



Sacramento Regional Transit District

Fiscal Year 2024 Budget

For the period of July 1, 2023 to June 30, 2024

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Fiscal Year 2024 Budget

For the period of July 1, 2023 to June 30, 2024



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 2024 (FY 2024). The lingering impacts of the COVID-19 pandemic, and global economic uncertainties and inflation, 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 improve mobility, equity, social justice, and help address climate change in the Sacramento region.

Strategic Plan

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

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

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

General Manager/CEO's Budget Message continued

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

Light Rail Modernization Project

As part of SacRT's \$610 million Light Rail Modernization Project 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.

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 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 May 2023, SacRT was awarded \$45 million from the newly created Rail Vehicle Replacement Program, as part of the Federal infrastructure bill. As one of only six awardees in the entire nation, this award will allow SacRT to purchase an additional 16 vehicles, when combined with other matching funding sources. That brings the total amount awarded to \$249 million and the total number of light rail vehicles that have been funded to 44.

In Fiscal Year 2023, work began on light rail station platform conversions along SacRT's Gold Line in preparation for the arrival and commissioning of the new low-floor light rail vehicles. Passengers will be greeted with modern enhancements, improvements to platform technologies and increased access for passengers with disabilities.

SacRT also held the groundbreaking ceremony for the Folsom-15 double tracking project that will occur between the 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 along the last seven miles of the Gold Line. Construction work is expected to begin in winter 2024 and is expected to be completed by late fall 2024.

SacRT continues to seek funding to complete station conversions and enhancements along the Blue Line. To date, SacRT has been awarded \$47 million in funding for Blue Line station enhancements, including necessary conversions to operate SacRT's new low-floor light rail vehicles. For the 2023 calendar year, SacRT secured over \$100 million in grant funding for the Light Rail Modernization Project. Grant funding was awarded to support the purchase of new vehicles, station platform modifications, a new passenger announcement system and relocation of the station in the Sacramento Railyards.



General Manager/CEO's Budget Message continued

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.

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 320,000 eligible students in transitional kindergarten through 12th grade, including foster and homeless youth.

In September 2023, SacRT estimates nearly 400,000 student boardings as part of the RydeFreeRT program. This put's SacRT on pace for over 4 million student rides this year. Prior to the pandemic, SacRT was carrying approximately 1.7 million students annually meaning that total student ridership has more than doubled since the onset of the fare-free program. Through the RydeFreeRT program, SacRT is not only increasing ridership today, but creating life-long transit riders and advocates while supporting families and working parents. SacRT's school district partners often speak to the direct impact of the program in combatting school absenteeism.

Bus Stop Improvement Plan

SacRT partnered with Civic Thread, a local non-profit planning and advocacy organization, to host a series of community workshops to better understand the conditions and accessibility of SacRT bus stops around the Sacramento region. The final Bus Stop Improvement plan developed a comprehensive list of necessary and desired improvements to bus stops, amenities, and supporting pedestrian infrastructure. Informed by 763 in-person field assessments, input from customers and riders, and in consultation with SacRT's partner jurisdictions, the plan identifies \$65.4 million worth of planned improvements to 630 bus stops.



General Manager/CEO's Budget Message continued

Elk Grove – UC Davis Medical Center Express Bus Route

SacRT partnered with UC Davis Health to launch a new bus service: the Elk Grove/UC Davis Medical Center Express. The new bus route offers convenient service between the city of Elk Grove and the UC Davis Medical Center in Sacramento. The Elk Grove Express bus operates Monday-Friday with six morning trips and six evening trips during peak commute times. Funding for the new bus service was provided by UC Davis Health as a way to offer a convenient transportation solution to employees and students who commute from Elk Grove.

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 pre-pandemic.

In April 2022, SacRT contracted with a Transportation Network Company (TNC), UZURV, 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.

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 transit-oriented development (TOD) investments, property dispositions, revenue licenses and easements.

In November 2022 a new housing 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 July 2023 the Salvator Apartments, a sustainable infill development featuring 120 affordable apartment homes opened adjacent to the Royal Oaks Transit Station. The project will serve as a catalyst for neighborhood revitalization and smart growth, and provide affordable housing options for the local workforce, families, seniors, and veterans. The property was sold by SacRT to Community Housing Works in 2019.



General Manager/CEO's Budget Message continued

SacRT also entered into a public private partnership with GiddyUp EV Charging, Inc. and the Sacramento Municipal Utility District (SMUD) to install public high-speed electric vehicle chargers at the Power Inn light rail station. The charging hub opened in June 2023 and includes 10 high-speed DC charging stations with two designed to accommodate large fleet vehicles. SacRT is also progressing the sale of undeveloped land adjacent to the station to bring on additional TOD.

As a result of recently executed leases for office and warehouse space at 1102 Q Street and 2710 R Street, respectively, SacRT is in the process of vacating the following parcels, all of which are within 0.3 miles of the 29th Street light rail station. Moving to these leased properties allowed SacRT to reduce its overall office footprint for administrative functions, increase efficiency and reduce overhead costs, while planning and securing capital funds for a permanent administrative campus. The soon-to-be vacant properties require expensive and ongoing maintenance and repairs to preserve state of good repair with their ages ranging from 45 years to almost 110 years old.

Zero Emission Buses

The first Zero Emission Buses (ZEBs) in SacRT's history were deployed in 2019 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.

SacRT is currently in the stage of attempting to build our infrastructure capabilities to be able to expand our Zero-emission fleet. SacRT currently operates Zero-emission vehicles to support our Causeway Connection Service, Airport Express bus and some of our on-demand SmarT Ride services.

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 ZEBs. In 2023, SacRT completed a Battery Electric Bus Feasibility Study suggesting that less than 80% of SacRT's existing routes can be electrified, with current technology. In light of these findings, SacRT will be undertaking a Hydrogen Feasibility Study and Business Plan to better understand the opportunities that hydrogen has to offer. Work continues on property acquisition and a Bus Maintenance Facility design. A South Area Bus Maintenance Facility Site Screening Assessment Work Plan was developed in September 2023.

SB125 Transit Funding

SacRT, along with the California Transit Association advocated for additional transit funds in the state budget to address ongoing operational shortfalls brought on by the pandemic. The successful effort secured over \$5 billion in one time funding for transit agencies. As specified in the Fiscal Year 2022-23 budget, this funding would flow to regions on a population-based formula for investment in transit and rail capital projects; however, regions would receive new flexibility to direct up to 100% of this funding to meet the operational needs of agencies in their jurisdiction.



General Manager/CEO's Budget Message continued

Operating Budget

The FY 2024 Operating and Capital budgets were approved by SacRT's Board of Directors on June 12, 2023. 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 \$249.5 million, which is 8.0% 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.

Capital Budget and Program

The FY 2024 Capital Budget includes a total of \$1.9 billion comprised of \$318 million in new projects and/or amendments to existing projects. Major projects included for new funding during FY 2024 include bus replacement and expansions, light rail system modernization and expansion, and route optimization. SacRT will continue to aggressively pursue additional funding for our Capital Program, ensuring that projects are completed on time and on budget.

Outlook

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

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

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,

A handwritten signature in blue ink that reads "Henry Li".

Henry Li
General Manager/CEO





Board of Directors



Board of Directors

Patrick Kennedy, Chair
County of Sacramento

Rick Jennings II, Vice Chair
City of Sacramento

Linda Budge
City of Rancho Cordova

Bret Daniels
City of Citrus Heights

Mike Kozlowski
City of Folsom

Pat Hume
County of Sacramento

Sean Looee
City of Sacramento

Bobbie Singh-Allen
City of Elk Grove

Caity Maple
City of Sacramento

Phil Serna
County of Sacramento

Katie Valenzuela
City of Sacramento

Board of Directors Alternates

Darren Suen
City of Elk Grove

David Sander
City of Rancho Cordova

Tim Schaefer
City of Citrus Heights

YK Chalamcherla
City of Folsom



Budget Adoption Resolution

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RESOLUTION NO. 2023-06-070

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

June 12, 2023

ADOPT THE FY 2024 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 2024 Operating Budget of \$249.5 million and a revised Capital Budget of \$1.902B with \$318.1M of additional funding for projects in FY 2024 as set forth in attached Exhibit A, are hereby approved.

DocuSigned by:
Rick Jennings
48CE0C1460EF462... for

PATRICK KENNEDY, Chair

ATTEST:

HENRY LI, Secretary

By: DocuSigned by:
Tabetha Smith
E1D44AD3E864MF9...

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, 2022. 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 sixteenth 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, 2022

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

Office of Management and Budget
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 11, 2023





Executive Management Team



Executive Management Team

Henry Li

General Manager/CEO

Shelly Valenton

Deputy General Manager/CEO

Carmen Alba

VP, Bus Operations

Ronald Dwayne Forrest

VP, Light Rail Operations

Jason Johnson

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 Projects

Devra Selenis

VP, Communications and Partnerships

Olga Sanchez-Ochoa

General Counsel

Christopher Flores

Chief of Staff

As of June 30, 2023

Management & Budget Team

Wondimu Mengistu

Director, Grants and Capital Programming

Casey Courtright

Director, Office Management and Budget

Joe Paglieroni

Senior Grants Analyst

Nadia Mokhov

Senior Financial Analyst

Carol Cherry

Senior Grants Analyst

Judy Wong

Senior Financial Analyst

Qin Huang

Senior Grants Analyst



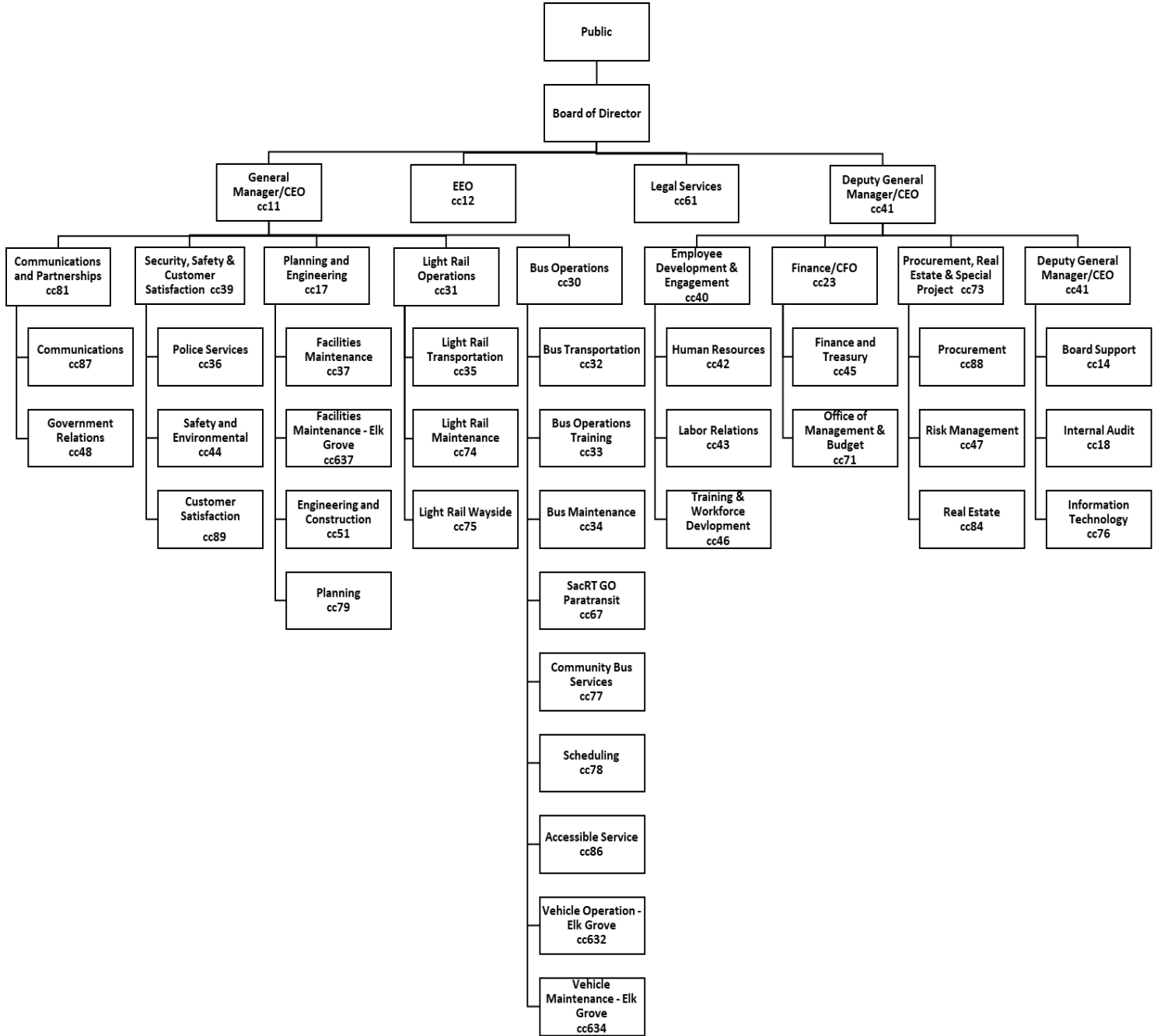


Organizational Structure



Sacramento Regional Transit District Organizational Structure

Cost Center Based



cc = cost center
As of June 30, 2023



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

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	7,844,812

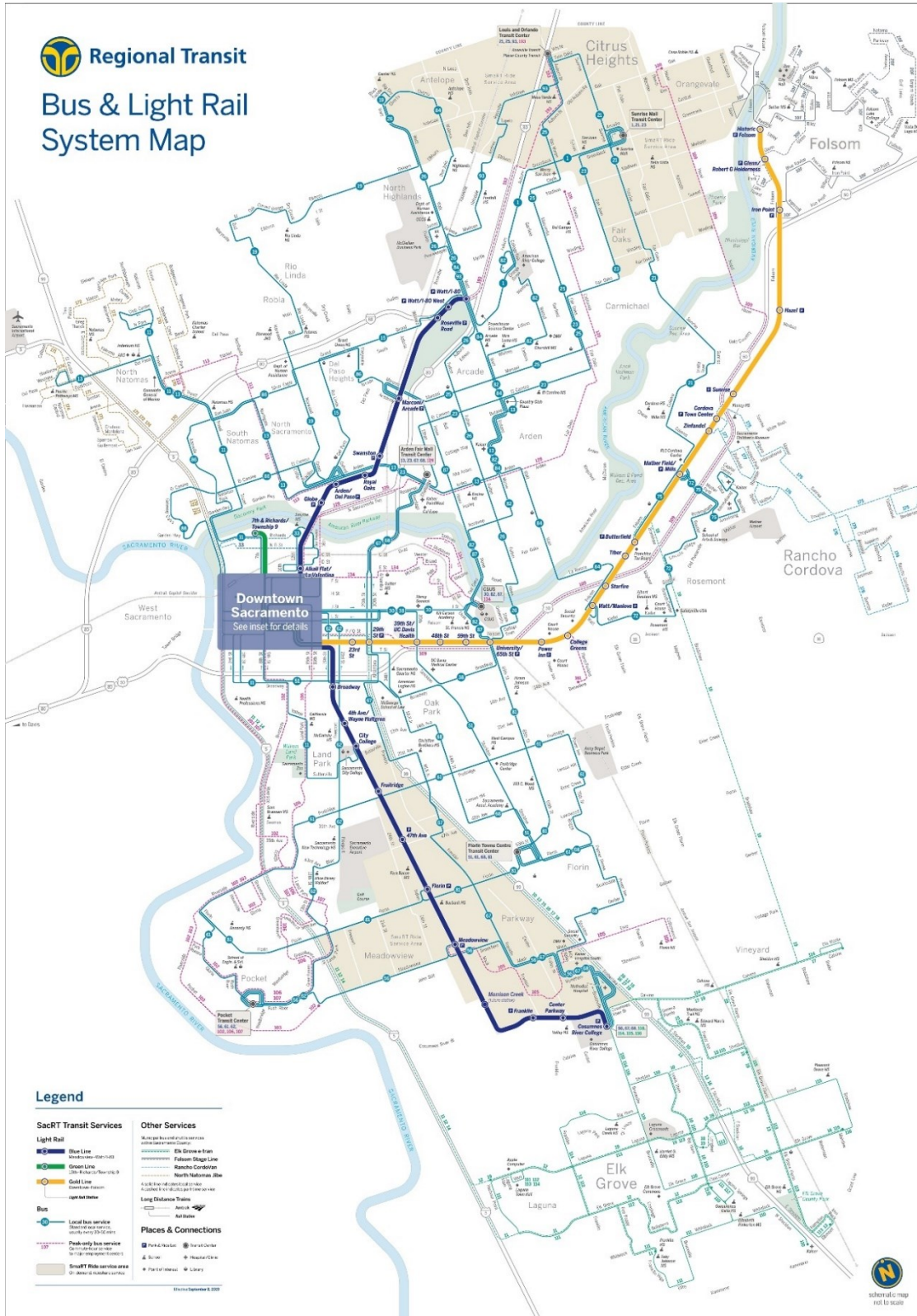
Light Rail Service	
Power	Electrical
Miles	44.9
Schedule	3:49 am to 12:59 am daily
Stops	52
Vehicles	97
Annual Ridership	5,076,094

Paratransit	
ADA Passenger Trips Provided	226,941
ADA Vehicle Revenue Miles	1,878,973
Vehicles	101

