



Sacramento Regional Transit District

FISCAL YEAR 2023 BUDGET

For the period of July 1, 2022 to June 30, 2023

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Sacramento



Regional
Transit

Fiscal Year 2023 Budget

For the period of July 1, 2022 to June 30, 2023

Sacramento



**Regional
Transit**

Sacramento Regional Transit District

Prepared by the Finance Division



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General Manager/CEO Budget Message

General Manager/CEO's Budget Message

I am pleased to present to you the annual operating and capital budget for Fiscal Year 2023 (FY 2023). The lingering impacts of the COVID-19 pandemic, and global economic uncertainties, represent 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, expanded services, and cost control measures for new and existing services, SacRT has created a blueprint to guide us through these difficult times. This budget represents our commitment to these goals and our continued efforts to further mobility, equity, social justice, and help address climate change in the Sacramento region.

Strategic Plan -

The disruptive impact of the COVID-19 pandemic precisely demonstrated the need for a strategic plan – especially for organizations that are publicly funded like SacRT. The pandemic was a major hurdle; however, it was also an opportunity for the transit industry to show the vital role public transit plays in keeping the Sacramento region moving. 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.

General Manager/CEO's Budget Message continued

- **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.
- **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 that 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. After securing \$265 million in state and federal funds. In December 2021, SacRT and Siemens Mobility executed a contract for the purchase of an additional eight vehicles, on top of the 20 currently being manufactured.

As the agency continues to leverage federal and state funding sources, SacRT plans to transition to an entirely new low-floor light rail fleet. The new low-floor vehicles will have low level boarding at every doorway. They will feature improved accessibility with wider aisles and areas providing more access to passengers with disabilities and others boarding with strollers, bicycles and other mobility devices.

In December 2020, SacRT was awarded state grants by the California Transportation Commission (CTC), including over \$33.8 million to SacRT to assist with the Light Rail Modernization Project from the Solutions for Congested Corridors Program (SCCP), which will improve access, reliability, and capacity on SacRT's Blue Line.

In April 2021, SacRT was awarded over \$33.1 million in project funding from SACOG's 2021 Regional Funding Round to assist with the Light Rail Modernization Project, to support CNG tank and bus replacements, to further Sacramento Valley Station Loop Stations Project, and to complete the funding needed to reimagine the Watt/I-80 Transit Center Improvements. This funding includes \$22 million towards the purchase of 16 additional new low-floor light rail vehicles, bringing the total to 36 new vehicles by Fiscal Year 2022.

General Manager/CEO's Budget Message continued

In July 2022, SacRT was awarded \$30 million in state grants through the Transit and Intercity Rail Capital Program (TIRCP) to assist with the major improvements to the light rail system in an effort to reduce greenhouse gas emissions, and support jobs. The California State Transportation Agency (CalSTA) awarded SacRT grants to help fund three major projects: \$23.6 million as part of the nearly \$600 million Light Rail Modernization and Expansion of Low-Floor Fleet Project, which includes the funding for eight additional new low-floor trains; \$5 million to support connectivity and planning at Sacramento Valley Station (SVS) to prepare for future development at the Railyards; and \$1.5 million to expand contactless fare payment devices on transit.

SacRT's Folsom double tracking project will occur between Sunrise Station and the Historic Folsom Station. The single tracking that is currently in place restricts light rail trains to 30-minute service frequencies; however, double tracking will allow for 15-minute service. Construction work will start in winter 2022 and is expected to be completed by spring 2024.

Tap to Pay Onboard Light Rail

SacRT was the first transit agency in California to offer a contactless fare payment option onboard light rail trains. SacRT riders can now simply tap their contactless credit, debit, prepaid card or payment-enabled device (mobile phone, smartwatch or other) on readers installed onboard all SacRT light rail trains for an easy and secure way to ride transit. SacRT will continue to accept all current forms of fare payment. Riders who are eligible for a discount fare can still pay the discount fare with cash, Connect Card or ZipPass.

Rolling Library Train

SacRT teamed up with the Sacramento Public Library to launch Sacramento's first Rolling Library Train. The brightly decorated train promotes riding and reading with an immersive introduction to library services in the digital age. This is also the first time the interior of a SacRT light rail train has been completely reimagined.

When customers step onboard the library light rail train, the train walls and seatbacks resemble books on shelves. Riders can find hidden gems on those bookshelves featuring QR codes to free downloadable materials from the Sacramento Public Library.

The rolling library train is an engaging way to advertise the services provided by an important community partner. The program reflects SacRT's ongoing efforts to expand the role it plays in the greater community by bringing the library system to meet people where they are. Especially for the 320,000 students and youth that are eligible to ride SacRT fare-free.

General Manager/CEO's Budget Message continued

[RydeFreeRT](#) –

In 2019 SacRT was also the first transit agency in the nation to implement unrestricted system-wide fare-free transit program, called RydeFreeRT, for over 220,000 eligible students in grades kindergarten through 12th, including foster and homeless youth. Now in the fourth year of the program, that number has significantly grown.

In September 2022, SacRT estimates nearly 320,000 student boardings. This is on pace for over 3.5 million student rides this year. Prior to the pandemic, SacRT was carrying approximately 1.7 million students meaning that total student ridership has doubled since the onset of the free ride program. Through fare-free program, SacRT is not only increasing ridership today, but are 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.

SacRT GO

In August 2021, Folsom Dial-a-Ride was fully transitioned to SmaRT ride and SacRT GO. Accessible services completely transitioned all riders to SacRT Go eligibility and grandfathered everyone from the Folsom system into SacRT GO, fully reconciling application and eligibility process differences. With the economy opening up and as more people get vaccinated, SacRT has experienced a sharp increase in ADA paratransit trips with SacRT GO, carrying nearly as many riders daily as we were pre-pandemic.

In April 2022, SacRT contracted with a Transportation Network Company (TNC), UZURVE, to provide a small percentage of SacRT GO trips in order to meet the increased demand and realize efficiencies in the service, as our labor contract allows. More than half of our paratransit riders are ambulatory, and these brokered services will allow SacRT to meet increased mobility demands.

General Manager/CEO's Budget Message continued

Real Estate

SacRT continues to develop our relationships with transit-oriented development partners and examine various surplus properties to determine if they qualify for projects that would encourage transit use and potentially increase our ridership. SacRT continued to progress TOD investments, property dispositions, revenue licenses and easements. It is expected when all the underutilized properties are built-out they will include over 1,000 housing units with retail establishments that are walkable mixed-use communities centered near public transit.

In November 2022 a new housing transit-oriented development (TOD) project located adjacent to SacRT's University/65th Street Transit Center opened. SacRT sold the property in November 2019, marking SacRT's first TOD property sale and the first student housing TOD in the Sacramento region. The project also reconstructed the SacRT bus stops on 67th and Q Street to improve the connection to the light rail Station. SacRT received \$2 million from the sale proceeds, to reinvest into the system.

In fiscal year 2022 SacRT closed on the following properties, Riverside Boulevard for \$600 thousand and Calvine-Auberry parcels for \$1.3 million. In fiscal year 2023 SacRT released the Power Inn Parcel for sale. Staff continues to analyze and identify opportunities for utilization of excess property. Project evaluation has included the Evergreen site for operational uses.

Zero Emission Buses – The first Zero Emission Buses (ZEBs) in SacRT's history were deployed this past year including six shuttle buses to bolster microtransit service and twelve new 40' transit bus to support Causeway Connection service. In August 2021, SacRT relaunched the Airport Express bus service with new battery powered ZEB service. In the next five years SacRT is scheduled to replace half of the current bus fleet and is anticipating that a minimum of 25% of these replacements will be Zero Emission Buses.

Operating Budget

The FY 2023 Operating and Capital budgets were approved by the Sacramento Regional Transit District (SacRT) Board of Directors on June 13, 2022. 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 \$231 million, which is 5.8% greater than the previous fiscal year. SacRT continues to add services where needed while continuously evaluating current services to ensure resources are allocated in the most efficient and effective manner.

General Manager/CEO's Budget Message continued

Capital Budget and Program

The FY 2023 Capital budget includes a total of \$1.19 billion comprised of \$255.4 million of new funding and \$935.3 million of funding carried forward from previous years. The \$255.4 million of new funding is comprised of \$137.3 million of federal funding, \$65.3 million of state funding, and \$52.8 million of funding to be determined. Major projects included for new funding during FY 2023 include bus replacement and expansions, light rail system modernization and expansion, and route optimization.

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 COVID-19 has brought [unprecedented challenges to communities](#), impacting budgets, business, and quality of life everywhere. However, due to strong fiscal policies and visionary leadership from the Board of Directors, I am confident SacRT will emerge 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.

General Manager/CEO's Budget Message continued

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 Department. SacRT staff acknowledges and appreciates the guidance and leadership of the SacRT Board of Directors.

Sincerely,

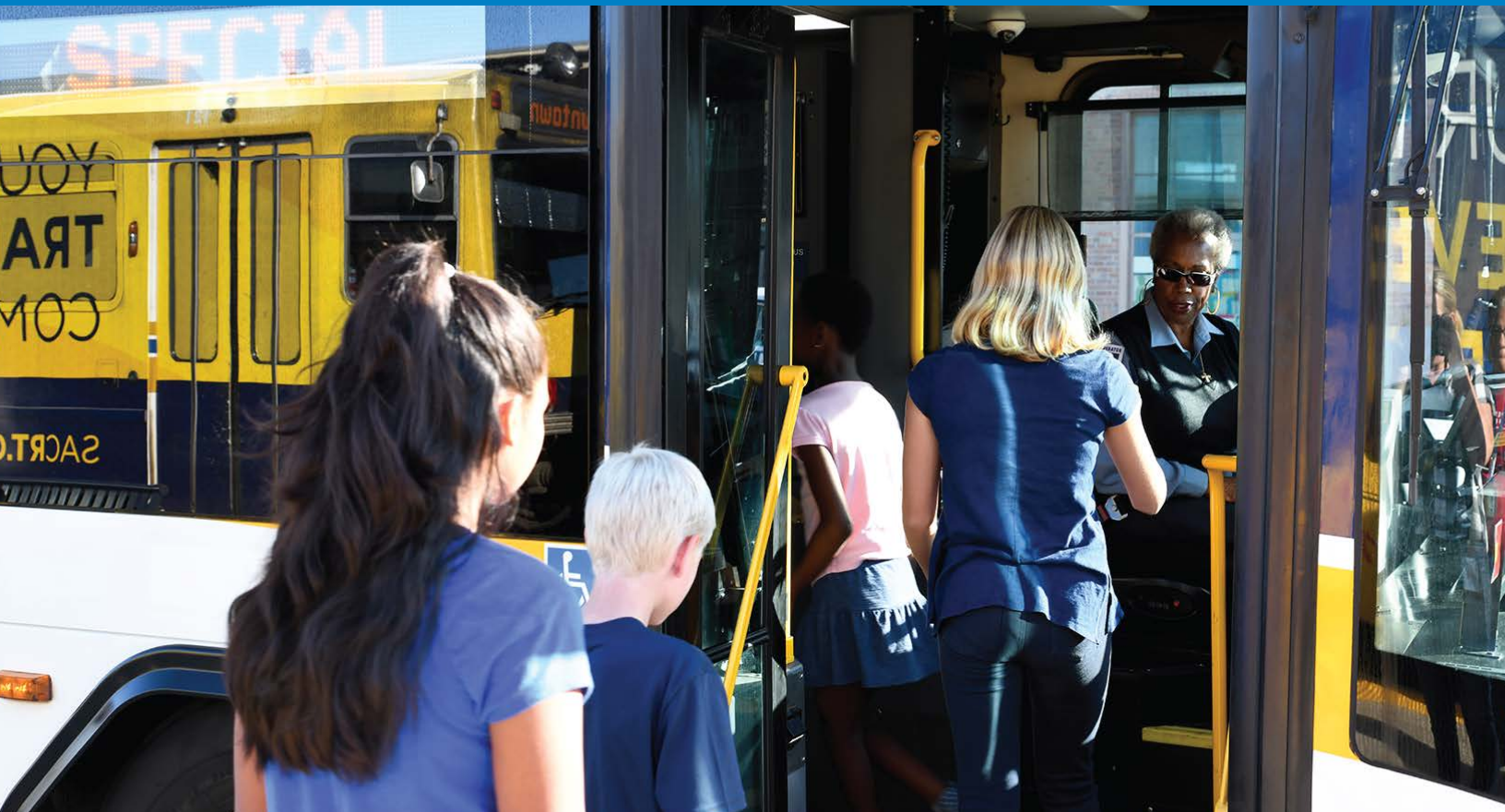


Henry Li
General Manager/CEO

[APTA Outstanding Public Transportation Manager Award Recipient](#)



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Board of Directors



Board of Directors

Steve Miller, Chair
City of Citrus Heights

Patrick Kennedy, Vice Chair
County of Sacramento

Linda Budge
City of Rancho Cordova

Jeff Harris
City of Sacramento

Kerri Howell
City of Folsom

Pat Hume
City of Elk Grove

Rick Jennings II
City of Sacramento

Don Nottoli
County of Sacramento

Jay Schenirer
City of Sacramento

Phil Serna
County of Sacramento

Katie Valenzuela
City of Sacramento

Board of Directors Alternates

Mike Kozlowski
City of Folsom

Stephanie Nguyen
City of Elk Grove

David Sander
City of Rancho Cordova

Tim Schaefer
City of Citrus Heights



Budget Adoption Resolution

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RESOLUTION NO. 2022-06-059

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

June 13, 2022

ADOPT THE FY 2023 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.

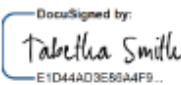
THAT, the Sacramento Regional Transit District's FY 2023 Operating Budget of \$230.9 million and a revised Capital Budget of \$1.191B with \$255.4M of additional funding for projects in FY 2023 as set forth in attached Exhibit A, are hereby approved.

DocuSigned by:
PATRICK KENNEDY
853181B4EB3347E... for

STEVE MILLER, Chair

ATTEST:

HENRY LI, Secretary

By: 
E1D44AD3E684MF9...

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, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This was the tenth consecutive year that the District received the award.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Sacramento Regional Transportation District
California**

For the Fiscal Year Beginning

July 01, 2021

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

**Finance Department
Sacramento Regional Transportation 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: **April 13, 2022**



Executive Management Team



Executive Management Team

Henry Li

General Manager/CEO

Shelly Valenton

Deputy General Manager/CEO

Carmen Alba

VP, Bus Operations

Ronald Forrest

VP, Light Rail Operations

Lawrence Chiu

VP, Finance/Chief Financial Officer

Laura Ham

VP, Planning and Engineering

Lisa Hinz

VP, Security, Safety, and Customer Satisfaction

David Topaz

VP, Employee Development and Engagement

Jamie Adelman

VP, Procurement, Real Estate and Special Project

Olga Sanchez-Ochoa

General Counsel

Christopher Flores

Chief of Staff

Management & Budget Team

Vacant
Director, Grants and Capital Programming

Joe Paglieroni
Senior Grants Analyst

Carol Cherry
Senior Grants Analyst

Sundiata Sunni Askia Bahati
Senior Grants Analyst

Vacant
Senior Grants Analyst

Vacant
Senior Manager, Budget

Nadia Mokhov
Senior Financial Analyst

Judy Wong
Senior Financial Analyst

RIDE & READ

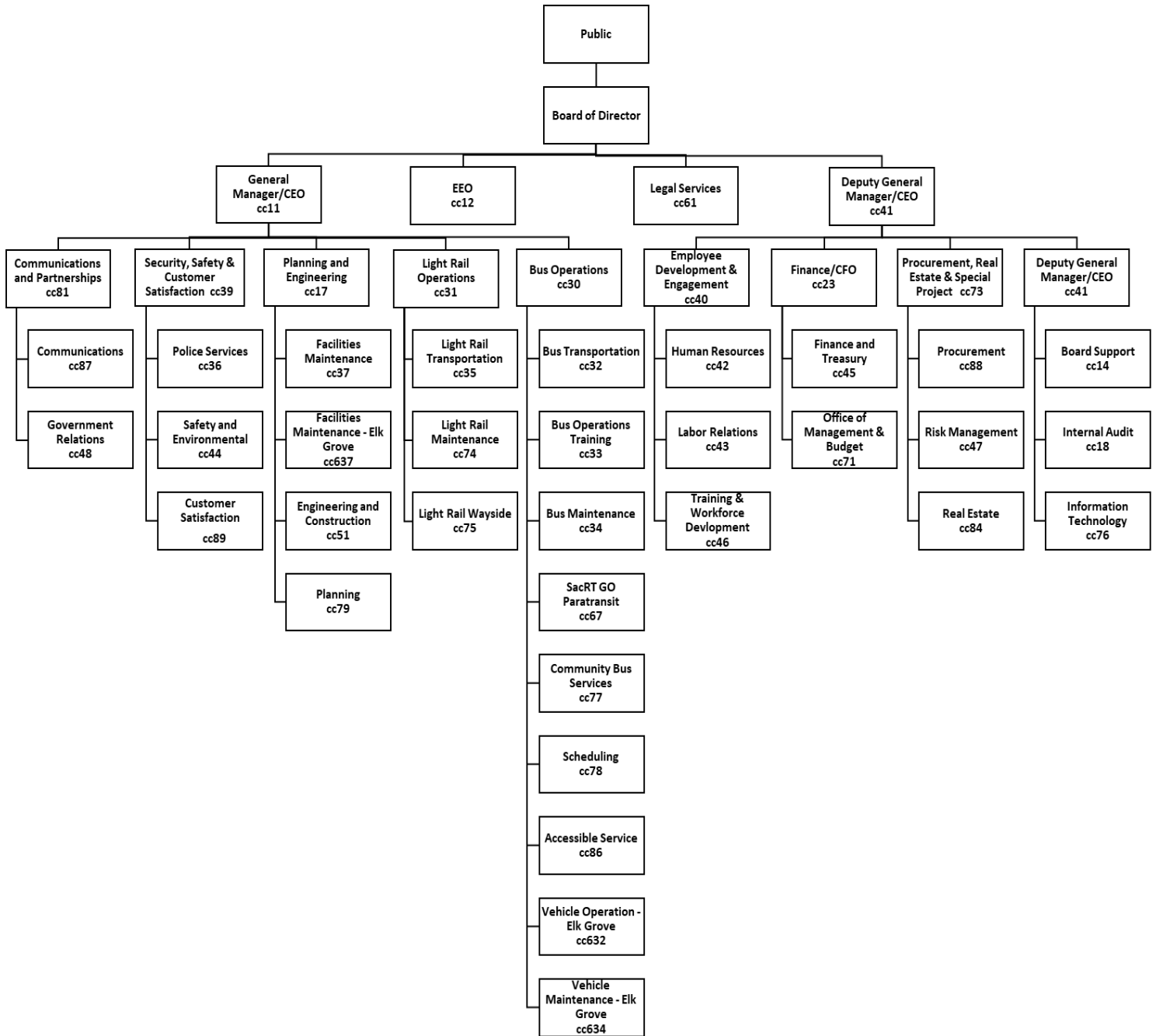




Organizational Structure

Sacramento Regional Transit District Organizational Structure

Cost Center Based



cc = cost center

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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



● City of Sacramento



District Profile continued

Population

The Sacramento Area Council of Governments (SACOG) estimates population increases in Sacramento County (28.3%) and the six-county region (32.2%) 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 State of California, Employment Development Department, and Labor Force & Employment Data
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

Customers



Overall Service Rating

SERVICE RATING Questions 4 - 11 <i>How Satisfied are you with several elements of RT's Service</i>		Very Satisfied	Satisfied	N/A	Neutral	Dissatisfied	Very Dissatisfied
Access to route, schedule and fare information		35%	43%	0%	14%	5%	3%
Helpfulness of the operators and staff		27%	43%	1%	19%	7%	3%
Courteousness & friendliness of the operators		27%	43%	1%	19%	7%	3%
Cleanliness of the stops and stations		9%	41%	0%	29%	14%	8%
Cleanliness of the vehicles		8%	41%	0%	30%	13%	8%
Safety and Security at the stops and stations		17%	48%	0%	22%	8%	4%
Safety and Security on the vehicles		20%	47%	0%	22%	7%	3%
On time performance		13%	48%	0%	22%	11%	6%

- "Access to Route, Schedule and Fare Information" had highest Satisfaction response with 78%
- "Cleanliness of Stops, Stations & Cleanliness of Vehicles" had highest Dissatisfaction response (22%) each, while it had a Neutral response of (29%/30%) and Satisfaction response of (50%/49%)



How Long Have You Been Riding SacRT

SERVICE RATING Questions 4 - 11 <i>How Satisfied are you with several elements of RT's Service.</i>		Very Satisfied	Satisfied	Neutral	N/A	Dissatisfied	Very Dissatisfied	
Safety and Security at the stops and stations	Less than 6 Months		23%	48%	17%	0%	7%	4%
	6 Months to 1 Year		19%	47%	22%	0%	6%	5%
	1 to 2 Years		17%	48%	25%	0%	6%	3%
	2 to 5 Years		15%	45%	28%	0%	9%	3%
	Over 5 Years		16%	50%	19%	0%	10%	5%
Safety and Security on the vehicles	Less than 6 Months		23%	48%	21%	0%	7%	1%
	6 Months to 1 Year		22%	42%	25%	0%	7%	4%
	1 to 2 Years		21%	47%	20%	0%	9%	2%
	2 to 5 Years		20%	51%	20%	0%	6%	4%
	Over 5 Years		18%	47%	24%	0%	8%	3%
On time performance	Less than 6 Months		20%	52%	17%	0%	7%	4%
	6 Months to 1 Year		10%	53%	29%	0%	7%	1%
	1 to 2 Years		11%	45%	30%	0%	11%	3%
	2 to 5 Years		13%	51%	22%	0%	8%	5%
	Over 5 Years		12%	46%	20%	0%	14%	9%
Helpfulness of the operators and staff	Less than 6 Months		25%	42%	22%	1%	7%	3%
	6 Months to 1 Year		37%	38%	13%	1%	8%	2%
	1 to 2 Years		33%	38%	20%	1%	6%	2%
	2 to 5 Years		24%	47%	21%	0%	6%	2%
	Over 5 Years		24%	45%	19%	1%	7%	4%



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	186 - 40' CNG Buses 180 – Electric, Gasoline shuttles and Diesel small buses, SacRT maintains 56 buses servicing Elk Grove
Annual Ridership	5,103,404

Light Rail Service	
Power	Electrical
Miles	44.9
Schedule	3:49 am to 12:59 am daily
Stops	52
Vehicles	97
Annual Ridership	4,547,001

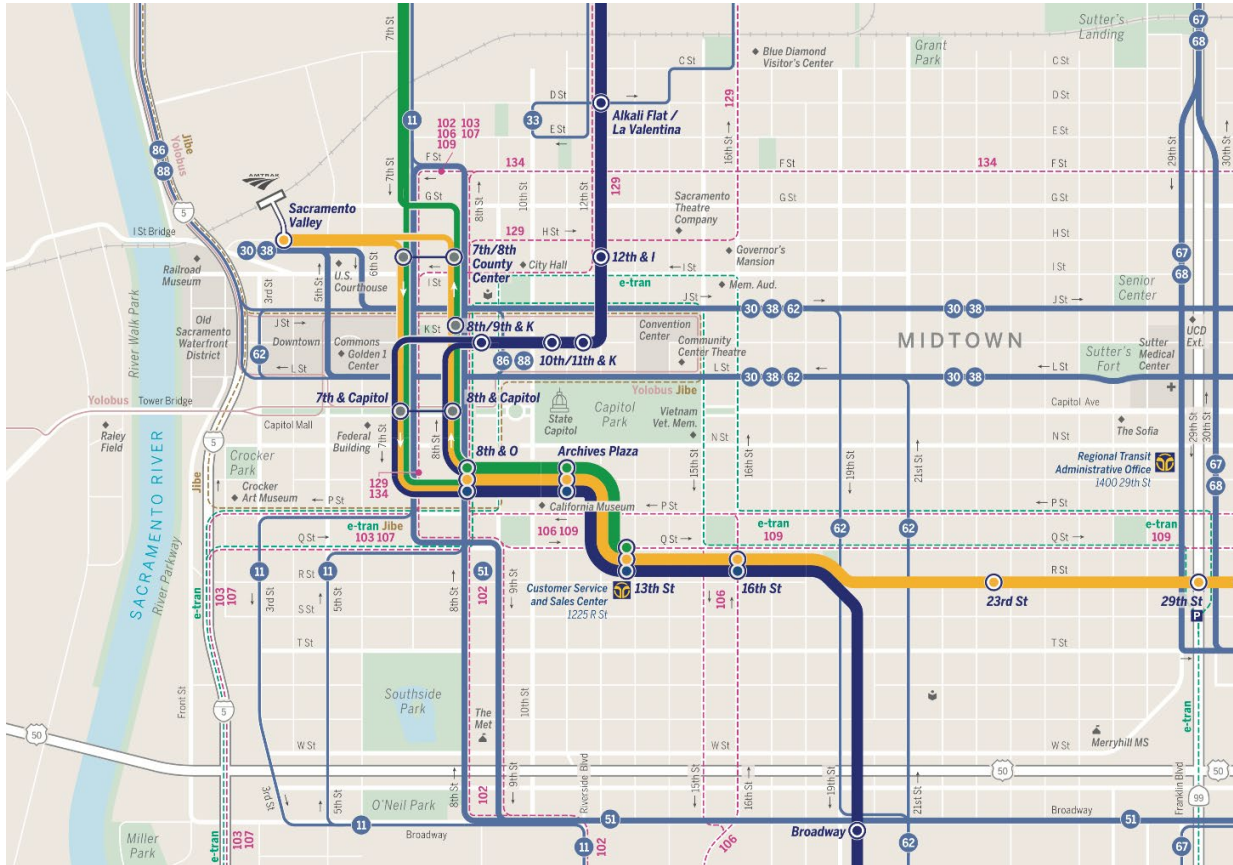
Paratransit	
ADA Passenger Trips Provided	226,941
ADA Vehicle Revenue Miles	1,418,528
Vehicles	101

Passenger Amenities/ Customer Service	
Transfer Centers	32
Park & Ride	22
Annual Customer Service Calls	118,961
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	Starting Elk Grove services under contract
June 2020	Started SacRT Go paratransit service
July 2021	Annexed Elk Grove services



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



Legend

SacRT Transit Services

Light Rail

- Blue Line**
Meadowview–Watt/1-80
- 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**
Commute-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

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, was revised on December 13, 2022. It 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 2022 is 60 days of the of the annual operating budget less current year self-insurance expense, which is approximately \$34.7M. The actual reserve balance for
- FY 2022 is \$42.8M, 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 2022 Policy Target Amount	Actual Reserve Balance	Target Reserve Shortfall
Operating Reserve	60 day of operation expenses. (Initial FY 2022 budget of \$218M less current year self-insurance expense)	\$34.7 million	\$34.7 million	-
Working Capital		N/A	<u>\$8.1 million</u>	-
Total				\$42.8 million
Self-Insurance	Current year actuarially determined claim expense at a minimum	\$4.9 million	\$3.4 million	\$1.5
Capital	Annual contribution for depreciating assets	N/A		-
Grant/Project Specific	10% of South Line Phase II project cost	\$27.0 million	-	\$27.0 million

- In the past seven fiscal years, SacRT has made a significant financial turn-around by building the operating reserve and working capital balance to \$42.8 million, as of June 30, 2022 from a low of \$3.1 million as of June 30, 2015. The increase in operating reserves is vital for financial health, cash liquidity, and credit rating reviews of SacRT.

Long-Term Financial Policies continued

- The invested operating reserve target presented above is the minimum requirement per 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

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

Revenues

- 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.
 - 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.
 - 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
 - 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.
-

Financial Policies continued

Expenditures

- SacRT will work to achieve service levels that will make the bus system easier to use, improve travel times, and be more effective.
- 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.
- The risk management program will provide protection against loss and a reduction in exposure to liability.
- A safety program will be maintained to minimize the District's exposure to liability and thereby reduce the number of claims against the District.
- SacRT will develop service changes that are needed to respond to budget shortfalls.
- Monthly variance reports will be provided to enhance operational accountability.

Budget

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

Financial Policies continued

Budget continued

- 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.
- 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.
- 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.

Grants

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

Financial Policies continued

Debt Service

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

Debt Service policy:

- 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.
- The District 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

The District maintains an unsecured line of credit up to \$27 million to pay for current expenses and capital expenditures incurred in anticipation of receiving 5307 and 5337 federal transit funds.

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

- There are no other ongoing debt service coverage requirements, but Regional Transit has to meet certain tests at the time of issuing new debt, showing that historical revenues meet a specific test of the ratio of revenues to the maximum future annual debt service.

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 capital program from the adopted CIP will be used as the basis for the capital program to be included in the annual operating and capital budget.

Capitalized Assets

- 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	\$25,000,000
Commercial General Liability		
Bus and Rail	\$2,000,000	\$200,000,000
* Property		
Buildings & Equipment- Blanket	\$100,000	\$136,731,744
Bus	\$100,000	\$250,000,000
Light Rail	\$100,000	
Specialty Vehicles	\$25,000	
Total Limit for all Covered Items:		\$250,000,000
Flood		
Buildings & Equipment	\$250,000	\$10,000,000
Inland Marine (Bus and 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 RM is revenue miles, and RH is revenue hours.

Departments	Bus Operations cc32 + cc632	Bus Maintenance cost cc34 + cc634	Light Rail cost cc35+74+75	Community Bus Services cost cc77	SacRT Go cc67	Acces Serv cc86	Facilities cc37	Police Serv cc36
Modes								
Bus	100%	Bus RM/Total Bus RM	0%	0%	0%	0%	10%	4%
CBS fixed	0%	CBS fixed RM/Total Bus RM	0%	CBS fixed RH/Total Bus RH	0%	0%	0%	0%
SmaRT Ride	0%	SmaRT ride RM/Total Bus RM	0%	SmaRT ride RH/Total Bus RH	0%	0%	0%	0%
SacRT Go	0%	SacRT GO RM/Total Bus RM	0%	0%	100%	100%	0%	0%
LR	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. 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, together known as the Budget Development Team (BDT), in January. OMB staff provides the BDT financial reports which are based on prior year trends, future projections, and changes known to OMB which they use to prepare their budget submittals. BDT budget submittals, which are due in early March, are evaluated by OMB staff in collaboration with the BDT. 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 decreased 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 2022-2023 Budget Calendar

<i>January</i>						
S	M	T	W	T	F	S
						1
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

<i>February</i>						
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13	14	15	16	17	18	19
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27	28					

<i>March</i>						
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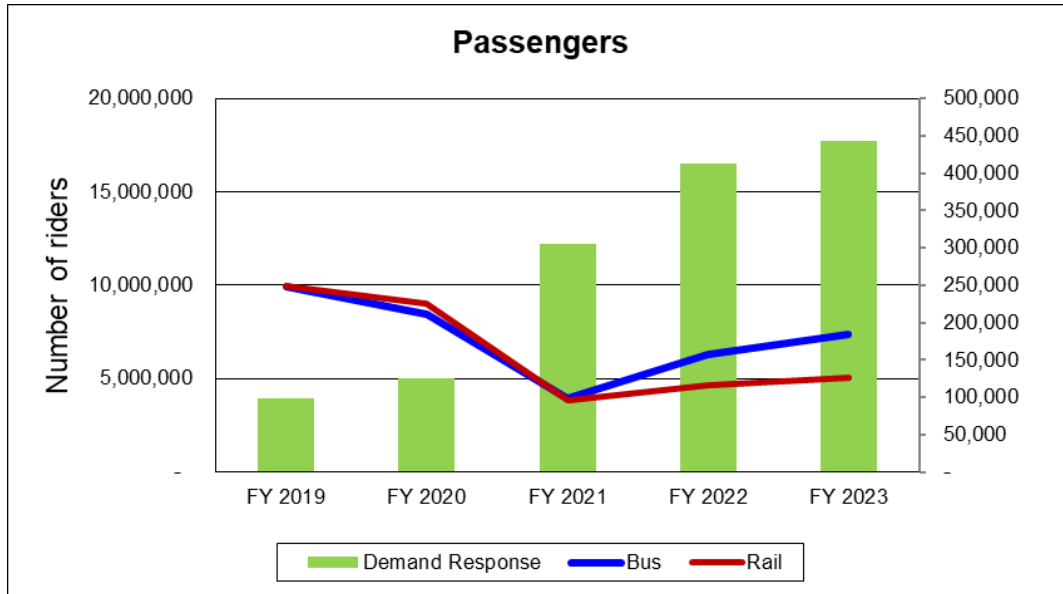
<i>April</i>						
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<i>May</i>						
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<i>June</i>						
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Dates	Tasks	Assigned To
Jan 7	Complete SAP HR Master update	Human Resources
Jan 13	Capital project request forms due for CPC review	Project Managers
Jan 14	Wage assumptions due	Labor Relations
Feb 7	Preliminary pension, OPEB, and medical assumptions due	Human Resources
Feb 7	Budget, Goal Setting and CIP Kickoff	OMB
Feb 14	Insurance premiums and liability/worker s comp. estimates	Risk
Feb 18	Labor recovery allocations spreadsheets due	Departments
Feb 21	Budget Documents Provided on Headways	OMB
Feb 28	Preliminary labor reports provided	OMB
Mar 4-10	All Dept. documents due to OMB	Departments
Mar 14-18	General Manager Budget Review	OMB/General Manager
Mar28-Apr1	Departments Draft Budget Review with OMB	OMB/Departments
Apr 11	Preliminary Operating and Capital Budget presented to Board 60 day required review and comment per CPUC Sec. 102205)	Board
Apr 25-29	Final Adjustments	OMB
May 3	5-year CIP due to General Manager	CFO/OMB/Grants
May 9	Budget public input Board Hearing	Board
May 16	Budget with updates from Board/public input due to GM	CFO/OMB
Jun 13	Board adoption of the Operating and Capital Budget	Board

Trends



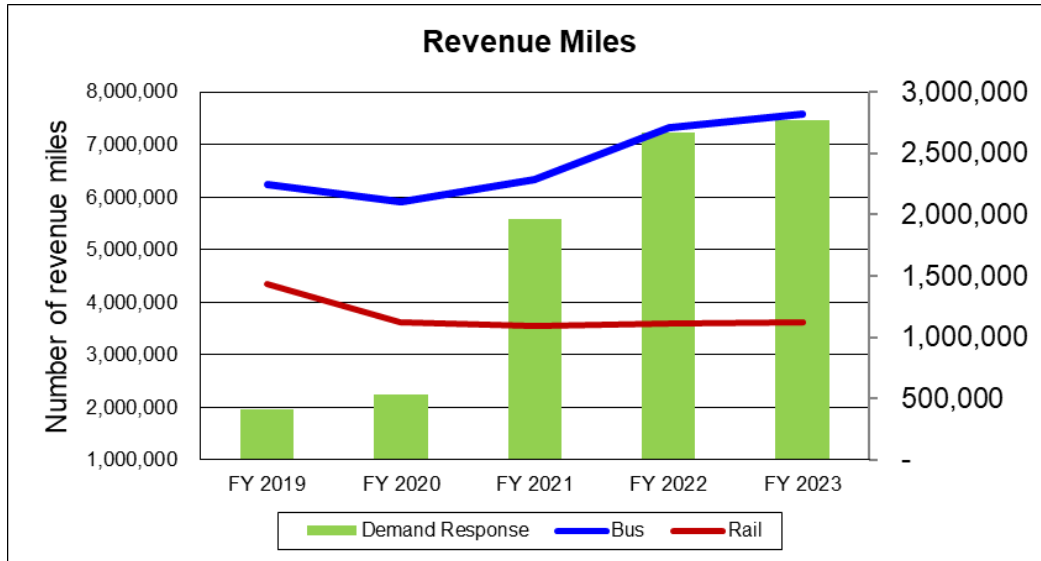
	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23 Amount	Percent
Bus	9,909,691	8,448,833	3,935,860	6,275,461	7,401,754	1,126,293	17.9%
Rail	9,980,850	8,988,806	3,846,697	4,631,772	5,076,094	444,322	9.6%
Demand Response	98,590	126,099	305,377	412,664	443,059	30,395	7.4%
Total	19,989,131	17,563,738	8,087,934	11,319,897	12,920,907	1,601,010	14.1%

In FY 2021, total ridership decreased by 54.0% due to annualized impact of the COVID-19 pandemic and Stay at Home orders. Light rail ridership decreased by 57.2%. Bus ridership decreased by 53.4%. SacRT has started providing paratransit services (SacRT Go) since June 28, 2020. It caused demand response ridership to increase by 142.2%.

In FY 2022, total ridership is increased by 40.0% due to recovery from the COVID-19 pandemic and due to SacRT providing service to the City of Elk Grove because of annexation. In FY 2022, bus ridership increased by 59.4%, by 20.4% for light rail and ridership for demand response, which includes SmarT Ride and SacRT Go services, is increased by 35.1%.

In FY 2023, total ridership is projected to increase by 14.1% due to removing COVID-19 restrictions in the Sacramento region. In FY 2023, ridership is projected to increase by 17.9% for bus, by 9.6% for light rail and ridership for demand response, which includes SmarT Ride and SacRT Go services, is projected to increase by 7.4%.

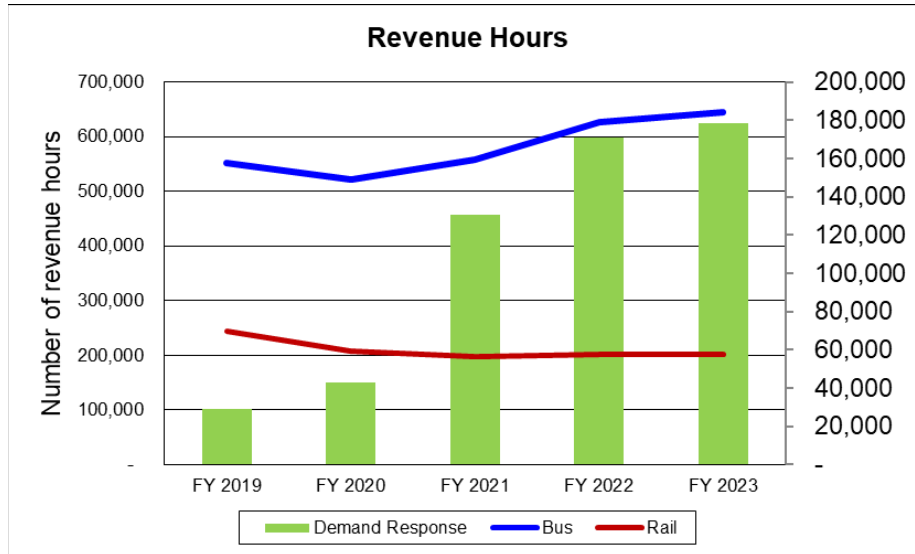
Trends continued



	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Bus	6,234,944	5,907,222	6,345,763	7,320,594	7,573,987	253,393	3.5%
Rail	4,343,974	3,610,107	3,540,687	3,606,132	3,610,676	4,544	0.1%
Demand Response	411,026	531,708	1,961,619	2,668,925	2,769,174	100,249	3.8%
Total	10,989,944	10,049,037	11,848,069	13,595,651	13,953,837	358,186	2.6%



Trends continued



	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23 Amount	Change FY22 to FY23 Percent
Bus	551,871	521,451	558,865	627,088	645,437	18,349	2.9%
Rail	243,241	206,957	198,439	200,698	200,953	255	0.1%
Demand Response	29,077	42,634	130,801	170,962	178,586	7,624	4.5%
Total	824,189	771,042	888,105	998,748	1,024,976	26,228	2.6%

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

FY 2021 was the first year of operating SacRT Go paratransit service. As a result, demand response revenue hours increased by 206.8%. Bus revenue hours increased by 7.2%, and light rail revenue hours decreased by 4.1%.

