available Funding	FY25 Anticipated Grants	TBD
Light Rail Projects							
404	Green Line to the River Dist	49,762,000		49,762,000	49,762,000		0
410	South Sacramento Phase 2 LR	270,000,000		270,000,000	270,000,000		0
R001	CAF Light Rail Vehicle Paint	995,000		995,000	995,000		0
R115	GL Replace 13 LRVs NTP #1	75,866,094		75,866,094	75,866,094		0
R135(a)	Horn LR Station - Design	2,136,858		2,136,858	2,136,858		0
R135(b)	Horn LR Station - Construction	18,721,142		18,721,142	0	21,989,000	(3,267,858)
R327	SVS Loop Realignment	38,320,000		38,320,000	36,964,960		1,355,040
R359(a)	15 Minute Service (Glenn Station)	37,000,000		37,000,000	37,000,000		0
R363	Tamper Refurbishment	89,880		89,880			89,880
R365	Tamper Re-Power		47,500	47,500			47,500
R366	GL Expansion 7 LRVs NTP #1	42,104,534		42,104,534	42,104,534		0
R371	Y1 Substation Replacement	6,886,000		6,886,000	1,000,000	5,886,000	0
R372	Roadway Worker Protection Sy	805,000		805,000	0		805,000
R373	Material Storage System	655,000		655,000	0		655,000
R374	TPSS A1 Neg Return Cable Rep	184,390		184,390	184,390		0
R375	Dos Rios LR Station Construction	42,805,053		42,805,053	28,782,982	10,000,000	4,022,071
R376	8 New LRVs - Goldline NTP 2	58,400,000	(12,200,000)	46,200,000	46,200,000		0
R377	8 New LRVs - Blueline NTP 3	58,400,000	(11,400,000)	47,000,000	46,959,700	40,300	0
R378	LRV Replacement - NTP #4	58,400,000		58,400,000	56,264,603		2,135,397
R379	LRV Replacement - NTP #5	58,400,000		58,400,000	16,882,500	3,500,000	38,017,500
R380	Gold Line Station Conversions	102,615,000	(7,615,000)	95,000,000	63,512,078	18,000,000	13,487,922
R381	Blue Line Station Conversions	90,200,000	(28,000,000)	62,200,000	41,200,000	21,000,000	0
R384	LRV Maintenance Shop Upgrade	289,800	2,228	292,028	292,028		0
R386	LR Station LED Light Upgrade	2,750,000	2,250,000	5,000,000	2,000,000	1,000,000	2,000,000
R387	Park & Ride LED Light Upgrade	3,000,000	2,000,000	5,000,000	2,000,000	1,000,000	2,000,000
R389	Instrument House A019 Local	82,250		82,250	0		82,250
R390	Emergency OCS Repair	200,000		200,000	200,000		0
R391	Railroad Tie Replacement	5,000,000		5,000,000	2,880,000		2,120,000
R392	CAF Overhaul	4,000,000		4,000,000	4,000,000		0
S030	Downtown Riverfront Streetcar	160,000,000		160,000,000	110,548,142	17,000,000	32,451,858
R400	Light Rail SGR Maintenance	500,000		500,000			500,000
	Total Light Rail Projects	1,188,568,001	(54,915,272)	1,133,652,729	937,735,869	99,415,300	96,501,560



Capital Project Revenues and Expenditures continued

Project Number	Project Name	FY 2024 Amended Budget	FY 2025 Budget Additions & Reductions	FY25 Budget	Awarded & Available Funding	FY25 Anticipated Grants	TBD
Planning Projects							
M008	Transit Action (Long Range)	200,000		200,000	0		200,000
M019	Arcade Creek Bridge Enviro	110,000	31,781	141,781	141,781		0
M021	Blue Line to Elk Grove/High-	200,000		200,000	0		200,000
M023	SacRT Workforce Development	1,250,000		1,250,000	0		1,250,000
M024	Meadowview Transit Oriented	300,000		300,000		150,000	150,000
M025	Truxel Bridge Study		14,730	14,730	14,730		0
M027	Comprehensive Ops Analysis	1,000,000		1,000,000		1,000,000	0
TBD	Mobility Hub Implementation	500,000		500,000		500,000	0
TBD	Safe Routes to Transit Plan	500,000		500,000		500,000	0
TBD	Stockton Boulevard Corridor	910,000		910,000			910,000
M400	Planning/Studies	500,000		500,000			500,000
	Total Planning Projects	5,470,000	46,511	5,516,511	156,511	2,150,000	3,210,000