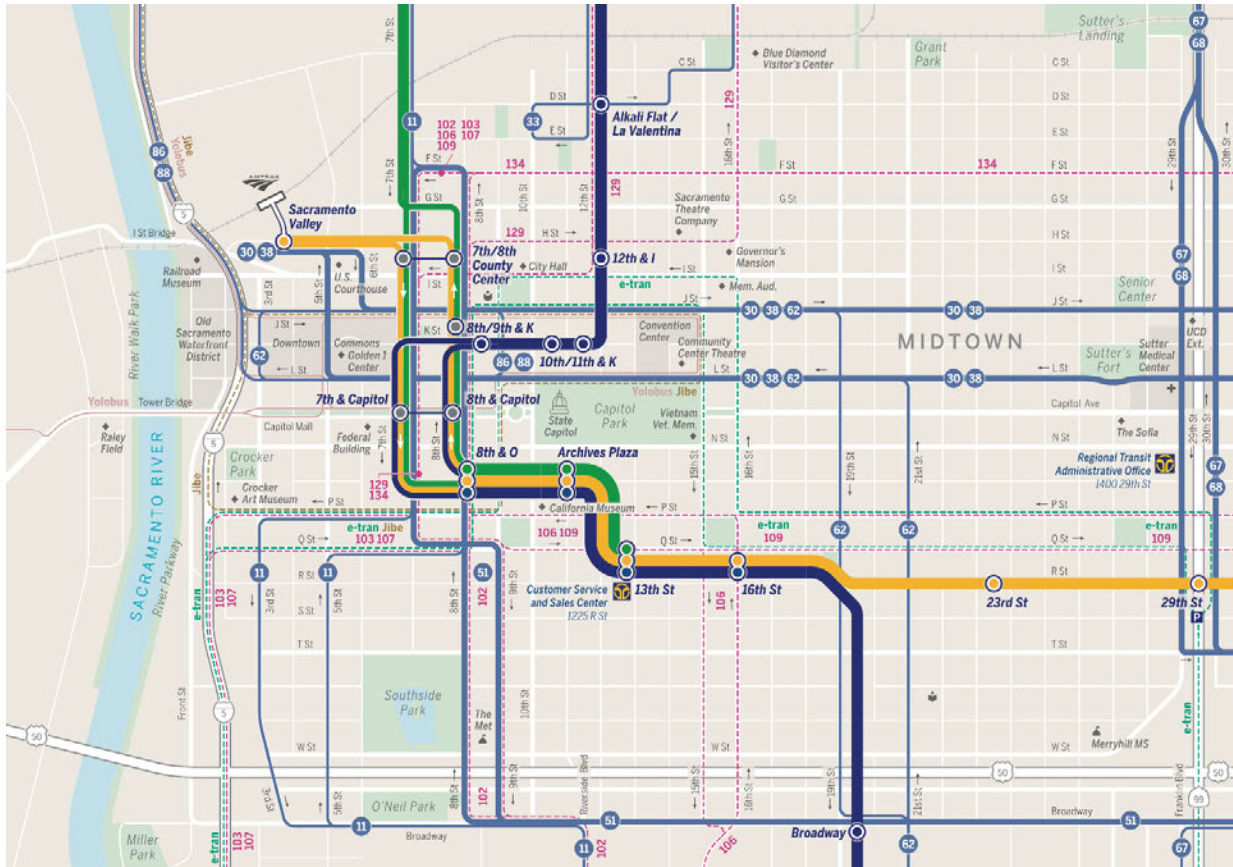
Passenger Amenities/ Customer Service	
Transfer Centers	32
Park & Ride	22
Annual Customer Service Calls	118,961
Customer Info Line	(916) 321-2877
Website	www.sacrt.com

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	Started Elk Grove services under contract and the launch of RydeFree
June 2020	Started SacRT Go paratransit service in-house
July 2021	Annexed Elk Grove services

Sacramento Regional Transit District Service Area Map



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



Sacramento Regional Transit

Origin-Destination Survey

Final Report - March 2023

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



Long-Term Financial Policies

Fiscal Sustainability Policy

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

Comprehensive Reserve Policy

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



Long-Term Financial Policies continued

Status of the Comprehensive Reserve Policy

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

Reserve Type	Policy Target	FY 2023 Policy Target Amount	Actual Reserve Balance	Target Reserve Shortfall
Operating Reserve	60 day of operation expenses. (Initial FY 2023 budget of \$230.9M less current year self-insurance expense)	\$36.8 million	\$37.9 million	-
Working Capital		N/A	\$8.1 million	-
Total				\$46.0 million
Self-Insurance	Current year actuarially determined claim expense at a minimum	\$7.5 million	\$3.4 million	\$4.1 million
Capital	Annual contribution for depreciating assets	N/A		-



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 Annual Comprehensive Financial Report (ACFR).
- The District will submit the annual ACFR to the Government Finance Officers Association for consideration for the Certificate of Excellence in Financial Reporting.
- Internal control policies will be developed and maintained to include procedures that separate control of assets from accounting for those assets.

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 \$20 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 Annual Comprehensive Financial Report.

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



Financial Policies continued

Capital Improvement Program

- SacRT will prepare and update on a regular basis a Five-Year Capital Improvement Plan (CIP) including projected capital construction and improvement costs, service levels, taking into consideration the operating costs and revenues to fund the capital operating programs. Capital projects included in the CIP will be evaluated using the following criteria:
 - Total project cost (design and construction) and schedule for completion;
 - Source of funding;
 - Benefits and contributions to the District and the community such as safety and service enhancements, including, but not limited to, the effect on future operating and maintenance costs, economy, service, and gains in boardings;
 - Alternatives considered; and
 - Consequences of not funding.
- Priority will be given to replacement of existing assets before consideration of new assets.
- The first year 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. Prior to commencement, OMB staff works with the General Manager to incorporate direction from the Board of Directors and input from the public in order to set budget priorities during the fall. The Budget Development Calendar is provided to the Executive Management Team and all Department Directors, 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 decreases in revenues and expenses. Any proposed change to the total amount of the District Operating Budget, whether increasing or decreasing it, shall be approved by resolution of the Board of Directors, except as relates to minor fund transfers. Minor fund transfers are defined as transfers between the operating and capital budgets that are less than 20 percent of a total project budget or \$50,000 per project per fiscal year, not to exceed a total of \$250,000 per fiscal year.

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

Budget Process continued





Budget Process continued

FY 2023-2024 Budget Calendar

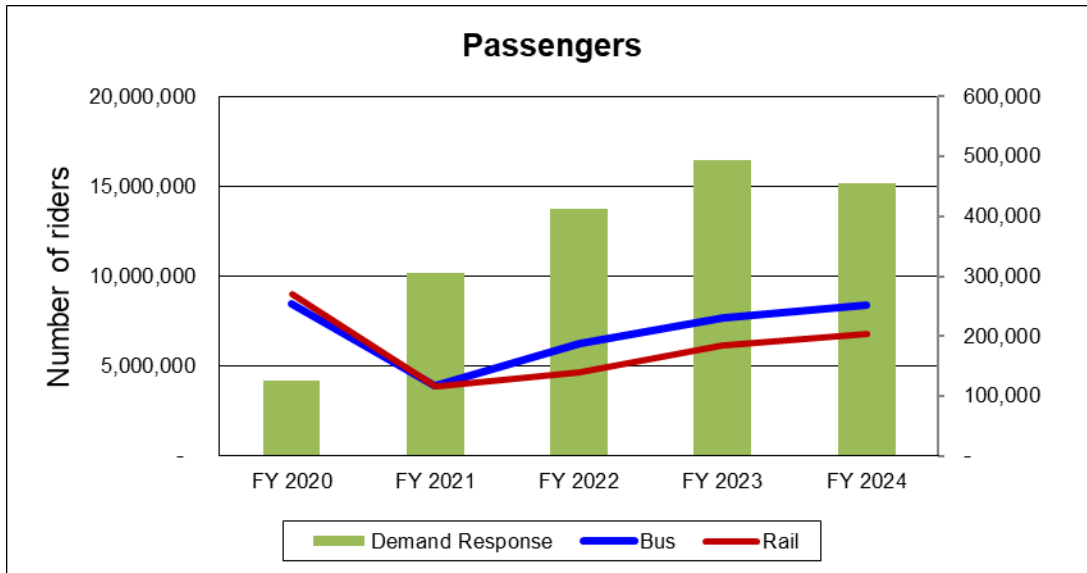
January							February							March						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7				1	2	3	4			1	2	3	4	
8	9	10	11	12	13	14	5	6	7	8	9	10	11	5	6	7	8	9	10	11
15	16	17	18	19	20	21	12	13	14	15	16	17	18	12	13	14	15	16	17	18
22	23	24	25	26	27	28	19	20	21	22	23	24	25	19	20	21	22	23	24	25
29	30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

April							May							June						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
						1		1	2	3	4	5	6					1	2	3
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16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24
23	24	25	26	27	28	29	28	29	30	31				25	26	27	28	29	30	
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



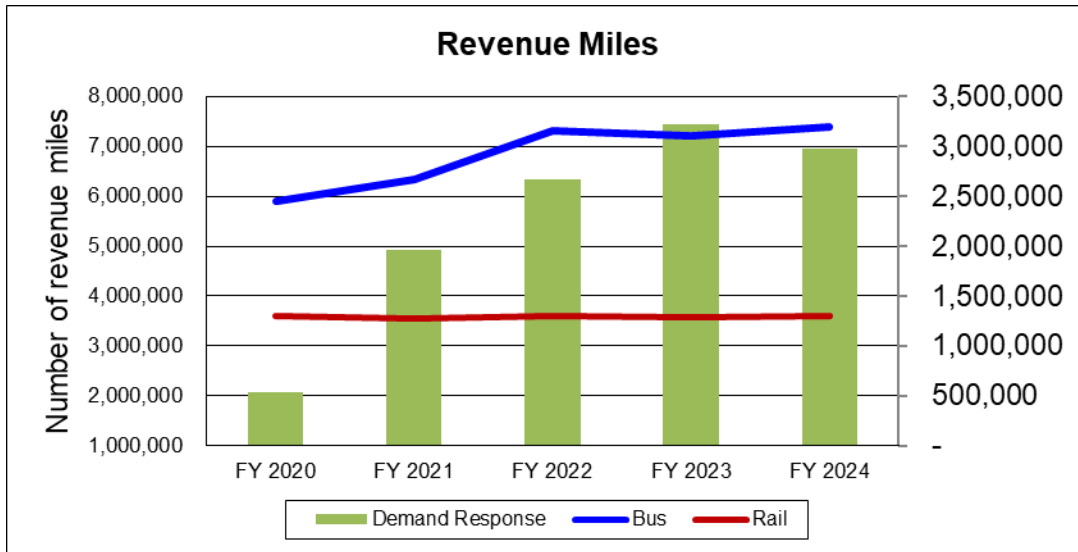
	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	Change FY23 to FY24 Amount	Percent
Bus	8,448,833	3,935,860	6,275,461	7,690,492	8,393,236	702,744	9.1%
Rail	8,988,806	3,846,697	4,631,772	6,159,379	6,817,725	658,346	10.7%
Demand Response	126,099	305,377	412,664	493,638	455,102	(38,536)	-7.8%
Total	17,563,738	8,087,934	11,319,897	14,343,509	15,666,063	1,322,554	9.2%

In FY 2022, total ridership 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, increased by 35.1%.

In FY 2023, total ridership increased by an additional 38.4% due to recovery from the COVID-19 pandemic. In FY 2023, bus ridership increased by 33.7%, by 47.2% for light rail and ridership for demand response, which includes Smart Ride and SacRT Go services, increased by 10.3%.

In FY 2024, total ridership is projected to increase by 9.2%, with bus ridership projected to increase by 9.1%, light rail to increase by 10.7%, and ridership for demand response, which includes Smart Ride and SacRT Go services, projected to decrease by 7.8% due to reduction in Smart Ride service.

Trends continued

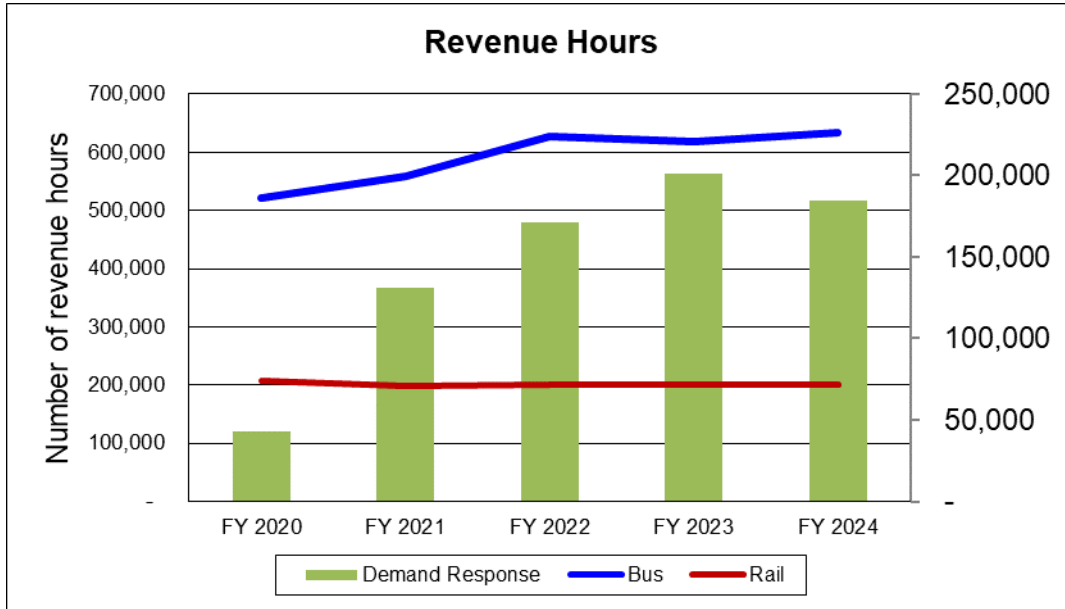


	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	Change FY23 to FY24 Amount	Percent
Bus	5,907,222	6,345,763	7,320,594	7,219,695	7,399,334	179,639	2.5%
Rail	3,610,107	3,540,687	3,606,132	3,588,470	3,594,388	5,918	0.2%
Demand Response	531,708	1,961,619	2,668,925	3,225,341	2,973,364	(251,977)	-7.8%
Total	10,049,037	11,848,069	13,595,651	14,033,506	13,967,086	(66,420)	-0.5%





Trends continued



	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	Change FY23 to FY24 Amount	Percent
Bus	521,451	558,865	627,088	618,702	633,022	14,320	2.3%
Rail	206,957	198,439	200,698	199,774	200,101	327	0.2%
Demand Response	42,634	130,801	170,962	200,940	184,752	(16,188)	-8.1%
Total	771,042	888,105	998,748	1,019,416	1,017,875	(1,541)	-0.2%

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

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%.

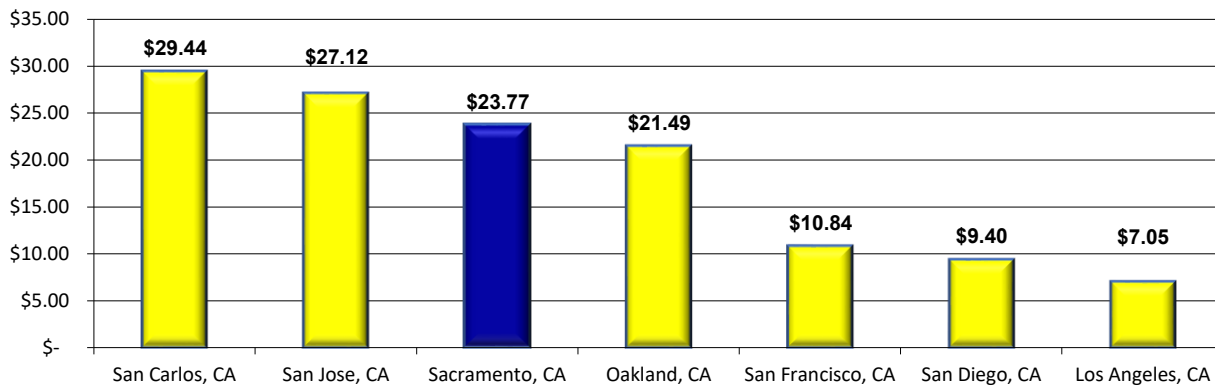
In FY 2023, Bus revenue hours slightly decreased by 1.3%, light rail revenue hours decreased by 0.5%, and demand response revenue hours increased by 17.5% due to high demand for ADA service.

In FY 2024, total revenue hours are projected to decrease by 0.2%, which is approximately the same service level as in FY 2023. Revenue hours are projected to increase by 2.3% for bus, slightly increase by 0.2% for light rail, and for demand response, which includes SmarT Ride and SacRT Go services, revenue hours are projected to decrease by 8.1% due to reduction in SmarT Ride service because of depletion of funding source for this service.

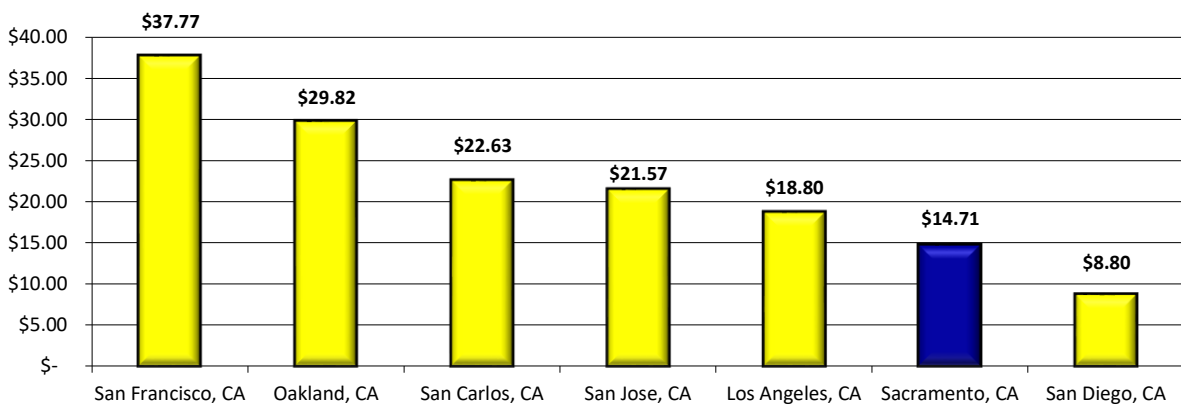
Peer Comparison

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 2021 NTD report, which is the most recent year available at time of publication.