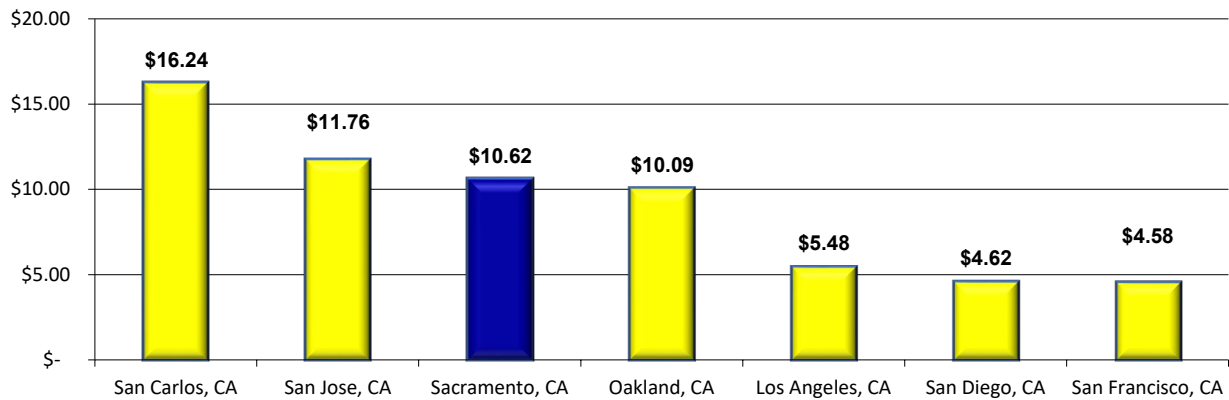
In FY 2022, SacRT annexed and started operating transit services in the City of Elk Grove. In addition, SacRT is recovering from the COVID-19 pandemic and restoring service reduced during the quarantine. In FY 2022, Bus revenue hours increased by 12.2%, light rail revenue hours increased by 1.1%, and demand response revenue hours increased by 30.7%.

In FY 2023, total revenue hours are projected to increase by 2.6%. Bus revenue hours are projected to increase by 2.9%, slightly increase by 0.1% for light rail, and for demand response, which includes SmARt Ride and SacRT Go services, revenue hours are projected to increase by 4.5% due to high demand for ADA services.

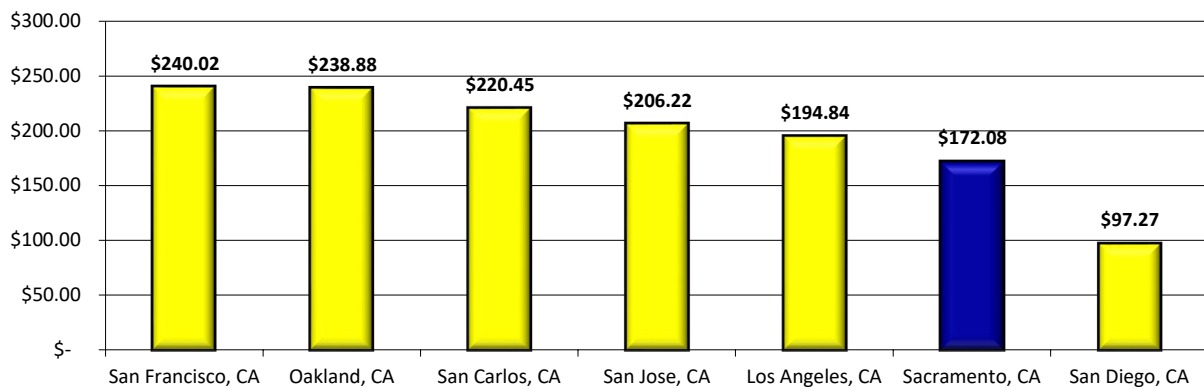
Peer Comparison

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 2020 NTD report, which is the most recent year available at time of publication.

2020 Bus Cost Per Passenger

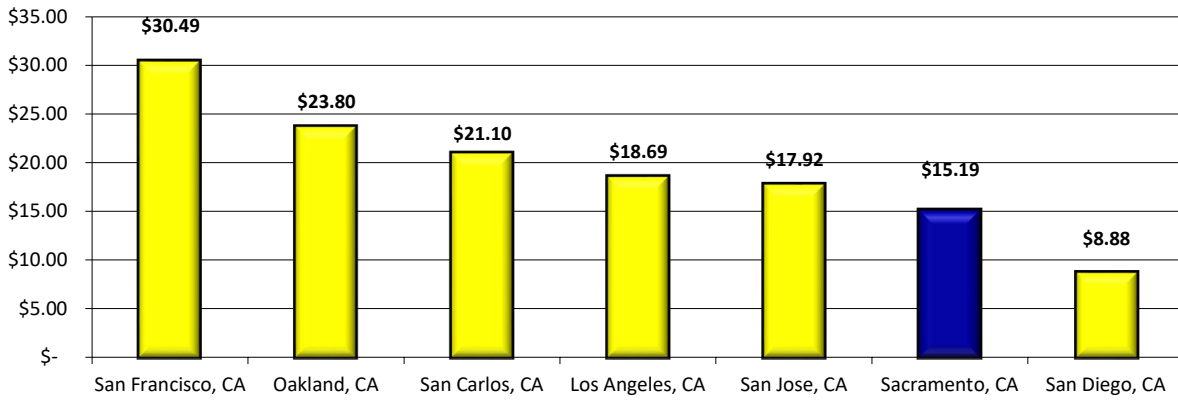


2020 Bus Cost Per Revenue Hour

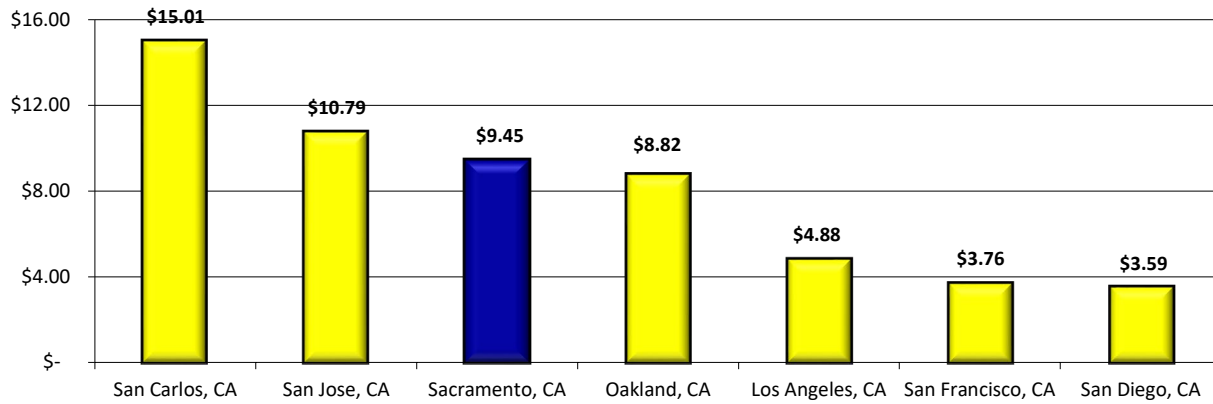


Peer Comparison continued

2020 Bus Cost Per Revenue Mile

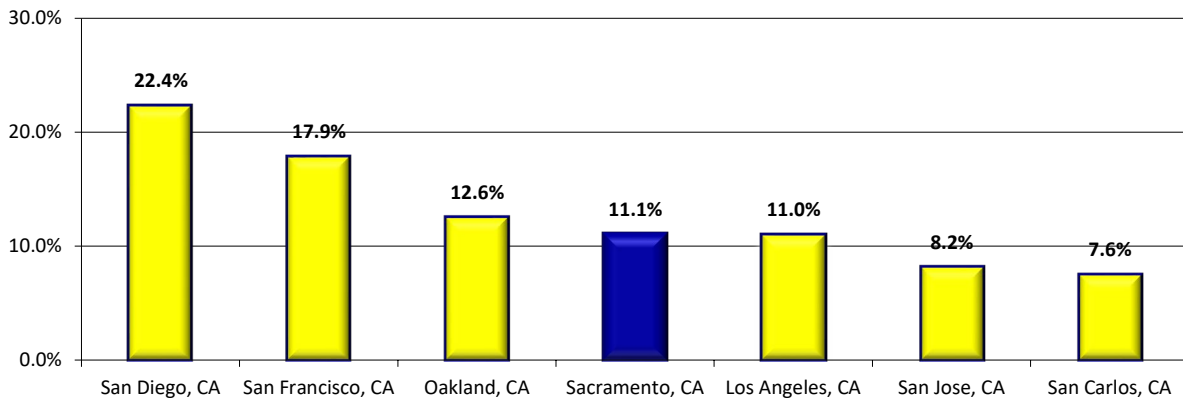


2020 Bus Subsidy Per Passenger

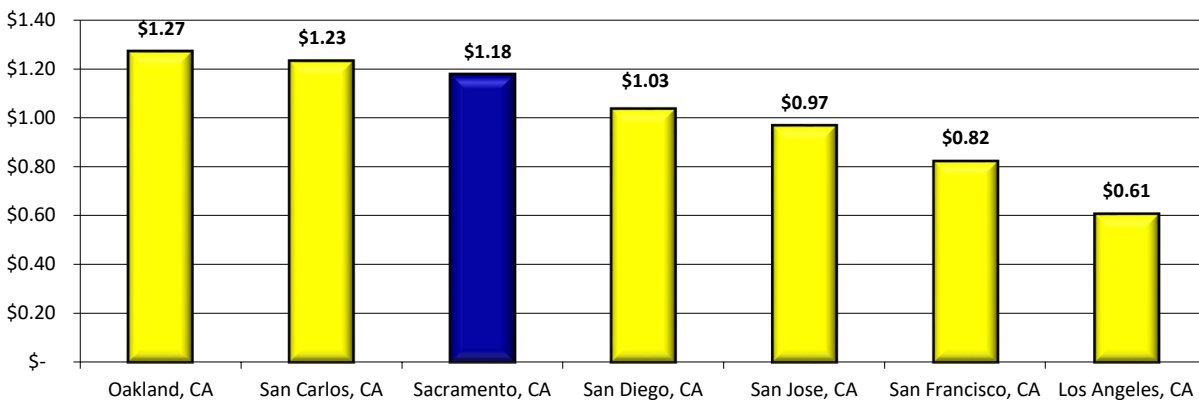


Peer Comparison continued

2020 Bus Farebox Recovery Ratio

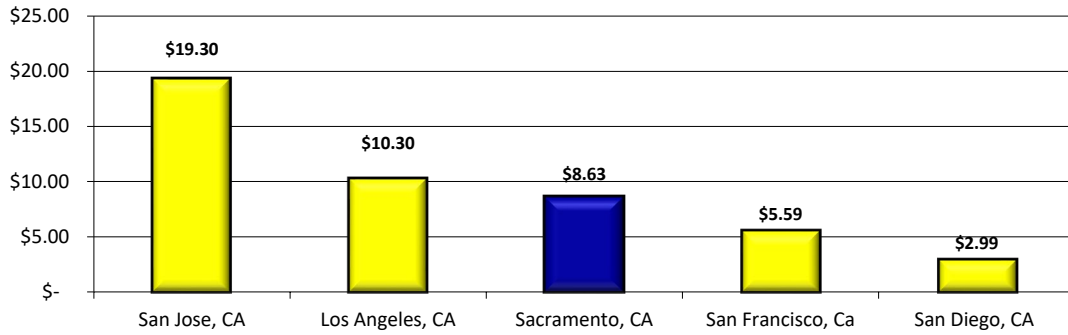


2020 Bus Average Fare Per Passenger

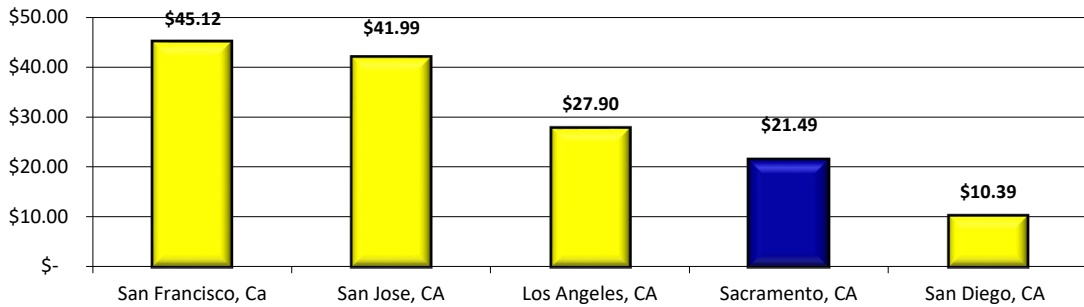


Peer Comparison continued

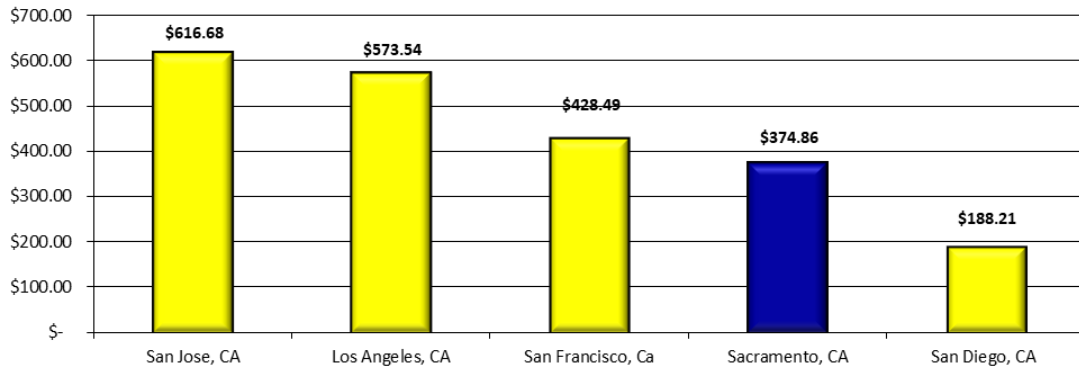
2020 Rail Cost Per Passenger



2020 Rail Cost Per Revenue Mile

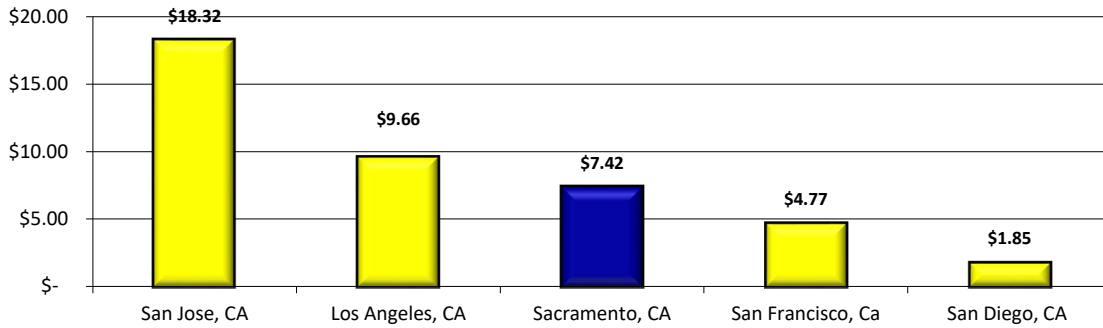


2020 Rail Cost Per Revenue Hour

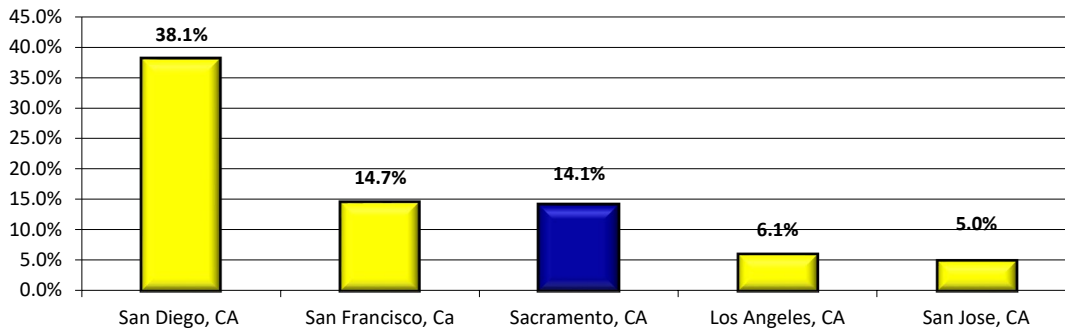


Peer Comparison continued

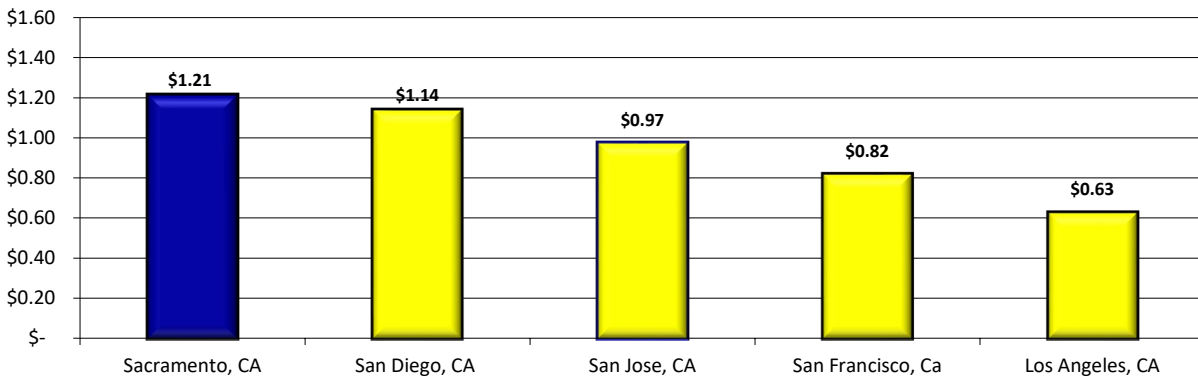
2020 Rail Subsidy Per Passenger



2020 Rail Farebox Recovery Ratio



2020 Rail Average Fare Per Passenger





Strategic Plan

Strategic Plan

1

Introduction

General Manager /
CEO Henry Li

We Are Moving Sacramento



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

6 **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.



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.



1

WHY?

<p>Mission Statement Moving you where you want to go, when you want to go.</p> <p>Vision Statement A leader in providing mobility options for our community.</p>	<p>Values Collaboration Diversity Innovation Respect Trust Excellence</p>
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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 2022 Accomplishments

Sacramento Regional Transit District (SacRT) General Manager/CEO Fiscal Year 2022 Performance Objectives & Accomplishments

June 2022

It is the intent of this document to track the performance progress for the Sacramento Regional Transit District’s (SacRT) General Manager/Chief Executive Officer (GM/CEO) for Fiscal Year 2022. Performance objectives, goals or expectations address progress toward SacRT Board adopted goals and execution of our strategic vision.

While the ongoing pandemic may have impacted some of our original FY22 goals, it provided us an opportunity to live our mission, vision and values. This was truly a year of providing community value in the Sacramento region and staff prides itself on not only maintaining service levels but delivering a variety of innovative solutions throughout the year. The result of staff successfully pivoting to address rapidly changing priorities is seen in our rider survey, which reported high levels of customer satisfaction. The report below provides additional details on our purpose-driven work and strategic accomplishments.







FY 2022 Accomplishments continued



SacRT Major Performance Goals and Accomplishments in Fiscal Year 2022

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 operational excellence for our customers.


GM/CEO PERFORMANCE GOALS	FY22 ACCOMPLISHMENTS	STATUS
<p>1. Budgeting Modernization - Add value to the organization through process modernization and efficiency. Analyze and apply best practices in existing and future capital projects, equipment purchases, and major studies in conjunction with construction and completion schedules, and in consort with financing plans.</p>	<p>Starting in the fall of 2021, SacRT’s Office of Management and Budget, in coordination with the IT department, began implementing a budget software modernization project to improve transparency, accountability, and project delivery for the agency. The budget team is actively redesigning reporting tools using Microsoft PowerBI to create improved resources for leadership to manage and review their budget information, with the ultimate goal of creating interactive dashboards for departmental staff. In early 2022, new PowerBI reporting tools were introduced to departments during the budget review process.</p>	
<p>2. Accounting, Payroll, Retirement Services - Create efficiencies between payroll, retirement services and human resources by reviewing internal processes, evaluating current procedure efficiency, identifying opportunities for improving, creating a roadmap for changes, and implementing changes to modernize and create more efficient procedures agencywide. Leverage our systems to deliver a better employee self-service experience for payroll related requests, access to information, updating personal information, and reducing or removing paper processes.</p>	<p>The Finance team is actively pursuing a variety of initiative and process improvements to create a more efficient and fiscally sound program for SacRT. Revenue Bond Refinancing was completed in 2021 and the updated debt service payments will save SacRT \$1.5M annually for the next 5 years. The procurement card program was streamlined to increase security, reporting and processing efficiency. The disability retirement process has been improved significantly by improving the documentation of communications with applicants, improving the review and retention of supporting medical records, and utilizing a third party Independent Medical Examiner service to ensure that the correct type of physician is selected for the specific disability applicant. Initiatives for payroll optimization are underway and staff successfully implemented system changes to timely and accurately implement a wide variety of payroll and benefits adjustments.</p>	



<p>3. Procurement Procedure Efficiency - Continuing to educate our internal customers by explaining the procurement process, continuing to require use of procurement support form for project managers to capture project information, provide training to system users, provide proactive support for procurements, and engage in internal discussions with departments to improve procedural efficiencies in active and future procurements.</p>	<p>The Procurement department developed and continues to refine tools to track procurement progress and identify possible areas for improvement to create additional efficiencies. There are multiple factors that can impact the procurement process and timelines including Board meeting schedules, vendor insurance compliance, reassignment of projects, resolving vendor responsibility issues, and reprioritization of high priority or emergency procurements.</p> <p>Procurement staff continue to drive project success with internal stakeholders, provide training and based on feedback, continues to modernize and update processes including creating new forms and templates to streamline processes.</p>	
<p>4. Revenue and Analytics - To provide timely and accurate reporting for District Fare Revenues and Ridership information to support other departments in making key decisions regarding fares and service levels. Provide support for innovative fare project and partnerships and provide oversight of the Connect Card Regional Service Center for SacRT and the participating partner agencies.</p>	<p>Ridership has begun to rebound noticeably on our bus system, due largely to students going back to school and riding the bus. In May 2022, student ridership is near 25% of total ridership. In September 2021, SacRT continued our promotion of the RydeFreeRT youth fare program, with new RydeFreeRT cards distributed to schools. These cards are valid from October 1, 2021, through June 30, 2022. Staff are working to further expand the program and finalize agreements with all six jurisdictions to be able to fund this program across our entire service area. The success of our first in the nation program has been copied and implemented across the country.</p> <p>As part of the California Integrated Travel Project (Cal-ITP), staff completed the installation and integration of hardware and tap devices on all light rail vehicles and begin rolling out new functionality to customers. We are anticipating launching discount fares on the Cal-ITP system in the near future. SacRT is in the process of evaluating the contactless fare payment demonstration on board light rail vehicles. The evaluation includes customer feedback, durability of the hardware and flexibility of the back-office management system among other items. We are also looking into the feasibility of adding the physical hardware to our bus fleet (fixed route, Smart Ride and SacRT GO) if the program were to expand.</p> <p>Staff completed Installation Acceptance Testing (IAT) on new Fare Vending Machines (FVM) and Reliability Maintainability and Accuracy Testing (RMAT) on Phase 2 of the fare vending machine installation on the gold line. Staff continues to monitor performance and success on the blue line while analyzing opportunities to improve accessibility across the system. We</p>	


	<p>anticipate that the final system acceptance milestone may be achieved soon.</p> <p>As part of Elk Grove annexation transition task list, staff completed integration of Elk Grove’s connect card data into SacRT programs and data tracking, implemented connect card tariff changes related to annexation, and continue monitoring of data integration and make any necessary changes to Genfare/GFI (farebox system) backend.</p>	
<p>5. Risk Management Information System (RMIS) - RMIS will improve operational excellence, customer satisfaction, and employee engagement by providing a more accurate and comprehensive database platform for reporting, identifying, managing, and preventing adverse loss.</p>	<p>The Risk Department actively engages with internal stakeholders to provide regular reports to mitigate risk and loss across the agency. Risk Management has also engaged with EMT and created a suite of risk/loss reports based on a variety of user data requests. Quarterly and monthly risk reports are presented to Bus Operations and Light Rail Operations via scheduled monthly risk department meetings. Risk reporting categories and metrics have been developed based on department user feedback and industry standards and include topics covering workers compensation loss data and reports consisting of injury types, lost-time hours and expenses, light duty assignments, injury and illness logs, total costs, claim types, injury types and causes, auto accidents, driving behaviors and other loss analysis trends.</p>	
<p>6. Internal Audit - Provide an independent evaluation and consultation activity to improve SacRT’s operational efficiency, comply with laws and regulations, and accurately report financial operations.</p>	<p>The internal Auditor prepared for the 2022 Federal Transit Administration’s (FTA) Triennial Review, one of FTA's management tools for examining grantee performance and adherence to current FTA requirements and policies, including coordinating staff participation and documentation, providing guidance and clarity related to the review process and document submission.</p> <p>Staff also prepared for the 2022 Triennial Transportation Development Act (TDA) Performance Audit, which requires regional transportation planning agencies, California Department of Transportation (Caltrans), to conduct triennial performance audits of transit operators that are allocated TDA funding.</p> <p>The Auditor performed a variety of internal audit reports to be presented as required to the Board as part of the Internal Auditors annual report.</p>	

<p>7. IT Security Modernization - Ensure a secure information technology infrastructure and the use of information technology resources that supports the mission of SacRT and promotes the following goals: To ensure the integrity, reliability availability, and performance of IT resources; and to ensure that IT resources are used for their intended purposes.</p>	<p>The IT Department actively supports the District in a variety of major system upgrades that will create a more modern and secure system. Staff are actively working on system infrastructure modernization by planning file migration, review of systemwide rules, and migrating to a new cloud-based platform, Office 365 OneDrive/SharePoint.</p> <p>In February 2022, staff successfully implemented a major overhaul and upgrade to our passenger transportation management system, Trapeze, which will enable us to deliver better passenger services, at lower costs while meeting safety and performance benchmarks. Currently working on an RFP for SAP modernization and enhancement to our organizational data management system. The team is also working on a variety of procurements such as Digital Messaging Sign (DMS) platform upgrade, facilities tracking through Computerized Maintenance Management System program upgrade, document management application upgrade, cybersecurity infrastructure upgrades, and coordinating new system needs for admin campus relocation.</p>	
<p>8. Bus Maintenance Modernization - Pursue a variety of projects to improve our current bus maintenance systems including background information systems and physical equipment. These improvements will decrease labor demands, create procedural efficiencies, provide real-time data and analytics, and provide more oversight and controls of resources.</p>	<p>The Bus Maintenance team is actively working to improve our bus efficiency and reliability. Despite facing a severe shortage of parts availability due to ongoing supply chain delays worldwide, the department has continued to deliver safe and reliable vehicles for the district. The team successfully analyzed, updated, and communicated changes for the preventative maintenance program that have significantly reduced missed trips due to equipment availability. As part of the Elk Grove Annexation implementation, they successfully converted all vehicle systems to be compatible with SacRT's systems and infrastructure, including installing new 2-way radios and replacing camera systems on all vehicles. Work is ongoing in the procurement and permitting of above ground fuel systems to modernize our fuel delivery. Zero Emission Vehicles for airport service shuttles were successfully delivered in September 2021, post-delivery inspections and equipment validation and installation was completed timely and the vehicles are currently in service. Improvements are being made to the suspension system for cutaways/shuttles to improve ride quality on vehicles and enhance passenger comfort. Additionally, technology infrastructure is being updated throughout the department and staff are receiving training on how to effectively use the new systems.</p>	

<p>9. Light Rail Efficiency - Process will focus on workforce development and training to ensure safe trips and operator proficiency, reduction of light rail revenue trip cancelations and overtime labor costs by increasing regular daily operator availability in the following manner: Development of a more efficient process to ensure the following: reduction in customer complaints; reduction in preventable accidents; maintenance of maximum level light rail operator staffing; reduction in absenteeism; and optimal performance in management of extra-board assignments to include a reduction in the use of day off operators.</p>	<p>On August 29, 2021, SacRT officially opened the new Morrison Creek light rail station along the Blue Line between the Meadowview and Franklin stations. We continue to monitor light rail ridership levels to ensure we are efficiently running the appropriate level of car consists while conserving mileage on our aging fleet.</p> <p>Service restoration in the continuing pandemic has presented new challenges to providing reliable service in the middle of COVID surges that significantly impact operator availability. SacRT has pursued innovative solutions to address the worker shortages including hosting in-person hiring events and streamlining our hiring process. We are working to minimize trip cancellations and delays while we implement a variety of initiatives to address the workforce shortage. Light Rail successfully completed a Superintendent recruitment and continues to successfully train and graduate new operators to ensure we are meeting our staff level targets.</p> <p>We continue to support existing staff by providing professional development training, incorporating more return-to-work training, incorporating switch alignment and ramp operations training, and extending operator training by 2 weeks. We recently redesigned rule book training to make it more focused, efficient and ensure we are successfully graduating well trained operators at a 100% rate. As we continue to restore service and work to maintain staffing levels, we wanted to ensure we are supporting our staff with resources to make they successful.</p>	
<p>10. Increase Availability of Light Rail Vehicle Fleet - To continue supplying operations and customers with clean, reliable light rail vehicles that are ready for service. Ensure that preventative maintenance targets and spare ratios are met to support required vehicle availability for consistent daily pullout.</p>	<p>The California Transportation Commission (CTC) has allocated SacRT \$23.6 million for LRV acquisition. Eight new low-floor LRVs will be purchased for Gold Line service, replacing older vehicles that have exceeded their 25-year useful life. The new LRVs will feature improved accessibility with wider aisles, built-in storage for luggage, and space for bicycles.</p> <p>Staff eagerly anticipates the arrival of the new low-floor light rail cars in 2023 for testing and commissioning. We expect to have the first vehicles ready for revenue service in the early part of summer 2023. The low-floor and high-floor trains will run on the same line but will not be mixed. A train will consist of either all low-floor vehicles or all high-floor vehicles. Light Rail Maintenance staff and Engineering staff are regularly engaged with Siemens to inspect and approve vehicle construction.</p>	


	<p>The Dos Rios Station construction plans are complete and are being prepared for going out to bid. Construction is scheduled to begin in late spring 2022.</p>	
<p>11. Capital Improvements and State of Good Repair - Ensuring efficient project delivery by working collaboratively with other departments in order to see projects successfully through environmental clearance, design and construction to completion. Coordinating schedule and budget compliance with partner departments on critical projects to upgrade, replace and implement new infrastructure across the district.</p>	<p>The construction and engineering department are focused on the successful implementation of many major facility improvement projects across the district. Currently, SacRT operates on over 43-miles of track and provides service to 53 stations. Many of the original stations and facilities are still in service and both the technology and design require modernization. This modernization to major facilities includes double-tracking, signal upgrades, station remodeling, and power station replacement, which will improve accessibility and reliability. The department is actively recruiting to help fully support these many exciting projects.</p> <p>SacRT is currently in the process of updating the light rail network with its Light Rail Modernization Project. This project will modernize the light rail system with new low-floor light rail vehicles to replace the aging fleet, updated station platforms to accommodate the new low-floor light rail vehicles, and adding “passing track” to Folsom area stations to allow the light rail system to operate every 15 minutes between Sunrise and Historic Folsom Stations, rather than the existing 30 minutes, and provide major facility improvements for the Watt/I-80 Transit Center and Sacramento Valley Loop.</p> <p>SacRT was awarded \$170 million in funding specifically for the Gold Line to modernize the light rail fleet, including the purchase of 28 new low-floor light rail trains, station modifications, and as mentioned above, a “passing track” near Folsom to provide 15-minute service that will provide better accessibility for passengers with disabilities, bicycles, and strollers, and help reduce traffic congestion on the busy Highway 50 corridor.</p> <p>In December 2021, SacRT and Siemens Mobility executed a contract for the purchase of an additional eight vehicles, on top of the 28 low floor light rail vehicles currently being manufactured. SacRT’s contract with Siemens includes options for the purchase of up to 76 vehicles. SacRT subsequently secured \$46.4 million for the purchase. The first vehicles are scheduled to be ready for revenue service to SacRT by the end of 2023.</p>	


	<p>The majority of SacRT’s existing light rail vehicles have reached their end of useful life. The new low-floor vehicles will have low level boarding at every doorway, a spacious seating design, and large windows for better light and views. They will feature improved accessibility with wider aisles and areas for bicycles. The new low-floor vehicles will increase overall operational flexibility by providing more access to passengers with disabilities.</p> <p>The Watt I-80 Transit Center Improvements Project includes reconfiguring the east and west stairwells to increase visibility and safety, replacing the east and west elevators, and upgrading to the transit center on Watt Ave by enhancing safety, lighting, seating, and widening the bus loading zone. Currently the project is in Preliminary Engineering with an anticipated design completion of April 2023. CEQA/NEPA has been approved. The new east elevator is completed and operational. The new west elevator is expected to be in operation at the end of FY22.</p>	
<p>12. Proactive Facilities Maintenance Planning and Implementation of CMMS - Develop a plan for preventative maintenance using a new computerized maintenance management system (CMMS) system to minimize equipment failure, extend the life of critical assets, create system efficiencies, and reduce unplanned costs and unscheduled downtime.</p>	<p>Facilities is working with the IT department to implement an update to our current computerized maintenance management system (CMMS), Manager Plus, which will improve the department’s ability to track and assign work efficiently. This is expected to be complete in 2022.</p> <p>This winter, the Facilities department installed and maintained an emergency generator at the 7th & Capitol Light Rail Station when station power failed due to a broken conduit, and assisted in obtaining quotes for repair. The department installed temporary lighting and conducted light repairs at Roseville Road, which also experienced a major power failure, and made light repairs at other light rail stations. In addition to their routine maintenance, the department conducted ongoing clean ups of SacRT property and areas along our right-of-way and completed the Roseville Road fencing project.</p>	
<p>13. Integrated Risk Identification System Implementation and Training - Implement integrated risk management (IRM) practices and processes supported by a risk-aware culture and Integrated Risk Identification System (IRIS), that improves decision making and performance through an integrated</p>	<p>Although impacted by pandemic restrictions over the past year, safety training continues. Staff are providing just in time training, new employee orientation training, and is planning to implement repeat/refresher training as COVID restrictions ease. Staff are working to update many of our safety compliance and training procedures.</p> <p>The department continues to manage and direct our ongoing pandemic response efforts, including distributing PPE,</p>	


<p>view of how well SacRT manages its unique set of risks.</p>	<p>monitoring and reporting, coordinating on-site testing locations, and providing timely updates, guidance and resources to staff.</p> <p>The department completed the California Public Utility Commission (CPUC) Triennial Safety Audit in October 2021, which resulted in improved experience, a 30% reduction in findings since the 2017 audit, and no major findings in light rail.</p>	
<p>14. Grant Application and Request - Committed to identifying and securing additional funding to support critical strategic projects throughout the agency. Coordinate closely with project management teams to ensure successful funding and support completion of projects in a timely and efficient manner.</p>	<p>The Grants team is actively working to secure additional funding including tracking over 100 open active Capital projects, timely completing external reporting on open federal and state grants. The California Transportation Commission (CTC) allocated more than \$1.4 billion for state projects to improve transportation infrastructure. Of that, SacRT received \$23.6M for Light Rail Vehicle acquisition. Eight new low-floor LRVs will be purchased for Gold Line service, replacing older vehicles that have exceeded their 25-year useful life.</p>	



COMMUNITY VALUE – SacRT is committed to expanding regional partnerships and providing excellent public transit service to promote SacRT as our region’s premier public transit agency. SacRT will continue to promote programs and incentive options that will encourage more people to try transit, build 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.