Capital Project Revenues and Expenditures continued

Project Number	Project Name	FY 2024 Amended Budget	FY 2025 Budget Additions & Reductions	FY25 Budget	Awarded & Available Funding	FY25 Anticipated Grants	TBD
Other							
M004	FY12 Revenue Bond Payments	25,406,671	1,542,900	26,949,571	25,406,671	1,542,900	0
N001	Police Vehicle Replacement	2,420,000		2,420,000	1,680,000		740,000
N002	Non Revenue Vehicle Replace	2,175,000		2,175,000	1,200,000		975,000
V102	Q Street Move	2,900,000	500,000	3,400,000	3,152,000		248,000
TBD	Winters Bridge Closure Fencing	293,100		293,100			293,100
TBD	Non Revenue Electric Vehicle Charging Infrastructure	600,000		600,000			600,000
E400	RE Capital Improvements	500,000		500,000			500,000
	Total Other Projects	34,294,771	2,042,900	36,337,671	31,438,671	1,542,900	3,356,100

Total Active Projects	\$1,438,515,596	(\$68,885,132)	\$1,369,630,464	\$1,116,555,513	\$105,858,809	\$146,013,042
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Capital Project Revenues and Expenditures continued

Project Number	Project Name	FY 2024 Amended Budget	FY 2025 Budget Additions & Reductions	FY25 Budget	Awarded & Available Funding	FY25 Anticipated Grants	TBD
Future Projects							
B100	Bus Fleet Replacement	21,629,000		21,629,000	0		21,629,000
F035	South Area BMF	100,000,000		100,000,000	0		100,000,000
M022	Systemwide SCADA	6,500,000		6,500,000	0		6,500,000
R125	CAF Midlife Overhaul	102,230,277	(92,230,277)	10,000,000	0		10,000,000
R370	Sac Valley Dbl Tracking	95,800,000		95,800,000			95,800,000
R383	LR Maint Facility Env/PE/ROW	22,500,000		22,500,000	0		22,500,000
T076	Network Infrastructure Refre	27,776,625		27,776,625	0		27,776,625
R359(b)	15 Min Svc (Hazel Station)	70,172,977		70,172,977	0		70,172,977
R328	Green Line Final EIS/EIR	3,000,000		3,000,000	0		3,000,000
B159	Microtransit ZEVs & Chargers	5,519,200		5,519,200	0		5,519,200
R368	SVS Loop Expand LRVs (3)	46,500,000	(31,500,000)	15,000,000	0		15,000,000
R362	LR Wheel Truing Machine	4,415,438		4,415,438	1,174,111		3,241,327
TBD	Stockton Blvd. Rapid Transit	72,000,000		72,000,000	0		72,000,000
R385	Grand Ave Bridge Repair	15,245,000		15,245,000	0		15,245,000
R388	Facilities LED Light Upgrade	5,000,000		5,000,000	0		5,000,000
	Total Future Projects	598,288,517	(123,730,277)	474,558,240	1,174,111	0	473,384,129

Total Inactive Projects	\$598,288,517	(\$123,730,277)	\$474,558,240	\$1,174,111	\$0	\$473,384,129
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Capital Project Revenues and Expenditures continued

Project Number	Project Name	FY 2024 Amended Budget	FY 2025 Budget Additions & Reductions	FY25 Budget	Awarded & Available Funding	FY25 Anticipated Grants	TBD
Subrecipients							
Q016	City of Placerville	3,825,286		3,825,286	3,825,286		
Q052	Subrecipient - SACOG	550,000		550,000	550,000		
Q061	Yolobus Causway Connection	1,500,000		1,500,000	1,500,000		
Q063	El Dorado Transit COVID-19	950,866		950,866	950,866		
Q068	Placerville Transit Station	645,000		645,000	645,000		
Q070	El Dorado Transit - Ops	31,181		31,181	31,181		
Q071	El Dorado Transit - Park & Ride	700,000		700,000	700,000		
Q072	Paratransit - Mobility Mgmt	500,000		500,000	500,000		
Q073	El Dorado Transit FY23-29 Ops	946,103		946,103	946,103		
Q075	El Dorado Transit FFY23 5307/5339(a)	438,792		438,792	438,792		
TBD	El Dorado Transit FFY24 5307/5339(a)		450,000	450,000	0	450,000	
Total Subrecipient Projects		10,087,228	450,000	10,537,228	10,087,228	450,000	0