2021 Bus Cost Per Passenger



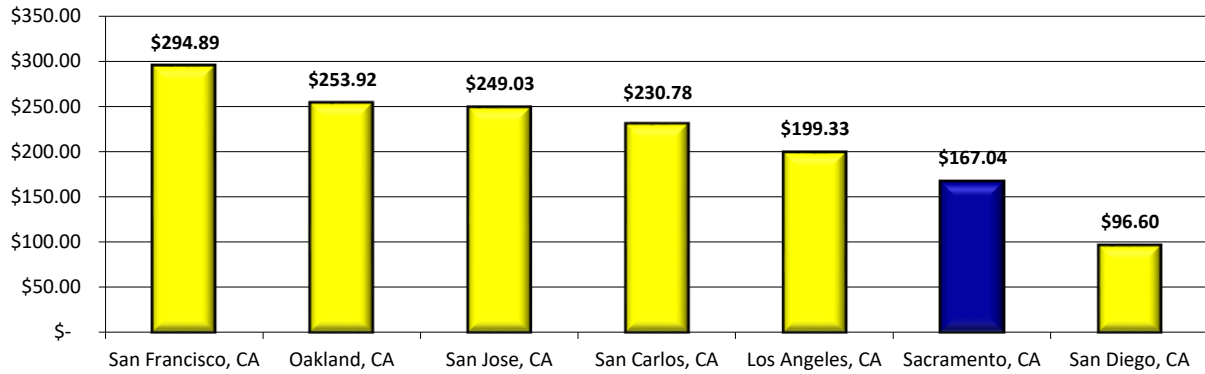
2021 Bus Cost Per Revenue Mile



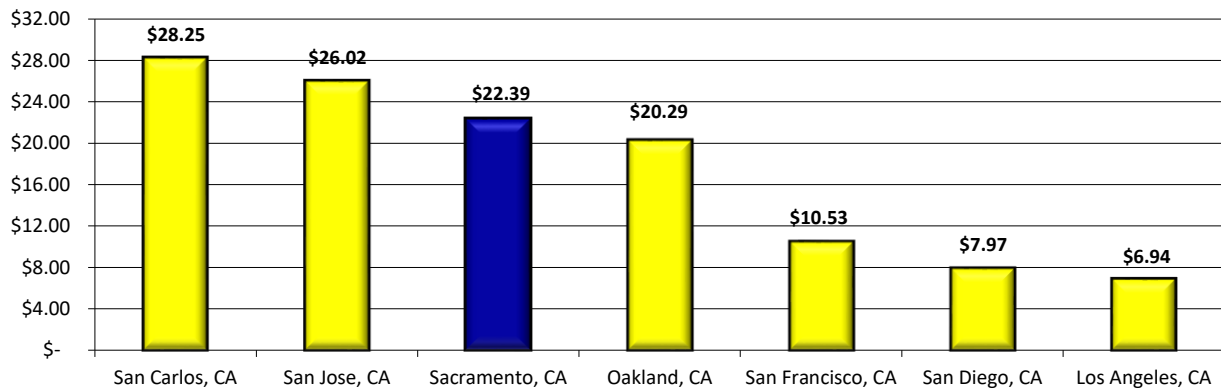


Peer Comparison continued

2021 Bus Cost Per Revenue Hour



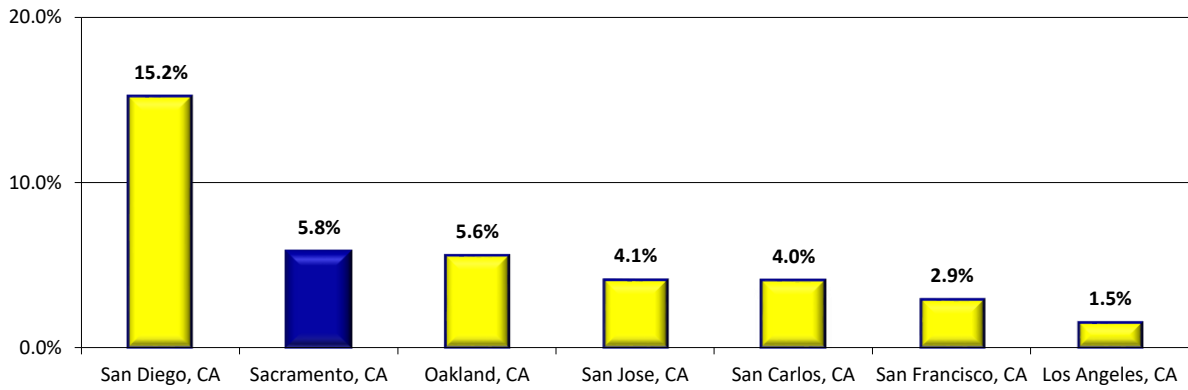
2021 Bus Subsidy Per Passenger



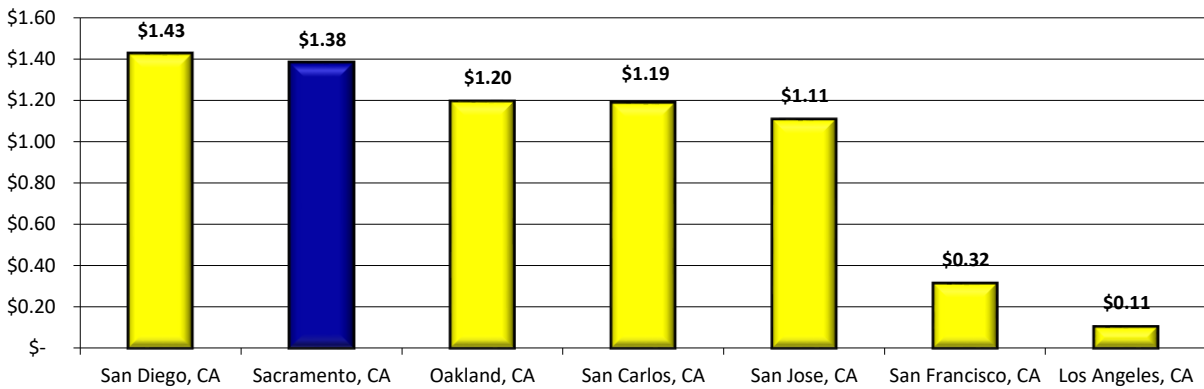


Peer Comparison continued

2021 Bus Farebox Recovery Ratio



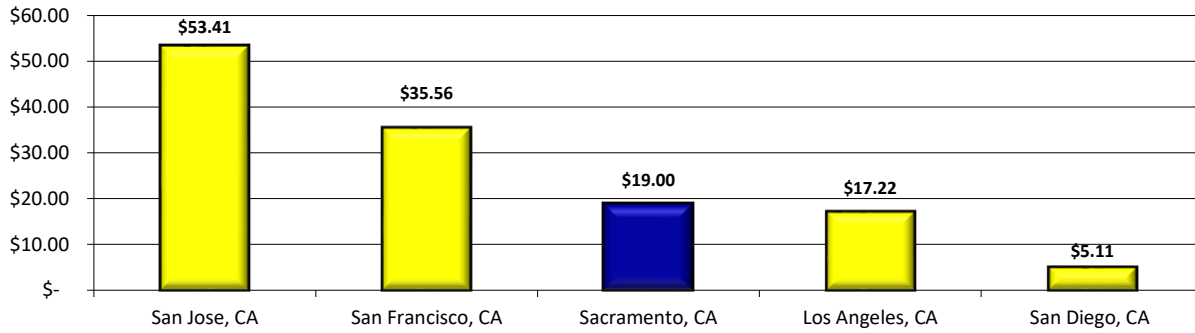
2021 Bus Average Fare Per Passenger



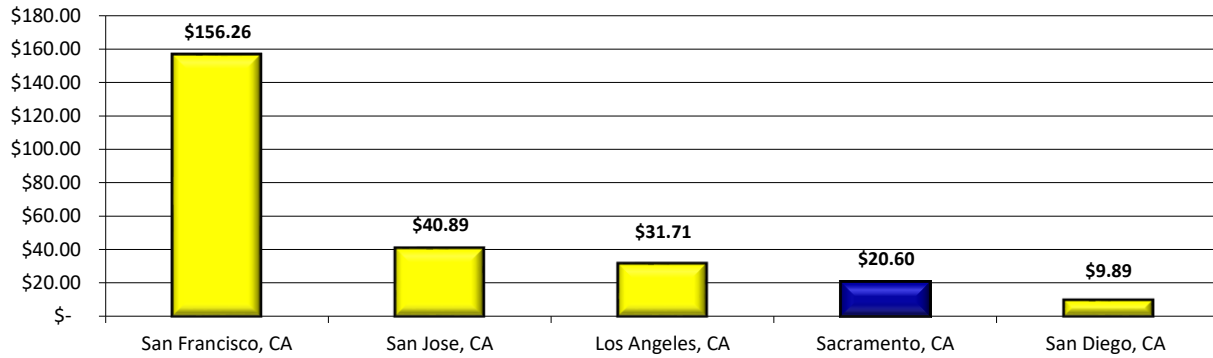


Peer Comparison continued

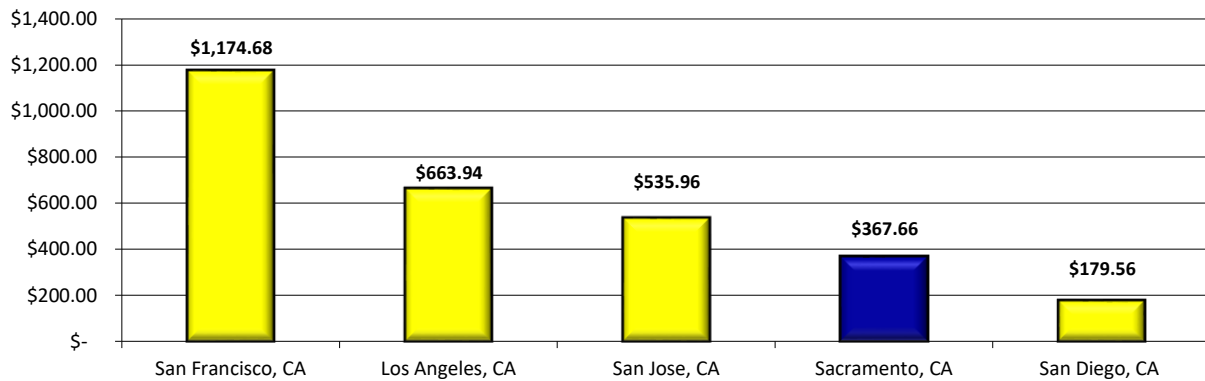
2021 Rail Cost Per Passenger



2021 Rail Cost Per Revenue Mile

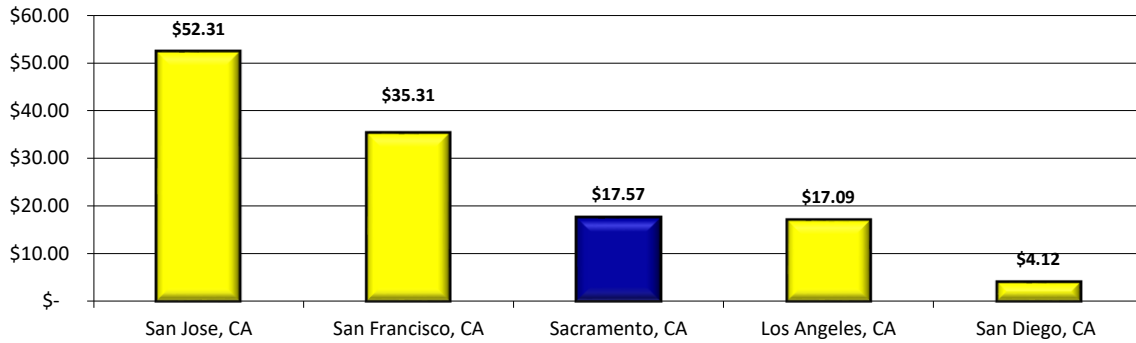


2021 Rail Cost Per Revenue Hour

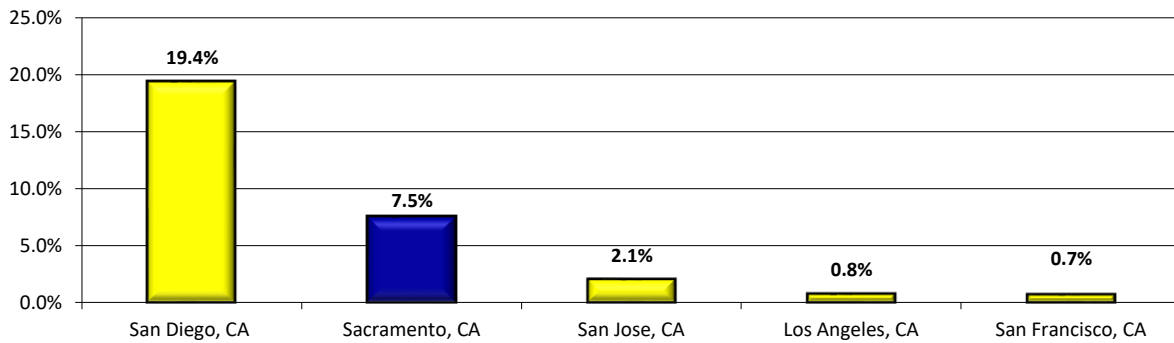


Peer Comparison continued

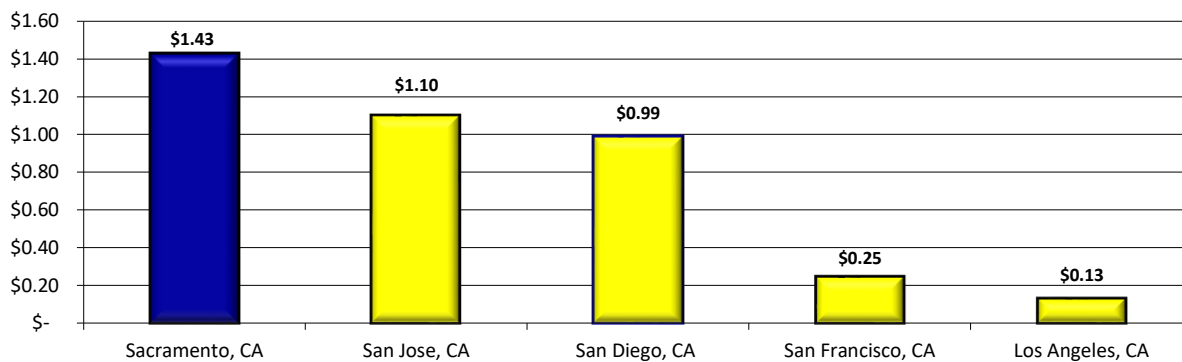
2021 Rail Subsidy Per Passenger



2021 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.

<p>1 WHY?</p>	<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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<p>2 WHAT?</p>	<p>Annual Objectives It will be a successful year for Sacramento Regional Transit if we:</p> <ol style="list-style-type: none"> 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.
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<p>3 HOW?</p>	<p>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.</p> <ol style="list-style-type: none"> 1. Customer Satisfaction 2. Operational Excellence 3. Community Value 4. Employee Engagement
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<p>4 WHO?</p>	<p>Performance in operational areas will be measured over the course of the year with a quarterly agency performance scorecard.</p> <p>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.</p>
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FY 2023 Performance Accomplishments

Sacramento Regional Transit District (SacRT) General Manager/CEO Fiscal Year 2023 Performance Accomplishments

May 2023

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 2023. Performance objectives, goals or expectations address progress toward SacRT Board adopted goals and execution of our strategic vision.

As SacRT celebrates its 50th anniversary in 2023, it provides the opportunity to reflect on the impact of the mission, vision and values. SacRT is poised not only to serve Sacramento better as a leading mobility provider, but to be a social and economic justice leader and a champion in fighting climate change. The report below provides additional details on SacRT's purpose-driven work and strategic accomplishments over the last year.






FY 2023 Performance Accomplishments continued



SacRT Major Performance Accomplishments in Fiscal Year 2023

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


GM/CEO PERFORMANCE GOALS	FY23 PERFORMANCE ACCOMPLISHMENTS	STATUS
<p>1. 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.</p>	<p>In February 2023, Moody’s Investors Service published a research report on the financial status of California’s transit agencies and found that SacRT has an A2 financial rating, one of the most favorable outlooks of any agency. The report noted that SacRT “will add to already sound operating liquidity by the end of fiscal year 2023, providing additional cushion to weather operating headwinds from potential sales tax volatility as the economy cools, rising expenditures especially from labor costs, and the end of federal pandemic aid, which officials plan to spend down by fiscal 2025.”</p> <p>In March 2023, the SacRT Retirement Board held a Special Retirement Board meeting focused on the status of SacRT’s pension plans. Over the last 10 years, the three pensions’ funded ratios increased by more than 10%, and it is anticipated that over the next five years, all ratios will be over 85%, and in 10 years, by 2032, all three ratios will be 100%. This is due to great pension management policies and diligent practices by staff, consultants, and the Board.</p> <p>The Finance team continues to reconfigure and streamline the SAP system and internal processes to improve the participant data, expanded internal controls, incorporate contract changes timely, and enhanced communications with members. Significant reconfigurations this fiscal year have included updating systems for new ATU Elk Grove and AFSCME Supervisor CBAs; updating MCEG, MCEE, and OE3 new hire pro-rated floating holiday accruals; implementing Defined Contribution Changes Negotiated for Elk Grove IBEW Employees.</p>	
<p>2. 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</p>	<p>In August 2022, SacRT was awarded \$30 million in state funding from California State Transportation Agency through the Transit and Intercity Rail Capital Program (TIRCP). Of that, \$24 million will go directly to help purchase an additional 8 new low-floor light rail vehicles. SacRT has secured funding to support the purchase of 44 new vehicles, with the goal to purchase up to 76. An additional \$5 million grant will support connectivity and planning at Sacramento Valley Station (SVS) to prepare for future development at the Railyards, and \$1.5 million for contactless fare payment devices onboard buses and light rail vehicles.</p>	