GM/CEO PERFORMANCE GOALS	FY22 ACCOMPLISHMENTS	STATUS
<p>1. Communications Plan and Marketing Campaign - Increase engagement with our customers and community through a variety of virtual and in person public outreach and informational events. Promote increasing ridership in a post pandemic setting and ensure that our riders feel safe and confident when they return to our system.</p>	<p>SacRT has been working on a number of campaigns and programs to increase awareness of our services in the region, be a leader in the industry, improve customer outcomes and feedback, and promote our agency at the local, state, and federal level.</p> <p>In 2021, SacRT partnered with the California Department of Transportation (Caltrans), Visa, Littlepay, and SC Soft to add a contactless method for payment on board light rail trains, which will help improve the customer experience. The innovative touch-free fare payment technology will allow riders to tap a contactless credit, debit, prepaid card, or contactless-enabled mobile or wearable device (e.g., smartwatch) to pay fare when boarding light rail trains. SacRT is the first transit agency in California to introduce a contactless payment solution on a light rail train system as part of the Cal-ITP, a Caltrans initiative to facilitate easy and accessible travel planning and payments. Although the pilot ends in June 2022, SacRT is pursuing avenues to fund and extend the program.</p> <p>SacRT is pursuing a variety of initiatives to promote and build back ridership as the pandemic continues. To help keep our region healthy and safe, in March 2021 SacRT began offering free transit rides to scheduled COVID-19 vaccine appointments in Sacramento County within SacRT’s service area, including hospitals, pharmacies, and other immunization locations.</p> <p>SacRT’s continues to offer our award-winning Transit Academy, a free five-class course designed to educate and engage residents, business and community leaders about our planning process and how public transit shapes our communities. Our second class of 20 participants completed their program in October of 2021, and our third class started in May 2022. SacRT looks for participants that live and work in communities throughout our service area. Academy participants represent Sacramento’s diverse population, which may include a mix of students, business professionals, seniors, individuals with disabilities, appointed and elected officials, key stakeholders</p>	

	<p>and community-minded individuals. Graduates will be recognized as knowledgeable representatives for public transit and be encouraged to engage the community in conversations about the region’s mobility needs. In January 2022, the Sacramento Metro Advocates for Rail and Transit (SMART) was awarded a \$10,000 grant from APTA to help continue advocating for local funding to modernize and expand public transit in the Sacramento Region.</p> <p>In November 2021, SacRT hosted the California Transit Association (CTA) for the 56th Annual Fall Conference & Expo, presented by Proterra, where transit experts and knowledgeable peers broadened the dialogue around public transit, shared new ideas, and learned what solutions are being implemented to address today’s challenges. Staff participated as subject matter expert panelists in several sessions, coordinated a packed Zero Emission Bus (ZEB) infrastructure tour, and a Siemens tour to show the exciting construction of our new modern low-floor trains in production as part of its \$600 million Light Rail Modernization project.</p>	
<p>2. Governmental and Community Relations - To raise the profile and awareness of the agency throughout the community. To identify new funding opportunities or policies that will be supportive of public transit in our region. To look for partnerships that bring in more community and ridership benefit.</p>	<p>After years of discussions, Congress passed and the President signed a historic 5-year infrastructure bill. The program reauthorizes the surface transportation program and increases public transportation funding by approximately 63%. Successfully supported Federal H.R. 3684 - Infrastructure Investment & Jobs Act & H.R.5376 - Build Back Better Infrastructure Fast Act & Community Project Funding – a advocating for transit inclusion and interests. The Infrastructure Investment and Jobs Act will prepare the Sacramento region for the next 100-years by rebuilding and replacing infrastructure that is nearing the end of its useful life. Formula and competitive funding to SacRT will promote safety, help us combat the climate crisis, and advance equitable access to transportation. SacRT envisions a resilient and more equitable mobility network through increased funding and support, and we could not be more excited about what the future holds. We are prioritizing our Light Rail modernization, zero emission fleet conversion and light rail expansion and bus rapid transit.</p> <p>Staff continues to participate and contribute to the CalTrans Multimodal Planning on various corridor planning to ensure SacRT will be eligible for future grant funding.</p> <p>On September 23, 2021, Governor Newsom signed into law changes to SacRT’s enabling legislation (AB 1196,</p>	

	<p>Assemblymember Ken Cooley (D-Rancho Cordova) which modernizes and simplified our voting system and brought us in line with other transit agencies across the state. AB 2015, introduced by Asm. Cooley in 2022, will clean up SacRT's enabling legislation if signed into law.</p> <p>In June 2021, SacRT held a kickoff for the ZEV Project with Sacramento Municipal Utilities District (SMUD) and GiddyUp EV, to provide one of the largest high-speed electric vehicle charging hubs in the state at the Power Inn light rail station. The new charging hub was anticipated to go live in October 2021, although project launch has been delayed by ongoing supply chain issues caused by the pandemic.</p> <p>SacRT continues discussions with UC Davis and the City of Sacramento on future transit needs and development around Aggie Square. UC Davis is considering funding a new route to service the campus. The city is finalizing the Stockton corridor plan with the goal of Summer 2023.</p> <p>Staff continue collaboration with the City of Sacramento to finalize details regarding the launch of a safe parking program.</p>	
<p>3. Property Access, Management and Acquisitions - Monitor and track use of SacRT property to evaluate economic, health, safety, quality of life, education, and environmental impacts of projects, in addition to transit ridership generation. Acquire additional property for system and agency expansion or find ways to better utilize existing property with the goal of increasing ridership. Show that we are leading toward better economic and community benefits through real estate projects that contribute toward improving community value and support in the region, but do not negatively impact transit ridership. Activate our property to increase transit ridership as well as be a valued part of the communities we serve. Identify ways to generate revenue from property that would contribute to transit improvements.</p>	<p>The Real Estate department continues to monitor and pursue opportunities to activate SacRT properties throughout our system to increase community engagement. Staff coordinated several Station Activation projects including the right of entry to PARK for a pop-up art event at Mather/Mills and Sunrise stations, executed agreement with GiddyUp for charging station at Power Inn, and leased Florin station lot to PG&E contractors for construction staging. Staff continues to meet with Urban Land Institute (ULI) working group monthly to discuss community activation opportunities. Real Estate and Marketing worked with Asian Resources Inc., and Vietnamese American Community of Sacramento, in to host the 2022 Sacramento Tet Festival, a cultural tradition on the Lunar New Year, at the Florin Light Rail Station park-and-ride lot. Although the event was canceled due to an increase in COVID restrictions, it was a great start to the relationship and other opportunities to activate our park-and-ride lots.</p> <p>Staff continue to analyze and identify opportunities for utilization of excess property. Project evaluation has included assessing the Evergreen site for operational uses, the right-of-way for storage tracks expansions, and continued discussions with the City of Sacramento about using excess parking lots for Safe Grounds/Parking.</p>	

<p>4. Community Bus Service (CBS) Implementation – Continue to provide an innovative public transit solution in the Sacramento region for essential travel, especially in our disadvantaged communities, to access food, healthcare and frontline jobs during the pandemic. Support continued growth in ridership by providing convenient, efficient, and easy to use service. SmarT Ride is a lifeline for residents to safely travel around their community to access essential services.</p>	<p>Staff continues to implement innovative projects to better serve the communities we serve. In July 2021, SmarT ride service expanded to better serve residents in south Sacramento along Florin-Gerber, Elk Grove, Folsom, Rancho Cordova, and Downtown. SacRT GO continues to find ways to improve customer satisfaction and provide reliable service. Procurement is currently underway for replacement of 20 vehicles that are beyond their service life and staff are researching vehicle options to provide more efficient service, smoother ride, low floor, ramp access, and to improve safety outcomes. In December 2021, CBS provided transportation for our most vulnerable community members to access warming centers and shelter during unprecedented storms. On December 15, 2021, we transported 160 residents of a senior living facility to shelter following a SMUD substation power outage downtown that caused systemwide power outages. We also provided transportation to a local shoe store as part of the “Shoes for Sac” project. The store is along the route that a SacRT driver named Tony Westbrooks drove for years, fondly known as “Good News Tony” because of his perpetually sunny disposition. The shoe give-away event was conducted in his memory.</p>	
<p>5. Innovative Planning Projects - To establish district wide planning initiatives with a clear vision of goals to guide future planning and investments in the system. Successfully lead the district’s large planning initiatives for better access and mobility options and develop robust plans that will serve as blueprints for how SacRT will spend anticipated revenues in the coming decades.</p>	<p>SacRT on the Move: SacRT's Short-Range Transit Plan (SRTP) for FY2022-2027, will help guide the system on continuing the goals of SacRT Forward and recovering from pandemic impacts. SacRT staff has developed a five-year service plan that considers things such as span and frequency improvements, pandemic recovery, and ridership building initiatives. Staff actively engaged with stakeholders through multiple virtual open houses from November 2021 through March 2022, during the events SacRT staff shared updates and provided opportunities for the community to share their thoughts and ideas about future service plans for the region. The Street Team actively engaged with riders and encouraged participation in the SRTP process. SacRT received over 90 comments which have all been analyzed and considered for potential final changes to the draft document. All comments have also been included into a public comment record, and SacRT staff spent several weeks analyzing the feedback received. The SRTP was approved by the SacRT Board of Directors on May 9, 2022.</p> <p>To meet California’s health-based air quality standards and greenhouse gas emission reduction goals, SacRT took an early</p>	

	<p>lead powering forward with an aggressive ZEV and Charging Infrastructure program and to meet our goal that entire fleet purchases will be 100% zero emission by 2029. We currently have a fleet of 24 ZEVs, charging infrastructure, and future DC fast charging mobility hub site at our Power Inn light rail station. When fully built-out, the charging hub is expected to be one of the largest of its kind in the state of California.</p> <p>As part of the Strategic Planning process, Planning staff evaluated the impact that annexation of Elk Grove into our service area had on key metrics. Our transit accessibility to housing improved for residents living within a half mile walk from a regular all-day fixed route increased from 56% to 76% (excludes smart ride). Out transit accessibility to jobs that are within a half mile of regular all day fixed transit rout also increased from 445,9090 jobs to 513,900 jobs (excludes smart ride). Our average midday headways of fixed route bus routes changed from 33 minutes to 37 minutes, and our percent of bus routes with headways of less than 15 minutes or better all-day service changed from 15% to 8.3%. The percent of our fleet that is classified as Zero Emission went from 5.8% to 3.6%. Our mandated goal is that all new buses be carbon free by 2029, and that our entire fleet be carbon free by 2040. Discussing and understanding how these numbers are changing over time and as we take on new projects and service areas helps us better plan to make changes to meet our goals in the future.</p> <p>SacRT is partnering with Civic Thread, a local non-profit planning and advocacy organization, to complete a Bus Stop Improvement Plan for the entire SacRT service area. This plan will create a comprehensive list of necessary and desired improvements to bus stops, amenities, and supporting pedestrian infrastructure. Engagement will help guide where funding should be prioritized to improve the SacRT bus stops for all residents. A Community Survey available to all residents in SacRT’s service area will inform locations for Community Walk Audits. Open Houses are planned for Summer and Fall 2022 and will provide the opportunity for residents to express their personal experiences with transit and inform plan development. Community Walk Audits will be conducted throughout the project term to inform community members about the project, gather feedback from resident experts, and identify bus stops opportunities.</p>	
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6. Police Services Engagement with Homeless Population - Collaborate, coordinate, and partner with service providers in the region to break down silos, build strong relationships, and improve outcomes for our unhoused population. Provide improvements in the lives and mobility of unhoused riders and community members by increasing awareness of and access to resources including shelter, mental health and substance abuse support. Address community concerns and system safety risks by reducing chronic issues and safety hazards across the system, especially focused along light rail tracks and right of ways.

In fall 2020, SacRT hired a Sacramento State Master of Social Work (MSW) Student Intern through the City’s Department of Community Response intern program. Seeing the early success of the intern, SacRT extended the program, secured funding, and developed a full-time Social Service Practitioner (SSP) position at SacRT. The SSP is a professional level classification performing a variety of duties related to social services and counseling programs within SacRT and coordinating the communication efforts between SacRT personnel, customers and the general community. Working in partnership with local and regional mental health stakeholders and agencies, this position is responsible for ensuring that the rights of potentially underserved mental health consumers are upheld; ensuring they are appropriately served when they enter SacRT system and are in contact with law enforcement or may potentially come into contact with law enforcement and other SacRT personnel.

In fall 2021, SacRT hired an MSW full-time to lead the SSP program. Our SSP works regularly with the County Community Support Team with Behavioral Health Systems of Care to connect clients with a variety of outreach programs, especially focusing on linking clients to mental health services and improving safety around our transit system. They also work with the County Department of Human Assistance Homeless Outreach Team, which focuses on housing the most vulnerable people with an emphasis on medical conditions and linking clients to medical resources.



The MSW serves as a liaison with SacRT, local law enforcement, social service agencies, and the general public regarding difficult and often complex situations related to mental health and social services. The MSW manages rapidly growing casework, tracking contacts, and following up with referrals for various services. This work often requires the MSW to be out in the field, along with two sworn officers, to make contact with riders on the SacRT system, or unhoused individuals living along the light rail right-of-way. By establishing personal relationships, we have been able to successfully connect Sacramento’s most vulnerable populations with a variety of services and resources. Additionally, this role connected with this often hard to reach population is by holding weekly office hours on site at Sacramento Loaves and Fishes, the largest non-profit organization to serve the region’s unhoused and disadvantaged residents, serving nearly 1,000 adults and children daily.





	<p>The program also works closely with the SacRT Customer Advocacy and Satisfaction departments to address rider concerns, questions, complaints, and coordinate solutions and next steps with staff. The success of this program led SacRT to expand this outreach and hold additional office hours in the SacRT Customer Service office weekly to directly connect with riders and support SacRT customer service and advocacy staff. In November 2021, SacRT coordinated and sponsored a healthcare resource fair that connected community members and riders to a variety of service providers, food donations from local businesses, and COVID-19 testing and vaccination opportunities. It was a great opportunity for SacRT to connect with persons experiencing homelessness to build trust and start providing long-term positive outcomes.</p> <p>Since its implementation in late 2020, SacRT has already begun to see a variety of positive outcomes for the community. So far in FY22, the program has connected with 180 unhoused clients and sent 100 referrals to partner agencies on behalf of individuals on SacRT’s intake list. In March 2022, SacRT won the 2021 Women’s Transportation Seminar (WTS) Innovative Transportation Solutions Award - Sacramento Regional Transit Social Worker Program. We continue to look for opportunities and funding to further grow this program.</p>	
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CUSTOMER SATISFACTION – Ensuring that SacRT customers have access to high quality mobility options that they actively and increasingly use is a priority 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.

GM/CEO PERFORMANCE GOALS	FY22 ACCOMPLISHMENTS	STATUS
<p>1. Customer Service Process Modernization - To continue to provide excellent customer service to SacRT employees and customers. Provide training and empower customer satisfaction employees to understand new procedures and technologies that are being implemented across the system. Quickly and efficiently responding to customer inquiries in an effective and efficient manner.</p>	<p>SacRT has embraced a customer-centric culture, building upon its commitment to operational excellence in order to improve the customer experience that benefits not just riders, but the Sacramento community as a whole. As we have continued to adapt and make changes to our system and our service as the pandemic continues to change, our customer service staff have been a critical resource to riders. With an average of 53,000 customer service calls a quarter and 3,000 customer advocacy calls, they serve as our first point of contact and are trained to provide the most current system information.</p> <p>Customer Service is currently overhauling our Lost and Found process to improve outcomes for riders and make it more secure and efficient for staff.</p>	
<p>2. Security Support and Fare Inspection - To provide robust customer service and promote safety and security across our system. Focused on developing team members and empowering them to better serve the community and support strategic initiatives across the system. Staff provide continuous and consistent customer service to all passengers and are the first to respond to resolve security issues, support RTPS sworn officers' investigations, and provide real time notification to customers via the public address system and Alert SacRT mobile app.</p>	<p>SacRT has an extremely proactive in-house security team of 68 transit agents who are supported by a team of 28 sworn officers who are assigned by both the Sacramento Police Department and Sheriff's Department. Our team of in-house agents are tasked with customers service and with fare enforcement. SacRT continues to take a customer service first approach in all of our interactions with customers. As pandemic restrictions lift, and riders return to the system, we are seeing an increase in major events downtown that we are able to fully staff and support.</p> <p>Staff are also working to reduce the incidence of trespassers along our right of way to improve safety throughout our system. By implementing new technologies and infrastructure staff has begun to see a reduction year over year in trespass incidents along our right of ways.</p> <p>We are also working to implement innovative programming to help improve enforcement outcomes and be cognizant of the challenges that face some of our most vulnerable riders. In the fall of 2021, we began our e-cite program review and in early 2022, we developed and implemented a program to provide passes for frequently cited individuals who are also experiencing homelessness and have begun tracking outcomes to analyze compliance and a reduction in incidents. Based on the early</p>	




	<p>success of the program, we plan to expand the program and continue to monitor the progress and outcomes.</p>	
<p>3. Prioritizing Bus Safety and Customer Satisfaction - Provide efficient and reliable service to ensure our customers feel safe and comfortable returning to our system. Create a workplace that provides the highest level of safety and strategically works to eliminate and reduce incidents across our system. Ensure the safety of passengers and operators is central to our long-term planning and goals.</p>	<p>In August 2021, SacRT implemented several service changes to improve, add, and restore bus service: Restored Airport Express bus route 142 between downtown Sacramento and the Sacramento International Airport; adjusted schedules on Folsom Stage Line Route 10 for better transfers; Added additional stops and service to Rancho CordoVan, and launched Route 124 peak-hour commuter bus from Fair Oaks and Orangevale to Rancho Cordova and the Gold Line Sunrise station.</p> <p>Service restoration in the continuing pandemic has presented new challenges to keeping service on the streets in the middle of new COVID surges that is significantly impacting operator availability. SacRT has pursued innovative solutions to address the worker shortages including hosting in-person hiring events, streamlining our hiring process, and providing signing bonuses for bus drivers. While many of our peer Transit Agencies have been forced to suspend routes and reduce service as a result of labor shortages, SacRT maintained 100% service levels for majority of the pandemic period. We are working to minimize trip cancellations while we implement a variety of initiatives to address the workforce shortage.</p>	
<p>4. SacRT GO Paratransit Service - Actively engage with riders and employees as SacRT’s paratransit service operation expands more broadly in the region. SacRT’s focus is on working with our partners in the disability, elderly and transit communities to develop and operate an ADA paratransit service model that complements our accessible transit system and meets the mobility needs of all members of our community.</p>	<p>In June 2020, after more than 30 years of contracting, SacRT transitioned the operation of our ADA Paratransit and Non-ADA Demand Response service back in-house. On July 1, 2021, Elk Grove Transit Services became part of the SacRT district. SacRT held two virtual open houses on in June 2021 to answer rider questions about ADA paratransit services. Under the annexation agreement, SacRT will provide fixed-route local, commuter and paratransit services and maintenance operations for Elk Grove. The integration of e-tran and e-van services is another step toward making the system truly regional. This change allows SacRT to expand greater opportunities for regional collaboration, with the goal of providing a smoother experience for riders. In particular, it will offer a more convenient one-seat ride to paratransit users, eliminating the need to change buses when leaving service areas for any of their transit needs.</p> <p>In August 2021, Folsom Dial-a-Ride was fully transitioned to SmaRT ride and SacRT GO. Accessible services completely transitioned all riders to SacRT Go eligibility and grandfathered everyone from the Folsom system into SacRT GO, fully reconciling application and eligibility process differences. With</p>	

the economy opening up and as more people get vaccinated, SacRT has experienced a sharp increase in ADA paratransit trips with SacRT GO, carrying nearly as many riders daily as we were pre-pandemic.

In April 2022, SacRT contracted with a Transportation Network Company (TNC), UZURVE, to provide a small percentage of SacRT GO trips in order to meet the increased demand and realize efficiencies in the service, as our labor contract allows. More than half of our paratransit riders are ambulatory, and these brokered services will allow SacRT to meet increased mobility demands.



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.

GM/CEO PERFORMANCE GOALS	FY22 ACCOMPLISHMENTS	STATUS
<p>1. Employee Retention - Implement changes to Exit Interview Survey to increase employee participation to help identify ways to create and foster an environment that encourages current employees to remain with SacRT. Identify areas of recruitment process that cause delays in hiring new employees to fill vacancies and implement changes to process to eliminate the risk of losing good candidates to other employers. Metrics focus on improving process efficiency which ultimately impacts SacRT's overall success in line with the Strategic Plan.</p>	<p>The nationwide challenges in employee recruitment and retention over the past year has affected public transit agencies around the nation, especially in technical fields. To improve service reliability, employee engagement, and customer satisfaction, SacRT has pursued innovative solutions to address the worker shortages and reduce hiring barriers including hosting quarterly in-person hiring events starting in December 2021, participating in local job fairs as opportunities become available, ramping up our digital advertising for recruitment, streamlining our hiring process, and offering increased hiring incentives to bring in more applicants.</p>	
<p>2. Labor Engagement and Education - Provide employees a supportive and inclusive opportunity for engagement on performance management, best practices in responding to performance concerns, attendance problems, misconduct issues or workplace conflicts. Ensure requests and questions are handled quickly and consistently to support employees and maintain high a level of engagement. Provide employees with the resources and tools they need to stay engaged at work and focused on the overall success of the agency.</p>	<p>Labor Relations is actively developing training opportunities for staff and leadership to ensure they have the tools they need to succeed as managers and supervisors. In-person and online trainings are being offered to management staff almost every month starting October 2021. These trainings will help create a well-equipped workforce who will be able manage effectively.</p> <p>Our Drug and Alcohol testing program is on track with no findings during our last FTA Triennial audit.</p>	
<p>3. Strategic Planning and Performance Projects - Development of robust outcome-based strategic project management plan, reporting progress, and training resources. Projects will focus on improving process efficiency, supporting everyone in the agency to</p>	<p>SacRT is in its second year implementation under the current Strategic Plan (2021-2025). Staff continue to actively engage in meeting and reviewing quarterly metrics, reporting on quarterly milestones, and updating annual goals. In addition to empowering departments to focus on the work that truly matters to their success and being able to measure and adjust in real time, the strategic planning process has enabled increased</p>	

<p>see how their work connects to SacRT’s overall success, and maintain a focus on achieving results in line with the Strategic Plan.</p>	<p>cross departmental collaboration to ensure the successful delivery of projects across the agency.</p> <p>We are actively recruiting and developing the infrastructure for a Training and Workforce Development Department. The Training and Workforce Development department’s position within the Integrated Services division means staff will be working closely with our Human Resources, Labor Relations, and IT departments to help train and support our staff on related topics. This is an exciting opportunity to bring new training expertise, technologies, and industry best practices to our workforce. A variety of trainings have already been provided this year to increase our employee’s proficiency with Microsoft Office 365 applications, increase awareness around cybersecurity, recognize and prevent burnout, and review policy and procedure requirements. We have been able to provide training for our leadership staff on a variety of topics. Once this team is fully staffed, we will begin developing a multi-year training program that will increase employee engagement, improve employee outcomes during their tenure at SacRT and create an inclusive workforce where everyone feels confident in bringing their whole selves to work.</p>	
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OTHER NOTABLE ACCOMPLISHMENTS IN FY 2022

Major Awards Received:

- 2021 National APTA Outstanding Public Transportation System of the Year Award recipient for accomplishment and innovations in public transportation
- 2020 National APTA Rail Safety Gold Award recipient for multi-faceted and innovative approach to reducing crime and fare evasion
- 2021 National APTA First Place AdWheel Award for Comprehensive Campaign for Drive the Vote.
- 2021 Women’s Transportation Seminar (WTS) Innovative Transportation Solutions Award - Sacramento Regional Transit Social Worker Program
- 2021 American Planning Association’s Award of Merit in Public Outreach for the SacRT Forward campaign.
- 2021 Government Finance Officers Association Distinguished Budget Presentations

Other Accomplishments

Transit Oriented Development ribbon cutting:



[SacRT participates in ribbon cutting for new Transit Oriented Development](#)

In November 2022, SacRT and the Martin Group held a ribbon cutting ceremony to celebrate the grand opening of the Wexler, a new student housing transit-orient...
www.youtube.com

Congressman Ami Bera takes Smart Ride:



[Congressman Ami Bera takes SacRT's Smart Ride Shuttle](#)

In November 2022, Congressman Ami Bera joined SacRT General Manager/CEO Henry Li on a ride to showcase the success of our on-demand microtransit program. The...
www.youtube.com

Let SacRT Take You where you want to go:



[Let SacRT take you where you want to go, when you want to go!](#)

Plan your trip on SacRT today at sacrt.com/playyourtrip.
www.youtube.com

Other Accomplishments continued

Ride and Read on the Library Train:



[Ride and Read on Sacramento's Rolling Library](#)

Sit back, relax and read a book while the Sacramento's new Library Train takes you to your destination. SacRT teamed up with the Sacramento Public Library to... www.youtube.com

Day in the Life of SacRT's Social Worker:



[A day in the life of SacRT's Social Worker](#)

Sacramento is experiencing a difficult time of economic stress. In response, SacRT has taken its community leadership role in new directions by launching a s... www.youtube.com

SacRT participates in CA Clean Air Day:



[State and Local Leaders Encourage Participation in California Clean Air Day - YouTube](#)

On California Clean Air Day, October 5, 2022, state and local leaders held a press conference to urge community members to take the Clean Air Day Pledge. Lea... www.youtube.com

Other Accomplishments continued

SacRT featured in new Sacramento Monopoly game:



[SacRT featured on the new Sacramento Monopoly Game - YouTube](#)

SacRT is featured on the new Sacramento Monopoly that showcases landmarks around the city. With the roll of a dice you can land on one of SacRT's four transi... www.youtube.com

Download the Free Alert SacRT App



[Download the Free Alert SacRT App](#)

The Alert SacRT mobile reporting app is available for download from the App Store (iOS) and Google Play (Android). The app provides light rail service alerts... www.youtube.com

Download the Alert SacRT Safety & Security App



[Download the Alert SacRT Safety & Security App](#)

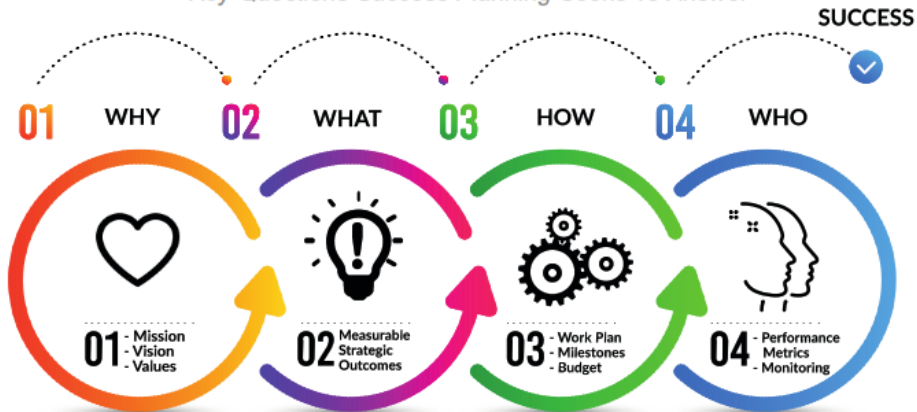
This smartphone app allows you to discreetly report non-emergency security concerns directly to SacRT's police services. www.youtube.com

Organizational Alignment



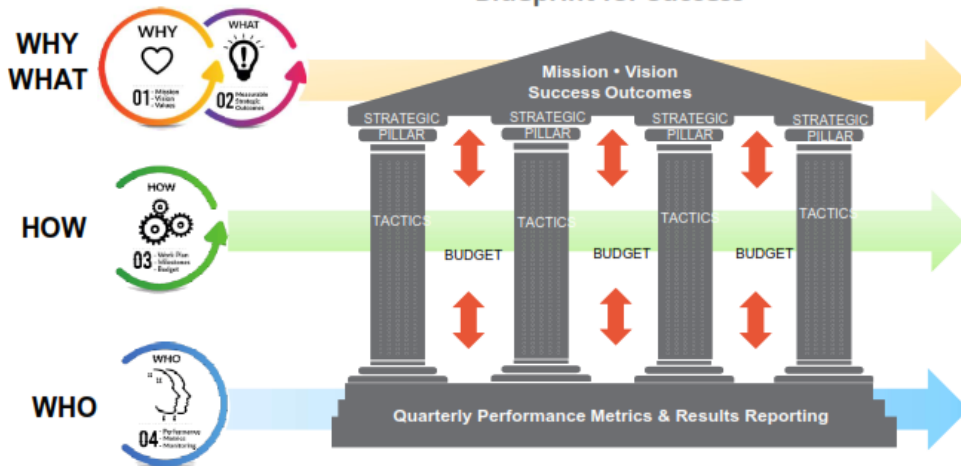
Organizational Alignment

Key Questions Success Planning Seeks To Answer



Strategic Alignment of Why, What, How & Who

Blueprint for Success



Four Guiding Strategic Pillars



Success Outcomes

	<h1>SacRT Success Outcomes</h1>
STRATEGY	DESCRIPTION
CUSTOMER SATISFACTION	<p>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.</p> <p>This set of metrics provides insight on our performance as it pertains to our ability to deliver high quality transportation services.</p>
OPERATIONAL EXCELLENCE	<p>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.</p> <p>This set of metrics helps monitor aspects of operations that are most critical to the delivery of high quality transportation service.</p>
COMMUNITY VALUE	<p>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.</p> <p>This set of metrics gauge our success at delivering value to the entire community.</p>
EMPLOYEE ENGAGEMENT	<p>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.</p> <p>This set of metrics measures organizational performance as it pertains to engaging members of the workforce.</p>

Strategic Plan Positive Impact

- **Bus Operations** – Increasing staff collaboration and providing opportunities to do work differently and more collaboratively to improve outcomes.
- **Light Rail** – Increased compliance checks by supervisors is having a positive impact by increasing employee engagement, productivity, and safety outcomes.
- **Finance** – Provides and opportunity to review and make sure data is accurate and available to support and explain processes. It's also a nice opportunity to see our successes and take stock of all the work we have done over the year.
- **Integrated Services** – Enabling conversations with staff to focus in on measuring the right metrics to get meaningful data driven processes.
- **Marketing** – Creates an opportunity to develop data driven processes and deeper discussions on how riders are accessing system information.
- **Planning and Engineering** – Goal setting and metric development is helpful to create milestones to work towards and quantify staff time usage.
- **Security, Safety, Customer Satisfaction** – Provides definitions of metrics and how we all contribute to our agency's success that is helpful for educating staff and informing them of expectations.

SacRT Demographics

Total Employees: 1,265

As of September 30, 2020



70.0%

Persons of Color

4.2%

Veterans

3.9%

Disabled

We all must continue to look for ways to drive change. It will take people of all races and backgrounds to stand in support of those that are chronically shortchanged by injustice.

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		QUARTERLY PERFORMANCE				POINTS		DEFINITION	INFORM. WATCH SYSTEM
STRATEGY	METRIC	GOAL	Q1	Q2	Q3	Q4	GOAL	EARN	
OPERATIONAL EXCELLENCE	Build Ridership	Rebuild to 65% of pre-COVID-19 Monthly Ridership Levels* Bus - \$12,000 LRT - \$60,000 Total - 1,190,000					12		
	System Cleanliness	Establish Baseline					8		
	Operating Cost Per Revenue Hour	FY20 Budgeted Cost Per Revenue Hour Bus - \$152.70 CBB - \$152.46 LRT - \$297.91 Paratransit - TBD					6		
	On-Time Performance	95%					6		
	In-Service Failures	Establish Baseline					4		
COMMUNITY VALUE	Preventable Accidents	Establish Baseline					4		
	TOTAL						40		
	Community Perception of SacRT's Value to the Region	Establish Baseline					10		
	Community Perception of Economic Impact to Sacramento Region	Establish Baseline					5		
	Social Media Engagement	Establish Baseline					5		
EMPLOYEE ENGAGEMENT	Community Perception of Transit Accessibility	Establish Baseline					5		
	Economic Impact in Station Areas (TOD) and Community Benefit	Establish Baseline					5		
	TOTAL						30		
	% 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		
CUSTOMER SATISFACTION	% Agree They Receive Enough Training to be Their Best at Work	Current: 50.1% Improve by 2%					3		
	% Overall I am Happy At Work	Current: 55.5% Maintain					3		
	% Agree they Have a Good Working Relationship with Those Around Them	Current: 95.5% Maintain					2		
	TOTAL						15		
	Customer Perception of SacRT's Value	Establish baseline					6		
OVERALL PERFORMANCE SCORE	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		

Performance Scorecard and Tactics continued

FY22 SacRT Overall Performance Scorecard							
Strategy	Overall Metric	FY2022 Performance Goals	FY22 Annualized Results	% Toward Goal	Goal Points	Earned Points	Definition
Operational Excellence	Operating Cost Per Vehicle Revenue Hour	FY21 Budgeted Cost Per Hour:					
	Bus:	\$157.56	\$165.94	94.68%	3	2.84	The average operating cost of an hour of revenue service.
	CBS Fixed:	\$194.11	\$225.81	83.67%	3	2.51	The average operating cost of an hour of revenue service.
	SmaRT Ride:	\$166.27	\$179.69	91.93%	3	2.76	The average operating cost of an hour of revenue service.
	SacRT GO:	\$242.13	\$186.49	122.98%	3	3.00	The average operating cost of an hour of revenue service.
	Light Rail:	\$363.97	\$380.76	95.39%	3	2.86	The average operating cost of an hour of revenue service.
	On-Time Performance						
	On-Time Performance (Fixed Route)	77%	82.48%	107%	3	3.00	The percentage of trips completed within the scheduled on-time window.
	On-Time Performance (Paratransit)	86%	75.73%	89%	3	2.67	The percentage of trips completed within the scheduled on-time window.
	On-Time Departure (LR)	96%	97.80%	103%	6	6.00	The percentage of trips completed within the scheduled on-time window.
	Mean Distance Between Failures (Miles)						The average miles between mechanical problems that result in a vehicle not completing its scheduled revenue trip, or a vehicle not starting its next scheduled revenue trip.
	Bus	13,700	12,806	93%	3	2.80	Total fleet miles divided by total monthly road calls.
	CBS/SacRT GO/SmaRT Ride	TBD	81,072	TBD	3	3.00	Total fleet miles divided by total monthly road calls.
	Light Rail	8,100	8,676	107%	4	4.00	Total fleet miles divided by total monthly road calls.
	System Cleanliness	100%	TBD	TBD	5	0.00	The average percentage of cleanliness audits for LR Stations, Bus Stops, bus and light rail vehicle cleanliness metrics.
Collisions Per 100k Miles (YTD)	1.6	0.79	150.63%	5	5.00	The number of preventable accidents per 100,000 miles on a 12-month rolling average. Calculated by (Preventable accidents/ Revenue Miles) *100,000.	
TOTAL POINTS					47	40.45	
Community Value	Rebuild Ridership Trust	9,877,351	11,089,851	112%	10	10.00	The average number of unlinked trips per revenue hour across all service modes.
	Fare Evasion Rate	2.08%	1.41%	132.13%	5	5.00	Fare evasion rate is calculated by percentage of fares inspected divided by the number of citations issued for the month.
	Social Media Engagement						
	Facebook Reach/Impressions	117,000	152,943	131%	2	2.00	Total reach/impressions of content shared on SacRT social media platforms. Metrics to be determined by each platform. General goal is to increase followers by 2% on platform.
	Twitter Reach/Impressions	400,000	423,900	106%	2	2.00	Total reach/impressions of content shared on SacRT social media platforms. Metrics to be determined by each platform. General goal is to increase followers by 2% on platform.
	Instagram Reach/Impressions	12,000	34,376	286%	2	2.00	Total reach/impressions of content shared on SacRT social media platforms. Metrics to be determined by each platform. General goal is to increase followers by 2% on platform.
	LinkedIn Reach/Impressions	6,000	26,354	439%	2	2.00	Total reach/impressions of content shared on SacRT social media platforms. Metrics to be determined by each platform. General goal is to increase followers by 2% on platform.
TOTAL POINTS					23	23.00	
Employee Engagement	2019 Employee Survey Results						
	% Agree They Receive Timely Feedback on Performance from Supervisor	68.15%	84.90%	95.23%	4	3.81	The % of employees that somewhat agree, agree, or strongly agree that they receive timely feedback on their performance from their supervisors.
	% Agree Teamwork is Encouraged and Practiced	73.92%	70.40%	95.24%	3	2.86	The % of employees that somewhat agree, agree, or strongly agree that teamwork is encouraged and practiced.
	% Agree They Receive Enough Training to be Their Best at Work	84.11%	80.10%	95.23%	3	2.86	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%	100%	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%	100%	2	2.00	The % of employees that somewhat agree, agree, or strongly agree that they have a good working relationship with those around me.
TOTAL POINTS					15	14.52	
Customer Satisfaction	Overall Customer Satisfaction	3.5	3.9	112%	10	10.00	Through customer surveys, using a scale of 0 to 5 of how satisfied the public is with SacRT, the KPI goals needs to be an overall score of 3.5 or higher.
	Service Level for Calls Answered for Customer Service, Customer Advocacy queues						
	Customer Service	80%	76%	95%	2.5	2.50	Percentage of calls answered within 20 seconds for Customer Service.
	Customer Advocacy	80%	59%	73%	2.5	1.83	Percentage of calls answered within 20 seconds for Advocacy queues.
TOTAL POINTS					15	14.33	
OVERALL PERFORMANCE SCORE					100	92.30	

SacRT Goals and Objectives in FY 2023

Sacramento Regional Transit District (SacRT) General Manager/CEO Fiscal Year 2023 Performance Objectives & Goals

SacRT Major Objectives and Goals in FY 2023

SacRT's ongoing implementation of our 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 our 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 service continues to evolve, SacRT is committed to providing the highest standards in transportation by implementing industry best practices and ensuring operational excellence for our customers.

- 1. Community Bus Service System Optimization** – Provide innovative public transit projects to increase customer access to public transportation for essential travel, especially in our disadvantaged communities. By engaging with community partners in projects, SacRT can increase community awareness of our services and boost ridership. Fully funding and staffing programs will increase system reliability, improve customer experience and provide convenient, efficient, and easy to use service.
- 2. Financial Services Modernization** – Leverage our technology systems to deliver a better employee self-service experience for payroll related requests, employee benefits, access to information, updating personal information, and reducing or remove paper processes. Create efficiencies and continue to attain clean financial audit results by reviewing internal processes, evaluating current procedure efficiency, identifying opportunities for improving, creating a roadmap for changes, and implementing changes to modernize and create more efficient procedures agencywide.
- 3. Grant Project Coordination** – Strategically identify and secure additional funding to support critical projects throughout the agency. Implement strong internal controls to provide robust project monitoring, oversight, and compliance. Recruit and develop staff to provide consistent project management support and customer service to project managers to promote completion of projects in a timely and efficient manner.
- 4. Independent Operational Process Evaluation** – The Internal Audit Unit will continue to provide an independent and objective assurance and consulting activity that assists leadership with improving SacRT operational efficiency, comply with applicable laws and regulations, and accurately report organizational activities to stakeholders. Results of engagements conducted will be delivered by way of audit reports that are supported by necessary documentation substantiating professional opinions given.

SacRT Goals and Objectives in FY 2023 continued

5. **Information Technology Business Strategic Alignment** – Strategically align agency information system with business goals to ensure the confidentiality, integrity, and availability of IT resources. Continue to eliminate technical debt through leveraging previously unused functionality in existing systems, upgrades to existing systems and/or the implementation of new systems. Leverage IT Service Management (ITSM) to manage all aspects of IT Service delivery and ITSM data to improve internal IT processes including customer outcomes, and project delivery.
6. **Infrastructure Improvements and Expansion** – Successfully manage projects to modernize and expand our system to provide greater value to the community and better service to our region. Recruit and develop staff to meet all technical capacity requirements for federal grants. Identify additional capital funding sources in coordination with Grants, monitor schedule timelines, and align cost recovery for engineering labor to ensure efficient project delivery and fiscal best practices.
7. **Light Rail Safety and Service Reliability** – Delivering consistent service and increasing system reliability to improve customer satisfaction and better provide light rail service to get people where they want to go, when they want to go. Actively recruiting and developing staff to ensure we are meeting performance targets, being good financial stewards, and proactively managing workloads to improve employee morale and promote safety best practices.
8. **Light Rail System Performance Improvements** – Supply operations and customers with clean, reliable light rail vehicles that are ready for service to improve customer satisfaction and deliver community value by delivering consistent service. Review processes for opportunities to reduce task times to better plan proactive maintenance and repair projects, increase system efficiency, and improve performance through state of good repair. Ensure that preventative maintenance targets and spare ratios are met to support required vehicle availability for consistent daily pullout.
9. **Proactive Facilities Maintenance Planning and Implementation of CMMS** – Initiate process modernizations by fully implementing modern computerized maintenance management system (CMMS) and develop procedures to capture all work through the system. Accurate data tracking and reporting will enable the department to make proactive maintenance decisions, identify efficiencies in work assignments and budgeting, and improve outcomes with internal and external customers. Support the agency during transition to new administrative campus facility to ensure move is well structured, organized, and parts and inventory are appropriately tracked so employees have the equipment needed to successfully complete their work.
10. **Procurement Procedure Efficiency** – Guide internal customers through the procurement process to ensure that SacRT follows written procurement procedures, policies, and laws. Incorporate additional measures and continue communications with internal customers to reduce procurement processing times and avoid unnecessary delays in the process. Continue to do training with internal customers and procurement staff to build skills and understanding of the procurement process. Compare independent cost estimates to incoming quotes/bids to determine potential cost savings when seeking full and open competition through broader outreach using the e-procurement system.

SacRT Goals and Objectives in FY 2023 continued

- 11. Reduce Risk and Liability** – Promote a culture of employee engagement and risk awareness by better identifying and responding to prevention and mitigation opportunities. Successfully implement risk management information system (RMIS) and update risk program processes to improve efficiency, consistency, and reliability of data, prevent adverse loss, and reduce liability for the agency. Improve record management and integrity for long-term document retrieval and consistency with District retention schedule.
- 12. Safety Risk Identification & Assurance** – Provide data information and analysis on safety risk reduction, ensure audit compliance, and safety promotion through employee training. Continuing to perform ongoing proactive inspections to improve safety outcomes and system reliability. Through ongoing monitoring and completion of corrective actions SacRT will be able to provide better, more reliable service to our customers.
- 13. Transitioning Forward with Budget Processing** – Transition the Office of Management and Budget data and reporting to modern budgeting tools to increase access to meaningful data for key decision makers at the agency. Provide information that is readily available, easy to understand, and enables managers to make better data-based business decisions and improve processes and outcomes across the agency.

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.

- 1. Government Contracting Equity Civil Rights Programs** – Operating SacRT’s Disadvantaged Business Enterprise (DBE) Program in good faith and in accordance with federal requirements. The primary goal and objective of the DBE program is to level the playing field on federally-assisted transit contracts and subcontracts relating to SacRT’s construction, procurement, and professional services activities. Benchmarking against and collaborating with other agencies to ensure that SacRT is aligning with industry best practices 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.
- 2. Governmental and Community Relations Development** – Continue to raise the agency’s profile throughout the community to demonstrate the impact additional funding would have on our system and region. Work to leverage the historic amounts of funding available to transform our system infrastructure to expand service for riders while addressing the equity and climate needs of our community.

SacRT Goals and Objectives in FY 2023 continued

3. **Innovative Planning and Project Delivery** – Successfully lead district planning initiatives to increase access to public transit and mobility options in our community. Further improve our current system by identifying existing needs, supporting funding and real estate opportunities, and prioritizing projects to make sure rider experience is best in class. Coordinate with local, state, and federal partners will enable SacRT to continue to move riders where they want to go when they want to go by improving service for riders while addressing the equity and climate needs of our community.
4. **Marketing Strategies for Customer Engagement** – Continue to engage with customers and members of the community to raise awareness of SacRT services, the benefits of public transit, and increase ridership. Create promotional materials that enable staff and riders to feel more confident using our system and services with engaging videos and hands-on workshops. Collaborate with community partners to connect and engage with riders at a variety of community events, festivals, and promotions.
5. **Property Management and System Support** – Monitor and track use of SacRT property to improve agency operational efficiencies, transit ridership generation, as well as economic, health, safety, quality of life, and environmental impacts of projects. Acquire additional property for system and agency needs. Dispose of surplus property not needed for agency operations. Identify ways to generate revenue from property that would contribute to transit improvements. Show that we are leading toward better economic and community benefits through real estate projects that positively impact transit ridership and contribute toward improving community value and support in the region.

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.

1. **Bus Maintenance Modernization** – Pursue a variety of projects to rapidly and efficiently update and modernizing the bus fleet. Successful implementation of these projects will result in decreased maintenance and parts costs, increases in vehicle equipment availability and allow for proactive maintenance on our fleet. These efforts will enable the maintenance department to deliver a fleet to customers that is clean, safe and reliable.
2. **Fare Revenue Modernization** – Provide timely and accurate reporting data while adhering to all federal standards for reporting District fare revenues and ridership information. Implement new technologies in fare collection to improve rider experiences and service provision while minimizing risk through internal controls. Provide support for innovative fare projects and partnerships and provide oversight of the Connect Card Regional Service Center for SacRT and the participating partner agencies.
3. **Improving the Customer Experience** – Provide excellent customer service to SacRT employees, riders, and community members by putting the customer experience first in our processes and procedures. Respond to customer inquiries in an effective and respectful manner. Train and empower customer satisfaction employees to engage with members of the public in a way that promotes our core values and improved customer outcomes.