Capital Project Revenues and Expenditures continued

Project Number	Project Name	FY 2024 Amended Budget	FY 2025 Budget Additions & Reductions	FY25 Budget	Awarded & Available Funding	FY25 Anticipated Grants	TBD
External Projects							
A012	65th St. / Jackson Properties	77,000		77,000	77,000		
A015	Caltrans Brighton Overhead Design	378,230	7,000	385,230	385,230		
A019	Caltrans Camellia City Viaduct	434,300	-7,000	427,300	427,300		
A020	Folsom Blvd Complete Streets	45,000		45,000	45,000		
A021	29th/30th Signal System: SacRT Labor	100,000		100,000	100,000		
A022	29th/30th Signal System	315,000		315,000	315,000		
A024	Richards Blvd Office Complex	50,000		50,000	50,000		
A025	DGS 9th/O Street Bldg Renovation	149,000		149,000	149,000		
A026	Railyards Station	149,000		149,000	149,000		
A027	Midtown Station	150,000		150,000	150,000		
A028	Hazel Ave at US50 Interchang	150,000		150,000	150,000		
Total External Projects		1,997,530	0	1,997,530	1,997,530	0	0

Combined Capital Project Totals	\$2,048,888,871	(\$192,165,409)	\$1,856,723,462	\$1,129,814,382	\$106,308,809	\$619,397,171
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FY 2025 Capital Project Funding Addition Descriptions

Guideway

- R359 LR Modern. 15 Min. Service to Folsom (Side Track) – Complete track and signal work on the segment of the Gold Line between Sunrise and Historic Folsom Light Rail Stations to enable 15-minute service from downtown Sacramento to Folsom.
- R371 Y1 Substation Installation – Install a new 2-Megawatt substation within the main storage yard to replace the existing Y1 1 Megawatt substation. Scope includes designing and constructing a new facility for the substation.
- R385 Grand Avenue Bridge Repair – Repair Grand Avenue bridge after fire damage.
- R400 Light Rail Improvements / State of Good Repair – Budget authority for light rail state of good repair needs.

Passenger Stations

- R135 Horn Light Rail Station – Engineering and construction of a new station in Rancho Cordova at Horn Road. New station includes passenger platforms and passenger amenities.
- R375 Dos Rios Light Rail Station Construction - Construct a new light rail station in conjunction with the new Mirasol Village housing Development located in the Rivers District just North of downtown Sacramento and east of the Rail Yard Project.
- R380 Gold Line Light Rail Station Conversion/Modification – This project will convert/modify existing Gold Line light rail stations to accommodate the new S700 low-floor light rail vehicles. The project includes construction/modification of existing station platforms, entrance/exit ramps, adjusting & relocating existing handrails, station furniture, signage, replacing/upgrading braille signs, detectable warning tiles, light fixtures, and LED messaging signs.
- R381 Blue Line Light Rail Station Conversion/Modification – This project will convert/modify existing Blue Line light rail stations to accommodate the new S700 low-floor light rail vehicles. The project includes construction/modification of existing station platforms, entrance/exit ramps, adjusting & relocating existing handrails, station furniture, signage, replacing/upgrading braille signs, detectable warning tiles, light fixtures, and LED messaging signs.

FY 2025 Capital Project Funding Additional Descriptions continued**Revenue Vehicles**

- R376 NTP 2 Replacement New Low-Floor LRVs (8) – Purchase 8 new replacement Low-Floor Light Rail Vehicles.
- R377 NTP 3 Replacement New Low-Floor LRVs (8) – Purchase 8 new Siemens S700 Low-Floor Light Rail Vehicles to replace 8 High-Floor Light Rail Vehicles that have reached the end of their useful life's. New Vehicles will be operated on the Blue Line.
- R378 NTP 4 Replacement New Low-Floor LRVs (8) – Purchase 8 new replacement Low-Floor Light Rail Vehicles.
- R379 NTP 5 Replacement New Low-Floor LRVs (8) – Purchase 8 new replacement Low-Floor Light Rail Vehicles.

Maintenance Buildings

- B165 Electric Bus Charging Infrastructure – Purchase construct and install charging infrastructure to charge up to 26 electric chargers, with a potential to charge up to 52 buses at BMF1.
- F035 South Area Bus Maintenance Facility – Planning, environmental, engineering, purchase and construction of a new Bus Maintenance Facility in South Sacramento County.
- R384 LRV Maintenance Shop Upgrades – Engineering and construction for Light Rail Maintenance Shop upgrades needed to maintain the new Siemens S700.

Communication/IT Systems

- M022 Systemwide SCADA Implementation Design - This project is to develop the design for systemwide Supervisory Control and Data Acquisition (SCADA).
- T073 LR Station Signage Refresh: Replace DMS - Replace Digital Messaging Sign (DMS) equipment throughout the SacRT rail system with modern LCD style signage, implement digital content management systems, and integrate with the Public Address system at the stations for ADA compliance.
- T074 Security Camera System Upgrade - The project was added to allow the Grants Team to apply for TSPG grant funds.