<p>to promote completion of projects in a timely and efficient manner.</p>	<p>In May 2023, SacRT was successfully awarded the first ever Federal Transit Administration (FTA) Railcar Vehicle Replacement Program grant, securing \$45.1 million to support the purchase of 16 additional new low-floor light rail vehicles from Siemens in South Sacramento. The program was created by the President’s Bipartisan Infrastructure law, and only six awards were made nationwide.</p> <p>SacRT’s federal delegation, Senator Alex Padilla and Congressmembers Doris Matsui and Ami Bera championed the application and all three of them have submitted community project funding requests to support SacRT’s transition to a low-floor light rail fleet. In December 2022, Congressman Bera successfully secured \$3.7 million to support station conversions on the Gold Line as part of the federal omnibus package. This fiscal year, Congresswoman Matsui will be championing an additional \$5.5 million request to help complete the construction of the Dos Rios Station in the River District. In total their project funding requests were more than \$14 million. SacRT looks forward to working with them as these requests make their way through the appropriations process. Funding the project is a big undertaking, and as the federal government begins its Fiscal Year 2024 appropriations process, SacRT is thankful for the strong support of our federal delegation.</p> <p>To date, SacRT has secured more than \$350 million for its Light Rail Modernization Project, which includes the purchase of new low-floor trains, modifications to station platforms and adding a passing track to provide 15-minute service to Folsom area stations. SacRT previously purchased 28 new low-floor light rail trains from Siemens Mobility and has a contract to order up to 76. As delivery of the vehicles roll in each month, the trains are currently undergoing a phased testing process before they can be put into service, which is expected to take place summer of 2024. With the order of an additional 16 new low-floor trains, SacRT will have 44 new low-floor vehicles on order or already delivered, which is close to two-thirds of all the vehicles needed to operate on Sacramento’s light rail system.</p>	
<p>3. Community Bus Service System Optimization – Provide innovative public transit projects to increase customer access to public transportation for essential travel, especially in disadvantaged communities. By engaging with community partners in projects, SacRT can increase community awareness of its service and boost ridership. Fully funding and staffing programs will increase system reliability, improve the customer experience and provide a convenient, efficient, and easy to use service.</p>	<p>In January 2020, SacRT switched its microtransit software provider to Via and expand the SmarT Ride service, an on-demand transit service for Sacramento residents. The Sacramento Transportation Authority (STA) awarded SacRT \$12 million in grant funding to help expand microtransit to communities throughout the region. Since January 2022, Via reported that there have been over 250,303 completed rides using the SmarT Ride app, 85% of riders accepted the ride proposal on the app, the average wait time was 28 minutes, for an average trip duration of 11 minutes, with an average rider rating of 4.9 out of 5 points.</p> <p>In August 2022, SacRT expanded two SmarT Ride zones to increase the Elk Grove zone to provide better connections to</p>	



	<p>fixed-route service and expanded the North Sacramento. The Elk Grove service area was expanded to include a direct connection to bus route E113, Elk Grove High School, Elk Grove Library, Elk Grove Adult Education Center, Elk Grove Food Bank, Old Town Plaza, Elk Grove Regional Park, and several Elk Grove grocery stores. The Natomas-North Sacramento SmaRT Ride expansion included McClellan Park, serving the VA Medical Clinic and businesses in the southwestern part of McClellan Park. The expanded service areas provide a new direct connection to important education and health resources as well as several grocery stores in the area.</p>	
<p>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.</p>	<p>The Internal Auditor oversaw the conclusion of the 2022 Federal Transit Administration’s (FTA) Triennial Review, including coordinating staff participation and documentation, providing guidance and clarity related to the review process and document submission. The FTA was pleased with the program progress, and SacRT will continue to make improvements to all areas, from operations to internal policies and protocols.</p> <p>Staff is reviewing the draft report 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 and assisted on the Annual Comprehensive Financial Report (ACFR), to be presented as required to the Board as part of the Internal Auditors annual report.</p>	
<p>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.</p>	<p>In 2022, SacRT began a project to replace Digital Messaging Signs (DMS) equipment throughout the SacRT rail system to improve their state of good repair. The program replaced the existing DMS with modern LCD style signage as well as implemented digital content management systems making it easier to communicate with the new signs as well as integrate them with the Public Address (PA) system at the stations. The program transitions the information communicated to passengers at light rail stations from mainly static schedule information to a real time capable systems. The DMS and PA systems in light rail stations are vital for providing passengers with important service information and notices. These systems are especially important for passengers with disabilities who rely on them for accurate information.</p> <p>When the project began in July 2022, approximately 51% of the DMS signs were down due to supply chain issues for spare parts, frequent vandalism, and outdated technology. By May 2023, only 5-8% of DMS</p>	



	<p>signs have experienced issues. Staff are working on a proposal to address the remaining issues and upgrade and replace older light panels. In May 2023, SacRT was awarded a \$8.5 million grant toward the \$17 million needed for DMS sign upgrades and modernization throughout the system to further improve passenger experience with better information, digital advertising, and Wi-Fi on board light rail trains.</p> <p>IT staff have also been instrumental in the transition to the new office space at 1102 Q Street and 1225 R Street. Staff have identified and procured equipment for the new offices, extended server room run-time, and performed audits on all workstations and conference rooms prior to move in.</p> <p>At the same time IT staff have reduced open tickets by about 40% since the beginning of the fiscal year, updated internal processes, and improved project management.</p>	
<p>6. Infrastructure Improvements and Expansion – Successfully manage projects to modernize and expand the transit system to provide greater value to the community and better service to the 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.</p>	<p>Last year, SacRT launched the Light Rail Modernization Project, the biggest upgrade in the history of the light rail system. This project will modernize the light rail system with new low-floor light rail vehicles (LRV), updated station platforms and add a “passing track” in Folsom to provide 15-minute service to Folsom area stations. To accommodate a new fleet of modern and easy to use “low-floor” light rail vehicles, which will be ready for passenger boardings starting in 2024, SacRT is modifying station platforms on the Gold Line. Station modifications will take place on the Blue Line once additional funding is identified.</p> <p>The first phase of construction work is currently underway to modify 14 light rail stations between 59th Street and Sacramento Valley stations to accommodate the height requirements for the new low-floor light rail trains. A total of 48 additional station platforms, 15 Gold Line stations between University/65th Street and Historic Folsom stations, and 19 Blue Line stations, will still need to be modified in the next phase of construction, which is awaiting additional funding.</p> <p>As part of the Light Rail Modernization Project, construction on Gold Line stations is underway to meet the height requirements of new low-floor light rail trains. Bus bridges were implemented to allow construction crews to work safely, and for riders to safely continue to travel between the affected stations. To minimize impact to riders, the bus bridges only take place during weekends.</p> <p>Construction for the Folsom-15 passing track is expected to break ground in summer 2023 and be completed by spring 2024. Upon project completion, trains will arrive in, and depart from, Historic Folsom Station every 15 minutes.</p>	

<p>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.</p>	<p>The Light Rail Modernization Project started in full force last year and staff are in the process of updating the light rail network and preparing the new low-floor light rail vehicles, updated station platforms, and a “passing track” in Folsom. Modifying the existing light rail stations to accommodate the new low-floor trains not only impacts the station being modified, it impacts some of the surrounding stations as well. Riders are notified in advance about upcoming service disruptions. Shuttle buses (bus bridges) have been in place to transport riders between the affected stations during the closure. So far, through internal coordination efforts, station conversion has been running smoothly with minimal disruption to customers by implementing intermittent weekend work.</p> <p>To improve on-time performance and availability of the light rail system, the team has focused on recruitment and training efforts, managing day-off work, and revised the attendance control policy. Since 2022, absences have decreased by 5% year over year. By creating more efficient schedules, overtime has been reduced by 170 hours a week. Working closely with Human Resources and Bus Operations, Light Rail is approximately 95% fully staffed, and will have three additional recruits in Q4.</p>	
<p>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.</p>	<p>The end of 2022 and beginning of 2023 brought unprecedented wet and stormy weather. Unfortunately, high winds and rains presented a variety of challenges to the Sacramento region in terms of power issues, downed trees, flooding and road damage. SacRT staff worked tirelessly to keep the system operational during these storms to help get our riders to their destinations all while ensuring safety is a top priority.</p> <p>SacRT experienced significant damage to its light rail infrastructure with 36 grade crossing arms at 27 grade crossing locations completely damaged by strong winds. As a safety measure, and per regulatory requirement, SacRT canceled train service at those location and used bus bridge service to transport riders between stations during the disruptions. Additionally, due to SMUD power outages affecting multiple areas where light rail service operates, SacRT was unable to provide power to the overhead contact system to energize trains, which further exacerbated the situation. Although the system experienced significant infrastructure damage, the light rail maintenance and operations crews worked around the clock, for several days, responding and making repairs as quickly and safely as possible. As a result, SacRT was able to restore the system to normal within a few days and complete an average of 97.4% of the daily scheduled light rail trips in January, even with the historical weather event.</p>	

<p>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.</p>	<p>This spring, Facilities moved into a new building at 2710 R Street, implemented a new shift schedule, updated facilities parts storage, and are building out and testing an updated CMMS. Having all staff in one location has improved morale, reporting processes, and streamlined communication and storage.</p>	
<p>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.</p>	<p>SacRT successfully updated its Procurement Ordinance, following the passage of AB 2015, to increase the authority of Director, Procurement Services for approving contracts, increased goods threshold from \$100,000 to \$125,000 (requiring 3 quotes), and included the ability to delegate authority to approve certain IT agreements. Subsequently, the Procurement team is updating standard operating procedures and procurement policy manuals to incorporate and interpret the changes in the ordinance. The team also updated solicitation boilerplates to allow the reopening of a solicitation for bidding (after the bid due date) when no bids are received or when no responsive bids/proposals are received, and the ability to extend a bid/proposal validity period even after it expires if bidders/proposer agrees to hold its prices. These process changes improve efficiency, expedite processes, and streamline procurements at SacRT.</p> <p>As part of the ongoing Admin Campus move to 1102Q Street, Procurement staff have quickly processed hundreds of purchases, contracts, and POs to successfully build out and move our staff into the new offices.</p> <p>Procurement staff continues to incorporate best practices from the California Association of Public Procurement Officials (CAPPO) for public works, RFP/evaluation process, IT agreements, prevailing wages, and general public procurement practices, as well as network with other public agencies to learn about their procurement processes, which, if adopted, will help streamline SacRT’s processes.</p>	

<p>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.</p>	<p>The Risk team has made great progress on updating programs and reviewing processes to reduce risk and liability for SacRT. In January 2023, they successfully updated procedures on light duty modified work assignments for employees temporarily disabled from performing their usual and customary duties. This procedure is intended to allow employees to maintain a healthy, productive, and safe work environment while recuperating from an injury or illness. The changes have resulted in improved participation from departments and better outcomes for employees. The Risk team performed a comprehensive review of Title V and has identified several areas where improvements can be made to improve claim processing.</p> <p>In 2023 courts have opened back up post covid, creating an increased workload for the Risk team as they clear out a backlog of settlements and claims. Risk analysts have been doing working hard on resolving claims in a fair and reasonable manner while protecting SacRT’s fiscal sustainability.</p>	
<p>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 customers.</p>	<p>The Safety department has completed the 2021 FTA/CPUC required internal audits and are being sent to the CPUC. The calendar for the next three-year cycle has been completed and audits started.</p> <p>In 2022, Safety assumed inspections for all SacRT buildings and began creating thorough documentation and inspections of each facility. Additional preparation is being made for the addition of the four new office suites at Q Street and the Facilities building on R Street.</p> <p>Over the current fiscal year, the Safety department has completed the following periodic inspections of facilities with external agencies: State/County UST inspections & testing (Metro); StateCounty UST inspections & testing (BMF); CARB Inspection (Metro); Cal-OSHA Complaint (Metro); Insurance Broker Inspection (Metro, MHRF, Wayside); Insurance Broker Inspection (BMF II); City Code Compliance/Facilities at Florin Station.</p> <p>The team continues to support the Safety Inspection and Certification Process for various projects and has been providing construction oversight support for 19 projects related to the Light Rail Modernization Project, including station conversion and weekend work requiring the safety team to be onsite for inspections and oversight.</p>	



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.


In January 2023, the Budget team rolled out a new reporting dashboard on Microsoft PowerBI to all departments. PowerBI is a collection of software services and connectors that work together to turn unrelated sources of data into coherent, visually immersive, and interactive insights. Staff have been able to gain data insights from colorful and compelling visuals instead of just lists and tables in Excel.

Because this is hosted in the Microsoft cloud, PowerBI enables staff to work from the same dashboards and reports from any browser in real time. Management staff can use this to further explore data by looking for trends, insights, and other business intelligence.



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	FY23 PERFORMANCE ACCOMPLISHMENTS	STATUS
<p>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. 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 can successfully compete for contracts with SacRT.</p>	<p>SacRT’s DBE Program is in full FTA compliance and is performing in good faith. SacRT had no findings in the DBE area during the 2022 FTA Triennial Review. Staff continues to innovate and find new ways to strengthen the program and expand its outreach efforts. Staff have promoted the DBE and SBE/LBE programs at a wide variety of in-person and virtual outreach events. SacRT also offers free webinars for potential vendors to share “How to Do Business with SacRT.” The webinars are presented in partnership with the California Capital Procurement Technical Assistance Center (PTAC). As a result of these and project/solicitation-specific outreach efforts, SacRT has been in contact with well over 300 vendors this fiscal year and had over 300 new vendors register with PlanetBids. SacRT receives positive feedback and appreciation from vendors following these events.</p> <p>Staff has successfully updated the SAP vendor database with SBE and LBE data, which will allow for reporting on awards to SBE and LBE vendors. Staff dedicated months of time and effort to search the Department of General Services SBE database to identify which of SacRT’s 2,621 California vendors are certified SBEs, identified the California County in which each business resides to determine which of the 2,621 California vendors qualify as LBEs, and entered the resulting data into each of the affected SAP vendor records. The SBE/LBE Program Document will be updated in 2023.</p>	
<p>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 the transit system and region. Work to leverage the historic amounts of funding available to transform the system infrastructure to expand service for riders while addressing the equity and climate needs of the Sacramento region.</p>	<p>SacRT thanks its federal delegation for championing infrastructure investments and public transportation in our region and their work to pass the House of Representatives six-bill FY23 minibus appropriations package. As part of the omnibus, Congressman Ami Bera was successful in securing \$3.6 million to support the SacRT light rail modernization project, including the renovation and upgrades of four light rail stations to support the new low-floor vehicles. The community project funding, or federal earmark, will support the modernization of the light rail system to increase reliability, encourage transit ridership, and improve accessibility by installing low-floor trains.</p> <p>In August 2022, Governor Newsom signed AB 2015 (Cooley), which cleaned up SacRT’s enabling legislation deleted obsolete provisions,</p>	

	<p>and increased the solicitation threshold for supplies from \$100,000 to \$125,000.</p> <p>In the current 2-year state legislative session, SacRT has sponsored two separate pieces of legislation this cycle. Assemblymember Stephanie Nguyen has introduced AB 354 to update SacRT’s Enabling Legislation to add a Board seat for the City of Elk Grove following Board approval in March. Assemblymember Kevin McCarty has introduced AB 1052 that would update our authority to place a tax measure on the ballot. Specifically, it would allow a jurisdiction within SacRT’s boundaries, such as the city of Sacramento, to tax itself to benefit SacRT. These bills have passed out of Committee and are currently moving through the legislative process.</p> <p>SacRT partnered with the Sacramento Municipal Utility District (SMUD), and GiddyUp EV, Inc. to install high-speed electric vehicle chargers at the Power Inn light rail station. The new charging station hub will be fully networked and integrated and would use underutilized parking spots in the station parking lot. The new charging hub is anticipated to go live in June 2023 and be one of the largest charging hubs in the state when fully equipped. The goal is to serve SacRT ridership, the local community, and local commercial fleet operators with easy and fast EV charging. GiddyUp EV is financing the purchase and installation of the fastest DCFC/Level 3 chargers in the industry, which will have the ability to recharge light and medium vehicles simultaneously in minutes compared to hours-longer than a normal plug-in charger. The site will initially offer 10 Level 3 High Speed Chargers (175kw) – with the potential to expand the site for up to 20 Level 3 chargers. The site will also offer two charging stations that are designed to accommodate large fleet vehicles (up to the size of a City bus or Semi-tractor)..</p> <p>SacRT continued the 4 Agency Collaborative work (SacRT, SACOG, Air Quality District, SMUD) by creating together the Sacramento Region Zero Carbon Transportation initiatives. The 28-page Zero Emission Vehicle (ZEV) Deployment Strategy is a coordinated regional approach to improve air quality, reduce greenhouse gas emissions, abate exposure to toxins, adapt to a warming planet, and promote efficient mobility. The plan includes detailed focus on transitions SacRT’s fleet of ZEV buses in the coming years.</p>	
<p>3. Innovative Planning and Project Delivery – Successfully lead district planning initiatives to increase access to public transit and mobility options in the community. Further improve the 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,</p>	<p>In 2022, SacRT partnered with Civic Thread, a local non-profit planning and advocacy organization, to complete a Bus Stop Improvement Plan for SacRT’s service area, which includes the cities of Citrus Heights, Elk Grove, Folsom, Rancho Cordova and Sacramento, and Sacramento County. The plan, finalized in March 2023, created a comprehensive list of necessary and desired improvements to bus stops, amenities, and supporting pedestrian infrastructure. This will help SacRT focus the plan on areas with the greatest needs and pursue funding opportunities. Several workshops, walk audits, and a community survey enabled respondents to rate the bus stops in their area. The</p>	




<p>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, while addressing the equity and climate needs of our community.</p>	<p>plan includes a comprehensive list of necessary and desired improvements to bus stops throughout SacRT’s service area and identifies over \$65 million worth of improvements to 630 bus stops out of over 3,100 systemwide. With the plan, SacRT is now well positioned to apply and secure grant funding to implement these improvements.</p> <p>In 2021, the City of Sacramento completed a long-term Stockton Boulevard Corridor Study that created a conceptual layout of Stockton Boulevard based on community goals. This project addressed safety and mobility along Stockton Blvd through multimodal improvements and builds upon SacRT’s 2020 Stockton Boulevard Conceptual Plan</p> <p>In April 2023, SacRT began working on a Stockton Boulevard Bus Stop Implementation Plan and survey, which is studying bus stops along Stockton Boulevard, SacRT’s highest ridership corridor, to support existing ridership and encourage new ridership by making transit service along the corridor more accessible and equitable, and by providing greater mobility to underserved communities. Through this effort, SacRT is identifying projects at existing bus stops along the Stockton Boulevard from Alhambra Boulevard to Elsie Avenue to improve safety, accessibility, and ridership along Stockton Boulevard.</p> <p>This project will be SacRT’s next major service evolution, that will operate on the region’s busiest corridors. Buses will operate in their own right-of-way, separated from cars, and will have signal priority at intersections. SacRT has partnered with the City of Sacramento and Sacramento County to pursue a BRT route along Stockton Boulevard that will include a bus only lane for 4.5 miles. The project has been awarded over \$5 million in SACOG Transformative Category funding.</p> <p>SacRT is also in advanced planning for a streetcar line over the Tower Bridge into West Sacramento that will better connect the two cities. SacRT has most, but not all, the funding needed for the project. October 2022, SacRT officially took ownership of the streetcar project following the dissolution of the Joint Powers Authority.</p>	
<p>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.</p>	<p>In August 2022, SacRT partnered with the Sacramento Public Library Authority to launch the nation’s first Rolling Library Train. Sacramento Public Library is the fourth largest library system in California with 28 locations serving 1.4 million urban, suburban and rural residents. In addition to lending books, Sacramento Public Library offers services and programming focused on early learning, technology, and education and is committed to providing Sacramento communities with welcoming community spaces.</p> <p>The brightly decorated train promotes riding, reading and the Library of Things. This is the first time the interior of a SacRT light rail train has been completely reimagined to provide an immersive experience. The interior of the train is filled with artwork on the walls and seatbacks that resemble books on shelves. Riders can find hidden gems on those</p>	