SacRT Goals and Objectives in FY 2023 continued

4. **Providing Reliable and Safe Bus Transportation** – Increasing system reliability to improve customer satisfaction and better provide bus service to get people where they want to go, when they want to go. Improve staffing levels and workforce development training opportunities to not only provide riders with more reliable transportation and efficient service, but also positively impact employee morale, promote safety best practices to eliminate and reduce accidents across our system, and keep passengers and operators safe.
5. **RTPS & Social Worker Engagement to Improve Safety Along the Right-of-Way** – Collaborate, coordinate, and partner with internal staff and external service providers and agencies to address safety hazards along light rail tracks and right-of-way (ROW). By addressing community concerns and system safety risks we can reduce chronic issues and safety hazards across the system and improve outcomes for our unhoused population. Efforts include piloting innovative solutions to provide targeted learning opportunities for staff and resources to unhoused riders and community members.
6. **SacRT GO Paratransit Operational Excellence** – Further improve SacRT’s paratransit service, operational performance, and actively engage with riders and employees as service area expands more broadly in the region. SacRT’s focus on operational excellence, efficiency, and reliability will enable us to meet FTA service requirements and improve customer satisfaction.
7. **Security Support and Customer Service** – Provide robust customer service and promote safety and security across our system to improve customer experience. Focus on developing team members and empowering them to better serve the community, improve customer interactions, and reduce customer service reports and complaints. Staff provide continuous and consistent customer service to all passengers and are the first to respond to resolve security issues, support RTPS sworn officer investigations, and provide real time notification to customers via the public address system and Alert SacRT mobile application.



SacRT Goals and Objectives in FY 2023 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.

1. **Employee Recruitment and Retention** – Actively promote internal and external recruitment opportunities to connect with wider pool of qualified applicants. Review current policies and procedures to identify opportunities for improvement and creating efficiencies in our recruitment processes. Engage in opportunities for staff development, cross training, and succession planning to improve productivity, employee morale, and retention rates.
2. **Labor Engagement and Workforce Development** – Develop a best-in-class workforce by engaging with new employees to establish a deep understanding of workplace expectations to improve retention. Continuously train management employees to improve labor management outcomes and compliance with local, state, and federal laws and regulations. Provide employees with the resources and tools they need to stay engaged at work and focused on the overall success of the agency.
3. **Strategic Planning and Workforce Development** – Implementation of robust outcome-based strategic project management plan, records retention policy program adherence, training and workforce development program activities, and uniform policy and procedure updates. Develop and procure training materials and resources to cultivate a highly skilled, effective, and motivated workforce. Strategies will focus on improving process efficiency and supporting staff across the agency to improve project outcomes.



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Operating Budget Summary

Operating Budget Summary

Enterprise Fund Statement (Fund Balance)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget
Operating Revenues					
Fare Revenue	\$ 25,428,432	\$ 20,998,877	\$ 12,001,272	\$ 14,308,770	\$ 13,147,000
Contracted Services	3,730,930	7,125,076	6,634,126	825,900	649,730
State Local	104,030,786	114,879,837	113,657,412	144,507,608	149,183,917
Federal	35,750,251	35,080,314	57,703,601	56,675,720	62,048,713
Other	8,551,220	16,417,255	7,339,536	5,239,086	5,890,000
Total Operating Revenue	<u>177,491,619</u>	<u>194,501,359</u>	<u>197,335,947</u>	<u>221,557,084</u>	<u>230,919,360</u>
Capital Revenue Contributions					
State Local	24,306,783	27,812,124	42,669,138	41,351,937	1,242,584
Federal	2,371,127	4,558,370	4,848,118	29,408,367	1,746,581
To Be Determined	-	-	-	-	40,406,302
Total Capital Revenue	<u>26,677,910</u>	<u>32,370,494</u>	<u>47,517,256</u>	<u>70,760,304</u>	<u>43,395,467</u>
Operating Expenses					
Salaries Benefits	116,540,238	128,291,451	141,909,606	153,684,302	160,969,320
Professional Services	22,775,931	22,129,623	14,162,411	16,497,310	22,032,739
Materials Supplies	10,843,913	11,490,270	13,503,911	14,748,156	14,567,550
Utilities	6,761,302	6,820,547	7,271,754	7,424,683	8,081,000
Insurance Liability	14,011,316	9,930,823	12,335,695	19,783,495	19,792,888
Other	3,262,270	3,045,851	2,209,092	2,633,987	5,475,863
Total Operating Expenses	<u>174,194,970</u>	<u>181,708,565</u>	<u>191,392,469</u>	<u>214,771,933</u>	<u>230,919,360</u>
Operating Expenses For Capital	¹ 4,942,701	6,920,514	4,701,779	5,128,457)	3,000,000
Non-Operating Expenses					
Depreciation Amortization	43,359,261	42,739,264	44,060,094	46,623,437	43,000,000
Interest Expense	131,668	2,399,392	2,386,142	1,574,881	2,224,600
Total Non-Operating Expenses	<u>43,490,929</u>	<u>45,138,656</u>	<u>46,446,236</u>	<u>48,198,318</u>	<u>45,224,600</u>
GASB Adjustment	² 961,756)	4,185,262)	28,806,612	9,480,288	
Impairment Loss		15,375,413)			
Prior Year Adjustment		35,245,195)			
Spical Item: Transfer of Operations	5,390,442			15,781,405	
Services Funded by Others	³ 4,447,642)	74,255)	123,612)	276,970)	
Beginning Balance, July 1	794,522,093	776,044,066	714,268,059	745,263,778	804,724,096
Ending Balance, June 30	<u>\$ 776,044,066</u>	<u>\$ 714,268,059</u>	<u>\$ 745,263,778</u>	<u>\$ 804,724,096</u>	<u>\$ 799,894,963</u>
% Change in Ending Fund Balance	-2.33%	-7.96%	4.34%	7.98%	-0.60%

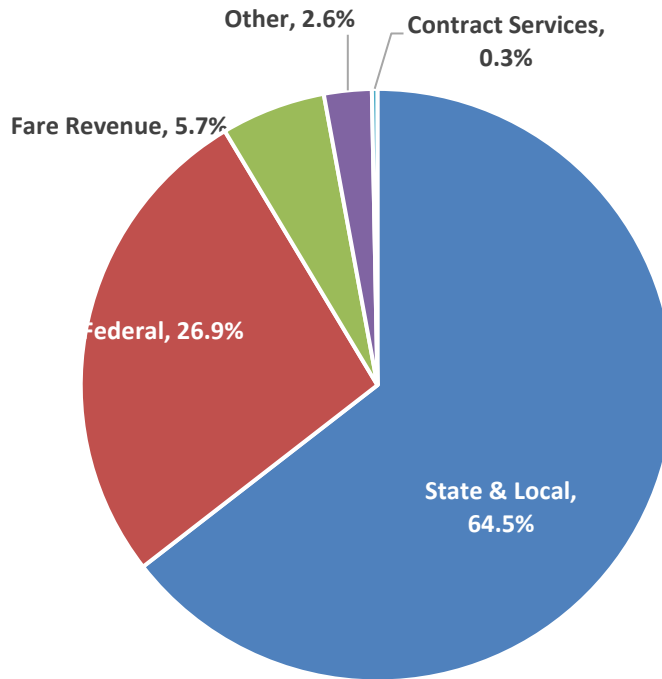
¹ Operating expense related to capital projects and paid with capital grant funding.

² Cumulative effect of GASB adjustments.

³ Street Car costs are funded by others.

Revenues

Operating Revenues by Funding Source



(Dollars in Thousands)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23 Amount	Percent
Fare Revenue	\$ 25,428	\$ 20,999	\$ 12,001	\$ 14,309	\$ 13,147	\$ (1,162)	-8.1%
Contracted Services	3,731	7,125	6,634	826	650	(176)	-21.3%
State & Local	104,031	114,880	113,657	144,508	149,184	4,676	3.2%
Federal	35,750	35,080	57,704	56,676	62,049	5,373	9.5%
Other	8,551	16,417	7,340	5,239	5,890	651	12.4%
Subtotal	\$ 177,492	\$ 194,501	\$ 197,336	\$ 221,557	\$ 230,919	\$ 9,362	4.2%
Operating Reserve *	(3,297)	(12,793)	(5,943)	(6,223)	-		
Operating Revenue	\$ 174,195	\$ 181,709	\$ 191,392	\$ 215,334	\$ 230,919	\$ 9,362	4.3%

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) and California State University, Sacramento (CSUS) Student pass programs.

The FY 2023 Budget proposes \$13.1 million in Fare Revenue, a reduction of \$1.2 million (8.1%) from the FY 2022 Projected Revenue of \$14.3 million.

- This Fare Revenue reduction is due to a free Fare month program included in the FY 2023 budget. According to this program, riders will be able to ride without paying fares during the month of October 2022. Funding for this program comes from other revenue sources.

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 2023 Budget proposes \$0.6 million in Contracted Services revenue, a reduction of \$0.2 million (21.3%) from the FY 2022 Projected Revenue of \$0.8 million.

- This includes \$0.45 million for Rancho Cordova contract.
- This also includes \$0.15 million for UC Davis Causeway Connection service.

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 2023 Budget proposes \$149.2 million in state and local funding revenue, an increase of \$4.7 million (3.2%) from the FY 2022 Projected Revenue of \$144.5 million.

- This budget reflects a 2.6% increase in Measure A Sales tax based revenue.
- This budget reflects a 9.2% increase in TDA-LTF due to projected growth in taxable sales.
- This budget includes \$2.5 million in LCTOP Cap & Trade funding, which is 6.8% increase compared to FY 2022 Projected Revenue.
- This budget also includes \$1.8 million in SmarT Ryde (Neighborhood Shuttle) revenue, which is the remaining funding for this program.



BUS STOP IMPROVEMENTS SURVEY

Take the survey until June 17, 2022

YOUR FEEDBACK IS NEEDED
TO MAKE SACRAMENTO
REGION BUS STOPS BETTER!



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 Coronavirus Aid, Relief, and Economic Security Act (CARES Act) and the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA) Stimulus funding.

The FY 2023 Budget proposes \$62.0 million in federal funding, an increase of \$5.4 million (9.5%) from the FY 2022 Projected Revenue of \$56.7 million.

- This budget includes \$3.9 million in CARES Act funding to offset revenue losses and cover expenditures incurred due to the impacts of COVID-19. The CARES Act is a law to address the economic fallout of the 2020 coronavirus pandemic in the United States.
- This budget includes \$24.9 million in the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA) Stimulus funding.
- This budget includes \$31.8 million in American Rescue Plan (ARP) Stimulus funding.
- This budget includes \$1.1 million in Job Access/Reverse Commute funding.
- This budget includes \$0.2 million in Congestion Mitigation and Air Quality Improvement funds (CMAQ) for Causeway Connection service to UC Davis.

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 2023 Budget includes \$5.9 million in other revenue, which is an increase of \$0.7 million (12.4%) from the FY 2022 Projected Revenue of \$5.2 million.

- This includes \$0.65 million in ECOS settlement revenue for Folsom late-night service.
- This includes \$0.8 million in Advertising income and \$0.2 million in Investment income.
- This includes \$1.5 million for the sale of Low Carbon Credits through the State Cap and Trade program.
- This also includes \$0.3 million in Real Estate revenue.

Revenues continued

FY 2022 to FY 2023 Revenue Comparison

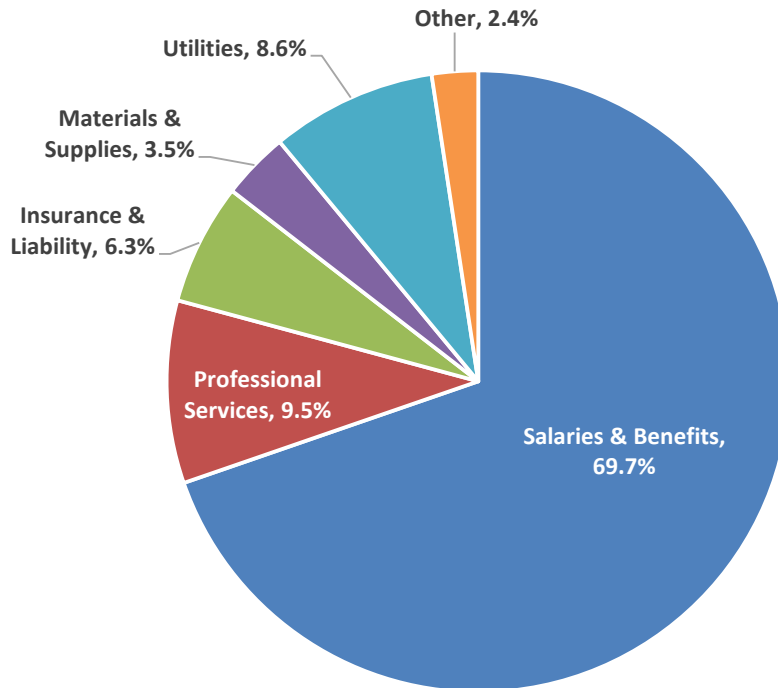
Category Group	GL Description	FY 2022 Projected	FY 2023 Budget	Variance
Revenue		221,557,084	230,919,360	9,362,276
<i>Fare Revenue</i>				
		14,308,769	13,147,000	(1,161,769)
	<i>Farebox Revenue</i>	4,074,256	3,500,000	(574,256)
	410120 Alta Pass	140,955	-	(140,955)
	410920 Cash Fares	3,933,477	3,500,000	(433,477)
	410921 FVM Audit Adj/Refund	(176)	-	176
	<i>Transfer Agreements</i>	(74,262)	(50,000)	24,262
	410925 Transfer Agreements	(74,262)	(50,000)	24,262
	<i>Sales</i>	6,730,062	6,500,000	(230,062)
	410301 Prepaid Sales	-	6,500,000	6,500,000
	410310 MTO Net Sales	346,831	-	(346,831)
	410315 FPP Gross Sales	7,555,901	-	(7,555,901)
	410316 FPP Sales Discounts	(4,318,563)	-	4,318,563
	410317 FPP Return Discounts	7,500	-	(7,500)
	410318 FPP Sales Adjustment	(22,301)	-	22,301
	410319 FPP Actual Returns	(370,295)	-	370,295
	410320 FPP Accrual Returns	4,650	-	(4,650)
	410350 Connect Fare Sales	2,633,583	-	(2,633,583)
	410360 Mobile Ap Fare Sales	-	-	-
	410370 MAPP Passenger Fares	1,023,773	-	(1,023,773)
	410371 MAPP Passenger Fares	(49,642)	-	49,642
	410903 Ticket Exchange Ref	(81,375)	-	81,375
	<i>Special Fare Services</i>	3,578,390	3,200,000	(378,390)
	410204 CSUS - Students	933,207	900,000	(33,207)
	410205 Los Rios - Student	1,642,340	1,280,000	(362,340)
	410210 K-12 Ryde Free	976,945	1,000,000	23,055
	420918 Special Services	25,898	20,000	(5,898)
	<i>Miscellaneous Revenue</i>	323	(3,000)	(3,323)
	410105 Adult Daily	620	-	(620)
	410601 Commissions	(297)	(3,000)	(2,703)
	410930 Folsom Revenues	-	-	-
<i>Contracted Services</i>				
		825,900	649,730	(176,170)
	<i>Contract Services</i>	825,900	649,730	(176,170)
	420919 City Services	49,730	49,730	-
	420923 Rancho Cordova	508,887	450,000	(58,887)
	420926 UC Davis	267,283	150,000	(117,283)

Revenues continued

Category Group	GL Description	FY 2022 Projected	FY 2023 Budget	Variance
<i>Other Income</i>		5,239,086	5,890,000	650,914
<i>Advertising</i>		800,060	800,000	(60)
430915	Ads shelters	179,017	164,000	(15,017)
430916	Ads LR Stations	14,824	36,000	21,176
430919	Ads Bus Vehicles	440,971	300,000	(140,971)
430920	Advertising LR Vehic	133,412	300,000	166,588
431100	Naming Rights	31,836	-	(31,836)
<i>Miscellaneous Income</i>		4,379,272	4,550,000	170,728
430913	ID Sales	49,142	50,000	858
430914	Fines	5,514	6,000	486
450710	CNG Revenue	1,253,609	-	(1,253,609)
450922	Other Revenue	1,286,872	1,843,300	556,428
450923	ECOS Revenue	734,676	650,000	(84,676)
450926	Bike Locker	480	700	220
450930	Telephone Comm	-	-	-
450935	Parking Lot Fees	-	-	-
450939	RIN Credits-Biofuels	85,267	500,000	414,733
450925	Discount	-	-	-
470952	Low Carbon Credit	963,712	1,500,000	536,288
<i>Real Estate Income</i>		304,814	340,000	35,186
441140	RE Lease	274,452	340,000	65,548
441144	R.E. Joint Dvlmnt	10,362	-	(10,362)
441145	R.E. Processsing Fee	20,000	-	(20,000)
<i>Investment Income</i>		(245,060)	200,000	445,060
450924	Interest Income	118,017	-	(118,017)
450942	Interest Inc Dev Fee	-	-	-
450943	Interest Invested Fd	(363,275)	200,000	563,275
450944	Interest Income Misc	198	-	(198)
<i>State and Local Subsidy</i>		144,507,608	149,183,917	4,676,309
<i>State and Local Assistance</i>		144,507,608	149,183,917	4,676,309
470930	MSA - RT General	58,317,470	59,850,000	1,532,530
470931	MSA - Neighborhood Shuttle	5,739,688	1,800,808	(3,938,880)
470932	MSA: SacRT GO	5,324,639	5,565,000	240,361
470934	LTF	72,783,913	79,468,109	6,684,196
470940	Other Local Grant Rv	-	-	-
470942	STA-SB1 RT	-	-	-
470943	STA-SB1 SGR	-	-	-
470945	Cap and Trade LCTOP	2,341,898	2,500,000	158,102
<i>Federal Subsidy</i>		56,675,721	62,048,713	5,372,992
<i>Federal Assistance</i>		56,675,721	62,048,713	5,372,992
460941	Fed 5307 Prev Maint	-	-	-
460942	Federal Access Jobs	-	1,106,565	1,106,565
460947	Fed 5337 Good Repair	-	-	-
460948	Federal CMAQ SL	-	-	-
460949	Federal SECAT	-	-	-
460951	Federal CMAQ UCD	302,109	250,000	(52,109)
460956	CARES Act	37,646,433	3,931,489	(33,714,944)
460957	CRRSAA Stimulus	18,727,179	24,920,608	6,193,429
460958	ARP Stimulus	-	31,840,051	-

Expenses

Operating Expenses by Expense Category

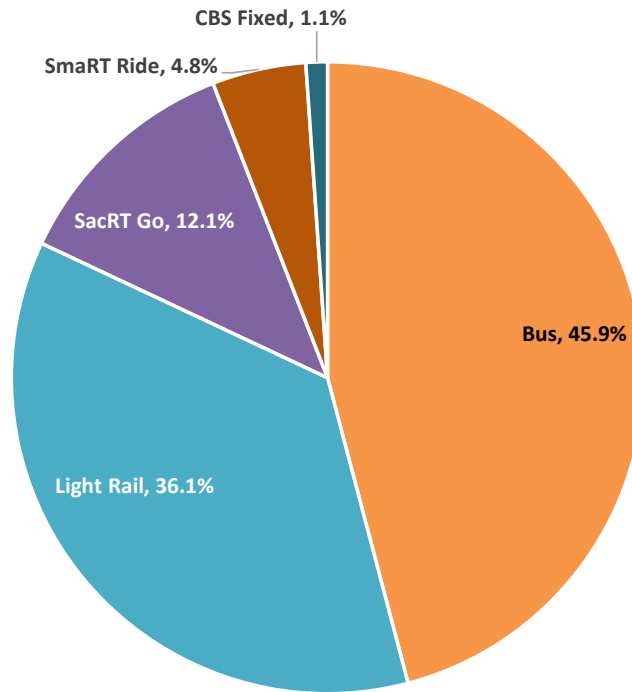


(Dollars in Thousands)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Salaries & Benefits	\$ 116,540	\$ 128,291	\$ 141,910	\$ 153,684	\$ 160,969	\$ 7,285	4.7%
Professional Services	22,776	22,137	14,162	16,497	22,033	5,535	33.6%
Materials & Supplies	10,844	11,490	13,504	14,748	14,568	(181)	-1.2%
Utilities	6,761	6,821	7,272	7,425	8,081	656	8.8%
Insurance & Liability	14,011	9,931	12,336	19,783	19,793	9	0.0%
Other	3,262	3,038	2,209	2,634	5,476	2,842	107.9%
Total Operating Exp	174,195	181,709	191,392	214,772	230,919	16,147	7.5%
GASB 87 Lease				562		(562)	
Total Expenses	\$ 174,195	\$ 181,709	\$ 191,392	\$ 215,334	\$ 230,919	\$ 15,585	7.2%

Expenses continued

Operating Expenses by Mode

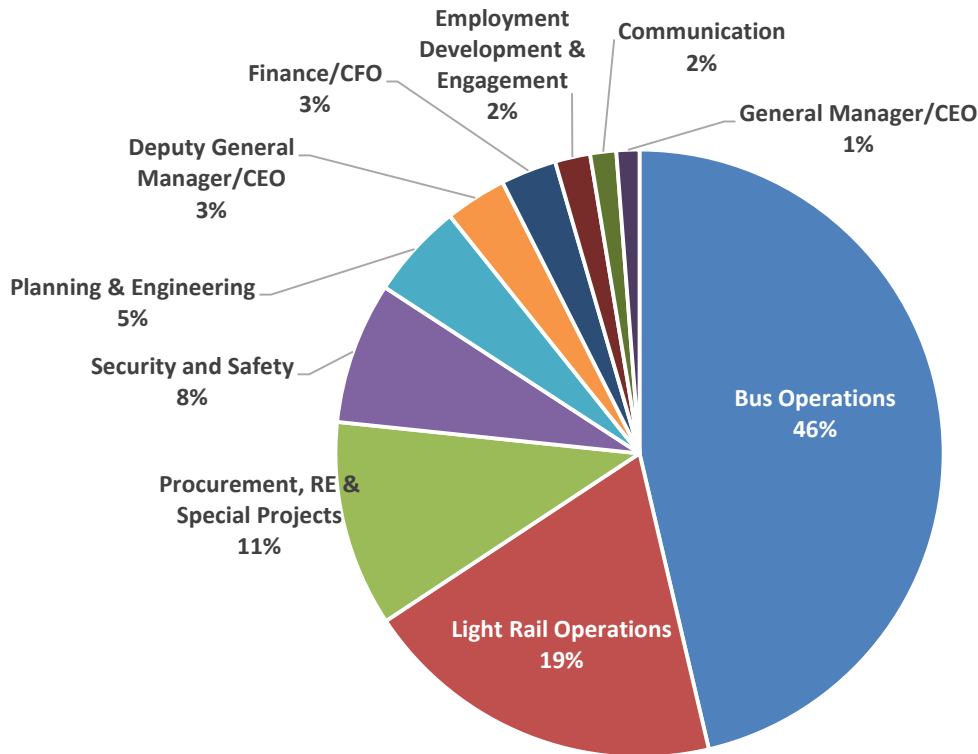


(Dollars in Thousands)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23 Amount	Percent
Combined Bus	\$ 89,536	\$ 94,656	\$ -	\$ -	\$ -	\$ -	N/A
Bus			85,199	103,505	106,014	2,509	2.4%
CBS Fixed	-	-	3,869	2,810	2,464	(346)	(12.3%)
SmaRT Ride	-	-	7,476	9,807	11,096	1,289	13.1%
SacRT Go	-	-	16,907	22,022	27,943	5,921	26.9%
Purchased Transportation	11,600	7,593	-	-	-	-	N/A
Light Rail	73,059	72,725	71,531	76,628	83,403	6,775	8.8%
Elk Grove e-Tran Services	-	6,735	6,410	-	-	-	N/A
Total Expenses	174,195	181,709	191,392	214,772	230,919	16,147	7.5%
GASB 87 Lease				562		(562)	
Total Expenses	\$ 174,195	\$ 181,709	\$ 191,392	\$ 215,334	\$ 230,919	\$ 15,585	7.2%

Expenses continued

Operating Expenses by Division



(Dollars in Thousands)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23 Amount	Percent
General Manager/CEO	\$ 3,886	\$ 5,055	\$ 4,028	\$ 2,356	\$ 2,953	\$ 597	25.3%
Planning & Engineering	2,621	10,337	9,756	9,844	12,261	2,417	24.6%
Bus Operations	123,777	125,807	133,724	102,873	111,896	9,023	8.8%
Light Rail Operations	-	-	-	42,676	46,761	4,085	9.6%
Deputy General Manager/CEO	7,465	8,367	9,778	10,896	7,916	(2,980)	(27.3%)
Employment Development & Engagement	-	-	-	-	4,522	4,522	N/A
Engineering & Facilities	889	-	-	-	-	-	N/A
Finance/CFO	23,159	18,608	20,468	28,524	7,155	(21,368)	(74.9%)
Procurement, Real Estate & Special Projects	-	-	-	-	26,458	26,458	N/A
Communication	1,391	-	-	2,300	3,341	1,041	45.3%
Security and Safety	11,315	13,764	13,839	15,475	18,223	2,748	17.8%
Non-Divisional	(308)	(229)	(199)	(172)	(10,568)	(10,396)	6038.0%
Total Operating Expenses	174,195	181,709	191,392	214,772	230,919	16,147	7.5%
GASB 87 Lease				562		(562)	
Total Expenses	\$ 174,195	\$ 181,709	\$ 191,392	\$ 215,334	\$ 230,919	\$ 15,585	7.2%

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

Expenses continued

FY 2023 Operating Budget Summary - All Divisions

(Dollars in Thousands)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23 Amount	Percent
Salaries & Benefits	\$ 116,540	\$ 128,291	\$ 141,910	\$ 153,684	\$ 160,969	\$ 7,285	4.7%
General Manager/CEO	3,207	3,138	3,151	2,053	2,426	373	18.1%
Planning & Engineering	2,391	6,594	5,810	6,085	7,748	1,663	27.3%
Bus Operations	92,337	100,237	113,623	87,894	97,499	9,605	10.9%
Light Rail Operations	-	-	-	35,020	36,935	1,914	5.5%
Deputy General Manager/CEO	5,639	5,464	6,171	7,030	4,538	(2,492)	-35.4%
Employment Development & Engagement	-	-	-	-	3,739	3,739	N/A
Engineering & Facilities	884	-	-	-	-	-	N/A
Finance/CFO	5,514	6,107	6,247	6,776	4,087	(2,689)	-39.7%
Procurement, Real Estate & Special Projects	-	-	-	-	3,609	3,609	N/A
Communication	880	-	-	1,435	2,087	653	45.5%
Security and Safety	5,997	6,980	7,107	7,564	8,870	1,306	17.3%
Non-Divisional	(309)	(229)	(199)	(172)	(10,568)	(10,396)	6038.0%
Other Expenses	\$ 57,655	\$ 53,417	\$ 49,483	\$ 61,088	\$ 69,950	\$ 8,862	14.5%
General Manager/CEO	679	1,916	876	303	527	224	74.0%
Planning & Engineering	229	3,744	3,946	3,760	4,513	754	20.0%
Bus Operations	31,441	25,570	20,101	14,980	14,398	(582)	-3.9%
Light Rail Operations	-	-	-	7,656	9,827	2,171	28.4%
Deputy General Manager/CEO	1,826	2,903	3,607	3,865	3,378	(488)	-12.6%
Employment Development & Engagement	-	-	-	-	783	783	N/A
Engineering & Facilities	4	-	-	-	-	-	N/A
Finance/CFO	17,645	12,501	14,221	21,748	3,069	(18,680)	-85.9%
Procurement, Real Estate & Special Projects	-	-	-	-	22,849	22,849	N/A
Communication	511	-	-	865	1,254	389	44.9%
Security and Safety	5,318	6,784	6,732	7,911	9,353	1,442	18.2%
Non-Divisional	1	-	-	-	-	-	N/A
Total Operating Exp	174,195	181,709	191,392	214,772	230,919	16,147	7.5%
GASB 87 Lease				562		(562)	
Total Expenses	\$ 174,195	\$ 181,709	\$ 191,392	\$ 215,334	\$ 230,919	\$ 15,585	7.2%

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 2023 Budget proposes \$161.0 million for salaries and benefits, an increase of \$7.3 million (4.7%) from the FY 2022 Projected cost of \$153.7 million.

- The Fiscal Year 2023 Budget includes 1,471 funded positions, which is an increase of 21 funded positions from the Fiscal Year 2022 Projected of 1,450 funded positions. See Positions section on page 110 for details.
- Straight time pay, overtime and personal service contract costs increased by \$2.2 million (2.5%) from the FY 2022 Projected cost of \$88.5 million. This reflects various District position salary adjustments.
- Fringe Benefit costs increased by \$5.2 million (7.7%) from the FY 2022 Projected cost of \$66.8 million. This reflects an increase of \$0.5 million in FICA costs, \$1.9 million in medical, dental, life and vision costs, and \$2.5 million in vacation and sick leave accrual, etc.
- Capital recovery and indirect savings have resulted in an increase of \$0.1 million (6.6%) as compared to the FY 2022 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 2023 Budget proposes \$22.0 million for Professional Services, an increase of \$5.5 million (33.6%) from the FY 2022 Projected cost of \$16.5 million.

- This reflects a \$1.5 million increase in Outside Services in Information Technology, Planning, Safety, Risk Management, Communications and Light Rail Wayside.
- This reflects a \$1.3 million increase in Security Services.
- This reflects a \$0.5 million increase in Software/Cloud Services cost.
- This reflects a \$1.8 million increase in UZURV ADA supplemental services contract.
- This reflects the FY 2023 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 2023 Budget includes \$14.6 million for materials and supplies, a reduction of \$0.2 million (1.2%) from the FY 2022 Projected cost of \$14.8 million.

- This budget reflects an increase of \$0.5 million in LRV parts cost due to high maintenance cost for aging light rail vehicles.
- This budget reflects a slight reduction in CNG and gasoline cost due to anticipation that fuel prices will stabilize in FY 2023.

Utilities

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

The FY 2023 Budget includes \$8.1 million for Utilities, an increase of \$0.7 million (8.8%) from the FY 2022 Projected cost of \$7.4 million.

- This budget includes \$0.1 million in electricity cost for charging of zero emission buses.
- This budget reflects an increase of \$0.7 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 2023 Budget includes \$19.8 million for Insurance & Liability, which is the same as the FY 2022 Proposed cost of \$19.8 million.

- This reflects a reduction of \$2.6 million in the projected claims reserves for Property and Liability for FY 2023 based on actuarial evaluation.
- This also reflects an increase of \$1.3 million in the projected claims reserves for Workers' Compensation for FY 2023 based on actuarial evaluation.
- The budget includes an increase in Excess Liability by \$0.6 million due to market condition.
- This budget includes an increase of \$0.2 million in property insurance premium.
- This also reflects the updated FY 2023 insurance premium costs, which increased due to challenging market conditions and fewer carrier options.

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 2023 Budget includes \$5.4 million for other expenditures, an increase of \$2.8 million (107.9%) from the FY 2022 Projected cost of \$2.6 million.

- The budget includes \$1.3 million in Contingency for unforeseen expenditures that may happen throughout the year.
- This budget includes \$1.6 million in Property lease cost.
- This budget includes \$0.55 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 2022 to FY 2023 Expenses Comparison

Category Group	GL Description	FY 2022 Projected	FY 2023 Budget	Variance
Expenses		214,771,933	230,919,360	16,147,427
Wages		153,684,302	160,969,320	7,285,018
<i>Labor/Fringes</i>		<i>153,684,302</i>	<i>160,969,320</i>	<i>7,285,018</i>
<i>Labor</i>		<i>88,506,744</i>	<i>90,749,951</i>	<i>2,243,207</i>
	510010 Straight Time	75,112,507	79,799,655	4,687,148
	510011 Overtime	11,779,920	9,113,604	(2,666,316)
	510025 Salary PSC	870,859	1,207,980	337,121
	510050 Supplemental Pension	41,707	41,712	5
	630015 Temporary Help	701,751	587,000	(114,751)
<i>Fringes</i>		<i>66,794,470</i>	<i>71,942,766</i>	<i>5,148,296</i>
	510017 Med Cost Pay	804,754	-	(804,754)
	520001 FICA	7,199,970	7,687,181	487,211
	520002 Pension	25,575,022	25,344,830	(230,192)
	520003 Medical	18,622,069	21,291,950	2,669,881
	520004 Dental	1,578,754	1,683,242	104,488
	520005 Life	258,446	273,168	14,722
	520007 Unemployment	56,629	150,000	93,371
	520008 Post Retirement	3,277,215	3,840,288	563,073
	520009 Vacation Accrual Exp	5,597,875	6,983,957	1,386,082
	520010 Sick Leave Accl Exp	3,433,766	4,535,382	1,101,616
	520016 Vision Care	212,094	226,636	14,542
	520019 1/2 Percent ATU	336,922	354,048	17,126
	520050 Retirement 401/457	586,708	524,362	(62,346)
	520108 OPEB Implicit RateCR	(745,754)	(952,278)	(206,524)
<i>Capital Labor & Fringes</i>		<i>(1,616,912)</i>	<i>(1,723,397)</i>	<i>(106,485)</i>
	550001 Project Labor Rollup	(646,123)	(792,410)	(146,287)
	550002 Project Indirect	(172,372)	(195,170)	(22,798)
	550003 Pension Contra	(330,494)	(351,154)	(20,660)
	550004 Connect Contra	(351,822)	(294,443)	57,379
	550005 Connect Indirect	(116,101)	(90,220)	25,881

Expenses continued

Category Group	GL Description	FY 2022 Projected	FY 2023 Budget	Variance
Other Expenditures		53,417,113	57,452,466	4,035,353
<i>Services</i>		<i>16,497,310</i>	<i>22,032,739</i>	<i>5,535,429</i>
	<i>Professional & Other Services</i>	<i>16,343,880</i>	<i>20,032,739</i>	<i>3,688,859</i>
	610014 Board Fees	21,800	20,000	(1,800)
	630001 Laundry	119,640	151,374	31,734
	630002 Consultants	30,000	36,250	6,250
	630003 Outside Service	2,046,390	3,558,947	1,512,557
	630005 Insurance Brokers	162,091	186,500	24,409
	630006 Arbitration	5,522	25,000	19,478
	630008 Management Fees	499,356	500,000	644
	630009 Legal Services	204,952	356,174	151,222
	630010 Physicals	199,793	265,659	65,866
	630011 Auditing	9,050	9,230	180
	630012 Timetables and Maps	10,591	30,000	19,409
	630016 Accident Board	2,400	2,400	-
	630018 Building grounds	531,557	537,914	6,357
	630019 Bus Stops	10,179	53,000	42,821
	630020 Revenue Vehicles	249,935	175,000	(74,935)
	630021 Contract Maintenance	1,105,018	749,831	(355,187)
	630022 LR Non Rev Vehicles	60,160	69,000	8,840
	630023 Bus Non Rev Vehicles	132,470	120,000	(12,470)
	630024 Service Maintenance	728,944	840,625	111,681
	630025 Landscaping	5,017	20,000	14,983
	630026 Radio Maintenance	576,352	450,000	(126,352)
	630027 Custodial	173,627	220,428	46,801
	630029 Computer Maintenance	123,330	117,600	(5,730)
	630032 Mobile App Fees	72,420	74,000	1,580
	630038 Plants	-	500	500
	630039 PBID Related Expense	265,329	266,320	991
	630040 Work program	334,526	360,000	25,474
	630045 Security Services	7,185,920	8,500,000	1,314,080
	630047 Printing	90,536	71,000	(19,536)
	630050 Weeds	15,351	57,600	42,249
	630052 COVID-19 Services	1,239	20,000	18,761
	630056 Promo	33,735	50,000	16,265
	630057 Other Prod Serv	1,425	5,000	3,575
	630061 Record Destruction	994	3,000	2,006
	630065 Management Services	3,096	13,000	9,904
	630070 Software/Cloud Services	427,391	965,787	538,396
	630082 Board Support	2,600	7,000	4,400
	630083 Art Work	-	1,000	1,000
	630085 Media Advertising	165,860	300,000	134,140
	630089 Advocacy Services	108,800	156,000	47,200
	630090 Legal Notices	5,268	15,000	9,732
	630095 Employee Advertisement	113,580	80,400	(33,180)
	630096 Pre Employment Cost	98,328	104,000	5,672
	630097 Hazardous Materials	44,758	68,200	23,442
	630100 SacRT GO Vehicle Maintenance	364,550	420,000	55,450
	<i>Purchased Transportation</i>	<i>153,430</i>	<i>2,000,000</i>	<i>1,846,570</i>
	630091 Purchased Transportation	153,430	2,000,000	1,846,570

Expenses continued

Category Group	GL Description	FY 2022 Projected	FY 2023 Budget	Variance
<i>Supplies</i>		14,748,157	14,567,550	(180,607)
<i>Materials & Supplies</i>		14,748,157	14,567,550	(180,607)
640001	Tires	34,910	45,000	10,090
640002	Gasoline	3,037,322	2,812,000	(225,322)
640003	Diesel	101,619	60,000	(41,619)
640004	CNG	4,477,237	3,450,000	(1,027,237)
640005	Sac Vocational Supplies	2,387	17,700	15,313
640006	Lubricants	155,979	155,000	(979)
640007	Cleaning	21,808	40,000	18,192
640008	Bus Parts	2,509,994	2,680,000	170,006
640009	Parts Non Rev	34,802	34,000	(802)
640010	Parts LRV	2,472,562	3,000,000	527,438
640011	Parts Farebox	1,441	-	(1,441)
640012	Parts Fare Vending Machines	19,949	75,000	55,051
640013	Equipment Supplies	47,653	65,500	17,847
640014	Parts Facility	31,959	40,000	8,041
640015	Building and Grounds	244,450	350,000	105,550
640017	WaysideSpares/supply	330,179	375,000	44,821
640020	Camera	39,976	21,000	(18,976)
640021	Printing Tickets	89,873	94,000	4,127
640022	Printed Materials	988	1,000	12
640023	Copier Supplies	12,737	12,000	(737)
640025	Office Supplies	95,814	101,150	5,336
640026	Legal Research Mater	45,992	40,000	(5,992)
640027	Small Tools	31,579	37,000	5,421
640028	Accident Repairs-Par	122	-	(122)
640030	Equipment Items	92,762	9,200	(83,562)
640031	Other Supplies	510,646	325,000	(185,646)
640032	District Supplies	1,087	10,000	8,913
640033	Consumables LR	196,296	186,000	(10,296)
640037	Metro Tools	31,838	50,000	18,162
640038	Office Furniture	10,650	25,000	14,350
640040	District Postage	78,261	74,000	(4,261)
640050	Connect Card Parts & Equipm	8,169	99,000	90,831
640051	DMS Parts & Equipment	76,536	22,000	(54,536)
640052	COVID-19 Supplies	283,713	262,000	(21,713)
640101	Invent Value Adj Bus	(49,876)	-	49,876
640102	Inv Gain or Loss Bus	(12,201)	-	12,201
640103	Invent Val Adj Rail	(339,196)	-	339,196
640104	Inv Gain or Loss LR	18,140	-	(18,140)
<i>Utilities</i>		7,424,683	8,081,000	656,317
<i>Utilities</i>		7,424,683	8,081,000	656,317
650001	Natural Gas	109,872	83,000	(26,872)
650002	Water	562,881	650,000	87,119
650003	Electricity	1,036,020	1,001,000	(35,020)
650004	Garbage	146,702	100,000	(46,702)
650006	Telephone	1,034,749	967,000	(67,749)
650007	LRV Traction	4,460,172	5,200,000	739,828
650008	Electricity: Bus Charging	74,287	80,000	5,713

Expenses continued

Category Group	GL Description	FY 2022 Projected	FY 2023 Budget	Variance
<i>Insurance/Liabilities</i>		19,783,495	19,792,888	9,393
<i>Casualty & Liability</i>		19,783,495	19,792,888	9,393
	660004 Liability Accrual	4,682,277	2,091,000	(2,591,277)
	660022 WC Accrual	3,955,986	5,209,000	1,253,014
	660027 Employment Practices	75,524	110,000	34,476
	660038 Recoveries	(254,274)	(100,000)	154,274
	660040 Crime	16,266	27,500	11,234
	660041 Boiler & Machinery	11,999	13,200	1,201
	660043 Excess WC	222,214	290,137	67,923
	660044 Excess Liability	8,420,326	9,000,000	579,674
	660047 Assault Premium	3,429	3,850	421
	660049 Property Premium	2,528,996	2,700,000	171,004
	660060 Pollution/UST Premium	9,321	310,200	300,879
	660062 Flood Premium	12,345	17,765	5,420
	660063 Privacy/Cyber Liability	93,529	115,000	21,471
	660064 Fiduciary Insurance	5,557	5,236	(321)
<i>Other Expenses</i>		2,633,986	5,475,863	2,841,877
<i>Miscellaneous - Taxes</i>		375,502	382,200	6,698
	670001 Fuel Taxes	41,496	42,000	504
	670002 Highway Use	129	200	71
	670004 Property Taxes	333,877	340,000	6,123
<i>Miscellaneous - Leases</i>		416,816	1,620,734	1,203,918
	680001 Copier Lease	78,883	91,000	12,117
	680002 Property Leases	229,239	1,489,834	1,260,595
	680003 Other Leases	108,694	39,900	(68,794)
<i>Other Employee Benefits</i>		380,272	543,839	163,567
	520020 Car Allowance	21,800	38,400	16,600
	630007 Training Materials	4,168	7,000	2,832
	630013 Uniforms	188,066	224,130	36,064
	630014 Employee Assistant Program	24,691	40,000	15,309
	630081 Drivers licenses	7,408	6,550	(858)
	630084 Tuition Reimbursement	7,526	8,000	474
	690016 Continuing Education	105	5,000	4,895
	690023 Train Operations	16,851	20,000	3,149
	690025 Training Engineering	25	10,600	10,575
	690033 Training Others	109,632	183,659	74,027
	690056 Train Legal	-	500	500

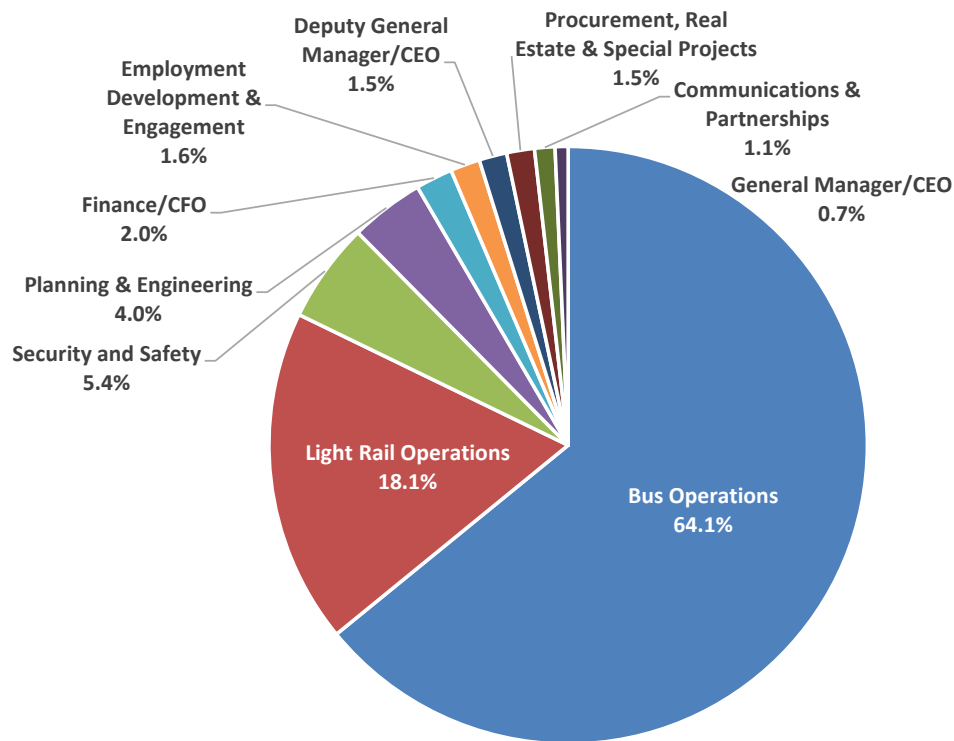
Expenses continued

Category Group	GL Description	FY 2022 Projected	FY 2023 Budget	Variance
<i>Miscellaneous - Other</i>		1,461,396	2,929,090	1,467,694
685001	Freight Out	5,796	13,000	7,204
690001	Dues & Subscriptions	254,444	280,840	26,396
690004	Bad Debt Return Cks	265	1,500	1,235
690005	Meals & Lodging	29,531	80,000	50,469
690006	Travel & Mileage	27,328	71,800	44,472
690011	Recognitions	430	1,900	1,470
690014	Miscellaneous	200,346	115,050	(85,296)
690022	Conference & Seminar	43,760	53,300	9,540
690030	Awards Ceremonies	12,871	20,500	7,629
690034	Events & Sponsorship	160,966	121,000	(39,966)
690050	Contingency	-	1,330,000	1,330,000
690070	Investment Fees	10,280	10,200	(80)
690071	Banking Fees	152,469	150,000	(2,469)
690072	Interest Expense	94,313	125,000	30,687
690075	Connect Card Fees	468,597	550,000	81,403
690080	Penalties and Fines	-	5,000	5,000



Positions

The Fiscal Year 2023 Budget includes 1,471 funded positions, which is an increase of 21 funded positions from the Fiscal Year 2022 projection of 1,450 funded positions.