FY 2025 Capital Project Funding Additional Descriptions continued

- T075 Bus Router Refresh - This goal of this project is to ensure that all vehicle devices and connectivity methods (between vehicles and back-office systems) meet cybersecurity and PCI best practices and compliance requirements. This project will also future proof SacRT should the agency desire to support on-board contactless payments or provide passenger Wi-Fi.
- T076 Network Infrastructure Refresh - This infrastructure 'design/build' project will review current network architecture then design and implement a new security focused network infrastructure designed to take advantage of improvements in technology while strengthening the agency's cybersecurity posture. This project includes all hardware and software resources within the SacRT network that enables network connectivity, communication, operations, and management of the enterprise network.

Other Projects

- M023 SacRT Workforce Development - Workforce Development and training. This project proposes multiple training classes.
- T060 Anti-Terrorism Directed Surge Patrols (Overtime Patrol) – This project funded anti-terrorism patrols.
- TBD Elk Grove Zero Emission Bus – Purchase one 40 ft. zero emission bus to replace one 40 ft. CNG bus in Elk Grove's bus fleet.



Statistical Section

Statistical Section

Demographic and Economic Indicators

Last Ten Fiscal Years

Year	Population 12	Population 12	Personal Income 12 (In Thousands)		Per Capital Personal Income 1		Unemployment Rate 3	
	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six- County Region
2015	1,506,558	2,446,275	65,106,762	112,028,672	45,866	48,495	6.00%	6.20%
2016	1,527,104	2,479,591	69,706,561	119,814,816	46,904	49,838	5.40%	5.60%
2017	1,546,422	2,513,134	72,142,550	124,623,797	48,299	51,229	4.70%	4.80%
2018	1,560,721	2,539,823	75,107,692	129,603,877	50,314	53,234	3.90%	4.00%
2019	1,575,602	2,564,909	78,819,492	135,829,947	52,561	55,683	3.70%	3.90%
2020	1,586,465	2,581,323	83,515,309	144,038,387	57,243	60,733	9.40%	9.00%
2021	1,588,106	2,589,778	91,987,475	157,856,536	61,775	65,619	6.90%	6.60%
2022	1,584,169	2,599,515	98,241,828	168,426,248	61,558	65,767	4.00%	4.00%
2023	1,576,639	2,576,307	Not available	Not available	Not available	Not available	4.40%	4.50%
2024	1,578,938	2,585,862	Not available	Not available	Not available	Not available	4.90%	5.00%

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

1. 2015-2022 U.S. Department of Commerce, Bureau of Economic Analysis, *CAINC1 Personal income population, per capita personal income*.
2. 2023-2024 State of California, Department of Finance, E-1 City, County and State Population Estimates,
3. 2015-2024 State of California, Employment Development Department, Labor Force & Employment Data

Principal Employers

Current Year and Nine Years Ago

Employer	Fiscal Year 2024			Fiscal Year 2015		
	Employees	Rank	Percentage of Total County	Employees	Rank	Percentage of Total County
State of California	113,610	1	16.2%	74,329	1	9.9%
UC Davis Health	16,075	2	2.3%	9,706	3	1.3%
Sacramento County	13,611	3	1.9%	10,598	2	1.4%
Kaiser Permanente	11,856	4	1.7%	6,464	7	0.9%
U.S. Government	10,699	5	1.5%	9,668	4	1.3%
Sutter Health	10,129	6	1.4%	8,817	5	1.2%
Dignity Health	7,353	7	1.1%	6,286	8	0.8%
San Juan Unified School District	5,346	8	0.8%	7,523	6	1.0%
Intel	4,300	9	0.6%	6,200	9	0.8%
Los Rios Community College District	3,366	10	0.5%			
Elk Grove Unified School District				5,758	10	0.8%
Total	196,345		28.0%	145,349		19.4%

Source: Sacramento Business Journal



Appendix

Appendix

Glossary of Terms

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 Services: 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.

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.

Glossary continued

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

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 SacRT 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 SacRT 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.

Glossary continued

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

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 the following tiers:

Tier 0	projects are fully funded
Tier I	High-priority projects that are either partially or unfunded projects.
Tier II	Unfunded projects that are not high-priority projects or are not listed in the first 3 years of the CIP
Tier III	Unfunded future projects projected for completion outside of the five-year CIP period. They are included in the CIP for planning purposes only

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.)