	<p>bookshelves featuring QR codes to free downloadable materials from the Sacramento Public Library. The rolling library train travels on both the Blue and Gold light rail lines. Within the first two weeks of launching the train, the Sacramento Library experienced a significant increase in online access using the QR codes.</p> <p>In October 2022, in celebration of California Clean Air Day, SacRT offered a week of systemwide free rides during the first week of October 2022 between Saturday, October 1 and Friday, October 7, 2022. The free rides included fixed-route bus (including Airport Express, Causeway Connection, Elk Grove, and Folsom), light rail, on-demand SmaRT Ride shuttles, SacRT GO paratransit service, and e-van service. Total ridership for the week was 335,041 systemwide, up approximately 21% over the prior week.</p> <p>In December 2022, SacRT launched its new SacRT BusTracker app allowing riders to track buses in real-time using global positioning system (GPS) technology to provide arrival times and locations of our buses. It can be accessed on a smartphone, tablet or computer to view real-time stop predictions to better plan trips on the go. Riders can also sign-up for texts and email notifications as well as subscribe to specific routes and bus stops.</p> <p>In summer 2022, in an effort to better connect with the community and riders, SacRT launched the "SacRT in the Community" blog to share positive stories about riders, community partnerships, and staff.</p> <p>In fall 2022, SacRT started the process for developing a new brand identity and logo as part of a long-term marketing strategy. The goal of the project is to modernize SacRT's brand and increase visibility by helping riders and community members better identify vehicles and all the services provided through consistent imagery. This is especially important as the delivery of the new modern new low-floor light rail trains arrive. During the course of the project, which is expected to take place through the end of 2024, the Marketing team will continue to actively engage with SacRT employees as well as community members to seek input. During this process, SacRT temporarily transitioned to use a 50th anniversary edition of the logo.</p> <p>April 1, 2023, marked SacRT's 50th anniversary of operation, and has been celebrating this important milestone by looking back at its rich history and celebrating what is still to come. SacRT has played an integral role in generations of Sacramentans and has been woven into the fabric of daily life across the Sacramento region. The celebration included hosting celebratory pop-up events at different transit centers and stations across the region during the month of April to thank customers, and it rolled out a special 50th Anniversary edition bus and train that will be in service through the end of the year.</p> <p>SacRT's Marketing team has won a couple of awards in 2023. The national 2023 APTA Adwheel First Place Award for the Best Marketing</p>	
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	<p>and Communications to Highlight Transit Needs for SacRT’s Citizen’s Transit Academy, a free five-class course designed to educate and engage residents, business, and community leaders about SacRT’s planning process and how public transit shapes communities. Since launching in 2019, over 100 people have graduated from the class. The Marketing department also received the 2023 California Association of Public Information Officials (CAPIO) Epic Award for the Rolling Library Train. CAPIO is a statewide organization for Public Sector Communicators.</p>	
<p>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 SacRT is 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.</p>	<p>In 2022, SacRT began implementing the plan to have a new headquarters (HQ) building to replace the current half-century old campus located at 1400 29th Street to improve operational facilities and the work environment for all employees by temporarily leasing office space at 1102 Q Street until SacRT can find or build a suitable and permanent location for all staff. This cost saving move will allow SacRT to downsize its office footprint and potentially provide the opportunity to sell some of its properties, which will significantly help fund a long-term HQ plan. The location of the leased space at Q Street was chosen for several factors, including its proximity to city, county and state government office centers; it’s around the corner from SacRT’s Customer Service and Sales Center, and just steps away from the 13th Street Station with easy access to all three light rail lines and downtown buses.</p> <p>SacRT is helping address the area’s housing crisis by helping create “transit-oriented” neighborhoods next to light rail stations. In October 2022, SacRT and the Martin Group celebrated the grand opening of the Wexler, a new student housing transit-oriented development (TOD) project located adjacent to the University/65th Street Transit Center, one of SacRT’s busiest transit centers and light rail stations, which is utilized by more than 40,000 light rail riders and 30,000 bus riders per month, and just steps away from nearby retail centers. This TOD project now provides housing for more than 750 students in a village-like locale less than a block south of Sacramento State and just steps from nearby retail centers. . The strategic, transit-oriented location also affords residents easy connectivity to the surrounding Sacramento region.</p> <p>SacRT will soon partner with developers to build a light rail station and public space serving the new Mirasol Village affordable housing project near downtown with 489 affordable, workforce, and market-rate units in the River District.</p> <p>In February 2022, SacRT and the Friends of Light Rail & Transit launched an effort to rescue some of the last remaining historic trolleys stored by SacRT, ranging in vintage from 1909 to 1929. Streetcars once ruled the roads in Sacramento, taking thousands to work daily and helping give birth to the region’s first suburbs. As times changed, they eventually disappeared, ceding the streets in the post-war 1940s to private automobiles and buses. SacRT worked closely to</p>	






	<p>transfer the shells to the Bay Area Electric Railroad Association, which restores trolleys and displays them at their Western Railway Museum in Suisun City.</p> <p>As part of SacRT’s Station Activation Program, a number of partnership activities occurred in the past year including the Mills Art Center monthly concerts and food truck events in the station plaza; Plate It filmed competition at Farmer’s Market at Sunrise Station; continued to lease lots to contractors for construction staging (revenue generating); Urban Land Institute (ULI) Building Healthy Communities Committee 24th Bypass Park activation event; and the Monthly Farmer’s Market at Sunrise Station totaling 6,100 attendees a quarter.</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. 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.


GM/CEO PERFORMANCE GOALS	FY23 PERFORMANCE ACCOMPLISHMENTS	STATUS
<p>1. Bus Maintenance Modernization – Pursue a variety of projects to rapidly and efficiently update and modernize 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 of the fleet. These efforts will enable the maintenance department to deliver a fleet to customers that is clean, safe and reliable.</p>	<p>In 2016, SacRT’s Bus Maintenance department, in partnership with International Brotherhood of Electrical Workers Local (IBEW) 1245 and American River College, received state certification by the Department of Industrial Relations for a Bus Mechanic Apprenticeship Program, the first in Northern California, and is essential to developing our workforce and training future generations of critical mechanics at SacRT. The 36-month program trains individuals to be a journey-level bus mechanic. Students take classes at community colleges and receive on-the-job training. Having trained and qualified mechanics is critical to SacRT’s mission of providing reliable bus service to the Sacramento region. In April 2023, SacRT celebrated the graduation of two Journey Level Mechanics Anthony Bertuccelli and Brianna Harrison, the first female Journey Level Mechanic in the agency’s history. Upon completion of the course, the staff are positioned to become a Bus Mechanic A, which is the highest classification for bus mechanics at SacRT.</p> <p>The Bus Maintenance department is working to create a uniform management process, updating standard operating procedures, revamping the non-revenue vehicle program, updating the fuel credit card program and radio program, creating agencywide procedure updates to streamline processes, increase safety compliance, and reduce risk.</p>	



	<p>In February 2023, the first of two new CNG compressors were delivered and will be fully installed by this summer at the Bus Maintenance Facility 1. This replaces the outdated compressor and will significantly speed up fueling of buses, leading to improved operational efficiency. .</p> <p>In May 2023, SacRT began building and anticipate delivery later this summer of 40 new CNG vehicles to replace vehicles beyond their useful life. These include new vehicles for Sacramento service, Elk Grove service, and UC Davis shuttle service. SacRT also ordered 16 cutaways for SacRT GO paratransit service with expected delivery in late 2023.</p> <p>In November 2022, in coordination with the Training and Workforce Development dDepartment, piloted a training for all employees on “Creating a Respectful Workforce” to create a more inclusive and collaborative work environment for all staff.</p>	
<p>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.</p>	<p>SacRT continued to see a steady increase in ridership as the region recovers from the pandemic, finishing the 2022 calendar year up 34% over the prior year.</p> <p>Now into its fourth year, the RydeFreeRT fare-free for youth program continues to show strong ridership. Ridership is approximately double what it was pre-pandemic, demonstrating the vital need for fare-free transit service. At the start of the school year in September 2022, student ridership was nearly 325,000. This is almost 50,000 more than any other month since the RydeFreeRT began, and the program has continued to see ridership growth quarter over quarter. In FY23, for the first time the RydeFreeRT program was fully funded with financial contributions from all jurisdictions. In FY24, the City of Sacramento approved \$1 million in funding in their budget to continue the program and entered a multiyear contract to continue funding the program.</p> <p>In December 2022, the Connect Card project closeout was completed and formally assigned to SacRT from SACOG after 10 years of partnership.</p> <p>In April 2022, SacRT was awarded an LCTOP grant to fund several weeks of free fare programs, including a free ride week in October to celebrate Clean Air Day/Month. .</p> <p>In February 2023, in coordination with Cal-ITP and SACOG, SacRT launched a "tap to pay" program enabling Transit Ambassadors (TAs) to collect fare in lieu of issuing a citation on board light rail vehicles through a cellular app. The TA's and management have</p>	



	<p>been happy with the program, whose main goal is to reduce contentious interactions with customers, reduce citations, and improve customer satisfaction.</p> <p>In spring 2023, SacRT began working with SACOG on joint procurement of new fare collection hardware through a Cal-ITP program. The region was awarded \$2.1 million to buy tap-to-ride hardware for buses for the entire region. These devices will be installed on the SacRT bus fleets.</p>	
<p>3. Improving the Customer Experience – Provide excellent customer service to SacRT employees, riders, and community members by putting the customer experience first in 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 improves customer outcomes.</p>	<p>The Customer Satisfaction team continues to implement process modernization to improve customer satisfaction and outcomes. In April 2024, Customer Advocacy hours were expanded from Monday-Friday to include weekends from 10am-2pm and will work up to full day coverage once fully staffed. The added support will relieve the workload from weekend supervisors, allow timely response for customers, improve resolution rates, and increase customer satisfaction.</p> <p>SacRT continues to update and optimize its customer service procedures, including creating a new tagging process for our Lost and Found bikes, updating the clean out process for Lost and Found, evaluating storage bins and combining locations to increase efficiency. Customer Satisfaction also revised the internal complaint processing procedures to improve response times.</p> <p>The department has engaged in a variety of training series, which combines both staff development and engagement, and have created monthly Job Aids on topics including: Call Control, Call Transfer Types, etc.</p>	
<p>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.</p>	<p>While many of industry peers have been forced to suspend routes because of workforce shortage, SacRT has been thankful to maintain 97% service levels due to effective recruitment efforts and dedicated workforce. Bus Operations meets biweekly with Human Resources to continue to enhance hiring efforts, including quarterly in-person hiring events. These have resulted in full classes of 25-30 trainees throughout the fiscal year. SacRT continues to consistently promote and move operators from Community Bus Services to fixed-route Bus Services, and from Bus to Light Rail to ensure staffing needs are met. With the continuous movement, separations, and retirements, hiring efforts will continue.</p> <p>The Bus Operations team is actively working to identify hazards and hazard mitigation options to remove and reduce risk throughout service. Part of this involves providing more training opportunities to address incident trends, including focusing on customer service and ADA priority seating areas to align with other priorities. SacRT provides Operators with customer service training in "Professionalism and Customer Service" and "Conflict and Aggression Management." In addition, RTPS officers join supervisor meetings and ride-along on routes to reduce incidents.</p>	

	<p>The Bus Operations team has been promptly responding to the community’s needs, especially during the historic winter storms. Storm damage caused significant closure of our light rail system and the team immediately assisted by implementing light rail bus bridges to ensure system connectivity. Over the course of the last couple months, the Bus Operations team has been coordinating with various City and County staff to ensure its most vulnerable residents and unhoused had transportation access to shelters during the storms. SacRT helped move a significant number of individuals to warming shelters throughout the region ensuring they had a safe refuge from the cold, wind and rain. On top of the extra coordination, SacRT was also able to keep cancellations low, despite running bus bridges and having multiple routes impacted by flooding and the weather.</p>	
<p>5. 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 SacRT to meet FTA service requirements and improve customer satisfaction.</p>	<p>In July 2022, SacRT celebrated our 2nd Anniversary of SacRT GO, after bringing ADA paratransit service in-house after years of contracting the service out. In April 2023, SacRT celebrated the one year anniversary of contracting with UZURV, a transportation network company (TNC) that provides supplemental paratransit service to help improve service efficiency. To celebrate, UZURV and SacRT GO hosted an open house to hear feedback from riders and answer questions regarding SacRT GO service. Over 70 people attended the in-person event and another handful via Zoom. SacRT heard from riders that they are pleased with the UZURV service and are very interested in the on-time performance.</p> <p>On-time performance has improved with the implementation of the contract with UZURV. March 2023 had the highest ridership for SacRT GO and supplemental service since bringing it back in-house with over a total of 25,994 passengers in March 2023. Not only is this the highest ridership SacRT experienced since Covid, it is back to 82% of pre-pandemic levels. UZURV provided service to 6,226 passengers, their largest ridership number since they've started providing supplemental service and 24% of overall trips.</p>	
<p>6. 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 SacRT can reduce chronic issues and safety hazards across the system and improve outcomes for the unhoused population. Efforts include piloting innovative solutions to provide targeted learning opportunities for staff and resources to unhoused riders and community members.</p>	<p>SacRT has worked diligently to reduce widespread safety issues of trespassing along the rail right-of-way (ROW) by people experiencing homelessness in the Sacramento community. SacRT has reduced and prevented this major safety occurrence while placing great emphasis on addressing the resource needs of this vulnerable population. To drive safety change in the Sacramento region, SacRT sought an innovative approach to ending and preventing these devastating incidents. The heart of this approach was based on education and outreach to this disadvantaged population through the use of SacRT’s Social Service Practitioner, Rosario Arteaga, who holds a Master’s in Social Work. .</p> <p>In 2022, SacRT also created a new partnership with Loaves and Fishes to provide track safety presentations using Operation Lifesaver materials to the staff as their site is adjacent to the SacRT ROW. Track safety engagement was launched with a focus on unhoused clients living in and along the ROW in July 2022. Between July 2022 and May 2023, 308 unhoused individuals were contacted and provided with information about the dangers of being on the ROW.</p>	


	<p>The social equity first approach has been successful in helping establish a level of communication and trust not usually experienced by law enforcement officers during their contacts. A police officer from Regional Transit Police Services (RTPS) does accompany the Social Service Practitioner when she is working in the field; however, the officer remains in the background as support personnel while conducting client engagement.</p>	
<p>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.</p>	<p>In January 2023, SacRT won a 2022 Federal Transportation Security Administration (TSA) “Gold Standard” award for its emergency preparedness and overall security systems. This award falls on the heels of winning the 2019 Federal Transportation Security Administration’s Gold Standard Award for System Security. This prestigious award is the highest recognition TSA can give to a transit agency for achieving top scores during an annual review of 17 categories of security and emergency preparedness elements. Out of the 6,800 public transit agencies the TSA oversees, SacRT is one of only four nationwide to receive this recognition this year. It’s the second such award for SacRT in the last three years, a rare achievement among transit agencies. This prestigious award reflects SacRT’s commitment to security programs that benefit riders and the community.</p> <p>In April 2023, SacRT was awarded with APTA’s 2023 Rail Safety Certificate of Merit award for light rail systems for the North 12th Street Safety Program, following previous wins of the APTA 2021 and 2020 Rail Security Gold Awards. At a time when many transit agencies are struggling with safety and security, the SacRT team is leading the industry and continuing to be recognized.</p> <p>Following a detailed Crime Prevention Through Environmental Design (CPTED) assessment, SacRT implemented the North 12th Street Safety Program to reduce trespassers along the rail ROW. The effectiveness of SacRT’s North 12th Street Safety Program resulted in a 19.2% reduction in ROW trespassing within the study area between calendar years 2021 and 2022. The North 12th Street Safety Program is part of a larger social equity movement by SacRT to be a strong community partner for positive change while greatly enhancing track safety.</p> <p>SacRT also received a security grant for \$800,000 to replace security cameras throughout the system. That multifaceted operation is anchored by its Security Operations Center (SOC) on Richards Boulevard where SacRT crews monitor live video cameras at light rail stations, on light rail trains and on buses 24 hours, seven days a week. In total, SacRT has more than 1,000 live-feed security cameras in use system wide. RTPS is working with IT to establish the priorities of camera upgrades. The SOC is also in the process of working with the City of Sacramento to upgrade the video wall.</p>	



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	FY23 PERFORMANCE ACCOMPLISHMENTS	STATUS
<p>1. Employee Recruitment and Retention – Actively promote internal and external recruitment opportunities to connect with a 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.</p>	<p>In response to a national workforce shortage, SacRT continued creative hiring initiatives, such as in-person hiring events, which have resulted in better than industry average in filling vacancies. SacRT is continuously recruiting and held quarterly hiring events throughout the year for bus drivers and many other positions. Hosting in-person hiring events is a very effective way to recruit and quickly hire employees.</p> <p>With the ongoing recruitment and retention challenges facing the transit industry, SacRT has expanded participation in external job fairs. Staff attended a wide variety of hosted events, including a virtual event with SETA; Multicultural Business & Career Expo; SETA Job Talks; Folsom Cordova Adult School Job Fair; SacJobs Fall Career Fair; Sacramento City District 8 Job Fair; Travis AFB In-person Job Fair; Travis AFB Virtual Job Fair; Asian Resources Job Talk; Volunteers of America Veterans Job Fair; You Betta Work Job Fair; Volunteers of America Veterans Job Fair; SacJobs Job Fair; Mark Sanders Job Fair; and talked to hundreds of interested individuals.</p> <p>In January 2023, SacRT offered enhanced life insurance for many employees in the agency at a minimal cost.</p>	
<p>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.</p>	<p>In April 2023, the Federal Transit Administration (FTA) conducted an audit of the FTA-mandated drug and alcohol testing programs of SacRT. The FTA Audit closed out with zero adverse findings. They noted that the majority of agencies SacRT’s size typically have 2-3 times larger reports with adverse findings. They also noted how remarkably organized and prepared SacRT was and commented that they rarely experience such a smooth audit process and cited that their experience was the best follow up program that they have seen in over 20 years.</p> <p>This spring, SacRT and the unions successfully negotiated 3 multi-year labor contracts with ATU Main, ATU Elk Grove, AFSCME Supervisors.</p> <p>In coordination with the Training and Workforce Development team, the Labor Relations team continues to provide training and resources to develop our workforce into industry leaders. Building on the “Discipline and Investigation” training in October 2021, “Legally Managing in California” training in April 2022, and the</p>	