Division	FY 2019 Funded	FY 2020 Funded	FY 2021 Funded	FY 2022 Funded	FY 2023 Funded	Change FY22 to FY23
General Manager/CEO	26	19	16	9	10	1
Planning Engineering	28	22	57	58	59	1
Bus Operations	937	1063	1196	939	945	6
Light Rail Operations	0	0	0	261	266	5
Deputy General Manager/CEO	0	55	33	41	22	-19
Employment Development Engagement	0	0	0	0	23	23
Engineering & Facilities	48	0	0	0	0	0
Finance/CFO	48	45	47	51	29	-22
Procurement, Real Estate & Special Projects	0	0	0	0	22	22
Communications & Partnerships	30	0	0	9	16	7
Security, Safety and Customer Satisfaction	73	53	74	82	79	-3
Total	1,190	1,257	1,423	1,450	1,471	21

FY 2023 Position Changes and Additions

SacRT is moving rapidly and steadily, trying to advance our expansion and facilities modernization projects by pursuing more competitive funding and partnerships to support our growing needs. In order to continue to meet the high expectations of external and internal stakeholders, taxpayers, and our customers, SacRT general Manager made a organizational changes in our leadership structure to meet important priorities and prepare us for future growth.

General Manager/CEO Division had a net increase of 1 funded position. The position change is as follows:

- Transferred 1 Senior Administrative Assistant from Planning and Engineering Division.
 - Reclass 1 Attorney I to Attorney II.
 - Reclass 1 Administrative Assistant I to Program Analyst.

Planning and Engineering Division had a net increase of 1 funded position. The position change is as follows:

- Transferred 1 Senior Administrative Assistant to General Manager/CEO Division.
- Unfunded 1 Senior Administrative Assistant.
- Transferred 1 Manager, Quality Assurance & TAM to Procurement, Real Estate and Special Projects Division.
- Added 1 Senior Civil Engineer.
- Added 3 Assistant Engineers.

Bus Operations Division had a net increase of 6 funded positions. The position changes are as follows:

- Added 5 Bus Operators.
- Added 1 Transportation Superintendent - Bus.
 - Reclass 2 Maintenance Supervisor – Paratransit to 1 Maintenance Supervisor – Bus and 1 Materials Management Superintendent.
 - Reclass 1 Paratransit Operator/Trainer to 1 Paratransit Dispatcher.
 - Reclass 4 CBS-Folsom and Folsom Operators to 4 CBS Operators.

Light Rail Operations Division had a net increase of 5 funded positions. The position changes are as follows:

- Added 2 Operations Training Specialist in Light Rail Operations and Light Rail Wayside.
- Funded 1 Transportation Supervisor and 2 Lineworker Technician.
 - Reclass 2 Rail Laborer to 2 Senior Rail Maintenance Worker.

FY 2023 Position Changes and Additions continued

Integrated Services and Strategic Initiatives Division has been reorganized and renamed to Deputy General Manager/CEO, which had a net decrease of 19 positions. Human Resources, Labor Relations and Training and Workforce Development were split and moved to Employee Development and Engagement (EDE) Division. The position changes are as follows:

- Added 1 IT Technician II.
- Promoted VP, Integrated Services & Strategic Initiatives/COS to Deputy General Manager/CEO.
- Transferred 13 HR, 3 Labor Relations & 2 Training positions to EDE Division.
- Transferred Sr. Manager Strategic Project & Performance to EDE Division.
- Transferred AVP, HR & Labor Relations to EDE Division.

Employee Development and Engagement Division had a net increase of 23 positions. The position changes are as follows:

- Transferred 13 HR, 3 Labor Relations & 2 Training and Workforce Development from Deputy GM.
- Added 1 HR Analyst I and 1 HR Analyst II.
- Funded 1 Labor Relations Analyst I.
- Transferred Sr. Manager Strategic Project & Perm from Deputy GM.
- Transferred AVP, HR & LR from Deputy GM and promoted to VP, Employee Development and Engagement.
 - Reclass Senior Manager, Human Resources and Director, Human Resources.
 - Reclass Administrative Assistant II to Administrative Technician.

Finance/Chief Financial Officer (CFO) Division split Risk, Real Estate and Procurement to a new division, Procurement, Real Estate and Special Project (PRSP), which had a net decrease of 22 positions. The position changes are as follows:

- Transferred 7 Risk, 2 Real Estate and 10 Procurement to PRSP.
- Added 1 Administrative Assistant II and 1 Senior Grants Analyst.
- Transferred 1 Manager, Quality Assurance & TAM to PRSP.
- Transferred 1 Senior Administrative Assistant to PRSP.
- Eliminated 3 Route Checkers.
 - Reclass Senior Administrative Assistant to Program Analyst.
 - Reclass Payroll Supervisor to Manager, Payroll.
 - Reclass Manager, Grants to Senior Manager, Grants.

FY 2023 Position Changes and Additions continued

Procurement, Real Estate and Special Project (PRSP) had a net increase of 22 positions. The position changes are as follows:

- Transferred 7 Risk, 2 Real Estate and 10 Procurement from Finance/CFO.
- Transferred 1 Manager, Quality Assurance & TAM from Finance/CFO.
- Transferred 1 Senior Administrative Assistant from Finance/CFO.
- Transfer 1 AVP, Finance & Treasury from Finance/CFO & Promote to VP, Procurement, RE & SP.
 - Reclass Real Estate Analyst II to Senior Real Estate Analyst.
 - Reclass Route Checker Supervisor to Senior Administrative Assistant.
 - Reclass Senior Manager, Procurement to Director, Procurement.

Communications and Partnerships Division had a net increase of 7 positions. The position changes are as follows:

- Added 6 Community Outreach Specialist.
- Added 1 Digital Media Production Specialist.
 - Reclass 1 Administrative Assistant II to Administrative Technician.

Security, Safety and Customer Satisfaction Division had a net decrease of 3 funded positions:

- Converted 3 SOC Security Leads back to PSCs.





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.

Revenues & Expenses

Dollars in Thousands

	FY 2022 Projected	FY 2023 Budget	FY 2024	FY 2025	FY 2026	FY 2027
Revenues						
Fare Revenue	\$ 14,309	\$ 13,147	\$ 13,567	\$ 14,008	\$ 14,498	\$ 14,934
Contracted Services	826	650	681	714	748	786
Other	144,508	149,184	6,123	6,322	5,829	6,072
State Local	56,676	62,049	154,337	176,583	188,066	196,986
Federal	5,239	5,890	68,965	59,140	60,036	63,038
Total	221,557	230,919	243,673	256,767	269,177	281,817
Expenses						
Salaries Benefits	153,684	160,969	168,428	176,232	184,398	192,942
Professional Services	16,497	22,033	23,054	24,122	25,239	26,409
Materials Supplies	14,748	14,568	15,243	15,949	16,688	17,461
Utilities	7,425	8,081	8,455	8,847	9,257	9,686
Insurance Liability	19,783	19,793	20,710	21,670	22,674	23,724
Other	2,634	5,476	5,730	5,995	6,273	6,563
Total	214,772	230,919	242,508	254,810	268,360	280,795
Potential Surplus/Deficit	\$ 6,785	\$ -	\$ 1,165	\$ 1,957	\$ 817	\$ 1,022



Long-range Financial Forecast continued

Service Plan
Revenue Hours

Table with 7 columns: Service Plan, FY 2022, FY 2023, FY 2024, FY 2025, FY 2026, FY 2027. Rows include Fixed Route Bus, Demand Response, and Light Rail.

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 route bus, light rail and demand response.

- In FY 2023, fixed route bus revenue hours are projected to increase by 2.9%.
• In FY 2023, demand response revenue hours are projected to increase by 4.5% due to increase in demand for ADA and SmarT Ride services.
• In FY 2023, light rail vehicle revenue hours are projected to increase 0.1%, which is basically the same service level as in prior year.

Specific revenue assumptions:

- Measure A and Local Transportation Fund (LTF) increase by 4.8% annually from FY 2024 to FY 2027. SacRT continues to receive these revenues from smaller cities.
• In FY 2023, State Transit Assistance Program (STA) is budgeted on capital. In FY 2025 and forward, STA is included in the operating budget.
• In FY 2023 and FY 2024, 100% of Federal Section 5307 Urbanized Area and 5337 State of Good Repair are included in the capital budget.
• In FY 2023, Federal Section 5307 Jobs Access and Reverse Commute is projected at \$1.1 million and growing at 1.5% annually.

- Federal revenue assumes that the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) and CRRSAA (Coronavirus Response and Relief Supplemental Appropriations) funding will be fully expended in FY 2023. In FY 2023 - FY 2024, ARP (American Rescue Plan) funds are included in the forecast to cover COVID-19 related cost and lost revenue. It is assumed that these funds will be fully expended by the end of FY 2024.
- Fare revenue (average fare) – no fare increase was assumed in FY 2023 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 3.5% in FY 2024 and thereafter until FY 2027.
- Materials/service unit costs increase at 2.0% in FY 2024 and thereafter until FY 2027.

WE ARE HIRING

LEAD COMMUNITY OUTREACH SPECIALIST

APPLY NOW

Sacramento Regional Transit

Sacramento Regional Transit

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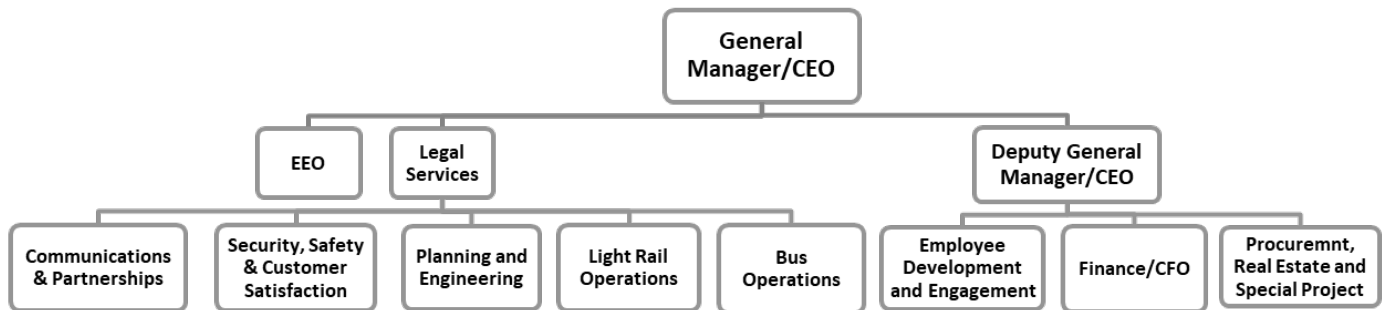


Division Budgets

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/CEO guides and directs all activities of the district.
- 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 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.
- 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 the Light Rail Operations, Light Rail Maintenance and Light Rail Wayside.



General Manager/Chief Executive Officer continued

- Deputy General Manager/CEO provide executive leadership to administrative, finance, organizational development and business effectiveness functions. In addition to providing direct oversight to three VP functions and four 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 functions of grants, budget, accounting, payroll, revenue and analytics, pension, and retirement services.
- Vice President of Procurement, Real Estate and Special Projects plays key and related roles in the future of SacRT as we work toward our ambitious Campus Master Plan, which includes a new administrative headquarter building, two new bus maintenance facilities and a new rail facility. Risk management and Transit Asset Management will also be incorporated in this division, as well as the management of critical agency-wide special projects that require cross-collaboration among various departments.
- Planning and Engineering 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, short-range and strategic planning.
- 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.
- Security, Safety & Customer Satisfaction 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 PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

Goal		FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23 Amount	Percent
Efficiencies Measures								
1	Cost Per Passenger*							
	Combined Bus	\$ 8.98	\$ 11.03	\$ -	\$ -	\$ -	\$ -	N/A
	Bus			21.86	17.29	14.47	2.82	16.3%
	CBS fixed	-	-	53.58	42.01	32.40	9.61	22.9%
	SmaRT Ride	-	-	58.42	57.65	62.84	5.19	9.0%
	SacRT Go	-	-	97.12	92.84	104.86	12.02	12.9%
	Light Rail	6.72	8.07	18.59	16.55	16.43	0.12	(0.7%)
1	Cost Per Revenue Mile*							
	Combined Bus	\$ 13.45	\$ 14.61	\$ -	\$ -	\$ -	\$ -	N/A
	Bus			10.45	14.37	14.28	0.09	(0.6%)
	CBS fixed	-	-	10.37	16.91	16.44	0.46	(2.7%)
	SmaRT Ride	-	-	9.77	13.63	13.67	0.04	0.3%
	SacRT Go	-	-	9.18	11.21	14.27	3.06	27.3%
	Light Rail	16.11	17.22	14.92	21.24	23.10	1.86	8.8%
1	Cost Per Revenue Hour							
	Combined Bus	\$ 153.87	\$ 167.25	\$ -	\$ -	\$ -	\$ -	N/A
	Bus			117.53	168.45	167.10	1.35	(0.8%)
	CBS fixed	-	-	132.98	230.45	224.58	5.87	(2.5%)
	SmaRT Ride	-	-	121.12	181.74	184.58	2.85	1.6%
	SacRT Go	-	-	146.46	187.37	235.86	48.49	25.9%
	Light Rail	288.18	305.29	266.20	381.67	415.04	33.37	8.7%
Effectiveness Measures								
1	Farebox Recovery Ratio	15.6%	12.9%	6.5%	6.7%	5.7%	-1.0%	14.9%
	Full cost factors for FY 2022							
Effectiveness Measures								
		FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23 Amount	Percent
2	Total Ridership							
	Combined Bus	10,008,281	8,574,932	-	-	-	-	N/A
	Bus			3,897,853	5,984,978	7,325,713	1,340,735	22.4%
	CBS fixed	-	-	72,212	66,886	76,042	9,156	13.7%
	SmaRT Ride	-	-	127,975	170,122	176,567	6,445	3.8%
	SacRT Go	-	-	174,088	237,212	266,492	29,280	12.3%
	Light Rail	9,980,850	8,988,806	3,848,388	4,630,652	5,076,094	445,442	9.6%
	Total	19,989,131	17,563,738	8,120,516	11,089,850	12,920,908	1,831,058	16.5%
2	Average Weekday Ridership							
	Combined Bus	35,208	29,238	-	-	-	-	N/A
	Bus			12,421	20,007	25,011	5,004	25.0%
	CBS fixed	-	-	283	262	297	35	13.4%
	SmaRT Ride	-	-	501	665	689	24	3.6%
	SacRT Go	-	-	559	746	853	107	14.3%
	Rail	34,267	30,218	11,956	14,636	16,199	1,563	10.7%
	Total	69,475	59,456	25,720	36,316	43,049	6,733	18.5%
2	Passengers Per Mile							
	Combined Bus	1.50	1.33	-	-	-	-	N/A
	Bus			0.64	0.83	0.99	0.16	18.7%
	CBS fixed	-	-	0.26	0.40	0.51	0.11	26.1%
	SmaRT Ride	-	-	0.23	0.24	0.22	0.02	(8.0%)
	SacRT Go	-	-	0.13	0.12	0.14	0.02	12.7%
	Rail	2.40	2.49	1.08	1.28	1.41	0.12	9.5%
Quality Measures								
		FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23 Amount	Percent
	Vacancy Rate	6.0%	8.3%	9.5%	12.6%	10.0%	-3%	20.8%



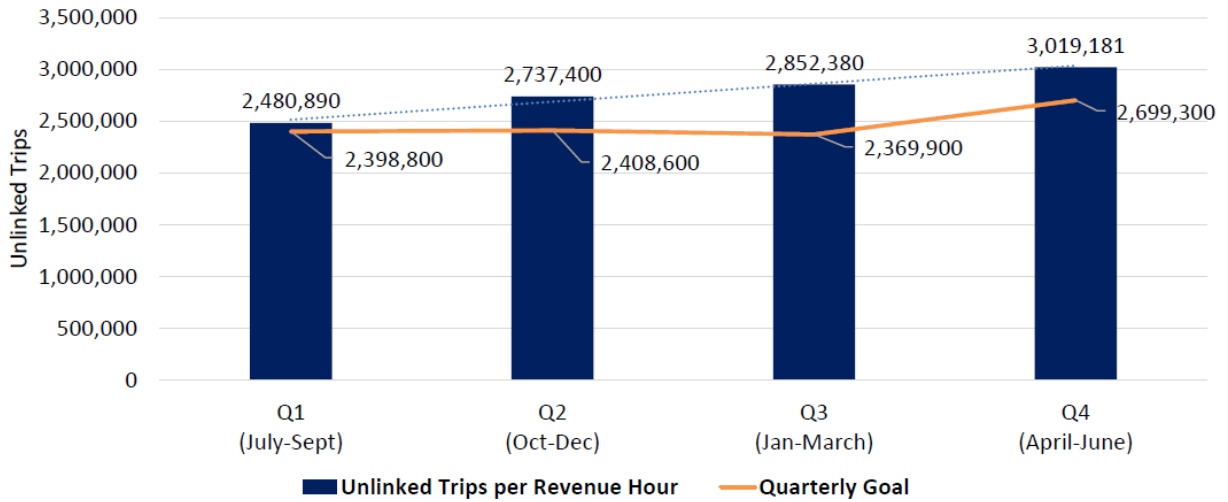
General Manager/Chief Executive Officer continued

Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: COMMUNITY VALUES

Overall Highlights

FY22 Ridership



- **Definition:** Total ridership across all modes during the Quarter.
- **FY22 Total:** 11,089,851 unlinked trips
- **How to Read:** Bigger is better



General Manager/Chief Executive Officer continued

Expenses

By Expense Category

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Change FY22 to FY23	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 3,207,114	\$ 3,138,244	\$ 3,151,221	\$ 2,053,427	\$ 2,426,018	\$ 372,591	18.1%
Professional Services	541,586	1,419,549	603,255	178,920	405,000	226,080	126.4%
Materials & Supplies	62,383	41,651	40,853	49,064	44,000	(5,064)	(10.3%)
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	75,114	455,167	232,180	74,813	77,950	3,137	4.2%
Total	\$ 3,886,196	\$ 5,054,611	\$ 4,027,509	\$ 2,356,224	\$ 2,952,968	\$ 596,744	25.3%

By Department

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Change FY22 to FY23	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
General Manager/CEO	\$ 1,098,180	\$ 1,268,862	\$ 858,428	\$ 998,878	\$ 1,242,770	\$ 243,892	24.4%
Equal Employment Opportunity	164,731	359,958	283,632	218,104	424,736	206,632	94.7%
Legal	1,227,258	732,493	903,307	1,139,242	1,285,462	146,220	12.8%
Communication	1,396,028	2,693,298	1,982,142	-	-	-	N/A
Total	\$ 3,886,196	\$ 5,054,611	\$ 4,027,509	\$ 2,356,224	\$ 2,952,968	\$ 596,744	25.3%

Positions

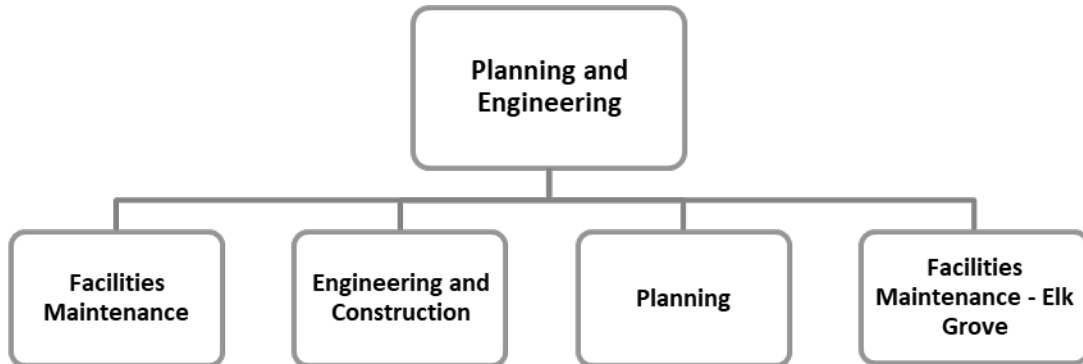
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Change FY22 to FY23	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
General Manager	5	4	5	3	4 ¹	1	33.3%
Equal Employment Opportunity	0	2	2	2	2	0	0.0%
Employee Relations	3	0	0	0	0	0	N/A
Safety & Environmental	3	0	0	0	0	0	N/A
Legal	0	6	2	4	4	0	0.0%
Information Technology	15	0	0	0	0	0	N/A
Communication	0	7	7	0	0	0	N/A
Total	26	19	16	9	10	1	11.1%

¹ Transferred 1 Sr. Administrative Assistant from Planning & Engineering Division

Reclass Admin Assistant I to Program Analyst

Reclass Attorney I to Attorney II

Planning and Engineering



- Facilities Maintenance (FM) maintains all facilities and equipment in a state of good repair.
- Engineering and Construction provides the following functions:
 - 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.
 - 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; In addition to vehicles, traction power, communications, grade crossings, and overhead catenary, electrical and mechanical systems.
- Planning department 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 function 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. Long Range Planning also leads and/or participates in developing strategic goals and updating the Long Range and Short Range Transit Plan for SacRT.



Planning and Engineering continued

Performance Measures/Statistics





Planning and Engineering continued

Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: CUSTOMER SATISFACTION

Planning Department

System Frequency

Average Headways

**37
Minutes**

Goal: 33 Minutes

Definition: Average of midday headway of weekday fixed route bus routes (excluding express routes).

% Frequent Coverage

8.3%

Goal: 15%

Definition: Percent of bus routes with headways of less than 15 minutes or better all-day service.



Planning and Engineering continued

Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: COMMUNITY VALUE

Planning Department

Transit Accessibility

Resident Accessibility

76%

Goal: 56%

Definition: % of population within 0.5 mile walk of regular all-day fixed-route transit. (Coverage excludes SmarT Ride.)

Job Accessibility

513,900

Goal: 445,909

Definition: The number of jobs that are within a half mile walk of regular all-day fixed transit route. (Coverage excludes SmarT Ride.)



Planning and Engineering continued

Expenses

By Expense Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Salaries & Benefits	\$ 2,391,208	\$ 6,593,510	\$ 5,809,549	\$ 6,084,630	\$ 7,747,917	\$ 1,663,287	27.3%
Professional Services	206,293	1,401,348	1,603,898	1,466,588	2,075,857	609,269	41.5%
Materials & Supplies	8,478	667,380	488,753	442,211	510,700	68,489	15.5%
Utilities	-	1,643,039	1,816,865	1,835,208	1,834,000	(1,208)	(0.1%)
Insurance & Liability	-	-	-	-	-	-	N/A
Other	14,627	31,808	36,925	15,734	92,904	77,170	490.5%
Total	\$ 2,620,607	\$ 10,337,085	\$ 9,755,990	\$ 9,844,371	\$ 12,261,378	\$ 2,417,007	24.6%

By Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Planning & Engineering	\$ 613,556	\$ 1,067,404	\$ 708,211	\$ 669,767	\$ 572,079	\$ (97,688)	(14.6%)
Internal Audits	122,935	134,370	75,816	-	-	-	N/A
Facilities Maintenance	-	6,938,615	7,450,432	7,539,638	8,694,813	1,155,175	15.3%
Engineering and Construction	600,889	913,658	921,673	906,439	2,023,971	1,117,532	123.3%
Strategic Planning	-	-	-	-	-	-	N/A
Scheduling	583,754	701,067	-	-	-	-	N/A
Planning	699,473	581,971	599,858	728,527	961,315	232,788	32.0%
Elk Grove - Facilities Maint.	-	-	-	-	9,200	9,200	N/A
Total	\$ 2,620,607	\$ 10,337,085	\$ 9,755,990	\$ 9,844,371	\$ 12,261,378	\$ 2,417,007	24.6%

Positions

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Equal Employment Opportunity	2	0	0	0	0	0	N/A
Board of Directors	1	0	0	0	0	0	N/A
Planning & Engineering	2	5	4	4	2 ¹	-2	(50.0%)
Internal Audits	1	1	1	0	0	0	N/A
Facilities Maintenance	0	0	38	41	41	0	0.0%
Engineering and Construction	0	7	7	9	12 ²	3	33.3%
Strategic Planning	0	0	0	0	0	0	N/A
Scheduling	0	5	4	0	0	0	N/A
Planning	4	4	3	4	4 ³	0	0.0%
Purchased Transportation	0	0	0	0	0	0	N/A
Accessible Services	6	0	0	0	0	0	N/A
Procurement	6	0	0	0	0	0	N/A
Total	22	22	57	58	59	1	1.7%

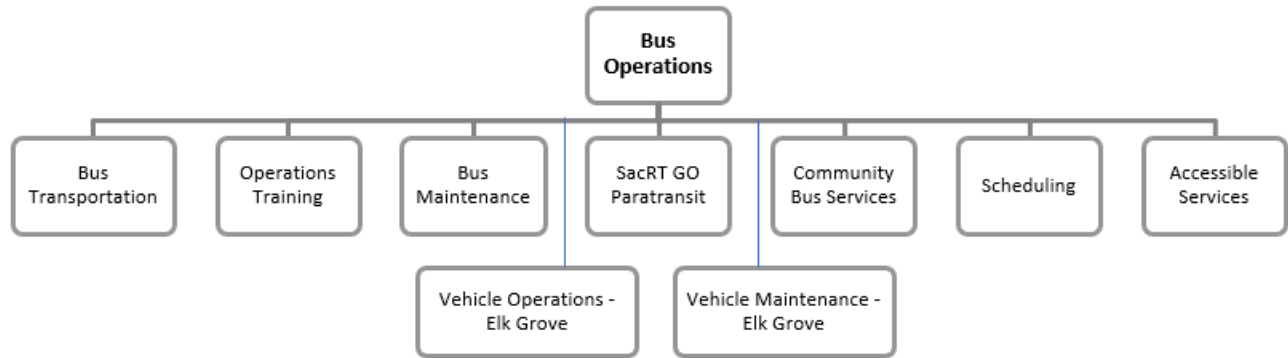
¹ Transfer 1 Sr. Administrative Assistant to GM Division

¹ Unfund 1 Sr. Administrative Assistant

² Added 3 Assistant Engineer and 1 Sr. Civil Engineer
Transfer 1 Manager, Quality Assurance & TAM to Procurement, RE & Special Project Division

Bus Operations

This division operates SacRT’s bus, SmarT Ride and SacRT Go services.



- 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.
- 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.
- Elk Grove Facility Maintenance maintains all Elk Grove facilities and equipment in a state of good repair.



Bus Operations continued

Performance Measures/Statistics



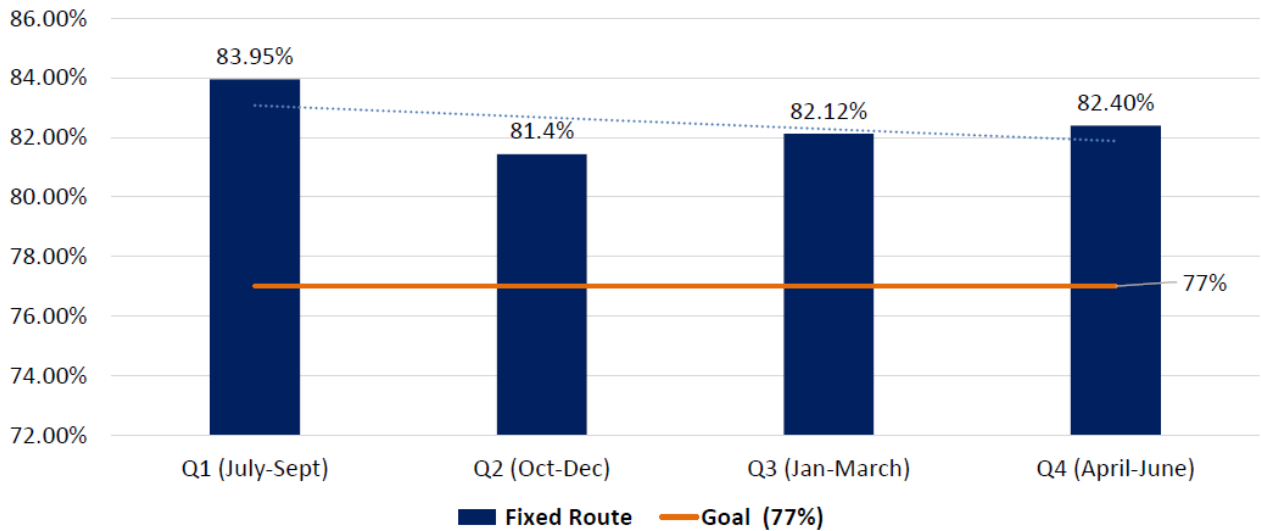
Bus Operations continued

Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

Overall Highlights

Bus On-Time Performance - Fixed Route



- **Definition:** The percentage of trips completed within the scheduled on-time window. Measures the percentage of buses arriving more than five minutes past the scheduled time or more than fifty-nine seconds before the scheduled departure time.
- **FY22 Average:** 82.5%
- **How to read:** Higher is better

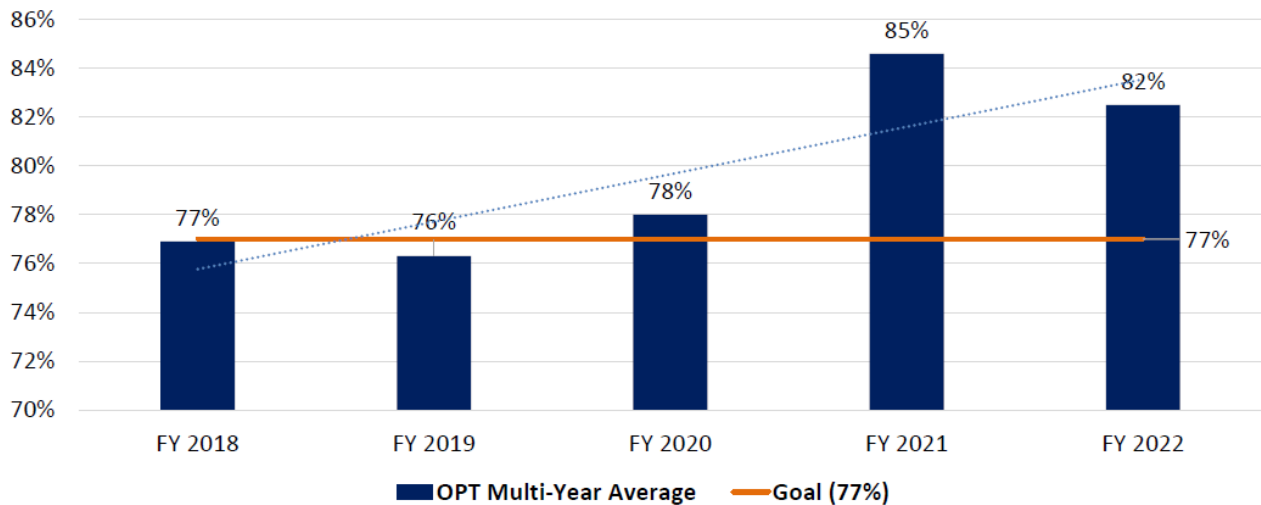
Bus Operations continued

Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

Overall Highlights

Bus On-Time Performance - Fixed Route Multi-Year



- **Definition:** The percentage of trips completed within the scheduled on-time window. Measures the percentage of buses arriving more than five minutes past the scheduled time or more than fifty-nine seconds before the scheduled departure time.
- **5-Year Average:** 80.0%
- Annual Goal based on 5-year average (77% in FY22, do we want to adjust it up to 80% in FY23?).
- **How to read:** Higher is better

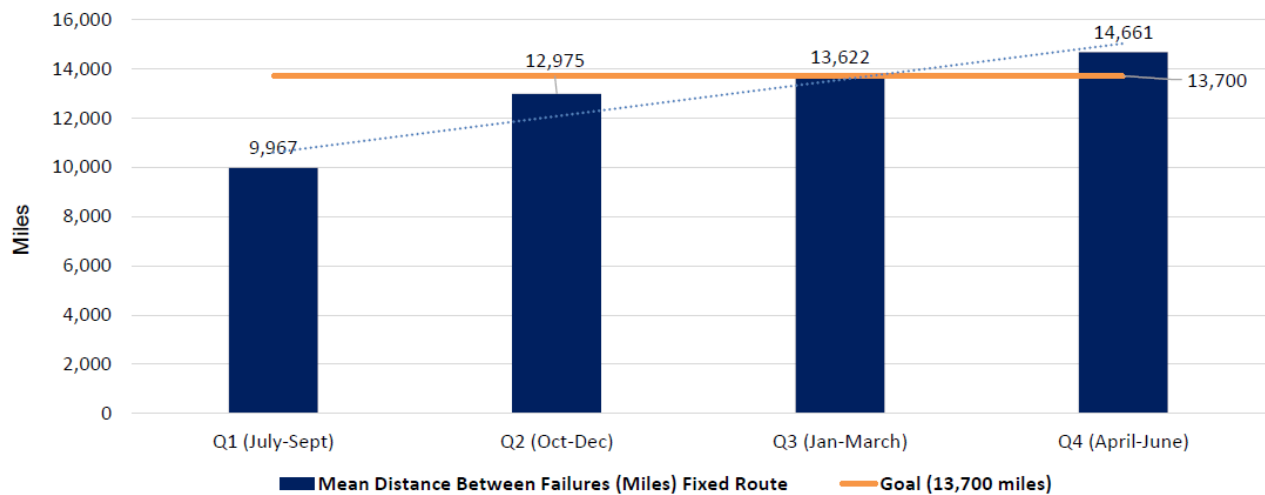
Bus Operations continued

Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

Bus Maintenance Department

Mean Distance Between Failures (Miles) – Fixed Route



- **Definition:** The miles between major service interruptions, defined as: Average miles between mechanical problems that result in a service disruption. Total fleet miles divided by total road calls for the quarter.
- **FY22 Average:** 12,806 miles
- **Vital Stats:** All road calls are now taking longer to retrieve vehicles due to the increased geographically located bus yards.
- **How to read:** Higher is better



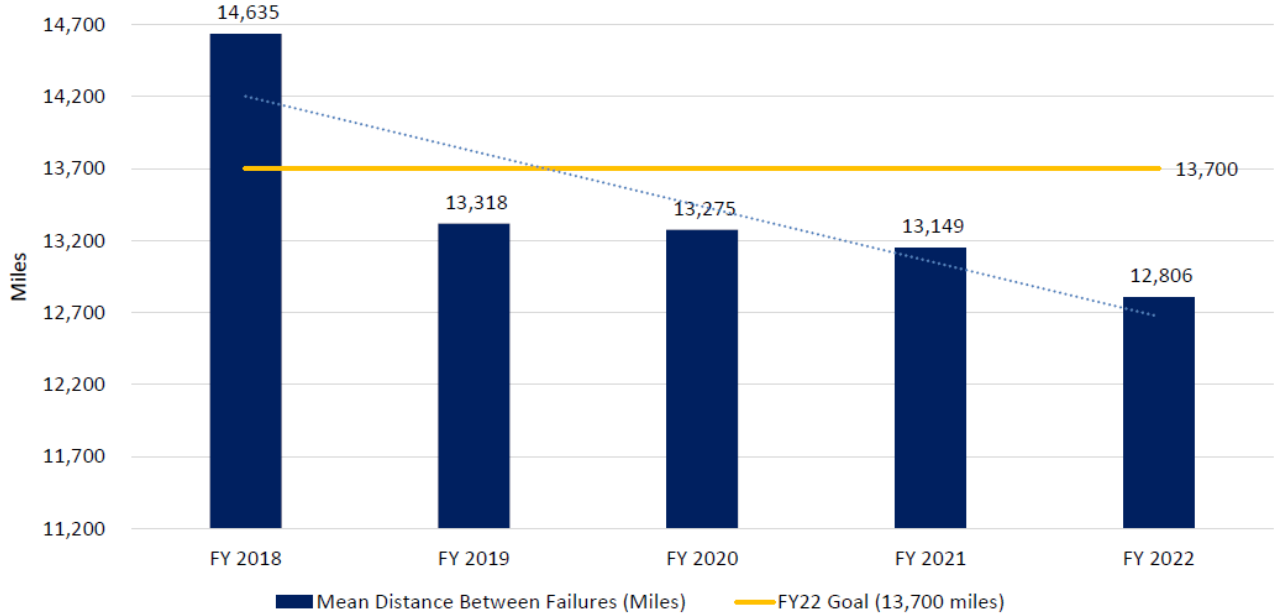
Bus Operations continued

Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

Bus Maintenance Department

Mean Distance Between Failures (Miles) - Multi-Year



- **5-Year Average:** 13,437 miles
- **How to read:** Higher is better



Bus Operations continued

Performance Measures/Statistics continued

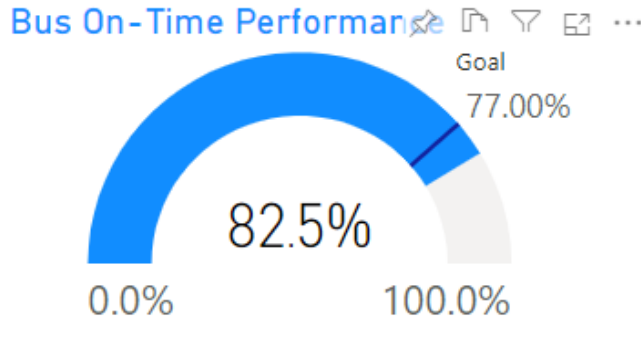
STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23 Amount	Percent
Reliability Measures							
On-Time Performance							
Bus	76.2%	78.0%	84.6%	82.5%	85.0%	-2%	(2.5%)
Completed Trips							
Bus	99.8%	99.67%	99.7%	96.1%	99.8%	-4%	(3.6%)
CBS		99.86%	99.9%	99.9%	99.4%	0%	(0.0%)
Miles Between Service Calls							
Bus	12,964	13,275	12,038	12,332	9,500	294	2.4%
CBS		49,760	46,171	60,323	8,500	14,152	30.7%

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23 Amount	Percent
Quality Measures							
Average Days To Respond to Passenger ADA Complaints ¹	12.6	9.6	30.0	1.4	30.0	29	2042.9%
Average Days To Complete ADA Assessments ²	4.7	6.3	21.0	6.2	21.0	15	238.7%

¹ Americans With Disabilities Act limits response time to 30 days.