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

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.

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.

Glossary continued

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

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

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.

Glossary continued

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 SacRT's Farebox Recovery Ratio calculation.

Fare Revenue (See Farebox Revenue)

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

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

Federal: United States Government

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. SacRT'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.

Glossary continued

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.

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 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

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.

Glossary continued

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.

Infrastructure: A set of interconnected structural elements that provide the framework supporting an entire structure. SacRT'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

Joint Development: An agreement with a developer to develop transit-compatible uses at a Park-n-Ride or other site owned by SacRT. Under these agreements, the developer pays SacRT 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 SacRT's service plan. Under these agreements, the other entity reimburses SacRT for at least 50% of the marginal cost of providing such service. (See cost share agreement.)

Glossary continued

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.
- **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.

Glossary continued

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.

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.

Glossary continued

O

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 SacRT 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.
- 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 a SacRT 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 SacRT-owned property and air rights, selling RT system route maps, and other miscellaneous activities.

Glossary continued

Outside Services (costs): Cost of hiring firms or individuals not employed by SacRT 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.

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 SacRT's name on behalf of another agency (recipients). When funds are received by SacRT as a result of the filing, they are remitted to the recipient agency. The revenue is recorded as revenue to SacRT 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.)

Glossary continued

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.

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 SacRT 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 SacRT and the respective bargaining groups.

Glossary continued

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)

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 SacRT 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.

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.

Glossary continued

Supervisory Control and Data Acquisition (SCADA): A centralized system to control signals, systems, and substations on SacRT'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).

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

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.

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.

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

ADA	Americans with Disabilities Act
AFSCME	American Federation of State, County & Municipal Employees
APTA	American Public Transit Association
ARP	American Rescue Plan
AS	Accessible Services
ATU	Amalgamated Transit Union
BMF2	Bus Maintenance Facility 2
CAD/AVL	Computer Aided Dispatch/Automatic Vehicle Location
CARES Act	Coronavirus Aid, Relief, and Economic Security Act
CBS	Community Bus Service
CIP	Capital Improvement Program
CMAQ	Congestion Mitigation and Air Quality Improvement Program
CNG	Compressed Natural Gas
COP	Certificate of Participation
CPC	Capital Program Committee
CRRSAA	Coronavirus Response and Relief Supplemental Appropriations Act
CTA	California Transit Association
CTC	California Transportation Commission
CRC	Cosumnes River College
DAT	Drug and Alcohol Testing
DBE	Disadvantaged Business Enterprise
DMV	Department of Motor Vehicle
ECOS	Environmental Council of Sacramento
EEO	Equal Employment Opportunity
EIS	Environmental Impact Statement
EIR	Environmental Impact Report
EMT	Executive Management Team
ESC	Entertainment and Sports Center
ESS	Employee Self Service
FFM	Financial Forecasting Model
FMLA	Family and Medical Leave Act
FTA	Federal Transit Administration
FVM	Fare Vending Machine
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GFOA	Government Finance Officers Association
GM/CEO	General Manager/Chief Executive Officer
HOV	High Occupancy Vehicle
HR	Human Resources
IBEW	International Brotherhood of Electrical Workers
IT	Information Technology

List of Acronyms continued

ITS	Intelligent Transportation Systems
ITAC	Information Technology Advisory Committee
LCTOP	Low Carbon Transit Operation Program
LRT	Light Rail Transit
LRV	Light Rail Vehicle
LTF	Local Transportation Fund
MAC	Mobility Advisory Council
MTP	Metropolitan Transportation Plan
NEO	New Employee Orientation
NTD	National Transit Database
OCIP	Owner Controlled Insurance Program
OE	Open Enrollment
OMB	Office of Management and Budget
PE	Preliminary Engineering
PEPRA	California Public Employee's Pension Reform Act
PTA	Public Transportation Account
RSC	Regional Service Center
ROS	Route Optimization Study
RTPS	Regional Transit Police Services
SacRT	Sacramento Regional Transit District
SACOG	Sacramento Area Council of Governments
SBE	Small Business Enterprise
SCS	Sustainable Community Strategy
SECAT	Sacramento Emergency Clean Air and Transportation
SHRA	Sacramento Housing and Redevelopment Agency
SOC	Security Operations Center
SOP	Standard Operating Procedure
STA	Sacramento Transportation Authority
TAM	Transit Asset Managements
TCRP	Traffic Congestion Relief Program
TDA	Transportation Development Act
TIRCP	Transit Intercity Rail Capital Program
TOD	Transit Oriented Development
TSI	Transit Safety Institute
VTT	Verification of Transit Training