	<p>“Documenting Best Practices” training in March 2023, they have identified additional training resources for staff. These training courses have been well received by staff and are an essential part to developing our leaders and creating a respectful and safe workplace for SacRT employees.</p>	
<p>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.</p>	<p>The newly formed Training and Workforce Development department has accomplished much in their first year. Since November 2022, ongoing work with APTA's Racial Equity pilot Program continues and staff have participated in a variety of signatory information sharing sessions, learned about ROI, project implementation, and climate assessments for DEI initiatives. This work has helped the team identify and develop resources to create a safe work environment for all employees where they feel confident in bringing their whole selves to work.</p> <p>They also developed and procured a variety of trainings, including creating a respectful workplace, documentation best practices, exit interview best practices for HR, how to be a team player, pronunciation, meet and confer, and preparing for interviewing at SacRT. In fall 2023, they coordinated mandatory EEO harassment prevention training and Diversity, Equity, and Inclusion (DEI) foundation training. In coordination with EEO, IT, HR, and operations partners they set up computer labs and provided online learning for 1,304 employees, or 91% of the workforce. They also conducted "Creating a Respectful Workplace" training sessions for 91 Bus Maintenance employees and a New Employee Orientation segment focused on creating a respectful workplace, DEI, and providing exceptional customer service.</p> <p>In 2023, they introduced Diversity Heritage Month and Identity Recognition Project, highlighting monthly celebrations throughout the year. The team also launched SacRT’s first book club, conducted “Gender Pronouns in the Workplace” training sessions and worked with the HR benefits team to bring several training opportunities on anxiety and stress in recognition of Mental Health month.</p> <p>The third year of SacRT’s current strategic plan is going well. Staff updated all FY24 Tactics to include DEI goals for each department. SacRT developed a quarterly report out that is posted on the SacRT website, shared with Board members, and presented at Board meetings.</p>	

NOTABLE AWARDS IN FY 2023

- 2022 Federal Transportation Security Administration's Gold Standard Award for System Security
- 2022 APTA First Place AdWheel Award for Best Partnership to Support Ridership
- 2022 APTA First Place AdWheel Award for Best Special Event to Support Ridership
- 2023 APTA First Place AdWheel Award for Best Marketing and Communications to Highlight Transit Needs/Funding
- 2023 California Association of Public Information Officials Epic Award for the Rolling Library Train
- 2023 APTA Rail Safety Certificate of Merit Award



Other Accomplishments

SacRT's Light Rail Modernization Project:

<https://www.youtube.com/watch?v=K2bddyb3OZI>



[SacRT's Light Rail Modernization Project](#)

SacRT is 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, updated station platforms and a “passing track” in Folsom. Learn more at www.sacrt.com/modernization. Music from #Uppbeat (free for Creators!): <https://www.youtube.com>

SacRT Celebrates 50 Years of Moving the Sacramento Region:

<https://www.youtube.com/watch?v=-Ga9-fwq2m0>



[SacRT Celebrates 50 Years of Moving the Sacramento Region](#)

SacRT celebrates 50 years of service on April 1, 2023. Join us in celebrating 50 years of service. Learn more about the celebration at www.sacrt.com/50years... www.youtube.com

SacRT Celebrates 50 Years of Service at Press Event

<https://www.youtube.com/watch?v=YRqXJmA5KF0>



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

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

Other Accomplishments continued

SacRT Celebrates 50 Years in the Community:

<https://www.youtube.com/watch?v=UZZnMdL88Ts>



[SacRT Celebrates 50 Years in the Community](https://www.youtube.com/watch?v=UZZnMdL88Ts)

SacRT held nine 50th anniversary pop-ups at light rail stations and transit centers during the month of April 2023. Learn more about the celebration at [sacrt...](https://www.youtube.com)

www.youtube.com

SacRT now testing new low-floor light rail trains:

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



[SacRT now testing new low-floor light rail trains](https://www.youtube.com/watch?v=LuLYArRnQdc)

SacRT is 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, updated station platforms and a "passing track" in Folsom to provide 15-minute service at those stations. In May 2023, SacRT started the dynamic track ...

www.youtube.com

SacRT's first female graduate of Bus Maintenance Apprenticeship Program:

<https://www.youtube.com/watch?v=YQyKAyXwh2o>



[SacRT's first female graduate of Bus Maintenance Apprenticeship Program](https://www.youtube.com/watch?v=YQyKAyXwh2o)

Brianna Harrison became the first female to graduate from SacRT's special three-year long Bus Maintenance Apprenticeship Program. Co-worker Anthony Bertuccelli also received his program graduation certificate at a ceremony in April 2023. They are now both certified by the state of California to work on all aspects of bus diagnostics ...

www.youtube.com

Other Accomplishments continued

High-Speed Charging Hub Unveiling at Power Inn Station:

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



[High-Speed Charging Hub Unveiling at Power Inn Station](https://www.youtube.com/watch?v=MkXgQRFdfCA)

SacRT partnered with GiddyUp EV Charging, Inc. and the Sacramento Municipal Utility District (SMUD) to install public high-speed electric vehicle chargers at...

www.youtube.com

SacRT offers systemwide free rides on California Clean Air Day:

<https://www.youtube.com/watch?v=N5UJieSWtd4>



[SacRT offers systemwide free rides on California Clean Air Day](https://www.youtube.com/watch?v=N5UJieSWtd4)

In honor of California Clean Air Day, SacRT is excited to offer complimentary rides systemwide on Wednesday, October 4, 2023. This initiative extends to all our services, including buses, light rail, on-demand SmarT Ride shuttles, SacRT GO paratransit service, and SacRT's e-van service. Learn more at <https://sacrt.com/cleanairday> Music from ...

www.youtube.com

Sacramento's Bus Rapid Transit Solution:

<https://www.youtube.com/watch?v=bLSG7bzb4Rk>



[Sacramento's Bus Rapid Transit Solution](https://www.youtube.com/watch?v=bLSG7bzb4Rk)

Bus Rapid Transit (BRT) combines the speed, reliability, and prominence of light rail with the flexibility and low-cost of buses. BRT travels on dedicated bus lanes, with an emphasis on fewer stops, longer-distance travel, and higher speeds. Learn more about the SacRT's plans to bring BRT to Stockton Boulevard.

www.youtube.com

Other Accomplishments continued

Celebrate SacRT's 50th Anniversary with a special bus:

<https://www.youtube.com/watch?v=b0kH2SBFDQs>



[Celebrate SacRT's 50th Anniversary with a special bus](https://www.youtube.com/watch?v=b0kH2SBFDQs)

Be sure to check out SacRT's special 50th Anniversary bus cruising the streets of Sacramento. Learn more about our celebration at <https://sacrt.com/50years> Music from #Uppbeat (free for Creators!):

<https://uppbeat.io/t/andrey-rossi/disco-street> License

code: UDALBHFQKQBON2DT0

www.youtube.com

Celebrate SacRT's 50th Anniversary with a special light rail train:

<https://www.youtube.com/watch?v=N3CluRfsrEQ>



[Celebrate SacRT's 50th Anniversary with a special light rail train](https://www.youtube.com/watch?v=N3CluRfsrEQ)

Be sure to check out SacRT's special 50th Anniversary light rail train riding on the rails through Sacramento. Learn more about our celebration at

<https://sacrt.com/50years> Music from #Uppbeat (free for Creators!): <https://uppbeat.io/t/andrey-rossi/disco-street>

License code: UDALBHFQKQBON2DT0

www.youtube.com

Organizational Alignment



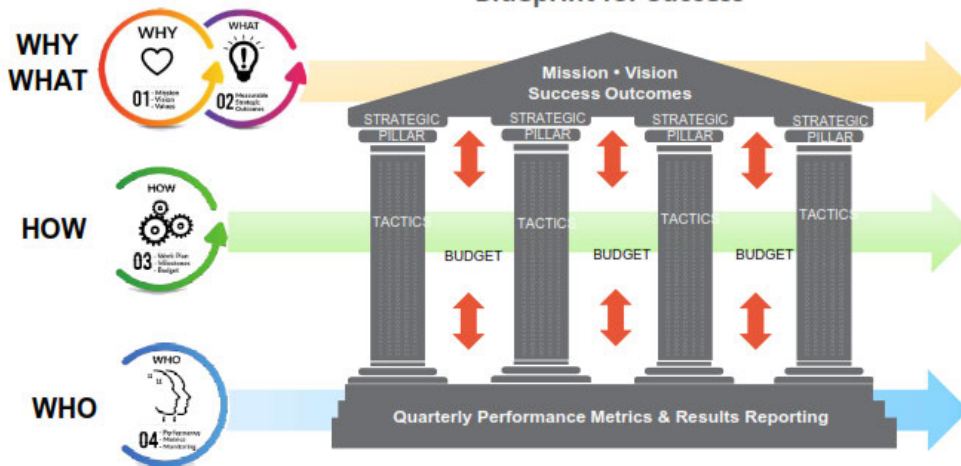
Organizational Alignment

Key Questions Success Planning Seeks To Answer



Strategic Alignment of Why, What, How & Who

Blueprint for Success



Four Guiding Strategic Pillars



Success Outcomes



SacRT Success Outcomes

STRATEGY

DESCRIPTION

CUSTOMER SATISFACTION

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

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

OPERATIONAL EXCELLENCE

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

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

COMMUNITY VALUE

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

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

EMPLOYEE ENGAGEMENT

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

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

Performance Scorecard and Tactics

How to Read the Scorecard

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

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

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

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

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

SacRT Overall Scorecard									
STRATEGY	METRIC	GOAL	QUARTERLY PERFORMANCE				POINTS	DEFINITION	INFORMATION SYSTEM
			Q1	Q2	Q3	Q4			
OPERATIONAL EXCELLENCE	Rebuild to 85% of pre-COVID-19 Monthly Ridership Levels*	Bus - \$12,000 LR - \$66,000 Total - 1,185,000					12		
	Establish Baseline						8		
	FY20 Budgeted Cost P	Bus - \$152.70 CBS - \$152.48 LR - \$297.91 Paratransit - TBD						6	
	55%							6	
	Establish Baseline							4	
	Establish Baseline							4	
TOTAL							40		
COMMUNITY VALUE	Community Perception of SacRT's Value to the Region	Establish Baseline						10	
	Community Perception of Economic Impact in Sacramento Region	Establish Baseline						5	
	Social Media Engagement	Establish Baseline						5	
	Community Perception of Transit Accessibility	Establish Baseline						5	
TOTAL							30		
EMPLOYEE ENGAGEMENT	% Agree They Receive Timely Feedback on Performance from Supervisor	Current: 64.9% Improve by 5%						4	
	% Agree Teamwork is Encouraged and Praised	Current: 70.4% Improve by 3%						3	
	% Agree They Receive Enough Training to be Their Best at Work	Current: 60.1% Improve by 2%						3	
	% Overall I am Happy At Work	Current: 66.5% Maintain						3	
	% Agree they Have a Good Working Relationship with Those Around Them	Current: 96.5% Maintain						2	
TOTAL							15		
CUSTOMER SATISFACTION	Customer Perception of SacRT's Value	Establish baseline						6	
	Overall Customer Satisfaction	Establish baseline						5	
	On-Time Performance Satisfaction	Establish baseline						2	
	System Cleanliness Satisfaction	Establish baseline						2	
TOTAL							15		
OVERALL PERFORMANCE SCORE							100		



Performance Scorecard and Tactics continued

FY23 SacRT Overall Performance Scorecard								
Strategy	Overall Metric	FY2023 Performance Goals	FY23 Annualized Results	% Toward Goal	Goal Points	Earned Points	Definition	
Operational Excellence	Operating Cost Per Vehicle Revenue Hour	FY23 Budgeted Cost Per Hour:						
	Bus:	\$187.10	\$178.34	93.27%	3	2.80	The average operating cost of an hour of revenue service.	
	CBS Fixed:	\$224.68	\$252.48	87.58%	3	2.63	The average operating cost of an hour of revenue service.	
	SmaRT Ride:	\$184.68	\$180.91	101.99%	3	3.00	The average operating cost of an hour of revenue service.	
	SacRT GO:	\$286.88	\$189.59	119.62%	3	3.00	The average operating cost of an hour of revenue service.	
	Light Rail:	\$416.04	\$396.58	104.45%	3	3.00	The average operating cost of an hour of revenue service.	
	On-Time Performance							
	On-Time Performance (Fixed Route)	80%	80.50%	101%	3	3.00	The percentage of trips completed within the scheduled on-time window.	
	On-Time Performance (Paratransit)	86%	79.55%	94%	3	2.81	The percentage of trips completed within the scheduled on-time window.	
	On-Time Departure (LR)	97%	97.57%	101%	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	13,537	99%	3	2.96	Total fleet miles divided by total monthly road calls.	
	CBS/SacRT GO/ SmaRT Ride	TBD	56,575	TBD	3	3.00	Total fleet miles divided by total monthly road calls.	
	Light Rail	8,200	8,252	101%	4	4.00	Total fleet miles divided by total monthly road calls.	
	System Cleanliness	100%	87%	87%	5	4.37	The average percentage of cleanliness audits for LR Stations, Bus Stops, bus and light rail vehicle cleanliness metrics.	
Collisions Per 100k Miles (YTD)	1.8	0.15	190.63%	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	45.57		
Community Value	Rebuild Ridership Trust	12,920,909	14,345,225	111%	10	10.00	The average number of unlinked trips per revenue hour across all service modes.	
	Fare Evasion Rate	2.08%	1.10%	147.36%	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	140,000	155,868	111%	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	153,975	38%	2	0.77	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	30,000	27,936	93%	2	1.86	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	26,000	31,578	126%	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	21.63		
Employee Engagement	2019 Employee Survey Results							
	% Agree They Receive Timely Feedback on Performance from Supervisor	88.16%	64.90%	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	73.82%	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	88.60%	88.50%	100.00%	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	86.60%	96.50%	100.00%	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	3.6	3.8	110%	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%	79%	99%	2.5	2.48	Percentage of calls answered within 20 seconds for Customer Service.	
	Customer Advocacy	80%	52%	86%	2.5	2.15	Percentage of calls answered within 20 seconds for Advocacy queues.	
TOTAL POINTS					15	14.63		
OVERALL PERFORMANCE SCORE					100	96.35		



SacRT Goals and Objectives in FY 2024

Sacramento Regional Transit District (SacRT) General Manager/CEO Fiscal Year 2024 Performance Objectives & Goals

SacRT Major Objectives and Goals in FY 2024

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

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

1. **Funding the Future at SacRT:** Strategically identify and secure competitive grant funding applications to support critical projects throughout the agency. In coordination with project managers, develop clear project and program documentation that includes detailed planning and analysis, cost-benefit information, project prioritization, and defined timelines. Identify partnerships with member agencies on grant applications to expand opportunities. Recruit and develop staff to provide project management support, engage in innovative program planning, and strategically approach the application process.
2. **Infrastructure Improvements and Expansion:** Strategically manage projects to modernize and expand the transit system to provide greater value to the community and better service to the region. Monitor schedule timelines, and track engineering labor costs. Recruit and develop staff to meet all technical capacity requirements for federal grants. Facilitate opportunities for staff development and engagement to improve morale, productivity, and employee retention.
3. **Innovative Planning and Funding Coordination:** Spearhead SacRT planning initiatives to increase access to transit and mobility options in the Sacramento community. Collaboratively work to secure funding for innovative planning initiatives, maintenance of programs, sustainability efforts, and community outreach. Coordinate with local, state, and federal partners to enable SacRT to continue to move riders where they want to go, when they want to go by improving service all while addressing the equity and climate needs of the region.



4. **Light Rail System Modernization and Performance Improvements:** Work with internal and external stakeholders to push successfully implement this project that will modernize the light rail system with new low-floor light rail vehicles (S700 series), updated station platforms to meet the height requirements of the new fleet, and a “passing track” in Folsom to provide 15-minute service. In addition, manage the S700 vehicle procurement project to ensure the fleet is introduced to revenue service as scheduled and within budget. Proactively work with the Siemens project management, commissioning and testing teams to ensure vehicle production and delivery schedules are maintained and do not exceed the contractual agreement. Capitalize on opportunities to reduce the time it takes to accomplish critical tasks such as dynamic testing, vehicle burn-in, and maintenance training. Provide proactive maintenance and repair; increase system efficiency and improve performance through the maintenance of state of good repair.
5. **Light Rail Personnel and System Optimization:** Provide efficient service management and increase system reliability to improve the customer experience and better provide light rail service to get people where they want to go, when they want to go. Actively recruit and develop staff to ensure effective training and performance targets are met, reducing overtime, being good financial stewards, and proactively managing workloads to improve employee morale and promote safety best practices.
6. **Providing Reliable and Safe Bus Transportation:** Increase 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 will positively impact employee morale, retention, promote safety best practices to eliminate and reduce accidents system-wide, and keep passengers and operators safe.
7. **Bus Maintenance Modernization:** Implement new Fleet Maintenance Management Software (FMMS) system to modernize and automate bus management and improve process efficiency. Successful implementation will result in decreased maintenance and parts costs, increases in vehicle equipment availability, allow for proactive fleet maintenance, and streamline reporting. These efforts will deliver a fleet that is clean, safe and reliable.
8. **Community Bus Service System Optimization:** Provide innovative mobility projects to increase customer access to public transportation for essential travel, especially in disadvantaged communities. Engage with community partners and riders to increase community awareness of transit services, educate riders, build trust, address feedback, and boost ridership. Identify opportunities to engage with staff and internal stakeholders to timely respond to requests, support the SacRT team, improve on time performance, and strategically identify and mitigate system needs before they become critical issues. Securing additional funding and training programs will increase system reliability, improve customer experience and provide convenient, efficient, and easy to use service to get people where they want to go, when they want to go.