² Federally regulated deadline of 21 days.



Percentage of Completed Trips

Mode	Average of % Completed Trips Actual	Average of % Completed Trips Budget	% of Completed Trips Var.
Bus	96.11%	99.80%	-3.94%
CBS fixed	99.90%	99.80%	0.11%
Light Rail	98.85%	99.50%	-0.69%



Bus Operations continued

Expenses

By Expense Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Salaries & Benefits	\$ 92,336,601	\$ 100,237,480	\$ 113,622,796	\$ 87,893,648	\$ 97,498,535	\$ 9,604,887	10.9%
Professional Services	14,502,660	9,605,222	2,383,293	2,704,332	4,325,650	1,621,318	60.0%
Materials & Supplies	10,289,748	10,105,938	11,781,883	10,624,902	9,538,200	(1,086,702)	(10.2%)
Utilities	6,251,475	4,561,061	4,633,745	227,864	215,000	(12,864)	(5.6%)
Insurance & Liability	(16,171)	835,062	903,930	1,134,903	-	(1,134,903)	(100.0%)
Other	412,882	462,509	397,875	287,658	318,690	31,032	10.8%
Total	\$ 123,777,195	\$ 125,807,272	\$ 133,723,521	\$ 102,873,307	\$ 111,896,075	\$ 9,022,768	8.8%

By Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Bus Operations	\$ 504,340	\$ 595,960	\$ 544,768	\$ 327,279	\$ 281,909	\$ (45,370)	(13.9%)
Bus Transportation	42,409,414	44,621,077	46,965,598	51,864,534	53,326,445	1,461,911	2.8%
Operations Training	1,281,751	1,458,715	1,191,690	931,832	1,820,480	888,648	95.4%
Bus Maintenance	16,752,241	17,480,679	22,246,303	25,274,801	26,171,653	896,852	3.5%
Light Rail Operations	40,240,509	14,715,525	15,876,895	-	-	-	N/A
Facilities Maintenance	6,340,519	-	-	-	-	-	N/A
Purchased Transportation	11,599,999	7,592,735	-	-	-	-	N/A
Light Rail Maintenance	-	15,426,305	14,573,406	-	-	-	N/A
Light Rail Wayside	-	10,640,864	10,811,600	-	-	-	N/A
SacRT Go	-	-	-	8,387,343	12,682,365	4,295,022	51.2%
Community Bus Service	3,787,608	5,754,769	13,534,769	6,353,401	7,232,119	878,718	13.8%
Scheduling	-	-	740,061	798,016	762,586	(35,430)	(4.4%)
Accessible Services	757,641	791,314	631,301	676,074	898,858	222,784	33.0%
Elk Grove - Vehicle Operations	93,017	3,954,741	3,749,120	4,120,534	5,936,000	1,815,466	44.1%
Elk Grove - Vehicle Maint.	(403)	1,670,076	1,698,905	2,631,872	2,783,660	151,788	5.8%
Elk Grove - Facilities Maint.	324	3,729	-	29,996	-	(29,996)	(100.0%)
Elk Grove - Administration	10,234	1,100,782	1,159,107	1,477,625	-	(1,477,625)	(100.0%)
Total	\$ 123,777,195	\$ 125,807,272	\$ 133,723,521	\$ 102,873,307	\$ 111,896,075	\$ 9,022,768	8.8%



Bus Operations continued

Positions

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Bus Operations	4	2	3	1	1	0	0.0%
Bus Transportation	390	410	409	412	418 ¹	6	1.5%
Operations Training	15	15	15	16	17 ²	1	6.3%
Bus Maintenance	111	113	116	141	141	0	0.0%
Light Rail Operations	258	122	119	0	0	0	N/A
Facilities Maintenance	0	38	0	0	0	0	N/A
Purchased Transportation	0	0	0	0	0	0	N/A
Light Rail Maintenance	0	102	102	0	0	0	N/A
Light Rail Wayside	0	42	40	0	0	0	N/A
SacRT Go Paratransit	0	0	0	146	146	0	0.0%
Community Bus Service	73	99	273	100	100	0	0.0%
Scheduling	5	0	0	4	4	0	0.0%
Accessible Services	0	6	6	6	6	0	0.0%
Elk Grove - Vehicle Operations	75	92	92	92	94 ³	2	2.2%
Elk Grove - Vehicle Maint.	1	17	18	18	18	0	0.0%
Elk Grove - Facilities Maint.	0	1	0	0	0	0	N/A
Elk Grove - Administration	5	4	3	3	0 ⁴	-3	(100.0%)
Total	937	1063	1196	939	945	6	0.6%

¹ Added 5 Bus Operators and 1 Transportation Superintendent - Bus

² Transferred 1 Operations Training Specialist from Elk Grove - Vehicle Operations to Bus

³ Transferred 3 from Elk Grove - Admin and 1 to Bus

⁴ Transferred 3 to EG - Vehicle Operations and eliminated the cost center

Reclass 2 Maintenance Supervisor - Paratransit to 1 Maintenance Supervisor - Bus and 1 Materials Management Superintendent

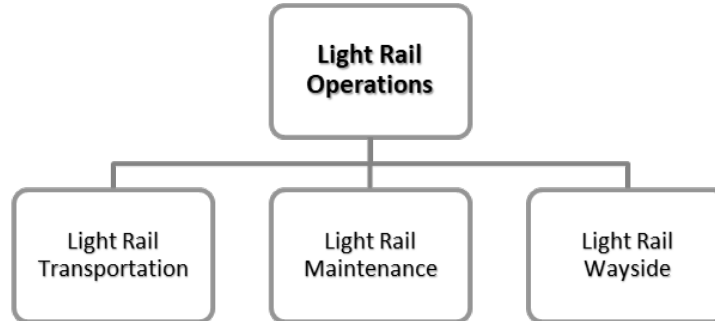
Reclass 1 Paratransit Operator/Trainer to 1 Paratransit Dispatcher

Reclass 4 CBS-Folsom Folsom Operators to 4 CBS Operators

ADA32 ★ 1990 - 2022 ★
 Americans with Disabilities Act
 Celebrate the ADA! July 26, 2022



Light Rail Operations



- 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.





Light Rail Operations continued

Performance Measures/Statistics

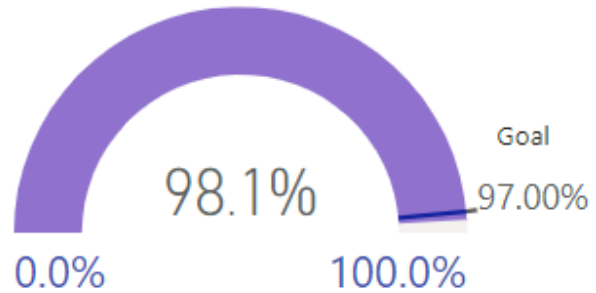
STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23 Amount	Percent
Reliability Measures							
On-Time Departures							
Rail	95.2%	96.4%	98.0%	98.2%	97.0%	-1%	(1.2%)
Completed Trips							
Rail	99.5%	99.29%	99.6%	98.9%	99.8%	1%	1.0%
Miles Between Service Calls							
Rail	8,442	7,444	8,889	8,636	12,000	3,364	39.0%

FY 2022



Light Rail On-Time Departures



Mode	Miles Between Mechanical Failures Actuals	Average of Miles Between Mechanical Failures Budget	Miles between Failures Var.
Bus	12,332	13,700.0	-1,368
CBS fixed	60,323	16,600.0	43,723
Light Rail	8,636	8,200.0	436
Total	13,237	12,833.3	403



Light Rail Operations continued

Performance Measures/Statistics continued



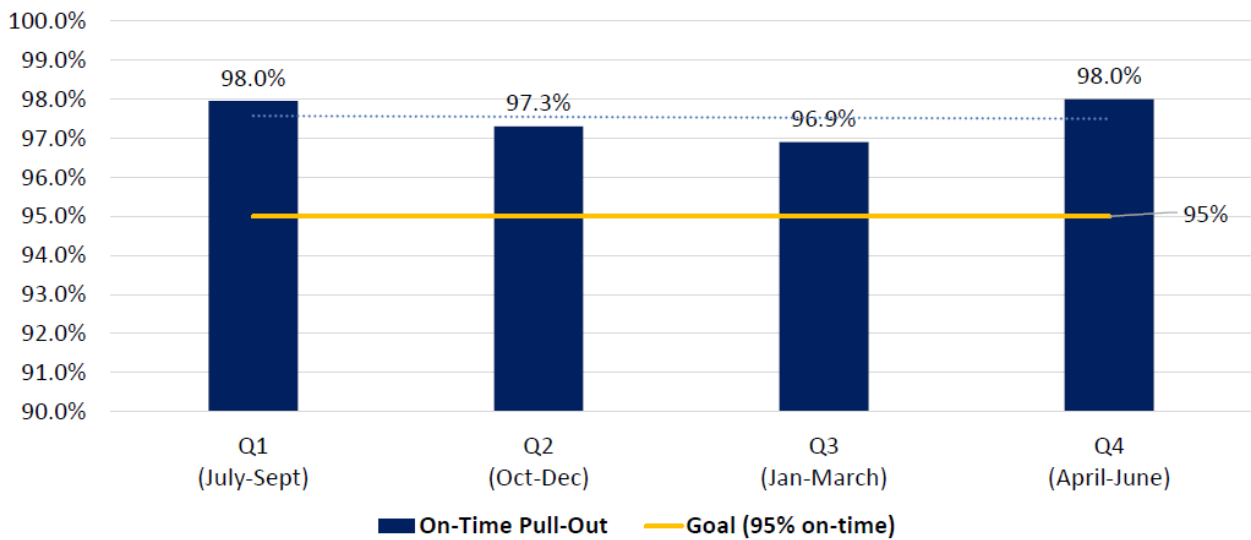
Light Rail Operations continued

Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

Overall Highlights

Light Rail On-Time Performance (Pull-Out)



- **Definition:** The percentage of trips that pull out of the yard within scheduled on-time window.
- **FY22 Average:** 97.9%
- **How to Read:** Bigger is Better

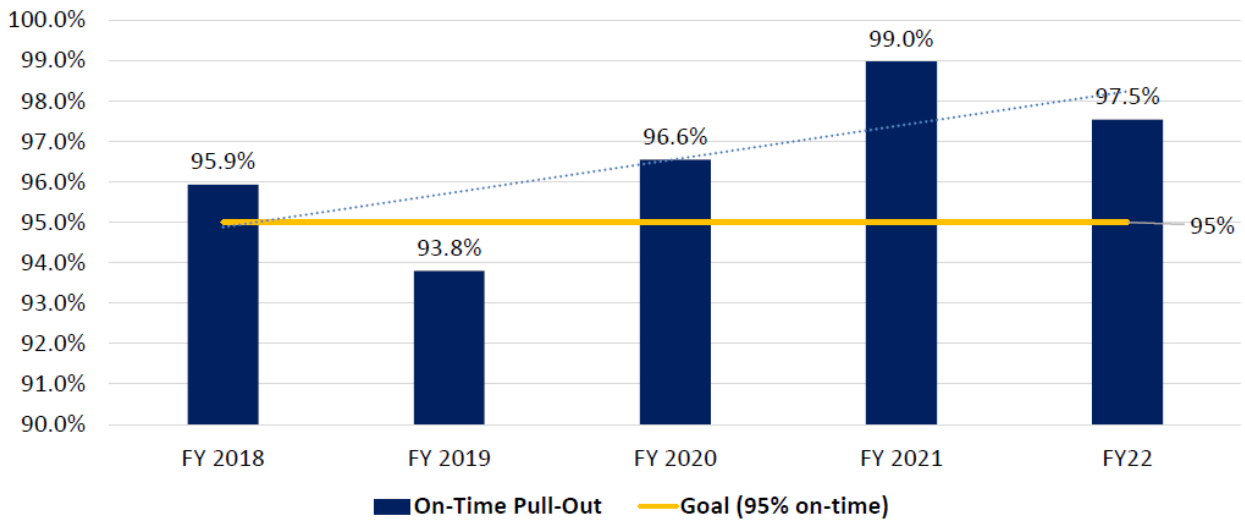
Light Rail Operations continued

Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

Overall Highlights

Light Rail On-Time Performance (Pull-Out) - Multi-Year



- **Definition:** The percentage of trips that pull out of the yard within scheduled on-time window.
- **5-Year Average:** 96.31%
- **How to Read:** Bigger is Better



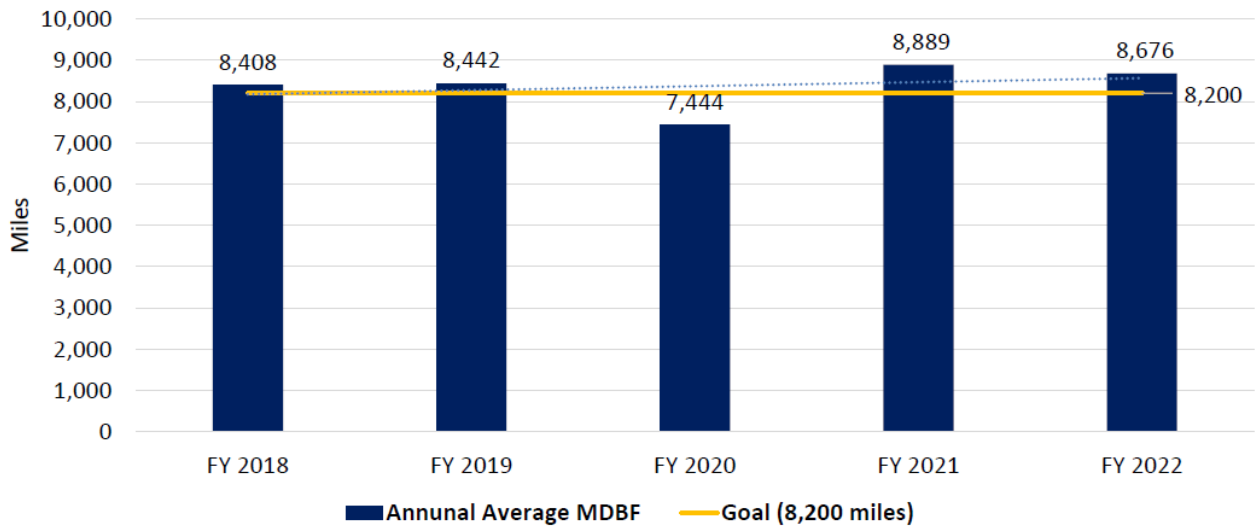
Light Rail Operations continued

Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

LR Maintenance Department

Mean Distance Between Failures (Miles)



- **Definition:** The Miles between major service interruptions, defined as: Average miles between mechanical problems that result in a service disruption.
- **5-Year Average:** 8,743 miles
- **How to Read:** Bigger is Better

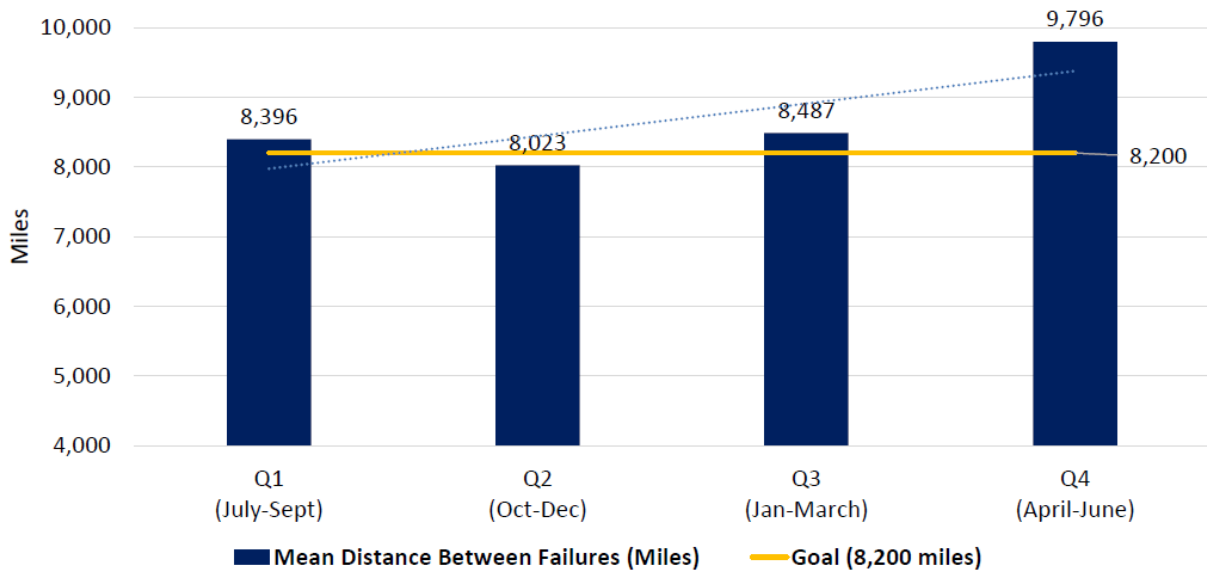
Light Rail Operations continued

Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

LR Maintenance Department

Mean Distance Between Miles (MDBF)



- **Definition:** The Miles between major service interruptions, defined as: Average miles between mechanical problems that result in a service disruption.
- **FY22 Average:** 8,676 miles
- **How to Read:** Bigger is Better



Light Rail Operations continued

Expenses

By Expense Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Salaries & Benefits	\$ -	\$ -	\$ -	\$ 35,020,400	\$ 36,934,659	\$ 1,914,259	5.5%
Professional Services	-	-	-	304,873	733,219	428,346	140.5%
Materials & Supplies	-	-	-	2,783,446	3,728,000	944,554	33.9%
Utilities	-	-	-	4,460,172	5,200,000	739,828	16.6%
Insurance & Liability	-	-	-	(14,761)	-	14,761	(100.0%)
Other	-	-	-	121,827	165,450	43,623	35.8%
Total	\$ -	\$ -	\$ -	\$ 42,675,957	\$ 46,761,328	\$ 4,085,371	9.6%

By Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Light Rail Operations	\$ -	\$ -	\$ -	\$ 265,246	\$ 266,555	\$ 1,309	0.5%
Light Rail Transportation	-	-	-	16,786,446	16,987,312	200,866	1.2%
Light Rail Maintenance	-	-	-	14,838,196	16,895,149	2,056,953	13.9%
Light Rail Wayside	-	-	-	10,786,069	12,612,312	1,826,243	16.9%
Total	\$ -	\$ -	\$ -	\$ 42,675,957	\$ 46,761,328	\$ 4,085,371	9.6%

Positions

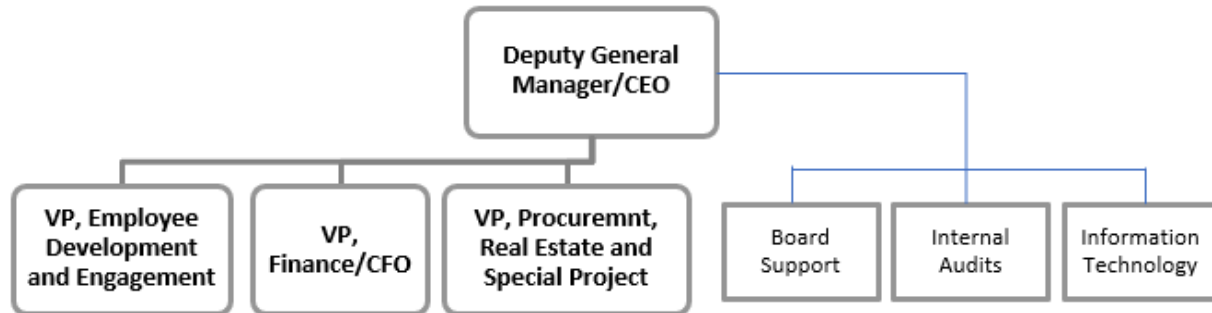
	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Light Rail Operations	0	0	0	1	1	0	0.0%
Light Rail Transportation	0	0	0	119	121 ¹	2	1.7%
Light Rail Maintenance	0	0	0	101	101	0	0.0%
Light Rail Wayside	0	0	0	40	43 ²	3	7.5%
Total	0	0	0	261	266	5	1.9%

¹ Added 1 Operations Training Specialist and Funded 1 Transportation Supervisor

² Funded 2 Lineworker Technicians and Added 1 Operations Training Specialist

Reclass 2 Rail Laborer to 2 Sr. Rail Maintenance Worker

Deputy General Manager/CEO



- Deputy General Manager/CEO provide executive leadership to administrative, finance, organizational development and business effectiveness functions. In addition to providing direct oversight to three VP functions and four 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 functions of grants, budget, accounting, payroll, revenue and analytics, pension, and retirement services.
- Vice President of Procurement, Real Estate and Special Projects plays key and related roles in the future of SacRT as we work toward our ambitious Campus Master Plan, which includes a new administrative headquarter building, two new bus maintenance facilities and a new rail facility. Risk management and Transit Asset Management will also be incorporated in this division, as well as the management of critical agency-wide special projects that require cross-collaboration among various departments.
 - 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.



Deputy General Manager/CEO continued

- *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





Deputy General Manager/CEO continued

Expenses

By Expense Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
Salaries & Benefits	\$ 5,467,390	\$ 5,638,957	\$ 5,463,785	\$ 6,171,444	\$ 7,245,578	\$ 1,074,134	17.4%
Professional Services	937,015	982,387	1,944,037	2,115,040	3,329,609	1,214,569	57.4%
Materials & Supplies	73,465	99,972	98,842	459,168	178,350	(280,818)	(61.2%)
Utilities	490,024	509,827	616,447	821,377	800,000	(21,377)	(2.6%)
Insurance & Liability	(100)	-	-	-	-	-	N/A
Other	218,526	234,141	243,549	211,351	428,839	217,488	102.9%
Total	\$ 7,186,320	\$ 7,465,285	\$ 8,366,660	\$ 9,778,379	\$ 11,982,376	\$ 2,203,997	22.5%

By Department

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
Board Support	\$ 227,398	\$ 214,191	\$ 222,719	\$ 227,318	\$ 262,096	\$ 34,778	15.3%
Internal Audits	-	-	-	-	173,142	173,142	N/A
Integrated Serv & Strategic Initiatives	264,974	28,419	865,192	826,234	821,980	(4,254)	(0.5%)
Human Resources	1,697,699	2,068,537	2,328,501	2,175,280	2,665,850	490,570	22.6%
Employee Relations	531,839	598,654	436,561	568,156	643,322	75,166	13.2%
Training	10,412	2,024	-	6,700	310,416	303,716	4533.1%
Information Technology	3,073,146	3,270,031	4,513,687	5,974,691	7,105,570	1,130,879	18.9%
Customer Satisfaction	1,380,852	1,283,428	-	-	-	-	N/A
Total	\$ 7,186,320	\$ 7,465,285	\$ 8,366,660	\$ 9,778,379	\$ 11,982,376	\$ 2,203,997	22.5%

Positions

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
Board of Directors	0	0	1	1	1	0	0.0%
Internal Audits	0	0	0	0	1 ¹	1	N/A
Integrated Serv & Strategic Initiatives	1	0	2	3	3	0	0.0%
Human Resources	13	0	13	11	13 ²	2	18.2%
Employee Relations	3	0	2	3	3	0	0.0%
Training	0	0	0	0	2 ³	2	N/A
Information Technology	14	0	16	15	18 ⁴	3	20.0%
Customer Satisfaction	0	0	21	0	0	0	N/A
Total	31	0	55	33	41	8	24.2%

Administration Division was eliminated in FY 2019. This division was restored in FY 2020 and renamed to Integrated Services and Strategic Initiatives

¹ Transferred 1 in Internal Audits from Planning and Engineering Division

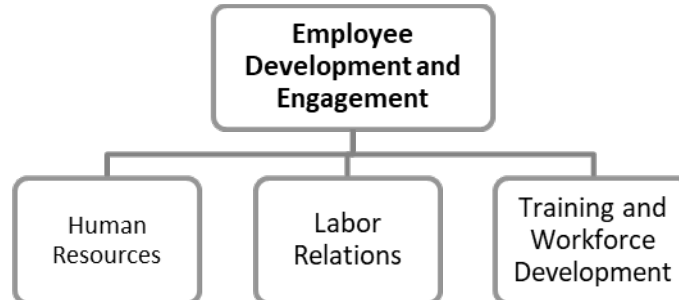
² Funded 2 positions in Human Resources: 1 Administrative Assistant II and 1 Administrative Technician

³ Added 1 Manager, Training and Workforce Development and 1 Training Analyst

⁴ Reclassed 1 from IT Technician II to Network Ops Technician and added 1 Network Ops Technician
Added 1 Sr. Cybersecurity Engineer and 1 Sr. Network Operations Engineer



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, welfare programs, pension plan administration, and retirement board administration.
- *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.



Employee Development and Engagement continued

Performance Measures/Statistics

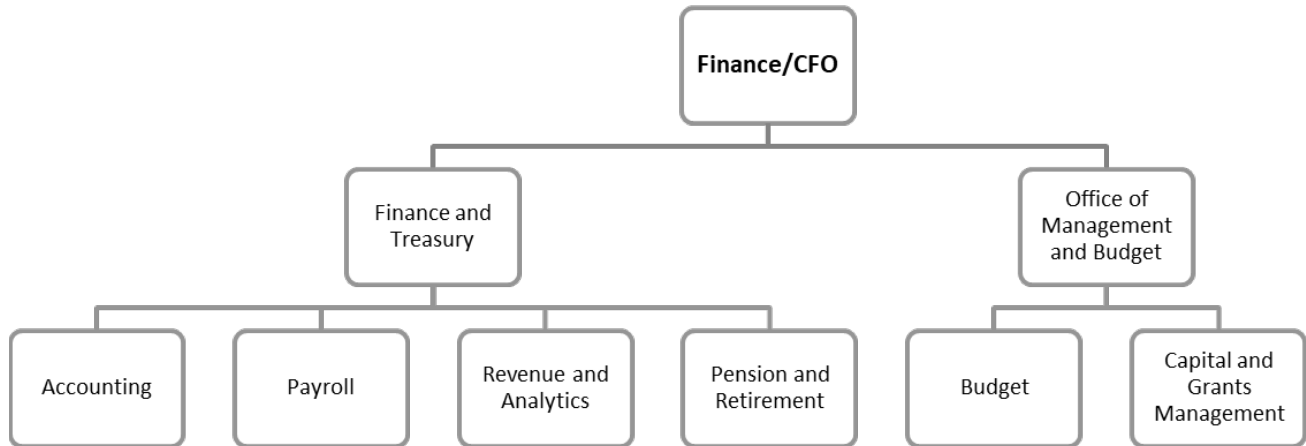
STRATEGIC PERFORMANCE GOAL: EMPLOYEE ENGAGEMENT

Human Resources	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget
Positions Filled/Recalled						
Operators	77	99	263	93	96	100
Support - Maintenance Facilities	36	12	45	16	25	50
Support - Other	71	26	111	53	50	75
Total	184	137	419	162	171	225

Employee Recognition Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget
Service Awards Eligibility	5-2018 / 4-2019	5-2019 / 4-2020	5-2020 / 4-2021	5-2021 / 4-2022	5-2022 / 4-2023
<i>By Years of Service - All Employee Groups</i>	Eligibility	Eligibility	Eligibility	Eligibility	Eligibility
5 years	10	2	10	5	18
10 years	8	7	0	10	12
15 years	16	20	11	15	6
20 years	11	12	13	6	15
25 years	11	7	8	11	21
30 years	7	12	6	4	4
35 years	1	1	1	4	2
40 years	1	0	1	2	0



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.
- Finance and Treasury performs all fare revenue collections, completes ridership analytics and reporting, payroll for SacRT employees and retirement benefits, manages three defined benefit pension plans and two defined contribution retirement plans, accounts payable, accounts receivable and all financial accounting and reporting.
- Office of Management & Budget allocates, monitors, and reports all resources and expenses; evaluates operational efficiencies and service changes and expansions; provides administration of all federal, state, and local grants; identifies and pursues grants and new revenue sources; and develops and oversees the District's Capital Improvement Plan.



Finance/Chief Financial Officer continued

Performance Measures/Statistics

OUR PEOPLE

We at SacRT deliver environmentally sustainable transportation choices that link people, jobs and community conveniently, consistently and safely.

1,423
TOTAL FUNDED POSITIONS

- Transit Services: 155
- Elk Grove Contract: 74
- Security and Safety: 113
- Administration: 1083

OUR SECURITY TEAM

- Police Lieutenant - 1
- Police Sergeants - 2
- Police Detectives - 2
- Police Officers - 16
- Sheriff Sergeant - 1
- Sheriff Deputies - 5
- Security Guards - 31
- Police Services Superintendent - 1
- PS Transportation Supervisors - 3
- Lead Transit Ambassadors - 6
- Transit Ambassadors - 27
- Transit Fare Inspectors - 4

FY 2021 OPERATING REVENUE

Fare Revenue \$12M

- Contracted Services \$2M
- Other Income \$3M
- Measure A \$24M
- State Assistance \$33M
- Federal Subsidy \$2M
- CARES Act \$9M

\$201 million

FY 2021 OPERATING EXPENSES

Salaries & Benefits

- Professional Services \$17M
- Maintenance & Supplies \$13M
- Utilities \$3M

\$201 million

Finance Highlights







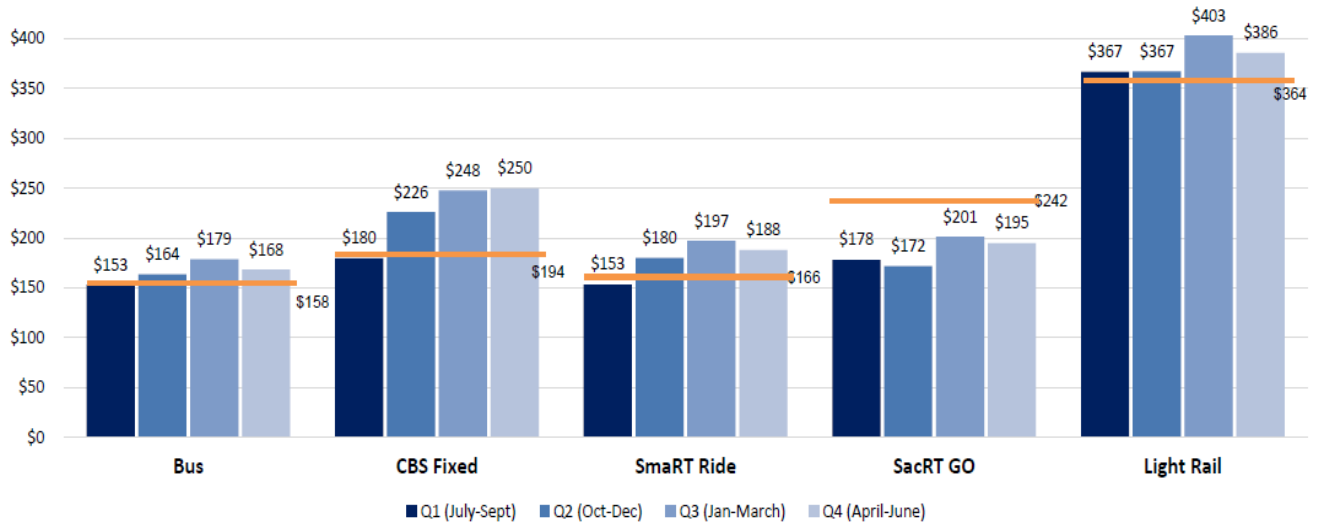
Finance/Chief Financial Officer continued

Performance Measures/Statistics

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

Overall Highlights

Operating Cost Per Vehicle Revenue Hour by Mode



- **Definition:** The average operating cost of an hour of revenue service by service type (Fixed Bus, CBS, Light Rail).
- Budget estimates vs. actuals varied due to lower than expected revenue service hours on several modes, staffing costs, and ongoing service reductions resulting in less service hours due to the pandemic.
- **How to Read:** Lower is better



Finance/Chief Financial Officer continued

Performance Measures/Statistics

Quality Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget
Produce monthly ridership reports on time	Yes	Yes	Yes	Yes	Yes
Produce NTD required statistics on time	Yes	Yes	Yes	Yes	Yes
Effectiveness Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget
GFOA Certificate of Achievement for Excellence in Finance Reporting	Yes	Yes	TBD	TBD	TBD
GFOA Distinguished Budget Award	Yes	Yes	TBD	TBD	TBD
Accounts Payable Check Processed	8,425	9,559	8,684	8,728	8,000
Annual Audit Adjustments	1	1	1	1	1
Efficiencies Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget
Submit CAFR report on time	Yes	Yes	TBD	TBD	TBD
Submit State Controller's Report on time	Yes	Yes	TBD	TBD	TBD
File annual NTD report on time	Yes	Yes	TBD	TBD	TBD
Complete month-end Financial closing within target # of days or less from month end	10	10	10	10	10
Submit month-end Vital Stat Report to EMTs within target # of days or less from month-end close	5	5	5	5	5
Submit month-end Financial Report to EMTs within target # of days or less from month-end close	7	7	7	7	7
Submit FTA Financial and Milestone Report Quarterly	4	4	4	4	4
Produce Cost Allocation Plan	1	1	1	1	1



Finance/Chief Financial Officer continued

Expenses

Expenses By Category

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Change FY22 to FY23	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 5,513,856	\$ 6,106,961	\$ 6,246,860	\$ 6,775,565	\$ 4,086,722	\$ (2,688,843)	(39.7%)
Professional Services	1,279,472	1,370,167	1,333,440	1,505,654	767,335	(738,319)	(49.0%)
Materials & Supplies	291,063	265,219	145,853	202,332	110,000	(92,332)	(45.6%)
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	14,027,486	9,095,761	11,431,766	18,663,352	-	(18,663,352)	(100.0%)
Other	2,046,667	1,769,748	1,309,812	1,376,882	2,191,300	814,418	59.1%
Total	\$ 23,158,545	\$ 18,607,856	\$ 20,467,731	\$ 28,523,785	\$ 7,155,357	\$ (21,368,428)	(74.9%)

By Department

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Change FY22 to FY23	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Finance/CFO	536,390	495,641	509,038	774,621	1,907,342	\$ 1,132,721	146.2%
Finance/Treasury	4,068,235	3,868,987	3,165,721	3,572,378	3,476,393	(95,985)	(2.7%)
Risk Management	15,354,807	10,809,119	13,380,302	20,550,912	-	(20,550,912)	(100.0%)
Office of Mgmt & Budget	1,272,853	1,166,364	1,257,521	1,535,903	1,771,622	235,719	15.3%
Real Estate	948,883	946,637	1,037,279	973,472	-	(973,472)	(100.0%)
Procurement	977,377	1,321,108	1,117,870	1,116,499	-	(1,116,499)	(100.0%)
Total	\$ 23,158,545	\$ 18,607,856	\$ 20,467,731	\$ 28,523,785	\$ 7,155,357	\$ (21,368,428)	(74.9%)

Positions

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Change FY22 to FY23	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Finance/CFO	2	2	2	2	2	0	0.0%
Human Resources	12	0	0	0	0	0	N/A
Finance/Treasury	20	20	21	22	18 ¹	-4	(18.2%)
Risk Management	5	5	7	7	0 ²	-7	(100.0%)
Office of Mgmt & Budget	7	9	7	8	9 ³	1	12.5%
Real Estate	2	2	2	2	0 ⁴	-2	(100.0%)
Procurement	0	7	8	10	0 ⁵	-10	(100.0%)
Total	48	45	47	51	29	-22	(43.1%)

In FY 2023, Finance/CFO division split Risk, Real Estate and Procurement to the new established division called Procurement, Real Estate & Special Project (PRSP) Division

¹ Eliminated 3 Route Checkers; Added 1 Admin Assistant II
Transferred 1 AVP, Finance & Treasury to PRSP Division
Transferred 1 Sr. Admin Assistant to PRSP Division

² Transferred 7 Risk positions to PRSP Division

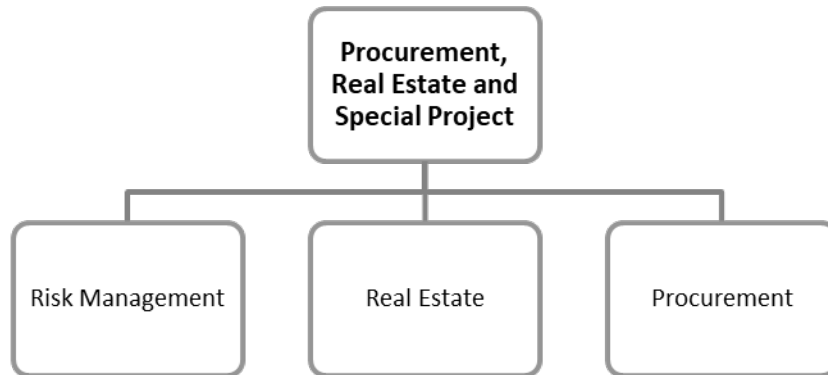
³ Added 1 Sr. Grants Analyst

⁴ Transferred 2 Real Estate positions to PRSP Division

⁵ Transferred 10 Procurement positions to PRSP Division

Reclass Route Checker Supervisor to Sr. Admin Assistant
Reclass Sr. Admin Assistant to Program Analyst
Reclass Payroll Supervisor to Manager, Payroll
Reclass Manager, Grants to Sr. Manager, Grants

Procurement, Real Estate and Special Project



This division provides real estate, risk management and procurement services to the district.

- Procurement, Real Estate and Special Projects plays key and related roles in the future of SacRT as we work toward our ambitious Campus Master Plan, which includes a new administrative headquarter building, two new bus maintenance facilities and a new rail facility. Risk management and Transit Asset Management will also be incorporated in this division, as well as the management of critical agency-wide special projects that require cross-collaboration among various departments.
- Real Estate acquires, develops, disposes of land and buildings, and conducts property management.
- 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.
- 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.



Procurement, Real Estate and Special Project continued

Performance Measures/Statistics

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

Claim/Case Load Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget
<i>Workers Compensation Claims</i>					
Open	131	177	156	150	150
Close	158	175	125	139	139
Litigated	14	16	12	14	14
Pending	289	320	319	335	335
<i>General Liability Claims</i>					
Open	194	220	111	150	150
Close	188	200	153	135	135
Litigated	13	15	6	10	10
Pending	88	100	93	110	110
<i>Property Recovery Claims</i>					
Open	67	75	21	65	65
Close	52	65	35	50	50
Pending	18	25	9	20	20
Recoveries	901,547	200,000	182,268	225,000	200,000
Insurance Renewals	2,669,701	3,673,511	6,863,024	9,062,721	11,837,161





Procurement, Real Estate and Special Project continued

Expenses

Expenses By Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ 3,608,623	\$ 3,608,623	N/A
Professional Services	-	-	-	-	1,123,258	1,123,258	N/A
Materials & Supplies	-	-	-	-	95,000	95,000	N/A
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	19,792,888	19,792,888	N/A
Other	-	-	-	-	1,838,044	1,838,044	N/A
Total	\$ -	\$ -	\$ -	\$ -	\$ 26,457,813	\$ 26,457,813	N/A

By Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Finance/CFO	-	-	-	-	-	\$ -	N/A
Finance/Treasury	-	-	-	-	-	-	N/A
Risk Management	-	-	-	-	21,938,871	21,938,871	N/A
Office of Mgmt & Budget	-	-	-	-	-	-	N/A
Procurement, RE & SP	-	-	-	-	554,419	554,419	N/A
Real Estate	-	-	-	-	2,357,342	2,357,342	N/A
Procurement	-	-	-	-	1,607,181	1,607,181	N/A
Total	\$ -	\$ -	\$ -	\$ -	\$ 26,457,813	\$ 26,457,813	N/A

Positions

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Procurement, Real Estate & Special Projects	0	0	0	0	3 ¹	3	N/A
Risk Management	0	0	0	0	7 ²	7	N/A
Real Estate	0	0	0	0	2 ³	2	N/A
Procurement	0	0	0	0	10 ⁴	10	N/A
Total	0	0	0	0	22	22	N/A

In FY 2023, Finance/CFO division split Risk, Real Estate and Procurement to the new established division called Procurement, Real Estate & Special Project (PRSP) Division

¹ Transferred 1 AVP, Finance & Treasury from CFO Division and Promoted to VP, Procurement, Real Estate & Special Project
Transferred 1 Sr. Admin Assistant and 1 Manager, Quality Assurance & TAM from CFO Division

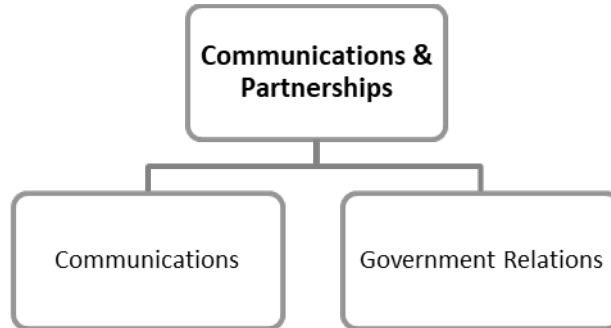
² Transferred 2 Real Estate positions from CFO Division

³ Transferred 10 Procurement positions from CFO Division

Reclass Real Estate Analyst II to Sr. Real Analyst
Reclass Sr. Manager, Procurement to Director, Procurement



Communications and Partnerships



- Communications 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.
- 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.



Communications and Partnerships continued

Performance Measures/Statistics



Communications and Partnerships continued

Performance Measures/Statistics

STRATEGIC PERFORMANCE GOAL: COMMUNITY VALUE

Social Media Followers

FY22 Social Follower Growth



5%

+280
Total: 6,325



8%

+432
Total: 5,821



16%

+337
Total: 2,449



77%

+475
Total: 1,090

- **Goal:** Increase followers on platform by 2% over the year.
- Positive trend lines on all platforms in follower growth.
- **How to read:** Bigger is better



Communications and Partnerships continued

Expenses

Expenses By Category

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Change FY22 to FY23	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 880,122	\$ -	\$ -	\$ 1,434,600	\$ 2,087,404	\$ 652,804	45.5%
Professional Services	229,455	-	-	484,645	866,000	381,355	78.7%
Materials & Supplies	2,921	-	-	17,554	19,000	1,446	8.2%
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	278,728	-	-	362,743	368,600	5,857	1.6%
Total	\$ 1,391,227	\$ -	\$ -	\$ 2,299,542	\$ 3,341,004	\$ 1,041,462	45.3%

By Department

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Change FY22 to FY23	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Government Relations	\$ -	\$ -	\$ -	\$ 240,706	\$ 523,532	\$ 282,826	117.5%
Communications & Partnerships	1,074,589	-	-	487,993	418,288	(69,705)	(14.3%)
Customer Advocacy	316,638	-	-	-	-	-	N/A
Communication	-	-	-	1,570,843	2,399,184	828,341	52.7%
Total	\$ 1,391,227	\$ -	\$ -	\$ 2,299,542	\$ 3,341,004	\$ 1,041,462	45.3%

Positions

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Change FY22 to FY23	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Government Relations	0	0	0	2	2	0	0.0%
Communications & Partnerships	3	0	0	1	1	0	0.0%
Customer Advocacy	3	0	0	0	0	0	N/A
Communication	6	0	0	6	13 ¹	7	116.7%
Customer Services	18	0	0	0	0	0	N/A
Total	30	0	0	9	16	7	77.8%

¹ Added 6 Community Outreach Specialist and 1 Digital Media Production Specialist

Reclass 1 Admin Assistant II to Admin Technician

Security, Safety and Customer Satisfaction



- Security, Safety and Customer Satisfaction 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.
- 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.
- 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.



Security, Safety and Customer Satisfaction continued

Performance Measures/Statistics





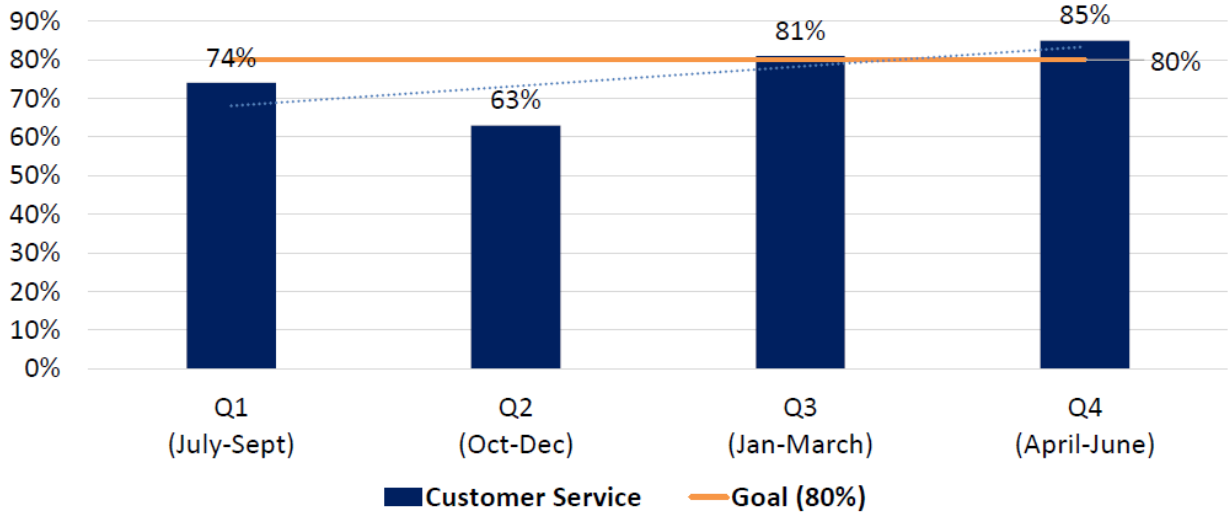
Security, Safety and Customer Satisfaction continued

Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: CUSTOMER SATISFACTION

Customer Satisfaction

Service Level for Calls Answered for Customer Service



- **Definition:** Percentage of calls answered within 20 seconds for Customer Service queues.
- **FY22 Average:** 76%
- **How to Read:** Bigger is Better

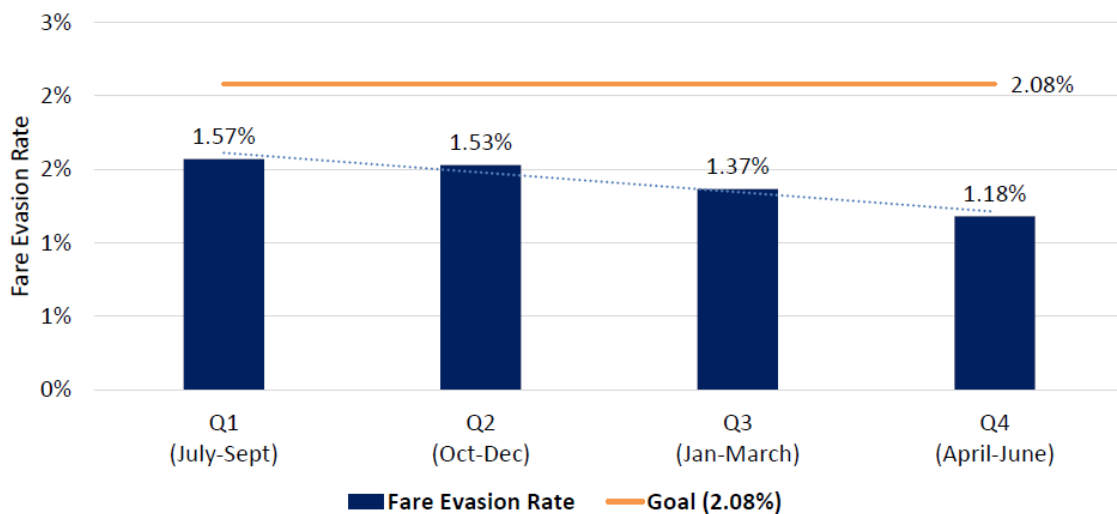
Security, Safety and Customer Satisfaction continued

Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: COMMUNITY VALUE

Overall Highlights

Fare Evasion Rate



- **Definition:** Fare evasion rate is calculated by percentage of fares inspected on Light Rail divided by the number of citations issued for the month.
- **FY22 Average:** 1.41%
- **Note:** Free Fare Pilot Program has been ongoing since March 2022 and has been successful in freeing up TA's to help with other passengers. It has also lowered the citation count by about 15% overall in Q4.
- **How to Read:** Lower is better



Security, Safety and Customer Satisfaction continued

Performance Measures/Statistics

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

Quality Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23 Amount	Change FY22 to FY23 Percent
Percent of passengers inspected	22.32%	21.45%	25.14%	25.90%	20.00%	0)	22.8%
Cited passengers without proper fare	39,513	27,035	31,138	16,754	30,000	13,246	79.1%
Light Rail Fare evasion	1.63%	1.39%	2.10%	1.40%	1.50%	0.1%	7.1%

STRATEGIC PERFORMANCE GOAL: CUSTOMER SATISFACTION

Quality Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23 Amount	Change FY22 to FY23 Percent
Number of customer contacts	14,698	14,698	13,989	7,024	14,000	6,976	99.3%
Number of passenger service reports processed	128	64	84	335	100	235	70.1%
Number of security related customer reports	114	160	145	159	125	34)	21.4%
Percent of security related customer contact	0.78%	1.14%	2.80%	2.30%	1.20%	0)	47.8%





Security, Safety and Customer Satisfaction continued

Expenses

Expenses by Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Salaries & Benefits	\$ 5,997,061	\$ 6,980,441	\$ 7,107,189	\$ 7,563,813	\$ 8,869,940	\$ 1,306,127	17.3%
Professional Services	5,034,078	6,396,655	6,123,485	7,588,339	8,935,774	1,347,435	17.8%
Materials & Supplies	89,348	311,240	587,400	280,320	365,500	85,180	30.4%
Utilities	-	-	(233)	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	194,415	75,713	20,950	42,643	51,900	9,257	21.7%
Total	\$ 11,314,901	\$ 13,764,049	\$ 13,838,792	\$ 15,475,115	\$ 18,223,114	\$ 2,747,999	17.8%

By Department

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Police Services	\$ 10,616,545	\$ 10,690,185	\$ 10,105,948	\$ 11,479,823	\$ 13,753,388	\$ 2,273,565	19.8%
Security, Safety & CS	-	212,630	265,429	508,771	275,656	(233,115)	(45.8%)
Safety & Environmental	698,356	807,343	1,111,938	978,143	1,489,618	511,475	52.3%
Customer Satisfaction	-	2,053,892	2,355,476	2,508,378	2,704,452	196,074	7.8%
Total	\$ 11,314,901	\$ 13,764,049	\$ 13,838,792	\$ 15,475,115	\$ 18,223,114	\$ 2,747,999	17.8%

Positions

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23	
						Amount	Percent
Police Services	73	49	44	49	46 ¹	-3	(6.1%)
Security and Safety	0	1	1	1	1	0	0.0%
Safety & Environmental	0	3	3	6	6	0	0.0%
Customer Satisfaction	0	0	26	26	26	0	0.0%
Total	73	53	74	82	79	-3	(3.7%)

¹ Reclass 3 SOC Security Leads back to PSC - SOC



Non Divisional

Expenses

Expenses by Category

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected	FY 2023 Budget	Change FY22 to FY23 Amount	Percent
Salaries & Benefits	\$ (309,140)	\$ (228,970)	\$ (199,452)	\$ (172,175)	\$ (10,568,151)	\$ (10,395,976)	6038.0%
Professional Services	-	-	-	-	-	-	N/A
Materials & Supplies	-	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	1,339	-	-	-	-	-	N/A
Total	\$ (307,801)	\$ (228,970)	\$ (199,452)	\$ (172,175)	\$ (10,568,151)	\$ (10,395,976)	6038.0%

This category includes estimated savings for future vacancies for FY 2023 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 2023 Adopted Budget proposes \$10.6 million for non-divisional savings from vacancy and indirect costs for capital projects, an increase of \$10.4 million from the FY 2022 year-end projections.

- 6% vacancy factor for Operators and 8% vacancy factor for non-Operators were used to calculate future vacancy savings for FY 2023. The estimated savings are \$10.6 million, which includes indirect costs for capital projects.
- Indirect cost for Capital Projects is estimated at \$0.19 million, which is an increase of \$0.02 million from the FY 2022 year-end projections of \$0.17 million.



Capital Improvement Program

Capital Improvement Program

Major Capital Projects

Sacramento Regional Transit District's (SacRT'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 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 in process. 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). Currently 28 LRVs are in production. Staff is working to identify funding to proceed with additional procurements. The new LRVs will require modifications to light rail stations to allow level boarding. In addition to the major projects listed below, there are technology projects and shop modifications needed for the low floor conversion, including a new wheel truing machine.

- **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.

- **Replacement New Low-Floor LRVs NTP 2 (8) (R376)**

This project will replace eight 1st Series Siemens LRVs.

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

SacRT will be modifying 48 existing light rail station platforms to allow level boarding. SacRT has received partial grant funding for the station conversions. This project will be completed in 4 phases.

Phase 1: Gold Line Two Car Conversion - Construction in process.

Phase 2: Gold Line Three Car Conversion - Design in process.

Phase 3: Blue Line Light Rail Station Low Floor Conversion - Design proposed to begin January 2023.

Phase 4: Blue Line Light Rail Station Low Floor Conversion - Design proposed to begin in 2023.

Major Capital Projects continued

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 process with completion expected by the Spring of 2024.

Segment 2: Rancho Cordova Double Tracking Construction. Design is in process. Construction funding to be identified.

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

SacRT will purchase seven low floor LRVs to provide more frequent 15-minute service will between Sunrise and Sutter Street stations to match the frequency on the rest of the Gold Line. In 2018, SacRT received a grant award from the State for this project.

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.

- **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 \$23 million Transformative Climate Communities (TCC) grant from California Strategic Growth Council (SGC) in December 2018. \$17.5 million of the TCC grant is for the light rail station construction. The new station will provide transit service for a neighborhood that is largely transit dependent. Design is complete and the construction contract is expected to be award in early 2023.

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. This project is in final design.

- **1102 Q Street Building Move (V102)**

This project includes work needed to relocate staff out of midtown offices to four suites at 1102 Q Street. Scope includes furnishing the offices, installing IT/AV equipment, and moving services. Staff has started to move in with moves proposed to be complete by FY 2023. The existing midtown administration buildings are outdated and dilapidated.

- **40' CNG Bus Replacement (71) / Retank (30) (B173)**

This project will replace 71 40' buses and retank 30 buses. 30 buses were delivered May 2022, 41 buses are scheduled to arrive June 2023, and staff is working on a bid to retank 30 buses.

- **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 the initial battery electric bus procurements. Design is in process. 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.



Revenues & Expenses

SacRT relies primarily on local, state, and federal grants to pay for capital projects. The FY 2023 budget proposes an increase in budget authority of \$43 million and budget carry forward from previous years of \$1.147 billion bring the FY 2023 Budget Authority to \$1.19 billion.

- The new capital project revenues for FY 2023 consists of \$137.3 million in Federal, \$68.2 million in State, \$51.1 in Local, and \$784.4 million in TBD funding.
- Federal, State and Local funding opportunities for capital projects are comprised of funding sources that are applied for on a project-by-project basis. The availability of the funding is dependent upon individual funding programs. The total funding opportunities for a fiscal year is based on the amount of funding sources available from federal appropriations, program allocations made by the State, or other funding sources made available for application.
- The TBD budget amount gives SacRT staff the authority to apply for competitive grant opportunities for projects up to the TBD amount.

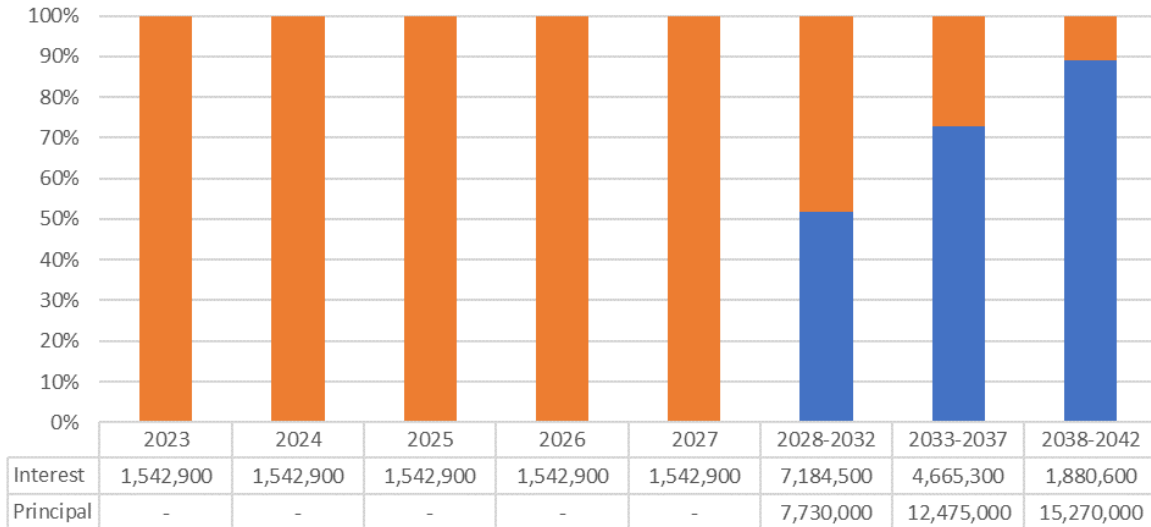
The FY 2023 capital budget proposes net new funding of \$43 million, which consists of \$38.7 million for Communication/IT Systems projects, \$24.2 million for Passenger Station Projects, <\$25.3> million for Guideway projects, \$3.9 million for Sub-Recipient projects, \$1.2 million for Maintenance Building Projects, \$1.4 million for Revenue Vehicle projects, \$1.4 million for Planning / Studies, and \$1.1 million for other projects.

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.

Fiscal Year Ending June 30	Principal	Interest	Total	Outstanding Balance
2023	-	1,542,900	1,542,900	35,475,000
2024	-	1,542,900	1,542,900	35,475,000
2025	-	1,542,900	1,542,900	35,475,000
2026	-	1,542,900	1,542,900	35,475,000
2027	-	1,542,900	1,542,900	35,475,000
2028-2032	7,730,000	7,184,500	14,914,500	27,745,000
2033-2037	12,475,000	4,665,300	17,140,300	15,270,000
2038-2042	15,270,000	1,880,600	17,150,600	-
	35,475,000	21,444,900	56,919,900	56,919,900

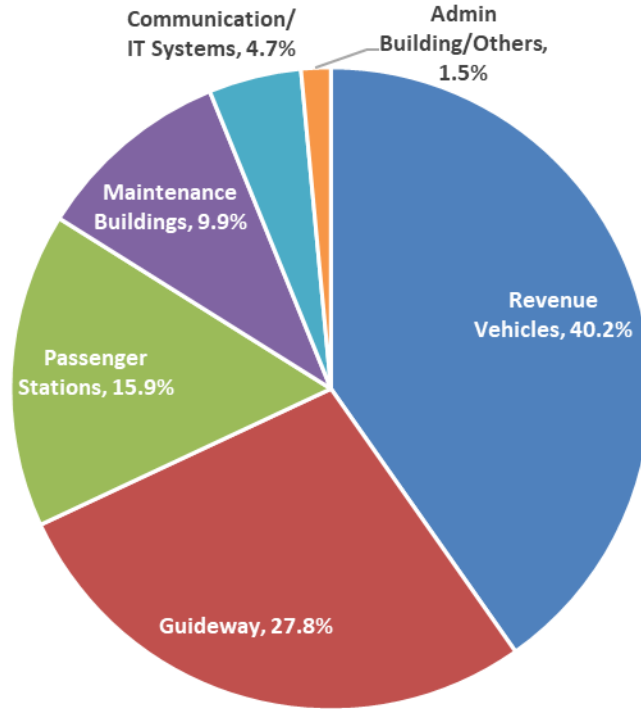
Debt Service Repayment Schedule



The credit rating associated with the Revenue Refunding Bonds, Series 2021A is A2 as assigned by Moody's Investor Services.



Capital Budget by Category



(Dollars in Thousands)

Type of Project	No. of Projects	Total Project Budget	Percent
Guideway	20	\$ 331,133,852	27.8%
Passenger Stations	17	188,732,141	15.9%
Administrative Buildings	9	5,063,344	0.4%
Maintenance Buildings	18	118,241,019	9.9%
Revenue Vehicles	20	479,120,906	40.2%
Service Vehicles	4	2,732,958	0.2%
Communication/IT Systems	19	55,672,963	4.7%
Planning / Studies	4	1,433,352	0.1%
External	9	1,045,316	0.1%
Sub-Recipient	8	4,447,841	0.4%
Other	4	3,142,263	0.3%
Total	132	\$1,190,765,955	100.00%

Impact of Capital Improvements on Operating Budget

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

- Capital projects completed in the current year will require ongoing maintenance and, in the case of new service lines, additional and ongoing operating costs.
- Capital projects completed in the current year will reduce ongoing maintenance cost by allowing SacRT to complete ongoing maintenance in a more efficient manner.
- Capital projects completed in the current year or in future years will reduce ongoing maintenance costs by reducing overall maintenance requirements.
- Capital projects that are not completed in the current year will affect future years’ budgets with increased operating costs in the year of completion. Future ongoing operating and maintenance costs are projected using current year baseline dollars.

The following capital projects will impact future operating budgets within the next five fiscal years. The estimated operating budget impacts are listed below.

R055 - Dos Rios Light Rail Station: SacRT is partnering with SHRA to design and construct a light rail station on the NE corridor between North B Street and Richards Blvd. on North 12th Street in downtown Sacramento. (Estimated completion date 12/31/23)

R115 - Replacement New Low Floor LRVs : Purchase 13 new low-floor Light Rail Vehicles to replace 13 high floor light rail vehicles that have reached the end of their useful life. Project will reduce overall maintenance costs associated with the operations of light rail service. (Estimated completion date 9/30/24)

R366 – Expansion Light Rail Vehicles: Gold Line 15 Min. service : Purchase 7 new low-floor Light Rail Vehicle to facilitate the operation of 15-minute service on Gold Line between Sunrise and Historic Folsom Light Rail Station. Project will result in an increase in revenue service hours increasing operations costs but decreasing the maintenance costs per revenue service hours. (Estimated completion date 9/30/24)

Combined impact	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
all capital projects	\$ -	\$56,189	\$2,523,563	\$3,425,953	\$3,528,732
Salaries & Benefits	-	39,164	1,758,924	2,387,889	2,459,526
Professional Services	-	5,338	239,739	325,466	335,229
Materials & Supplies	-	3,540	158,984	215,835	222,310
Utilities	-	1,967	88,325	119,908	123,506
Insurance & Liability	-	4,832	217,026	294,632	303,471
Other	-	1,349	60,566	82,223	84,690

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	Prior Authorized Budget	FY 2023 Carry Forward	FY 2023 Budget Changes	Prior Funding Allocation	FY 2023 Funding Additions				FY 2023 Authorized Budget	
					Federal	State	Local	TBD		
Guideway Capital Projects										
									Quantity: 20	
<i>Light Rail Capital Projects</i>										
									Quantity: 19	
410	South Sacramento Corridor Phase 2 LR Extension	\$270,000,000	\$1,210,614	\$0	\$1,210,614	\$0	\$0	\$0	\$0	\$1,210,614
F019	Instrument House and Signal Case Wraps	\$258,386	\$3	\$0	\$3	\$0	\$0	\$0	\$0	\$3
F040	Bridge Asset Rehabilitation	\$136,377	\$136,377	\$0	\$0	\$0	\$136,377	\$0	\$0	\$136,377
G238	Biennial Bridge Inspections / Repairs	\$251,873	\$12,251	\$0	\$12,251	\$0	\$0	\$0	\$0	\$12,251
M019	Arcade Creek Bridge Environmental Clearance	\$110,000	\$110,000	\$0	\$0	\$0	\$0	\$110,000	\$0	\$110,000
R010	Light Rail Crossing Enhancements	\$1,589,277	\$638,517	\$0	\$638,517	\$0	\$0	\$0	\$0	\$638,517
R322	Green Line Draft EIS / EIR	\$4,195,809	\$109,023	\$0	\$109,023	\$0	\$0	\$0	\$0	\$109,023
R328	Green Line Final EIS/EIR	\$1,400,000	\$1,400,000	\$1,600,000	\$0	\$0	\$0	\$0	\$3,000,000	\$3,000,000
R344	Enhanced Employee Protection Warning System	\$968,404	\$2,622	\$0	\$2,622	\$0	\$0	\$0	\$0	\$2,622
R359	LR Modern. 15 Min. Service to Folsom (Side Track)	\$67,300,000	\$64,234,864	\$0	\$28,076,159	\$0	\$0	\$0	\$36,158,705	\$64,234,864
R364	Bidwell Instrument House Replacement	\$371,234	\$56,308	\$0	\$56,308	\$0	\$0	\$0	\$0	\$56,308
R370	Sacramento Valley Double Tracking/MLS Station/Tail Track	\$95,800,000	\$95,800,000	\$0	\$0	\$0	\$0	\$0	\$95,800,000	\$95,800,000
R371	Y1 Substation Installation	\$2,760,000	\$2,760,000	\$0	\$0	\$0	\$0	\$0	\$2,760,000	\$2,760,000
R372	Roadway Worker Protection System	\$805,000	\$805,000	\$0	\$0	\$0	\$0	\$805,000	\$0	\$805,000
R374	TPSS A1 Negative Return Cable Replacement	\$184,390	\$184,390	\$0	\$0	\$0	\$184,390	\$0	\$0	\$184,390
R382	Stockton & 34th LR Crossing Enhancements	\$150,000	\$109,512	\$0	\$109,512	\$0	\$0	\$0	\$0	\$109,512
R385	Grand Avenue Bridge Repair	\$0	\$0	\$13,000,000	\$0	\$0	\$0	\$0	\$13,000,000	\$13,000,000
R389	Instrument House A019 Local Control Panel Replacement	\$0	\$0	\$82,250	\$0	\$0	\$0	\$0	\$82,250	\$82,250
R400	Light Rail State of Good Repair Maintenance	\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000
<i>Streetcar Capital Projects</i>										
									Quantity: 1	
S030	Downtown/Riverfront Streetcar Project	\$200,000,000	\$188,382,122	(\$40,000,000)	\$1,478,408	\$50,000,000	\$30,000,000	\$25,000,000	\$41,903,714	\$148,382,122
Guideway Capital Projects Total		\$646,780,750	\$356,451,602	(\$25,317,750)	\$31,693,416	\$50,000,000	\$30,320,767	\$25,915,000	\$193,204,669	\$331,133,852

Capital Project Revenues and Expenditures continued

Project	Prior Authorized Budget	FY 2023 Carry Forward	FY 2023 Budget Changes	Prior Funding Allocation	FY 2023 Funding Additions				FY 2023 Authorized Budget	
					Federal	State	Local	TBD		
Passenger Stations Capital Projects										
									Quantity: 17	
Light Rail Capital Projects										
									Quantity: 13	
F038	K Street DWT Replacement	\$280,000	\$280,000	\$0	\$0	\$0	\$0	\$280,000	\$0	\$280,000
M002	University/65th Street Transit Center Relocation	\$532,647	\$145,009	\$0	\$9	\$0	\$0	\$0	\$145,000	\$145,009
R055	Dos Rios Light Rail Station Design	\$2,383,358	\$11,457	\$0	\$11,457	\$0	\$0	\$0	\$0	\$11,457
R135	Horn Light Rail Station	\$5,840,604	\$5,295,021	\$0	\$42,889	\$500,000	\$0	\$0	\$4,752,132	\$5,295,021
R327	Sacramento Valley Station Realignment	\$38,320,000	\$38,292,368	\$0	\$218,368	\$3,755,000	\$0	\$808,000	\$33,511,000	\$38,292,368
R347	Watt I-80 Elevator Replacement	\$990,000	\$105,609	\$0	\$105,609	\$0	\$0	\$0	\$0	\$105,609
R375	Dos Rios Light Rail Station Construction	\$23,416,642	\$23,416,642	\$5,000,000	\$19,178,243	\$0	\$2,571,554	\$0	\$6,666,845	\$28,416,642
R380	Gold Line Light Rail Station Low Floor Conversion	\$47,193,396	\$45,922,391	\$0	\$19,016,252	\$0	\$0	\$0	\$26,906,139	\$45,922,391
R381	Blue Line Light Rail Station Low Floor Conversion	\$39,056,604	\$39,056,604	\$0	\$0	\$0	\$4,003,278	\$0	\$35,053,326	\$39,056,604
R386	LED Lighting Project: Phase 1	\$0	\$0	\$2,750,000	\$0	\$0	\$0	\$0	\$2,750,000	\$2,750,000
R387	LED Lighting Project: Phase 2	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$0	\$3,000,000	\$3,000,000
R388	LED Lighting Project: Phase 3	\$0	\$0	\$5,000,000	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000
T066	Historic Folsom Camera Enhancements	\$88,607	\$67,274	\$0	\$67,274	\$0	\$0	\$0	\$0	\$67,274
Bus Capital Projects										
									Quantity: 4	
B150	Watt I-80 Transit Center Improvements	\$10,410,780	\$10,008,343	\$8,425,076	\$170,468	\$1,644,000	\$7,936,459	\$1,500,000	\$7,182,492	\$18,433,419
B171	Citrus Heights Bus Stop Improvements	\$310,000	\$310,000	\$0	\$0	\$0	\$0	\$0	\$310,000	\$310,000
B172	Folsom Bus Stop Improvements (Delete)	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000
B179	Bus Stop Improvements	\$1,462,790	\$1,446,347	\$0	\$212,831	\$0	\$0	\$0	\$1,233,516	\$1,446,347
Passenger Stations Capital Projects Total		\$170,485,428	\$164,557,065	\$24,175,076	\$39,023,400	\$5,899,000	\$14,511,291	\$2,588,000	\$126,710,450	\$188,732,141

Capital Project Revenues and Expenditures continued

Project	Prior Authorized Budget	FY 2023 Carry Forward	FY 2023 Budget Changes	Prior Funding Allocation	FY 2023 Funding Additions				FY 2023 Authorized Budget	
					Federal	State	Local	TBD		
Revenue Vehicles Capital Projects									Quantity: 20	
Light Rail Capital Projects									Quantity: 9	
R001	CAF/Siemens LR Vehicle Painting/Exterior Work	\$995,000	\$479,071	\$0	\$479,071	\$0	\$0	\$0	\$0	\$479,071
R100	Replacement Light Rail Vehicles (36)	\$47,268,494	\$47,268,494	\$0	\$0	\$0	\$0	\$0	\$47,268,494	\$47,268,494
R115	Replacement New Low-Floor LRVs (13)	\$75,866,094	\$48,517,393	\$0	\$48,517,393	\$0	\$0	\$0	\$0	\$48,517,393
R125	CAF Fleet Mid-Life Component Overhaul	\$106,230,277	\$106,230,277	\$0	\$0	\$24,000,000	\$0	\$6,000,000	\$76,230,277	\$106,230,277
R366	Light Rail Vehicles: Gold Line 15 Min. Service (7 Exp.)	\$42,104,534	\$28,569,145	\$0	\$28,569,145	\$0	\$0	\$0	\$0	\$28,569,145
R368	LR Vehicles: Green Line 15 Min SVS to T9 (7 Exp.)	\$46,500,000	\$46,500,000	\$0	\$0	\$0	\$0	\$0	\$46,500,000	\$46,500,000
R376	Replacement New Low-Floor LRVs NTP 2 (8)	\$46,200,000	\$36,710,194	\$0	\$28,733,024	\$7,977,170	\$0	\$0	\$0	\$36,710,194
R377	Replacement New Low-Floor LRVs NTP 3 (8)	\$48,000,000	\$48,000,000	\$0	\$0	\$15,726,300	\$23,394,078	\$0	\$8,879,622	\$48,000,000
T072	Train Technology Refresh	\$11,930,289	\$11,930,289	\$486,900	\$0	\$9,933,751	\$0	\$2,483,438	\$0	\$12,417,189
Bus Capital Projects									Quantity: 4	
B100	Replace 16 CNG Buses	\$21,629,000	\$21,629,000	\$0	\$0	\$0	\$0	\$0	\$21,629,000	\$21,629,000
B164	Airport Service ZEB Buses (10 40')	\$9,926,957	\$7,052,774	\$0	\$375,953	\$0	\$0	\$0	\$6,676,821	\$7,052,774
B173	40' CNG Bus Replacement (71) / Retank (30)	\$63,500,000	\$63,445,561	\$0	\$25,387,627	\$18,821,459	\$0	\$9,178,541	\$10,057,934	\$63,445,561
B181	Operator Barrier Replacement	\$1,327,000	\$1,327,000	\$0	\$0	\$0	\$0	\$0	\$1,327,000	\$1,327,000
Demand Response Capital Projects									Quantity: 4	
B142	Neighborhood Ride Vehicle Replacements	\$2,672,248	\$11	\$0	\$11	\$0	\$0	\$0	\$0	\$11
B159	Microtransit: 20 Zero Emission Vehicles & Chargers	\$5,519,200	\$5,519,200	\$0	\$0	\$0	\$0	\$0	\$5,519,200	\$5,519,200
B178	Folsom Cutaway Bus Replacement (8)	\$1,378,145	\$213,391	\$0	\$213,391	\$0	\$0	\$0	\$0	\$213,391
P014	SmaRT Ride Vehicle Replacement	\$1,525,000	\$1,525,000	\$303,650	\$0	\$0	\$0	\$260,000	\$1,568,650	\$1,828,650
Paratransit Capital Projects									Quantity: 3	
P009	Paratransit Vehicle Replacement (approx. 40+)	\$7,263,520	\$35,256	\$0	\$35,256	\$0	\$0	\$0	\$0	\$35,256
P013	SacRT Go Paratransit Vehicle Replacement	\$2,600,000	\$2,600,000	\$607,300	\$2,600,000	\$0	\$0	\$0	\$607,300	\$3,207,300
P015	SmaRT Ride Expansion Vehicle (1)	\$171,000	\$171,000	\$0	\$0	\$0	\$0	\$0	\$171,000	\$171,000
Revenue Vehicles Capital Projects Total		\$542,606,758	\$477,723,055	\$1,397,850	\$134,910,870	\$76,458,680	\$23,394,078	\$17,921,979	\$226,435,298	\$479,120,905

Capital Project Revenues and Expenditures continued

Project	Prior Authorized Budget	FY 2023 Carry Forward	FY 2023 Budget Changes	Prior Funding Allocation	FY 2023 Funding Additions				FY 2023 Authorized Budget	
					Federal	State	Local	TBD		
Service Vehicles Capital Projects										
									Quantity: 4	
<i>Other Capital Projects</i>										
									Quantity: 4	
B141	Non-Revenue Vehicle Replacement	\$4,726,342	\$125,246	\$0	\$125,246	\$0	\$0	\$0	\$0	\$125,246
G225	Non-Revenue Police Vehicle Replacement	\$2,083,501	\$11	\$0	\$11	\$0	\$0	\$0	\$0	\$11
N001	Police Vehicle Replacement	\$2,420,000	\$2,420,000	\$0	\$940,000	\$0	\$0	\$740,000	\$740,000	\$2,420,000
T071	Mobile Camera Trailers (2)	\$187,702	\$187,702	\$0	\$0	\$0	\$0	\$0	\$187,702	\$187,702
Service Vehicles Capital Projects Total		\$9,417,545	\$2,732,958	\$0	\$1,065,256	\$0	\$0	\$740,000	\$927,702	\$2,732,958
Maintenance Buildings Capital Projects										
									Quantity: 18	
<i>Light Rail Capital Projects</i>										
									Quantity: 8	
F037	Wayside Roof Replacement	\$503,000	\$503,000	\$0	\$0	\$0	\$0	\$503,000	\$0	\$503,000
R324	Light Rail Portable Jacking System	\$175,000	\$52,596	\$0	\$52,596	\$0	\$0	\$0	\$0	\$52,596
R343	Whiting In-Floor Hoist Inspection and Repair	\$254,817	\$20,735	\$0	\$20,735	\$0	\$0	\$0	\$0	\$20,735
R362	Light Rail Wheel Truing Machine Procurement	\$4,415,438	\$4,415,438	\$0	\$1,372,762	\$0	\$0	\$195,000	\$2,847,676	\$4,415,438
R363	Tamper Refurbishment	\$89,880	\$89,822	\$0	\$89,822	\$0	\$0	\$0	\$0	\$89,822
R373	Material Storage System	\$655,000	\$655,000	\$0	\$0	\$0	\$0	\$0	\$655,000	\$655,000
R383	Phase 1 Gold Line LR Maintenance Facility Env./PE/ROW	\$22,500,000	\$22,500,000	\$0	\$0	\$0	\$0	\$0	\$22,500,000	\$22,500,000
R384	LRV Maintenance Shop Upgrades	\$34,800	\$33,999	\$0	\$33,999	\$0	\$0	\$0	\$0	\$33,999
<i>Bus Capital Projects</i>										
									Quantity: 8	
B144	BMF1 CNG Fueling Facility Upgrades	\$4,285,684	\$3,643,142	\$0	\$2,962,890	\$0	\$0	\$0	\$680,252	\$3,643,142
B153	BMF1 Ground Well Monitoring	\$153,683	\$14,992	\$0	\$14,992	\$0	\$0	\$0	\$0	\$14,992
B165	Electric Bus Charging Infrastructure: 4,000 AMP	\$9,380,000	\$9,245,141	\$0	\$2,077,244	\$0	\$0	\$0	\$7,167,897	\$9,245,141
B180	BMF 1 In-Ground Lift Replacement	\$872,154	\$872,154	\$0	\$872,154	\$0	\$0	\$0	\$0	\$872,154
B400	Bus System Capital Improvements/State of Good Repair	\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000
F035	South Area Bus Maintenance Facility	\$70,725,000	\$70,725,000	\$0	\$0	\$0	\$0	\$0	\$70,725,000	\$70,725,000
F042	South Bus Parking Lot Pavement Repair Design	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000	\$100,000
F043	BMF2 Pavement Repair	\$0	\$0	\$2,065,000	\$0	\$0	\$0	\$0	\$2,065,000	\$2,065,000
<i>Demand Response Capital Projects</i>										
									Quantity: 2	
B151	Above Ground Gas Tank	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000
F033	Cutaway and Non-Revenue Fuel Stations	\$805,000	\$805,000	\$0	\$0	\$0	\$0	\$805,000	\$0	\$805,000
Maintenance Buildings Capital Projects Total		\$117,349,456	\$116,076,019	\$2,165,000	\$7,497,194	\$0	\$0	\$1,503,000	\$109,240,825	\$118,241,019