9. **GO for Excellence:** Increase service reliability to improve customer satisfaction and better provide SacRT GO paratransit bus service to get people where they want to go, when they want to go. Increasing staffing levels and additional workforce development training will positively impact on-time performance, efficiently coordinate scheduling, and increase customer satisfaction. Developing experienced schedulers and dispatchers will enable SacRT to efficiently and professionally resolve issues, engage drivers, streamline coordination of trip connections, and improve customer service outcomes.
10. **Procurement Procedure Efficiency and Staff Development:** Effectively guide internal customers through the procurement process to ensure SacRT follows procurement procedures, policies, and laws. Develop technical skills that empower procurement staff to streamline the procurement process to progress project timeline, delivery, and conserve budget. Continuously strengthen internal controls to improve project management, monitor project timelines and contract expiration dates, track invoice processing, streamline communications, and ensure internal customers receive the goods and services required to maintain SacRT's service levels.
11. **Accounting Process Enhancements:** Leverage technology to create system efficiencies and continue to attain clean financial audit results by reviewing internal processes; evaluating current procedures; identifying opportunities for improving, creating a roadmap for changes; and implementing changes to modernize agencywide.
12. **Budget Tool Refinement:** Amplify the newly implemented budgeting software package (PowerBI) to better manage and collaborate with department managers to simplify the budgeting process and provide meaningful data to effectively improve financial decision making.
13. **Efficient Payroll Processing:** Create efficiencies by measuring payroll performance, reviewing internal processes, evaluating current procedure efficiency, identifying opportunities for improvement, and implementing changes to create more efficient procedures agency wide. Continue to update forms and procedural controls and cross-functional collaboration to develop new processes for increased efficiency. Complete quarterly federal and state tax reporting in a timely and efficient manner.
14. **Modernize Risk Processes and Reduce Liability:** Promote a culture of employee engagement and risk awareness through ongoing strategic process improvement and training. Create efficiencies to reduce resource intensive processes in claims management through automation of compliance reporting and file maintenance. Implement risk management information system (RMIS) and update risk program to improve efficiency, consistency, and reliability of data, prevent adverse loss, and reduce liability for the agency.
15. **Independent Operational Process Evaluation:** Through the Internal Audit Unit, 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.
16. **Information Technology (IT) Business Strategic Alignment:** Leverage information technology resources to achieve strategic business objectives, including expanding service reach; increased productivity; secured information systems; increased return on investment; flexibility in deploying and accessing technology; and greater employee engagement, enhancing the customer experience.

17. **Safety Risk Identification & Assurance:** Perform ongoing proactive inspections and data analysis to improve safety outcomes and system reliability. Support critical construction projects throughout the district to identify hazards and risks in a timely manner to mitigate the risk while still in its latent state. Through ongoing monitoring and completion of corrective actions SacRT will be able to provide better and more reliable service to customers.





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

1. **Community Partnership Building and Advocacy:** Promote SacRT’s profile and reputation throughout the community to demonstrate the impact additional funding would have on the transit system and region. Engage with local and grassroots organizations to identify transit supportive policies, funding, and advocacy. Work to transform infrastructure to expand service for riders, address climate challenges, and elevate social equity in service programming.
2. **Government Contracting Civil Rights Programs:** Operate SacRT’s Disadvantaged Business Enterprise (DBE) Program in good faith and in accordance with the requirements contained in the Code of Federal Regulations Title 49 Part 26 (49 CFR Part 26). Benchmark against, and collaborate 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. Ensure on time reporting of DBE participation and overall DBE goal setting documentation to the Federal Transit Administration (FTA). Coordinate vendor outreach so that qualifying applicants have the opportunity to successfully compete for SacRT contracts.
3. **Proactively Managing SacRT Real Property:** Dispose of surplus property to reduce property maintenance costs, taxes and liability. Surplus property also creates Transit Oriented Development (TOD) opportunities that can generate additional ridership, revenue, and revitalize neighborhoods. 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 TOD projects.
4. **RTPS Operation Life Saver:** Promote a safe environment for both SacRT passengers and employees by reducing vehicular violations and fouling of the track right-of-way. Continue officer riding presence on rail and bus to enhance rail safety for passengers and operators. The overall goal is to deter fare evasion, crime prevention, reduce motor vehicle accidents, and provide an increased sense of security for SacRT employees and passengers.
5. **Social Worker Engagement and Partnerships:** Collaborate with internal staff and external service providers and agencies to address safety hazards along light rail tracks, right-of-way, and bus stops. Partner with County staff and community stakeholders to hold resource fairs to provide information and resources to unhoused riders and community members. Support and empower employees through training to better understand the community and the resources available to reduce chronic issues and safety hazards across the system and improve outcomes for Sacramento’s unhoused population.



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

1. **Marketing Strategies for Retaining and Returning Ridership:** Engage with customers and members of the community to raise awareness of SacRT services, the benefits of public transit, and increase ridership. Creatively communicate with riders in innovative and effective ways. Produce multilingual promotional materials, in accordance with Title VI and Language Assistance Plan, that enable staff and riders to feel more confident using the system and services through pictographs, engaging promotional materials, social media, videos and hands-on workshops. Collaborate with community partners and local media to connect and engage with riders at a variety of community events, festivals, and promotions.
2. **Fare Revenue Modernization:** Provide timely and accurate reporting data while adhering to all federal standards for reporting fare revenues and ridership information. Implement new technologies to simplify fare collection for customers to improve the rider experience. Actively seek unique partnerships to implement innovative fare programs. Look for inventive ways to generate bulk and discount fare programs for SacRT and participating partner agencies to cost-effectively build ridership.
3. **Engaging and Optimizing Customer Service Business Processes:** Provide excellent customer service to SacRT employees, riders, and community members by putting the customer experience first in all processes and procedures. Train and empower front-line employees to engage with members of the public in a way that promotes the core values and improves customer outcomes. Support all services by quickly and efficiently responding to customer inquiries in an effective and respectful manner to build trust in the competency of SacRT staff and delivery of service.
4. **Robust Customer Service and System Security:** Provide robust customer service and promote security across the system to improve the customer experience. Focus on recruiting and developing team members and empowering them to serve the community, improve customer interactions to reduce service reports. Provide consistent customer service to all passengers and quickly 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.
5. **Proactive Facilities Maintenance Management:** Identify opportunities to improve efficiencies in facilities work assignments and budgeting, improve outcomes with internal and external customers by developing proactive solutions and preventive maintenance plans to address potential facilities maintenance incidents before they become critical. Strengthen preventive maintenance and project management processes by fully implementing new computerized maintenance management system (CMMS) to improve data tracking and reporting.



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

1. **Cross-Departmental Strategic Initiatives:** Coordinate cross-departmental projects to improve process efficiency and expand business modernization. Break down information silos and amplify communication channels to ensure successful delivery of projects. Develop opportunities to share goals and outcomes with workforce, Board, and community.
2. **Employee Recruitment, Retention, and Wellbeing:** Innovatively promote internal and external recruitment opportunities to create a wider pool of diverse candidates. Review current policies and procedures to identify opportunities to increase efficiency and reflect new laws/legislation. Promote opportunities for managers and employees to engage in holistic employee wellbeing and engagement. Facilitate opportunities for staff development, cross-training and succession planning to improve morale, productivity, and employee retention.
3. **Labor Relations Compliance and Labor Partner Outreach:** Develop a best-in-class workforce by engaging with new employees and leaders to establish a deep understanding of workplace expectations and to improve retention. Continuously train supervisory staff to improve labor management outcomes and compliance with local, state, and federal laws and regulations. Positively engage with internal stakeholders and labor partners to further develop relationships and focus on the overall success of SacRT.
4. **Expand Employee Engagement Opportunities and Professional Development:** Facilitate opportunities for employee engagement throughout the district by highlighting new programs, launching Diversity, Equity, and Inclusion (DEI) initiatives, and continuing to explore additional training opportunities. Continuously promote DEI in the workplace and create a workplace environment where employees feel connected and dedicated to SacRT’s goals and values. Develop and procure training materials and resources to cultivate a highly skilled, effective, and motivated workforce. Work with stakeholders to fully implement the newly procured Learning Management System to roadmap learning pathways and roll out accessible training to all staff, including frontline employees.
5. **Expanding Pension and Retirement Plan Communications:** Deliver retirement and health care benefits to active and retired SacRT members and their beneficiaries in an equitable, accurate, courteous, professional, and prompt manner. Strengthen administrative controls by improving data maintenance, increased collaboration with the Retirement Board, and enhanced communications with members. Enhance transparency and accountability to present information that instills confidence in investment and business decisions. Maintain stakeholder trust through ethical, sensitive, effective, and cost-efficient organization in service to employer and employees alike.



Operating Budget Summary



Operating Budget Summary

Enterprise Fund Statement (Fund Balance)

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget
Operating Revenues					
Fare Revenue	\$ 20,998,877	\$ 12,001,272	\$ 14,308,770	\$ 16,614,532	\$ 17,300,000
Contracted Services	7,125,076	6,634,126	825,900	842,449	799,730
State & Local	114,879,837	113,657,412	144,507,608	159,055,051	168,495,265
Federal	35,080,314	57,703,601	56,675,720	56,875,709	58,540,005
Other	16,417,255	7,339,536	5,239,086	9,500,266	4,365,000
Total Operating Revenue	194,501,359	197,335,947	221,557,084	242,888,007	249,500,000
Capital Revenue Contributions					
State & Local	27,812,124	42,669,138	41,351,937	64,933,238	20,178,707
Federal	4,558,370	4,848,118	29,408,367	34,976,735	67,452,267
To Be Determined	-	-	-	-	-
Total Capital Revenue	32,370,494	47,517,256	70,760,304	99,909,973	87,630,974
Operating Expenses					
Salaries & Benefits	128,291,451	141,909,606	153,684,302	160,613,840	171,645,254
Professional Services	22,129,623	14,162,411	16,497,310	19,400,569	24,620,130
Materials & Supplies	11,490,270	13,503,911	14,748,156	18,955,278	15,839,442
Utilities	6,820,547	7,271,754	7,424,683	7,987,760	8,458,000
Insurance & Liability	9,930,823	12,335,695	19,783,495	28,247,808	22,788,131
Other	3,045,851	2,209,092	2,633,987	2,783,525	6,149,043
Total Operating Expenses	181,708,565	191,392,469	214,771,933	237,988,780	249,500,000
Operating Expenses For Capital	¹ 6,920,514	4,701,779	(5,128,457)	339,937	3,000,000
Non-Operating Expenses					
Depreciation & Amortization	42,739,264	44,060,094	46,623,437	47,140,507	43,000,000
Interest Expense	2,399,392	2,386,142	1,574,881	1,526,297	2,224,600
Total Non-Operating Expenses	45,138,656	46,446,236	48,198,317	48,666,804	45,224,600
GASB Adjustment	² (4,185,262)	28,806,612	9,480,288	(1,241,191)	-
Impairment Loss	(15,375,413)	-	-	(22,254,333)	-
Prior Year Adjustment	(35,245,195)	-	-	-	-
Special Item: Transfer of Operations	-	-	15,781,405	-	-
Services Funded by Others	³ (74,255)	(123,612)	(276,970)	-	-
Beginning Balance, July 1	776,044,066	714,268,059	745,263,778	804,724,096	837,031,031
Ending Balance, June 30	\$ 714,268,059	\$ 745,263,778	\$ 804,724,096	\$ 837,031,031	\$ 876,437,405
% Change in Ending Fund Balance	-2.33%	4.34%	7.98%	4.01%	4.71%

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

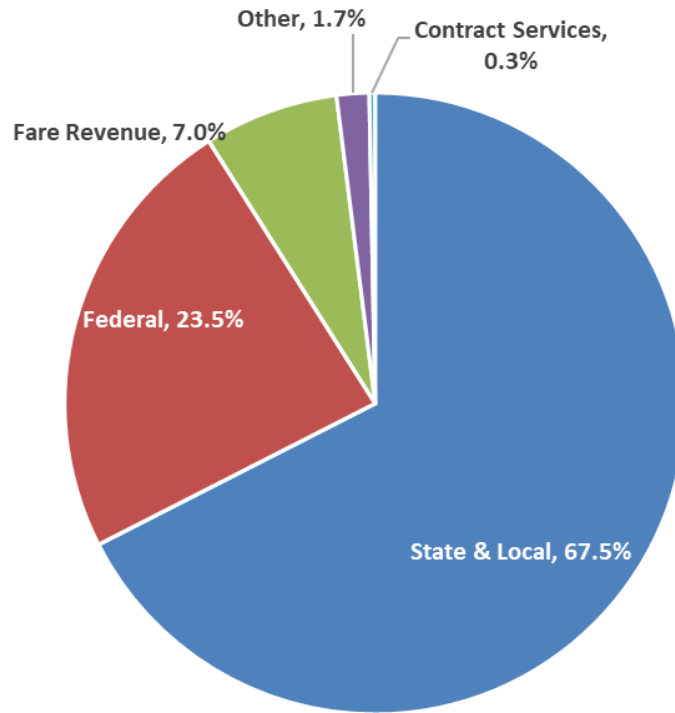
² Cumulative effect of GASB adjustments.

³ Street Car costs are funded by others.



Revenues

Operating Revenues by Funding Source



(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24 Amount	Percent
Fare Revenue	\$ 20,999	\$ 12,001	\$ 14,309	\$ 16,615	\$ 17,300	\$ 685	4.1%
Contracted Services	7,125	6,634	826	842	800	(43)	-5.1%
State & Local	114,880	113,657	144,508	159,055	168,495	9,440	5.9%
Federal	35,080	57,704	56,676	56,876	58,540	1,664	2.9%
Other	16,417	7,340	5,239	9,500	4,365	(5,135)	-54.1%
Subtotal	\$ 194,501	\$ 197,336	\$ 221,557	\$ 242,888	\$ 249,500	\$ 6,612	2.7%
Operating Reserve *	(12,793)	(5,943)	(6,223)	(3,152)	-	3,152	-100.0%
Operating Revenue	\$ 181,709	\$ 191,392	\$ 215,334	\$ 239,736	\$ 249,500	\$ 9,764	4.1%

*Operating Reserve: Negative indicates an allocation of surplus to the reserve. Positive indicates use of the reserve.

Revenues continued

Fare Revenue

This category includes the revenues from carrying passengers. This is money paid by the transit riders to use transit services, but also includes special transit fares from Los Rios Community College District (Los Rios), California State University, Sacramento (CSUS) Student pass programs and funding from partners for SacRT's RydeFreeRT program.

The FY 2024 Budget proposes \$17.3 million in Fare Revenue, an increase of \$0.7 million (4.1%) from the FY 2023 Projected Revenue of \$16.6 million.

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

Contracted Services

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

The FY 2024 Budget proposes \$0.80 million in Contracted Services revenue, a reduction of \$0.04 million (5.1%) from the FY 2023 Projected Revenue of \$0.84 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 2024 Budget proposes \$168.5 million in state and local funding revenue, an increase of \$9.4 million (5.9%) from the FY 2023 Projected Revenue of \$159.1 million.

- This budget reflects a 1.5% increase in Measure A Sales tax-based revenue.
- This budget reflects a 9.7% increase in TDA-LTF due to projected growth in taxable sales.
- This budget includes \$4.0 million in LCTOP Cap & Trade funding, which is 19.3% increase compared to FY 2023 Projected Revenue.
- This budget also includes \$0.8 million in SmarT Ryde (Neighborhood Shuttle) revenue, which is the partial funding for this program.



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 2024 Budget proposes \$58.5 million in federal funding, an increase of \$1.6 million (2.9%) from the FY 2023 Projected Revenue of \$56.9 million.

- This budget includes \$22.0 million in Section 5307 Urbanized Area Funds.
- This budget includes \$35.2 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 2024 Budget includes \$4.4 million in other revenue, which is a reduction of \$5.1 million (54.1%) from the FY 2023 Projected Revenue of \$9.5 million.