Capital Project Revenues and Expenditures continued

Project	Prior Authorized Budget	FY 2023 Carry Forward	FY 2023 Budget Changes	Prior Funding Allocation	FY 2023 Funding Additions				FY 2023 Authorized Budget	
					Federal	State	Local	TBD		
Administrative Buildings Capital Projects									Quantity: 9	
Other Capital Projects									Quantity: 9	
F020	HVAC Replacements - Admin & Maintenance Buildings	\$85,033	\$1	\$0	\$1	\$0	\$0	\$0	\$0	\$1
F021	Facilities Maintenance & Improvements	\$818,996	\$455,455	\$0	\$88,838	\$0	\$0	\$0	\$366,617	\$455,455
F028	Administrative Equipment Optimization	\$700,000	\$700,000	\$0	\$0	\$0	\$0	\$0	\$700,000	\$700,000
F030	Admin Building Lobby Remodel	\$200,000	\$149,398	\$0	\$149,398	\$0	\$0	\$0	\$0	\$149,398
F031	R Street SOC Upgrades	\$390,702	\$304,187	\$0	\$304,187	\$0	\$0	\$0	\$0	\$304,187
F034	1225 R Street Electrical & Mechanical Upgrade	\$570,000	\$158,674	\$0	\$148,692	\$0	\$0	\$0	\$9,982	\$158,674
F041	R Street Warehouse Update	\$375,000	\$375,000	\$0	\$375,000	\$0	\$0	\$0	\$0	\$375,000
F400	Facilities Capital Improvements / State of Good Repair	\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000
V102	1102 Q Street Building Move	\$2,430,000	\$2,420,630	\$0	\$2,420,630	\$0	\$0	\$0	\$0	\$2,420,630
Administrative Buildings Capital Projects Total		\$6,069,731	\$5,063,344	\$0	\$3,486,745	\$0	\$0	\$0	\$1,576,599	\$5,063,344

Capital Project Revenues and Expenditures continued

Project	Prior Authorized Budget	FY 2023 Carry Forward	FY 2023 Budget Changes	Prior Funding Allocation	FY 2023 Funding Additions				FY 2023 Authorized Budget	
					Federal	State	Local	TBD		
Communication/IT Systems Capital Projects									Quantity: 19	
<i>Light Rail Capital Projects</i>									Quantity: 3	
M022	Systemwide SCADA Implementation Design	\$0	\$0	\$6,500,000	\$0	\$0	\$0	\$6,500,000	\$6,500,000	
R354	Fare Vending Machine (FVM) Enhancements	\$9,745,317	\$1,190,691	\$0	\$1,190,691	\$0	\$0	\$0	\$1,190,691	
T073	LR Station Signage Refresh: Replace DMS	\$4,633,713	\$4,633,713	\$28,500	\$0	\$3,729,770	\$0	\$932,443	\$4,662,213	
<i>Bus Capital Projects</i>									Quantity: 7	
B147	Bus Maintenance Management Software Program	\$414,500	\$392,961	\$0	\$2	\$0	\$0	\$392,959	\$392,961	
B174	Disruption Manager Software	\$214,866	\$214,866	\$0	\$0	\$0	\$0	\$214,866	\$214,866	
B175	Intelligent Vehicle Network Upgrade (IVN3 to IVN5)	\$652,630	\$652,630	\$0	\$652,630	\$0	\$0	\$0	\$652,630	
B176	Drive Cam	\$454,590	\$454,590	\$0	\$454,590	\$0	\$0	\$0	\$454,590	
B177	Trapeze OPS Web	\$251,000	\$251,000	\$0	\$251,000	\$0	\$0	\$0	\$251,000	
T070	ITS Install on Elk Grove Fleet	\$1,500,000	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000	\$1,500,000	
T075	Bus Router Refresh	\$0	\$0	\$2,305,225	\$0	\$0	\$0	\$2,305,225	\$2,305,225	
<i>Paratransit Capital Projects</i>									Quantity: 1	
P011	Paratransit Service Start Up	\$2,000,000	\$136,736	\$0	\$136,736	\$0	\$0	\$0	\$136,736	
<i>Other Capital Projects</i>									Quantity: 8	
T018	Building Access Upgrades	\$128,116	\$2,545	\$0	\$2,545	\$0	\$0	\$0	\$2,545	
T022	Handheld Smart Card Reader	\$120,776	\$8,985	\$0	\$8,985	\$0	\$0	\$0	\$8,985	
T025	Surveillance and Security Facilities Enhancements	\$277,661	\$2	\$0	\$2	\$0	\$0	\$0	\$2	
T062	Design 1225 R St. Uninterruptable Power Supply	\$51,555	\$5,251	\$0	\$5,251	\$0	\$0	\$0	\$5,251	
T067	Connect Card Version 2.0	\$7,500,000	\$7,500,000	\$0	\$0	\$0	\$0	\$7,500,000	\$7,500,000	
T069	Safety and Light Rail Portable Radio Replacement	\$401,238	\$48,643	\$0	\$48,643	\$0	\$0	\$0	\$48,643	
T074	Security Camera System Upgrade	\$0	\$0	\$2,070,000	\$0	\$0	\$0	\$2,070,000	\$2,070,000	
T076	Network Infrastructure Refresh	\$0	\$0	\$27,776,625	\$0	\$0	\$0	\$27,776,625	\$27,776,625	
Communication/IT Systems Capital Projects Total		\$28,345,962	\$16,992,613	\$38,680,350	\$2,751,075	\$3,729,770	\$0	\$1,147,309	\$48,044,809	\$55,672,963

Capital Project Revenues and Expenditures continued

Project	Prior Authorized Budget	FY 2023 Carry Forward	FY 2023 Budget Changes	Prior Funding Allocation	FY 2023 Funding Additions				FY 2023 Authorized Budget	
					Federal	State	Local	TBD		
Other Capital Projects									Quantity: 4	
<i>Other Capital Projects</i>									Quantity: 4	
M004	OPERATING Revenue Bond, Series 2012 Payment	\$24,230,350	\$2,038,054	\$0	\$742,793	\$0	\$0	\$1,295,261	\$0	\$2,038,054
M023	SacRT Workforce Development	\$0	\$0	\$1,063,750	\$0	\$0	\$0	\$0	\$1,063,750	\$1,063,750
T043	Emergency Drills	\$65,430	\$27,681	\$0	\$27,681	\$0	\$0	\$0	\$0	\$27,681
T060	Anti-Terrorism Directed Surge Patrols (Overtime Patrol)	\$74,986	\$12,768	\$10	\$12,768	\$0	\$0	\$0	\$10	\$12,778
Other Capital Projects Total		\$24,370,766	\$2,078,503	\$1,063,760	\$783,242	\$0	\$0	\$1,295,261	\$1,063,760	\$3,142,263
Planning / Studies Capital Projects									Quantity: 4	
<i>Bus Capital Projects</i>									Quantity: 1	
M018	Bus Stop Improvement Plan	\$250,000	\$233,352	\$0	\$233,352	\$0	\$0	\$0	\$0	\$233,352
<i>Other Capital Projects</i>									Quantity: 3	
E400	Capital Improvements for Real Estate Development	\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000
M021	Blue Line to Elk Grove/High-Frequency Bus Service Plan	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000
M400	Planning/Studies	\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000
Planning / Studies Capital Projects Total		\$1,450,000	\$1,433,352	\$0	\$233,352	\$0	\$0	\$0	\$1,200,000	\$1,433,352
Sub-Recipient Capital Projects									Quantity: 8	
<i>Other Capital Projects</i>									Quantity: 8	
Q061	Yolo bus Causeway Connection Ops	\$1,500,000	\$1,500,000	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000
Q062	El Dorado Prev. Maint. 5307/5339 Commuter Routes	\$339,296	\$77,274	\$0	\$77,274	\$0	\$0	\$0	\$0	\$77,274
Q063	El Dorado Transit COVID-19 Related Activities	\$950,866	\$950,866	\$0	\$950,866	\$0	\$0	\$0	\$0	\$950,866
Q067	FY21 Bus Preventive Maintenance: El Dorado Transit	\$43,520	\$43,520	\$0	\$43,520	\$0	\$0	\$0	\$0	\$43,520
Q068	Placerville Station Phase 2	\$645,000	\$645,000	\$0	\$645,000	\$0	\$0	\$0	\$0	\$645,000
Q070	El Dorado Transit - FY22 Preventive Maintenance	\$0	\$0	\$31,181	\$0	\$31,181	\$0	\$0	\$0	\$31,181
Q071	El Dorado Transit - Park & Ride Improvements	\$0	\$0	\$700,000	\$0	\$700,000	\$0	\$0	\$0	\$700,000
Q072	Paratransit - Mobility Management FY 22 & 23	\$0	\$0	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$500,000
Sub-Recipient Capital Projects Total		\$3,478,682	\$3,216,660	\$1,231,181	\$3,216,660	\$1,231,181	\$0	\$0	\$0	\$4,447,841

Capital Project Revenues and Expenditures continued

Project	Prior Authorized Budget	FY 2023 Carry Forward	FY 2023 Budget Changes	Prior Funding Allocation	FY 2023 Funding Additions				FY 2023 Authorized Budget	
					Federal	State	Local	TBD		
External Capital Projects									Quantity: 9	
<i>Other Capital Projects</i>									Quantity: 9	
A007	Easton Development Grade Crossing	\$50,000	\$27,535	\$0	\$27,535	\$0	\$0	\$0	\$0	\$27,535
A009	Folsom Streetscape	\$81,029	\$17,812	\$0	\$17,812	\$0	\$0	\$0	\$0	\$17,812
A015	Caltrans Brighton Overhead Design Build Support	\$378,230	\$282,376	\$0	\$282,376	\$0	\$0	\$0	\$0	\$282,376
A019	Caltrans Camellia City Viaduct Overhead Structures	\$434,300	\$195,061	\$0	\$195,061	\$0	\$0	\$0	\$0	\$195,061
A020	Folsom Complete Street Project	\$45,000	\$39,750	\$0	\$39,750	\$0	\$0	\$0	\$0	\$39,750
A021	29th / 30th Signal System: SacRT Labor	\$100,000	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
A022	29th / 30th Signal System	\$315,000	\$315,000	\$0	\$315,000	\$0	\$0	\$0	\$0	\$315,000
A024	Richards Blvd. Office Complex	\$50,000	\$31,722	\$0	\$31,722	\$0	\$0	\$0	\$0	\$31,722
G237	Caltrans Across the Top System Modifications	\$360,135	\$36,060	\$0	\$36,060	\$0	\$0	\$0	\$0	\$36,060
External Capital Projects Total		\$1,813,694	\$1,045,316	\$0	\$1,045,316	\$0	\$0	\$0	\$0	\$1,045,316
SacRT Capital Budget Project Total: Quantity: 132		\$1,552,168,772	\$1,147,370,488	\$43,395,467	\$225,706,527	\$137,318,632	\$68,226,136	\$51,110,548	\$708,404,112	\$1,190,765,955



Capital Project Expenditure Plan

Project		Expended Through FY 2022	FY 2023 Carry Forward	FY 2023 Budget Changes	Future Capital Expenditures	Total Project Cost
Guideway Capital Projects						Quantity: 20
<i>Light Rail Capital Projects</i>						Quantity: 19
410	South Sacramento Corridor Phase 2 LR Extension	\$268,789,386	\$1,210,614	\$0	\$1,210,614	\$270,000,000
F019	Instrument House and Signal Case Wraps	\$258,383	\$3	\$0	\$3	\$258,386
F040	Bridge Asset Rehabilitation	\$0	\$136,377	\$0	\$136,377	\$136,377
G238	Biennial Bridge Inspections / Repairs	\$239,622	\$12,251	\$0	\$12,251	\$251,873
M019	Arcade Creek Bridge Environmental Clearance	\$0	\$110,000	\$0	\$110,000	\$110,000
R010	Light Rail Crossing Enhancements	\$950,760	\$638,517	\$0	\$638,517	\$1,589,277
R322	Green Line Draft EIS / EIR	\$4,086,786	\$109,023	\$0	\$109,023	\$4,195,809
R328	Green Line Final EIS/EIR	\$0	\$1,400,000	\$1,600,000	\$3,000,000	\$3,000,000
R344	Enhanced Employee Protection Warning System	\$965,782	\$2,622	\$0	\$2,622	\$968,404
R359	LR Modern. 15 Min. Service to Folsom (Side Track)	\$3,065,136	\$64,234,864	\$0	\$64,234,864	\$67,300,000
R364	Bidwell Instrument House Replacement	\$314,926	\$56,308	\$0	\$56,308	\$371,234
R370	Sacramento Valley Double Tracking/MLS Station/Tail Track	\$0	\$95,800,000	\$0	\$95,800,000	\$95,800,000
R371	Y1 Substation Installation	\$0	\$2,760,000	\$0	\$2,760,000	\$2,760,000
R372	Roadway Worker Protection System	\$0	\$805,000	\$0	\$805,000	\$805,000
R374	TPSS A1 Negative Return Cable Replacement	\$0	\$184,390	\$0	\$184,390	\$184,390
R382	Stockton & 34th LR Crossing Enhancements	\$40,489	\$109,512	\$0	\$109,512	\$150,000
R385	Grand Avenue Bridge Repair	\$0	\$0	\$13,000,000	\$13,000,000	\$13,000,000
R389	Instrument House A019 Local Control Panel Replacement	\$0	\$0	\$82,250	\$82,250	\$82,250
R400	Light Rail State of Good Repair Maintenance	\$0	\$500,000	\$0	\$500,000	\$500,000
<i>Streetcar Capital Projects</i>						Quantity: 1
S030	Downtown/Riverfront Streetcar Project	\$11,617,878	\$188,382,122	(\$40,000,000)	\$148,382,122	\$160,000,000
Guideway Capital Projects Total		\$290,329,148	\$356,451,602	(\$25,317,750)	\$331,133,852	\$621,463,000
Passenger Stations Capital Projects						Quantity: 17
<i>Light Rail Capital Projects</i>						Quantity: 13
F038	K Street DWT Replacement	\$0	\$280,000	\$0	\$280,000	\$280,000
M002	University/65th Street Transit Center Relocation	\$387,638	\$145,009	\$0	\$145,009	\$532,647
R055	Dos Rios Light Rail Station Design	\$2,371,901	\$11,457	\$0	\$11,457	\$2,383,358
R135	Horn Light Rail Station	\$545,583	\$5,295,021	\$0	\$5,295,021	\$5,840,604
R327	Sacramento Valley Station Realignment	\$27,632	\$38,292,368	\$0	\$38,292,368	\$38,320,000
R347	Watt I-80 Elevator Replacement	\$884,391	\$105,609	\$0	\$105,609	\$990,000
R375	Dos Rios Light Rail Station Construction	\$0	\$23,416,642	\$5,000,000	\$28,416,642	\$28,416,642
R380	Gold Line Light Rail Station Low Floor Conversion	\$1,271,005	\$45,922,391	\$0	\$45,922,391	\$47,193,396
R381	Blue Line Light Rail Station Low Floor Conversion	\$0	\$39,056,604	\$0	\$39,056,604	\$39,056,604
R386	LED Lighting Project: Phase 1	\$0	\$0	\$2,750,000	\$2,750,000	\$2,750,000
R387	LED Lighting Project: Phase 2	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000
R388	LED Lighting Project: Phase 3	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000
T066	Historic Folsom Camera Enhancements	\$21,333	\$67,274	\$0	\$67,274	\$88,607
<i>Bus Capital Projects</i>						Quantity: 4
B150	Watt I-80 Transit Center Improvements	\$402,437	\$10,008,343	\$8,425,076	\$18,433,419	\$18,835,856
B171	Citrus Heights Bus Stop Improvements	\$0	\$310,000	\$0	\$310,000	\$310,000
B172	Folsom Bus Stop Improvements (Delete)	\$0	\$200,000	\$0	\$200,000	\$200,000
B179	Bus Stop Improvements	\$16,443	\$1,446,347	\$0	\$1,446,347	\$1,462,790
Passenger Stations Capital Projects Total		\$5,928,363	\$164,557,065	\$24,175,076	\$188,732,141	\$194,660,504



Capital Project Expenditure Plan continued

Project	Expended Through FY 2022	FY 2023 Carry Forward	FY 2023 Budget Changes	Future Capital Expenditures	Total Project Cost	
Revenue Vehicles Capital Projects					Quantity: 20	
<i>Light Rail Capital Projects</i>					Quantity: 9	
R001	CAF/Siemens LR Vehicle Painting/Exterior Work	\$515,929	\$479,071	\$0	\$479,071	\$995,000
R100	Replacement Light Rail Vehicles (36)	\$0	\$47,268,494	\$0	\$47,268,494	\$47,268,494
R115	Replacement New Low-Floor LRVs (13)	\$27,348,701	\$48,517,393	\$0	\$48,517,393	\$75,866,094
R125	CAF Fleet Mid-Life Component Overhaul	\$0	\$106,230,277	\$0	\$106,230,277	\$106,230,277
R366	Light Rail Vehicles: Gold Line 15 Min. Service (7 Exp.)	\$13,535,389	\$28,569,145	\$0	\$28,569,145	\$42,104,534
R368	LR Vehicles: Green Line 15 Min SVS to T9 (7 Exp.)	\$0	\$46,500,000	\$0	\$46,500,000	\$46,500,000
R376	Replacement New Low-Floor LRVs NTP 2 (8)	\$9,489,806	\$36,710,194	\$0	\$36,710,194	\$46,200,000
R377	Replacement New Low-Floor LRVs NTP 3 (8)	\$0	\$48,000,000	\$0	\$48,000,000	\$48,000,000
T072	Train Technology Refresh	\$0	\$11,930,289	\$486,900	\$12,417,189	\$12,417,189
<i>Bus Capital Projects</i>					Quantity: 4	
B100	Replace 16 CNG Buses	\$0	\$21,629,000	\$0	\$21,629,000	\$21,629,000
B164	Airport Service ZEB Buses (10 40')	\$2,874,183	\$7,052,774	\$0	\$7,052,774	\$9,926,957
B173	40' CNG Bus Replacement (71) / Retank (30)	\$54,439	\$63,445,561	\$0	\$63,445,561	\$63,500,000
B181	Operator Barrier Replacement	\$0	\$1,327,000	\$0	\$1,327,000	\$1,327,000
<i>Demand Response Capital Projects</i>					Quantity: 4	
B142	Neighborhood Ride Vehicle Replacements	\$2,672,237	\$11	\$0	\$11	\$2,672,248
B159	Microtransit: 20 Zero Emission Vehicles & Chargers	\$0	\$5,519,200	\$0	\$5,519,200	\$5,519,200
B178	Folsom Cutaway Bus Replacement (8)	\$1,164,754	\$213,391	\$0	\$213,391	\$1,378,145
P014	SmaRT Ride Vehicle Replacement	\$0	\$1,525,000	\$303,650	\$1,828,650	\$1,828,650
<i>Paratransit Capital Projects</i>					Quantity: 3	
P009	Paratransit Vehicle Replacement (approx. 40+)	\$7,228,264	\$35,256	\$0	\$35,256	\$7,263,520
P013	SacRT Go Paratransit Vehicle Replacement	\$0	\$2,600,000	\$607,300	\$3,207,300	\$3,207,300
P015	SmaRT Ride Expansion Vehicle (1)	\$0	\$171,000	\$0	\$171,000	\$171,000
Revenue Vehicles Capital Projects Total		\$64,883,703	\$477,723,055	\$1,397,850	\$479,120,905	\$544,004,608
Service Vehicles Capital Projects					Quantity: 4	
<i>Other Capital Projects</i>					Quantity: 4	
B141	Non-Revenue Vehicle Replacement	\$4,601,096	\$125,246	\$0	\$125,246	\$4,726,342
G225	Non-Revenue Police Vehicle Replacement	\$2,083,490	\$11	\$0	\$11	\$2,083,501
N001	Police Vehicle Replacement	\$0	\$2,420,000	\$0	\$2,420,000	\$2,420,000
T071	Mobile Camera Trailers (2)	\$0	\$187,702	\$0	\$187,702	\$187,702
Service Vehicles Capital Projects Total		\$6,684,587	\$2,732,958	\$0	\$2,732,958	\$9,417,545



Capital Project Expenditure Plan continued

Project	Expended Through FY 2023	FY 2023 Carry Forward	FY 2023 Budget Changes	Future Capital Expenditures	Total Project Cost	
Revenue Vehicles Capital Projects					Quantity: 21	
<i>Light Rail Capital Projects</i>					Quantity: 9	
R001	CAF/Siemens LR Vehicle Painting/Exterior Work	\$515,929	\$479,071	\$0	\$479,071	\$995,000
R100	Replacement Light Rail Vehicles (36)	\$0	\$47,268,494	\$0	\$47,268,494	\$47,268,494
R115	Replacement New Low-Floor LRVs (13)	\$27,348,701	\$48,517,393	\$0	\$48,517,393	\$75,866,094
R125	CAF Fleet Mid-Life Component Overhaul	\$0	\$106,230,277	\$0	\$106,230,277	\$106,230,277
R366	Light Rail Vehicles: Gold Line 15 Min. Service (7 Exp.)	\$13,535,389	\$28,569,145	\$0	\$28,569,145	\$42,104,534
R368	LR Vehicles: Green Line 15 Min SVS to T9 (7 Exp.)	\$0	\$46,500,000	\$0	\$46,500,000	\$46,500,000
R376	Replacement New Low-Floor LRVs NTP 2 (8)	\$9,489,806	\$36,710,194	\$0	\$36,710,194	\$46,200,000
R377	Replacement New Low-Floor LRVs NTP 3 (8)	\$0	\$48,000,000	\$0	\$48,000,000	\$48,000,000
T072	Train Technology Refresh	\$0	\$11,930,289	\$486,900	\$12,417,189	\$12,417,189
<i>Bus Capital Projects</i>					Quantity: 4	
B100	Replace 16 CNG Buses	\$0	\$21,629,000	\$0	\$21,629,000	\$21,629,000
B164	Airport Service ZEB Buses (10 40')	\$2,874,183	\$7,052,774	\$0	\$7,052,774	\$9,926,957
B173	40' CNG Bus Replacement (71) / Retank (30)	\$54,439	\$63,445,561	\$0	\$63,445,561	\$63,500,000
B181	Operator Barrier Replacement	\$0	\$1,327,000	\$0	\$1,327,000	\$1,327,000
<i>Demand Response Capital Projects</i>					Quantity: 5	
B142	Neighborhood Ride Vehicle Replacements	\$2,672,237	\$11	\$0	\$11	\$2,672,248
B159	Microtransit: 20 Zero Emission Vehicles & Chargers	\$0	\$5,519,200	\$0	\$5,519,200	\$5,519,200
B178	Folsom Cutaway Bus Replacement (8)	\$1,164,754	\$213,391	\$0	\$213,391	\$1,378,145
P012	Cutaway Vehicle Ride Improvements	\$0	\$0	\$925,000	\$925,000	\$925,000
P014	SmaRT Ride Vehicle Replacement	\$0	\$1,525,000	\$303,650	\$1,828,650	\$1,828,650
<i>Paratransit Capital Projects</i>					Quantity: 3	
P009	Paratransit Vehicle Replacement (approx. 40+)	\$7,228,264	\$35,256	\$0	\$35,256	\$7,263,520
P013	SacRT Go Paratransit Vehicle Replacement	\$0	\$2,600,000	\$607,300	\$3,207,300	\$3,207,300
P015	SmaRT Ride Expansion Vehicle (1)	\$0	\$171,000	\$0	\$171,000	\$171,000
Revenue Vehicles Capital Projects Total		\$64,883,703	\$477,723,055	\$2,322,850	\$480,045,905	\$544,929,608
Service Vehicles Capital Projects					Quantity: 4	
<i>Other Capital Projects</i>					Quantity: 4	
B141	Non-Revenue Vehicle Replacement	\$4,601,096	\$125,246	\$0	\$125,246	\$4,726,342
G225	Non-Revenue Police Vehicle Replacement	\$2,083,490	\$11	\$0	\$11	\$2,083,501
N001	Police Vehicle Replacement	\$0	\$2,420,000	\$0	\$2,420,000	\$2,420,000
T071	Mobile Camera Trailers (2)	\$0	\$187,702	\$0	\$187,702	\$187,702
Service Vehicles Capital Projects Total		\$6,684,587	\$2,732,958	\$0	\$2,732,958	\$9,417,545



Capital Project Expenditure Plan continued

Project		Expended Through FY 2022	FY 2023 Carry Forward	FY 2023 Budget Changes	Future Capital Expenditures	Total Project Cost
Maintenance Buildings Capital Projects						Quantity: 18
<i>Light Rail Capital Projects</i>						Quantity: 8
F037	Wayside Roof Replacement	\$0	\$503,000	\$0	\$503,000	\$503,000
R324	Light Rail Portable Jacking System	\$122,404	\$52,596	\$0	\$52,596	\$175,000
R343	Whiting In-Floor Hoist Inspection and Repair	\$234,082	\$20,735	\$0	\$20,735	\$254,817
R362	Light Rail Wheel Truing Machine Procurement	\$0	\$4,415,438	\$0	\$4,415,438	\$4,415,438
R363	Tamper Refurbishment	\$58	\$89,822	\$0	\$89,822	\$89,880
R373	Material Storage System	\$0	\$655,000	\$0	\$655,000	\$655,000
R383	Phase 1 Gold Line LR Maintenance Facility Env./PE/ROW	\$0	\$22,500,000	\$0	\$22,500,000	\$22,500,000
R384	LRV Maintenance Shop Upgrades	\$801	\$33,999	\$0	\$33,999	\$34,800
<i>Bus Capital Projects</i>						Quantity: 8
B144	BMF1 CNG Fueling Facility Upgrades	\$642,542	\$3,643,142	\$0	\$3,643,142	\$4,285,684
B153	BMF1 Ground Well Monitoring	\$138,691	\$14,992	\$0	\$14,992	\$153,683
B165	Electric Bus Charging Infrastructure: 4,000 AMP	\$134,859	\$9,245,141	\$0	\$9,245,141	\$9,380,000
B180	BMF 1 In-Ground Lift Replacement	\$0	\$872,154	\$0	\$872,154	\$872,154
B400	Bus System Capital Improvements/State of Good Repair	\$0	\$500,000	\$0	\$500,000	\$500,000
F035	South Area Bus Maintenance Facility	\$0	\$70,725,000	\$0	\$70,725,000	\$70,725,000
F042	South Bus Parking Lot Pavement Repair Design	\$0	\$0	\$100,000	\$100,000	\$100,000
F043	BMF2 Pavement Repair	\$0	\$0	\$2,065,000	\$2,065,000	\$2,065,000
<i>Demand Response Capital Projects</i>						Quantity: 2
B151	Above Ground Gas Tank	\$0	\$2,000,000	\$0	\$2,000,000	\$2,000,000
F033	Cutaway and Non-Revenue Fuel Stations	\$0	\$805,000	\$0	\$805,000	\$805,000
Maintenance Buildings Capital Projects Total		\$1,273,437	\$116,076,019	\$2,165,000	\$118,241,019	\$119,514,456
Administrative Buildings Capital Projects						Quantity: 9
<i>Other Capital Projects</i>						Quantity: 9
F020	HVAC Replacements - Admin & Maintenance Buildings	\$85,032	\$1	\$0	\$1	\$85,033
F021	Facilities Maintenance & Improvements	\$363,541	\$455,455	\$0	\$455,455	\$818,996
F028	Administrative Equipment Optimization	\$0	\$700,000	\$0	\$700,000	\$700,000
F030	Admin Building Lobby Remodel	\$50,602	\$149,398	\$0	\$149,398	\$200,000
F031	R Street SOC Upgrades	\$86,515	\$304,187	\$0	\$304,187	\$390,702
F034	1225 R Street Electrical & Mechanical Upgrade	\$411,326	\$158,674	\$0	\$158,674	\$570,000
F041	R Street Warehouse Update	\$0	\$375,000	\$0	\$375,000	\$375,000
F400	Facilities Capital Improvements / State of Good Repair	\$0	\$500,000	\$0	\$500,000	\$500,000
V102	1102 Q Street Building Move	\$9,370	\$2,420,630	\$0	\$2,420,630	\$2,430,000
Administrative Buildings Capital Projects Total		\$1,006,387	\$5,063,344	\$0	\$5,063,344	\$6,069,731



Capital Project Expenditure Plan continued

Project		Expended Through FY 2022	FY 2023 Carry Forward	FY 2023 Budget Changes	Future Capital Expenditures	Total Project Cost
Communication/IT Systems Capital Projects						Quantity: 19
<i>Light Rail Capital Projects</i>						Quantity: 3
M022	Systemwide SCADA Implementation Design	\$0	\$0	\$6,500,000	\$6,500,000	\$6,500,000
R354	Fare Vending Machine (FVM) Enhancements	\$8,554,626	\$1,190,691	\$0	\$1,190,691	\$9,745,317
T073	LR Station Signage Refresh: Replace DMS	\$0	\$4,633,713	\$28,500	\$4,662,213	\$4,662,213
<i>Bus Capital Projects</i>						Quantity: 7
B147	Bus Maintenance Management Software Program	\$21,539	\$392,961	\$0	\$392,961	\$414,500
B174	Disruption Manager Software	\$0	\$214,866	\$0	\$214,866	\$214,866
B175	Intelligent Vehicle Network Upgrade (IVN3 to IVN5)	\$0	\$652,630	\$0	\$652,630	\$652,630
B176	Drive Cam	\$0	\$454,590	\$0	\$454,590	\$454,590
B177	Trapeze OPS Web	\$0	\$251,000	\$0	\$251,000	\$251,000
T070	ITS Install on Elk Grove Fleet	\$0	\$1,500,000	\$0	\$1,500,000	\$1,500,000
T075	Bus Router Refresh	\$0	\$0	\$2,305,225	\$2,305,225	\$2,305,225
<i>Paratransit Capital Projects</i>						Quantity: 1
P011	Paratransit Service Start Up	\$1,863,264	\$136,736	\$0	\$136,736	\$2,000,000
<i>Other Capital Projects</i>						Quantity: 8
T018	Building Access Upgrades	\$125,571	\$2,545	\$0	\$2,545	\$128,116
T022	Handheld Smart Card Reader	\$111,791	\$8,985	\$0	\$8,985	\$120,776
T025	Surveillance and Security Facilities Enhancements	\$277,659	\$2	\$0	\$2	\$277,661
T062	Design 1225 R St. Uninterruptable Power Supply	\$46,304	\$5,251	\$0	\$5,251	\$51,555
T067	Connect Card Version 2.0	\$0	\$7,500,000	\$0	\$7,500,000	\$7,500,000
T069	Safety and Light Rail Portable Radio Replacement	\$352,595	\$48,643	\$0	\$48,643	\$401,238
T074	Security Camera System Upgrade	\$0	\$0	\$2,070,000	\$2,070,000	\$2,070,000
T076	Network Infrastructure Refresh	\$0	\$0	\$27,776,625	\$27,776,625	\$27,776,625
Communication/IT Systems Capital Projects Total		\$11,353,349	\$16,992,613	\$38,680,350	\$55,672,963	\$67,026,312
Other Capital Projects						Quantity: 4
<i>Other Capital Projects</i>						Quantity: 4
M004	OPERATING Revenue Bond, Series 2012 Payment	\$22,192,296	\$2,038,054	\$0	\$2,038,054	\$24,230,350
M023	SacRT Workforce Development	\$0	\$0	\$1,063,750	\$1,063,750	\$1,063,750
T043	Emergency Drills	\$37,749	\$27,681	\$0	\$27,681	\$65,430
T060	Anti-Terrorism Directed Surge Patrols (Overtime Patrol)	\$62,218	\$12,768	\$10	\$12,778	\$74,996
Other Capital Projects Total		\$22,292,263	\$2,078,503	\$1,063,760	\$3,142,263	\$25,434,526
Planning / Studies Capital Projects						Quantity: 4
<i>Bus Capital Projects</i>						Quantity: 1
M018	Bus Stop Improvement Plan	\$16,648	\$233,352	\$0	\$233,352	\$250,000
<i>Other Capital Projects</i>						Quantity: 3
E400	Capital Improvements for Real Estate Development	\$0	\$500,000	\$0	\$500,000	\$500,000
M021	Blue Line to Elk Grove/High-Frequency Bus Service Plan	\$0	\$200,000	\$0	\$200,000	\$200,000
M400	Planning/Studies	\$0	\$500,000	\$0	\$500,000	\$500,000
Planning / Studies Capital Projects Total		\$16,648	\$1,433,352	\$0	\$1,433,352	\$1,450,000



Capital Project Expenditure Plan continued

Project		Expended Through FY 2022	FY 2023 Carry Forward	FY 2023 Budget Changes	Future Capital Expenditures	Total Project Cost
Sub-Recipient Capital Projects						Quantity: 8
<i>Other Capital Projects</i>						Quantity: 8
Q061	Yolo bus Causeway Connection Ops	\$0	\$1,500,000	\$0	\$1,500,000	\$1,500,000
Q062	El Dorado Prev. Maint. 5307/5339 Commuter Routes	\$262,022	\$77,274	\$0	\$77,274	\$339,296
Q063	El Dorado Transit COVID-19 Related Activities	\$0	\$950,866	\$0	\$950,866	\$950,866
Q067	FY21 Bus Preventive Maintenance: El Dorado Transit	\$0	\$43,520	\$0	\$43,520	\$43,520
Q068	Placerville Station Phase 2	\$0	\$645,000	\$0	\$645,000	\$645,000
Q070	El Dorado Transit - FY22 Preventive Maintenance	\$0	\$0	\$31,181	\$31,181	\$31,181
Q071	El Dorado Transit - Park & Ride Improvements	\$0	\$0	\$700,000	\$700,000	\$700,000
Q072	Paratransit - Mobility Management FY 22 & 23	\$0	\$0	\$500,000	\$500,000	\$500,000
Sub-Recipient Capital Projects Total		\$262,022	\$3,216,660	\$1,231,181	\$4,447,841	\$4,709,863
External Capital Projects						Quantity: 9
<i>Other Capital Projects</i>						Quantity: 9
A007	Easton Development Grade Crossing	\$22,465	\$27,535	\$0	\$27,535	\$50,000
A009	Folsom Streetscape	\$63,217	\$17,812	\$0	\$17,812	\$81,029
A015	Caltrans Brighton Overhead Design Build Support	\$95,854	\$282,376	\$0	\$282,376	\$378,230
A019	Caltrans Camellia City Viaduct Overhead Structures	\$239,239	\$195,061	\$0	\$195,061	\$434,300
A020	Folsom Complete Street Project	\$5,250	\$39,750	\$0	\$39,750	\$45,000
A021	29th / 30th Signal System: SacRT Labor	\$0	\$100,000	\$0	\$100,000	\$100,000
A022	29th / 30th Signal System	\$0	\$315,000	\$0	\$315,000	\$315,000
A024	Richards Blvd. Office Complex	\$18,278	\$31,722	\$0	\$31,722	\$50,000
G237	Caltrans Across the Top System Modifications	\$324,075	\$36,060	\$0	\$36,060	\$360,135
External Capital Projects Total		\$768,378	\$1,045,316	\$0	\$1,045,316	\$1,813,694
SacRT Capital Budget Project Total:		Quantity: 132	\$404,798,284	\$1,147,370,488	\$43,395,467	\$1,190,765,955
						\$1,595,564,239

FY 2023 Capital Project Funding Addition Descriptions

Guideway

- R328 Green Line Final EIS/EIR - This project is to complete the Green Line to the Airport Final EIS/EIR to clear the project environmentally and obtain the Record of Decision (ROD).
- R385 Grand Avenue Bridge Repair – These repairs are needed to maintain a state of good repair after the bridge was damaged by a fire.
- R389 Instrument House A019 Local Control Panel Replacement - Replace instrument House A019 local control panel that is not working.

Passenger Stations

- B150 Watt I-80 Transit Center Improvements - Additional budget was allocated based on updated cost estimates. This project will enhance the Watt/I-80 Transit Center
- R375 Dos Rios Light Rail Station Construction - Additional budget was allocated based on updated cost estimates. SacRT is partnering with SHRA to design and construct a light rail station on the NE corridor between North B Street and Richards Blvd. on North 12th Street in downtown Sacramento.
- R386 LED Lighting Project: Phase 1 - Phase 1 of three phases to upgrade all the obsolete high intensity discharge (HID) light fixtures at light rail stations and parking lots with high efficiency LED retrofit light fixture kits. Phase 1 includes lighting upgrades to South Line light rail stations from Broadway to Meadowview.
- R387 LED Lighting Project: Phase 2 - This project is Phase 2 of three phases to upgrade all obsolete high intensity discharge (HID) light fixtures at the light rail stations and parking lots with high efficiency LED retrofit light fixture kits. Phase 2 includes lighting upgrades to Blue Line light rail stations from 16th street to Watt I-80 including Central Business District light rail stations, Sac Valley, 8th & H, 7th & I County Center, and Township 9 Station.
- R388 LED Lighting Project: Phase 3 - This project is phase 3 of three phases to upgrade all obsolete high intensity discharge (HID) light fixtures at light rail stations and parking lots with high efficiency LED retrofit light fixture kits. Phase 3 includes lighting upgrades to Gold Line light rail stations from 23rd Street to Historic Folsom.

FY 2023 Capital Project Funding Addition Descriptions continued

Revenue Vehicles

- T072 Train Technology Refresh - Upgrade equipment on board trains (Siemens, UTDC, CAF) to create a unified communications infrastructure. This will help the agency achieve and maintain 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.
- P013 SacRT Go Paratransit Vehicle Replacement - Purchase 20 vehicles for SacRT GO service to replace existing (2011/2012) vehicles that were returned to SacRT from Paratransit, Inc.
- P014 SmarT Ride Vehicle Replacement - Purchase 10 microtransit vehicles to replace the 10 (2016) cutaways.

Maintenance Building

- F042 South Bus Parking Lot Pavement Repair Design - Design the South Bus Parking Lot pavement repair.
- F043 BMF2 Pavement Repair - The project will remove existing pavement areas and replace with new subgrade and concrete. The integrity of the pavement at BMF2 has failed along the CNG traveled path on the east side of BMF2 property and entrance off Dudley Boulevard. The pavement has significant block and alligator cracking, raveling, and potholes.

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 2023 Capital Project Funding Addition Descriptions continued

Communication/IT Systems – (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.

Other (Sub-Recipient Projects)

- Q070 El Dorado Transit FY22 Preventive Maintenance - \$31,181 proposed for FY22 Preventive Maintenance.
- Q071 El Dorado Transit Park & Ride Improvements - \$700,000 proposed.
- Q072 Paratransit FY 22 & 23 Mobility Management - \$500,000 proposed.

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Statistical Section



Statistical Section

Demographic and Economic Indicators

Last Ten Fiscal Years

	Population 1,2		Personal Income 1,2 (In Thousands)		Per Capital Personal ¹ Income		Unemployment Rate ³	
	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region
2013	1,457,283	2,378,033	61,376,100	105,890,790	42,117	44,529	9.0%	9.1%
2014	1,474,828	2,403,842	65,113,434	112,025,807	44,150	46,603	7.4%	7.5%
2015	1,493,547	2,432,305	69,709,757	119,800,171	46,674	49,254	6.0%	6.2%
2016	1,511,401	2,462,732	72,128,370	124,576,444	47,723	50,585	5.4%	5.6%
2017	1,527,984	2,493,331	75,062,017	129,518,764	49,125	51,946	4.7%	4.8%
2018	1,539,550	2,517,058	78,804,776	135,774,580	51,187	53,942	3.9%	4.0%
2019	1,551,660	2,539,113	82,669,864	142,378,150	53,278	56,074	3.8%	3.9%
2020	1,559,146	2,551,294	90,908,707	155,488,663	53,307	60,945	9.5%	9.1%
2021	1,580,624	2,577,328	Not available	Not available	Not available	Not available	7.0%	6.6%
2022	1,576,618	2,578,693	Not available	Not available	Not available	Not available	4.0%	3.9%

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

1. 2013-2020 U.S. Department of Commerce, Bureau of Economic Analysis, *CAINCI Personal income population, per capital personal income*.
2. 2021-2022 State of California, Department of Finance, E-1 City, County and State Population Estimates, 2021–2022.
3. State of California, Employment Development Department, Labor Force & Employment Data



Principal Employers

Current Year and Nine Years Ago

Employer	Fiscal Year 2022			Fiscal Year 2013		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
State of California	82,894	1	11.93%	69,469	1	11.23%
UC Davis Health	16,075	2	2.31%	9,985	3	1.61%
Kaiser Permanente	12,301	3	1.77%	5,696	8	0.92%
U.S. Government	10,698	4	1.54%	5,750	7	0.93%
Sutter Health	9,595	5	1.38%	6,507	4	1.05%
Dignity Health	7,488	6	1.08%	5,756	6	0.93%
Intel	5,300	7	0.76%	6,000	5	0.97%
San Juan Unified School District	5,126	8	0.74%	4,700	10	0.76%
Los Rios Community College District	2,833	9	0.41%			
California State University Sacramento	2,535	10	0.36%			
Sacramento County				10,634	2	1.72%
Elk Grove Unified School District				5,535	9	0.89%
Total	154,845		22.28%	130,032		21.01%

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.
- Spare - 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

Sacramento



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