- This includes \$1.6 million in Miscellaneous income, \$0.8 million in Advertising income and \$0.5 million in Investment income.
- This includes \$1.1 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 2023 to FY 2024 Revenue Comparison

Category Group	GL Description	FY 2023 Projected	FY 2024 Budget	Variance
Revenue		242,888,009	249,500,000	6,611,991
<i>Fare Revenue</i>		<i>16,614,533</i>	<i>17,300,000</i>	<i>685,467</i>
	<i>Farebox Revenue</i>	<i>4,104,237</i>	<i>4,300,000</i>	<i>195,763</i>
	410920 Cash Fares	4,104,203	4,300,000	195,797
	410921 FVM Audit Adj/Refund	34	-	(34)
	<i>Transfer Agreements</i>	<i>(59,147)</i>	<i>(59,000)</i>	<i>147</i>
	410925 Transfer Agreements	(59,147)	(59,000)	147
	<i>Sales</i>	<i>7,613,302</i>	<i>8,362,000</i>	<i>748,698</i>
	410301 Prepaid Sales	-	8,362,000	8,362,000
	410310 MTO Net Sales	380,918	-	(380,918)
	410315 FPP Gross Sales	7,643,123	-	(7,643,123)
	410316 FPP Sales Discounts	(4,404,850)	-	4,404,850
	410317 FPP Return Discounts	36,240	-	(36,240)
	410318 FPP Sales Adjustment	12,549	-	(12,549)
	410319 FPP Actual Returns	(105,308)	-	105,308
	410320 FPP Accrual Returns	5,000	-	(5,000)
	410350 Connect Fare Sales	2,943,057	-	(2,943,057)
	410360 Mobile Ap Fare Sales	-	-	-
	410370 MAPP Passenger Fares	1,379,708	-	(1,379,708)
	410371 MAPP Passenger Fares	(65,018)	-	65,018
	410903 Ticket Exchange Ref	(212,117)	-	212,117
	<i>Special Fare Services</i>	<i>4,953,896</i>	<i>4,700,000</i>	<i>(253,896)</i>
	410120 Alta Pass	153,460	100,000	(53,460)
	410204 CSUS - Students	961,204	900,000	(61,204)
	410205 Los Rios - Student	2,343,745	2,340,000	(3,745)
	410210 K-12 Ryde Free	1,455,000	1,300,000	(155,000)
	420918 Special Services	40,487	60,000	19,513
	<i>Miscellaneous Revenue</i>	<i>2,245</i>	<i>(3,000)</i>	<i>(5,245)</i>
	410105 Adult Daily	2,245	-	(2,245)
	410601 Commissions	-	(3,000)	(3,000)
	410930 Folsom Revenues	-	-	-
	<i>Contracted Services</i>	<i>842,450</i>	<i>799,730</i>	<i>(42,720)</i>
	<i>Contract Services</i>	<i>842,450</i>	<i>799,730</i>	<i>(42,720)</i>
	420919 City Services	49,730	49,730	-
	420923 Rancho Cordova	517,318	500,000	(17,318)
	420926 UC Davis	275,402	250,000	(25,402)



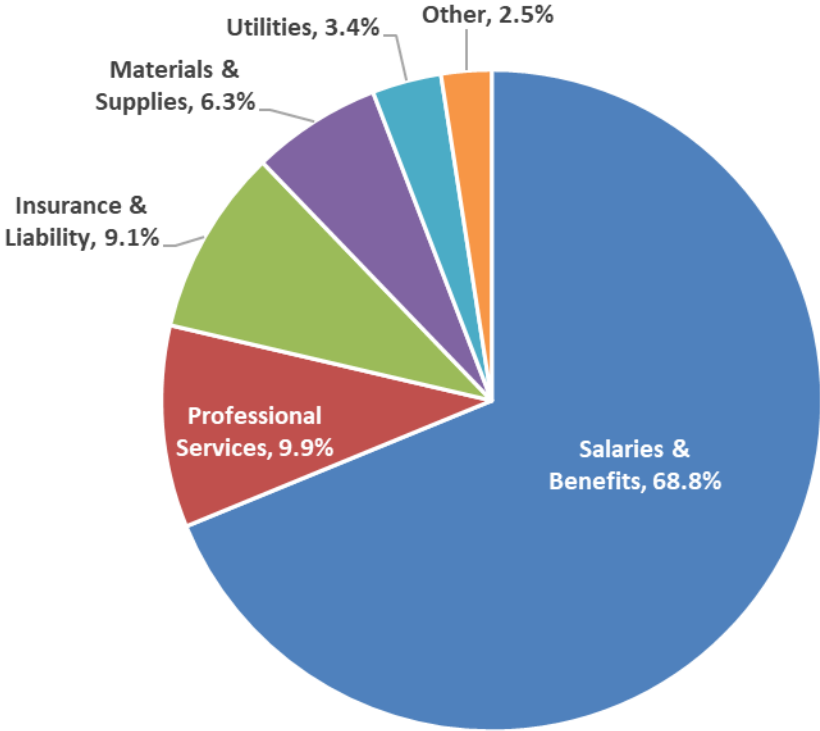
Revenues continued

Category Group	GL Description	FY 2023 Projected	FY 2024 Budget	Variance
<i>Other Income</i>		9,500,266	4,365,000	(5,135,266)
<i>Advertising</i>		980,793	800,000	(180,793)
430915	Ads shelters	88,979	180,000	91,021
430916	Ads LR Stations	25,721	15,000	(10,721)
430919	Ads Bus Vehicles	602,135	440,000	(162,135)
430920	Advertising LR Vehic	231,485	135,000	(96,485)
431100	Naming Rights	32,473	30,000	(2,473)
<i>Miscellaneous Income</i>		5,653,698	2,725,000	(2,928,698)
430913	ID Sales	48,940	50,000	1,060
430914	Fines	3,254	6,000	2,746
450710	CNG Revenue	1,600,887	-	(1,600,887)
450922	Other Revenue	2,389,649	1,443,300	(946,349)
450923	ECOS Revenue	762,364	125,000	(637,364)
450926	Bike Locker	360	700	340
450930	Telephone Comm	-	-	-
450935	Parking Lot Fees	-	-	-
450939	RIN Credits-Biofuels	352,771	700,000	347,229
450925	Discount	-	-	-
470952	Low Carbon Credit	495,473	400,000	(95,473)
<i>Real Estate Income</i>		386,108	340,000	(46,108)
441140	RE Lease	353,531	340,000	(13,531)
441144	R.E. Joint Dvlmnt	4,577	-	(4,577)
441145	R.E. Processsing Fee	28,000	-	(28,000)
<i>Investment Income</i>		2,479,667	500,000	(1,979,667)
450924	Interest Income	1,189,495	-	(1,189,495)
450942	Interest Inc Dev Fee	-	-	-
450943	Interest Invested Fd	1,288,926	500,000	(788,926)
450944	Interest Income Misc	1,246	-	(1,246)
<i>State and Local Subsidy</i>		159,055,051	168,495,265	9,440,214
<i>State and Local Assistance</i>		159,055,051	168,495,265	9,440,214
470930	MSA - RT General	59,362,507	60,247,000	884,493
470931	MSA - Neighborhood Shuttle	1,800,808	800,000	(1,000,808)
470932	MSA: SacRT GO	5,420,055	5,676,300	256,245
470934	LTF	89,086,134	97,734,622	8,648,488
470940	Other Local Grant Rv	-	-	-
470942	STA-SB1 RT	-	-	-
470943	STA-SB1 SGR	-	-	-
470945	Cap and Trade LCTOP	3,385,547	4,037,343	651,796
<i>Federal Subsidy</i>		56,875,709	58,540,005	1,664,296
<i>Federal Assistance</i>		56,875,709	58,540,005	1,664,296
460941	Fed 5307 Prev Maint	-	22,000,000	22,000,000
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	306,597	250,000	(56,597)
460956	CARES Act	3,931,489	-	(3,931,489)
460957	CRRSAA Stimulus	20,618,429	-	(20,618,429)
460958	ARP Stimulus	32,019,194	35,183,440	-



Expenses

Operating Expenses by Expense Category



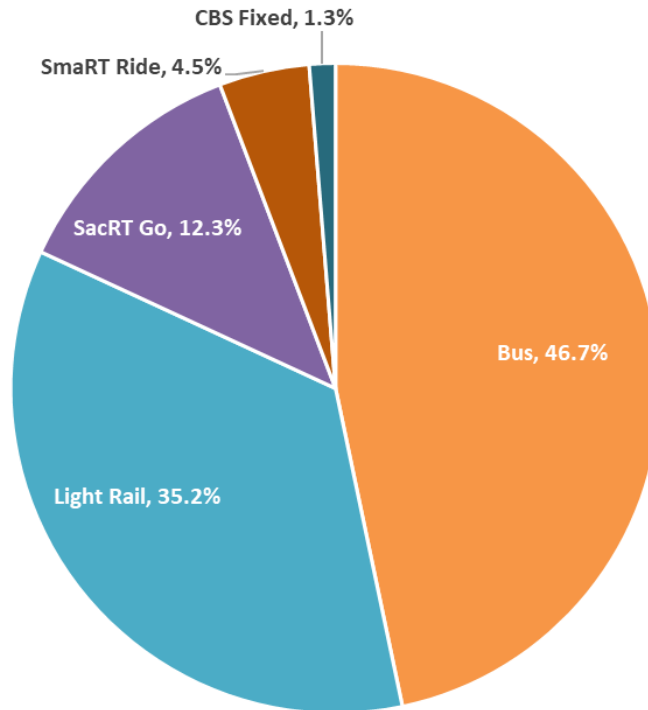
(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24 Amount	Percent
Salaries & Benefits	\$ 128,291	\$ 141,910	\$ 153,684	\$ 160,614	\$ 171,645	\$ 11,031	6.9%
Professional Services	22,137	14,162	16,497	19,401	24,620	5,219	26.9%
Materials & Supplies	11,490	13,504	14,748	18,955	15,839	(3,116)	-16.4%
Utilities	6,821	7,272	7,425	7,988	8,458	470	5.9%
Insurance & Liability	9,931	12,336	19,783	28,248	22,789	(5,459)	-19.3%
Other	3,038	2,209	2,634	2,784	6,149	3,365	120.9%
Total Operating Exp	181,709	191,392	214,772	237,989	249,500	11,511	4.8%
GASB 87 Lease			562	1,747		(1,747)	(100.0%)
Total Expenses	\$ 181,709	\$ 191,392	\$ 215,334	\$ 239,736	\$ 249,500	\$ 9,764	4.1%



Expenses continued

Operating Expenses by Mode



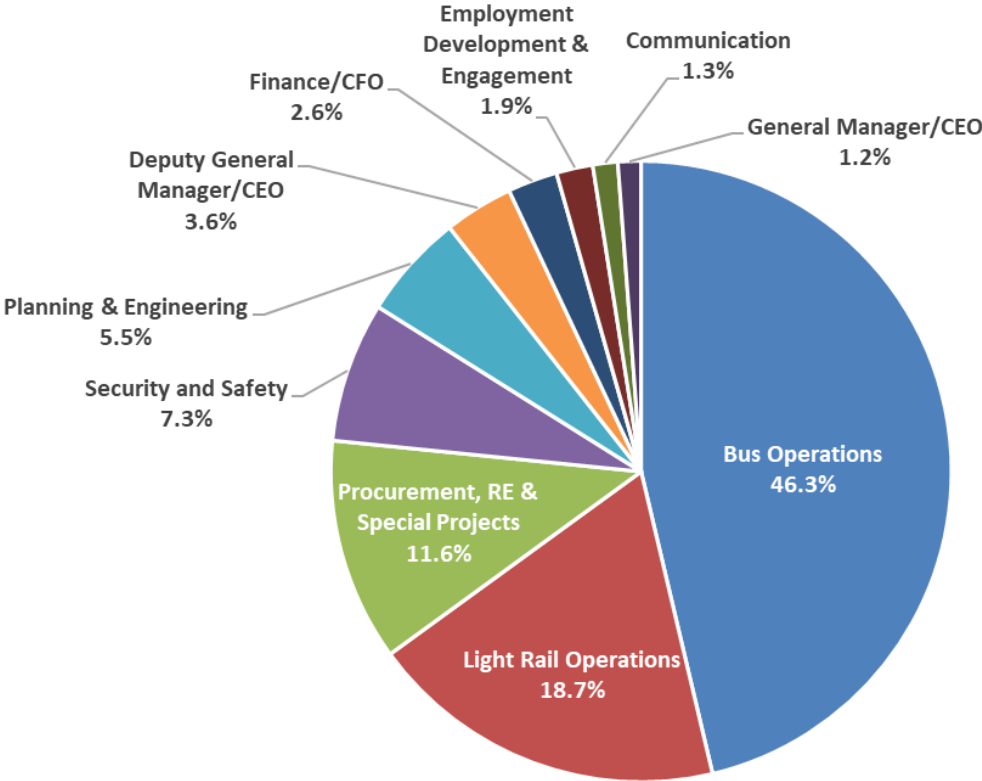
(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24 Amount	Percent
Combined Bus	\$ 94,656	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Bus		85,199	103,505	113,518	116,454	\$ 2,936	2.6%
CBS Fixed	-	3,869	2,810	2,957	3,196	\$ 239	8.1%
SmaRT Ride	-	7,476	9,807	10,352	11,264	\$ 912	8.8%
SacRT Go	-	16,907	22,022	28,225	30,730	\$ 2,505	8.9%
Purchased Transportation	7,593	-	-	-	-	\$ -	N/A
Light Rail	72,725	71,531	76,628	82,937	87,856	\$ 4,919	5.9%
Elk Grove e-Tran Services	6,735	6,410	-	-	-	\$ -	N/A
Total Expenses	<u>181,709</u>	<u>191,392</u>	<u>214,772</u>	<u>237,989</u>	<u>249,500</u>	<u>11,511</u>	<u>4.8%</u>
GASB 87 Lease			562	\$ 1,747		(1,747)	-100.0%
Total Expenses	\$ 181,709	\$ 191,392	\$ 215,334	\$ 239,736	\$ 249,500	\$ 9,764	4.1%



Expenses continued

Operating Expenses by Division



(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24 Amount	Percent
General Manager/CEO	\$ 5,055	\$ 4,028	\$ 2,356	\$ 2,458	\$ 3,205	\$ 747	30.4%
Planning & Engineering	10,337	9,756	9,844	11,707	14,342	2,635	22.5%
Bus Operations	125,807	133,724	102,873	110,908	121,126	10,218	9.2%
Light Rail Operations	-	-	42,676	44,193	48,735	4,542	10.3%
Deputy General Manager/CEO	8,367	9,778	10,896	7,529	9,422	1,893	25.1%
Employment Development & Engagement	-	-	-	4,308	4,855	547	12.7%
Finance/CFO	18,608	20,468	28,524	5,123	6,667	1,544	30.1%
Procurement, Real Estate & Special Projects	-	-	-	33,328	30,209	(3,119)	(9.4%)
Communication	-	-	2,300	2,792	3,511	719	25.7%
Security, Safety and Customer Satisfaction	13,764	13,839	15,475	15,887	19,079	3,192	20.1%
Non-Divisional	(229)	(199)	(172)	(245)	(11,651)	(11,406)	4653.6%
Total Operating Expenses	181,709	191,392	214,772	237,989	249,500	11,511	4.8%
GASB 87 Lease			562	1,747		(1,747)	(100.0%)
Total Expenses	\$ 181,709	\$ 191,392	\$ 215,334	\$ 239,736	\$ 249,500	\$ 9,764	4.1%

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



Expenses continued

FY 2024 Operating Budget Summary - All Divisions

(Dollars in Thousands)

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Salaries & Benefits	\$ 128,291	\$ 141,910	\$ 153,684	\$ 160,614	\$ 171,645	\$ 11,031	6.9%
General Manager/CEO	3,138	3,151	2,052	2,170	2,578	408	18.8%
Planning & Engineering	6,594	5,810	6,085	6,970	9,213	2,243	32.2%
Bus Operations	100,237	113,623	87,894	91,908	104,651	12,743	13.9%
Light Rail Operations	-	-	35,020	35,546	39,374	3,828	10.8%
Deputy General Manager/CEO	5,464	6,171	7,030	4,393	4,784	391	8.9%
Employment Development & Engagement	-	-	-	3,637	3,933	296	8.1%
Finance/CFO	6,107	6,247	6,776	3,405	3,192	(213)	-6.3%
Procurement, Real Estate & Special Project	-	-	-	3,449	3,945	496	14.4%
Communication	-	-	1,435	1,662	2,121	459	27.6%
Security and Safety	6,980	7,107	7,564	7,719	9,505	1,786	23.1%
Non-Divisional	(229)	(199)	(172)	(245)	(11,651)	(11,406)	4655.5%
Other Expenses	\$ 53,418	\$ 49,482	\$ 61,088	\$ 77,375	\$ 77,855	\$ 480	0.6%
General Manager/CEO	1,916	876	303	287	626	339	118.1%
Planning & Engineering	3,744	3,946	3,760	4,737	5,130	393	8.3%
Bus Operations	25,570	20,101	14,980	18,999	16,475	(2,524)	-13.3%
Light Rail Operations	-	-	7,656	8,647	9,362	715	8.3%
Deputy General Manager/CEO	2,903	3,607	3,865	3,136	4,638	1,502	47.9%
Employment Development & Engagement	-	-	-	672	922	250	37.2%
Finance/CFO	12,501	14,221	21,748	1,719	3,476	1,757	102.2%
Procurement, Real Estate & Special Project	-	-	-	29,879	26,263	(3,616)	-12.1%
Communication	-	-	865	1,131	1,390	259	22.9%
Security and Safety	6,784	6,731	7,911	8,168	9,573	1,405	17.2%
Non-Divisional	-	-	-	-	-	-	N/A
Total Operating Exp	181,709	191,392	214,772	237,989	249,500	11,511	4.8%
GASB 87 Lease			562	\$ 1,747		(1,747)	-100.0%
Total Expenses	\$ 181,709	\$ 191,392	\$ 215,334	\$ 239,736	\$ 249,500	\$ 9,764	4.1%

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 2024 Budget proposes \$171.6 million for salaries and benefits, an increase of \$11.0 million (6.9%) from the FY 2023 Projected cost of \$160.6 million.

- The Fiscal Year 2024 Budget includes 1,463 funded positions, which is a decrease of 8 funded positions from the Fiscal Year 2023 Projected of 1,471 funded positions. See Positions section on page 129 for details.
- Straight time pay, overtime and personal service contract costs increased by \$4.2 million (4.5%) from the FY 2023 Projected cost of \$92.3 million. This reflects various District position salary adjustments.
- Fringe Benefit costs increased by \$7.4 million (10.4%) from the FY 2023 Projected cost of \$70.4 million. This reflects an increase of \$0.7 million in FICA costs, \$3.3 million in medical, dental, life and vision costs, and \$2.0 million in vacation and sick leave accrual, etc.
- Capital recovery and indirect savings have resulted in a decrease of \$0.5 million (23.7%) as compared to the FY 2023 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 2024 Budget proposes \$24.6 million for Professional Services, an increase of \$5.2 million (26.9%) from the FY 2023 Projected cost of \$19.4 million.

- This reflects a \$2.6 million increase in Outside Services in Information Technology, Planning, Safety, Communications and Light Rail Wayside.
 - This reflects a \$0.7 million increase in Security Services.
 - This reflects a \$0.6 million increase in Software/Cloud Services cost.
 - This reflects a \$0.2 million increase in UZURV ADA supplemental services contract.
 - This reflects the FY 2024 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 2024 Budget includes \$15.8 million for materials and supplies, a reduction of \$3.1 million (16.4%) from the FY 2023 Projected cost of \$19.0 million.

- This budget reflects a reduction in CNG and gasoline cost due to anticipation that fuel prices will stabilize in FY 2024.
- This budget reflects an increase of \$0.3 million in LRV parts cost due to high maintenance cost for aging light rail vehicles.

Utilities

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

The FY 2024 Budget includes \$8.5 million for Utilities, an increase of \$0.5 million (5.9%) from the FY 2023 Projected cost of \$8.0 million.

- This budget includes \$0.1 million in electricity cost for charging of zero emission buses.
- This budget reflects an increase of \$0.9 million in traction power due to light rail service level and increases in electricity rates.

Insurance & Liability

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

The FY 2024 Budget includes \$22.8 million for Insurance & Liability, a reduction of \$5.5 million from the FY 2023 Proposed cost of \$28.2 million.

- This reflects a reduction of \$5.5 million in the projected claims reserves for Property and Liability for FY 2024 based on actuarial evaluation.
 - This also reflects a reduction of \$2.2 million in the projected claims reserves for Workers' Compensation for FY 2024 based on actuarial evaluation.
 - The budget includes an increase in Excess Liability by \$1.6 million due to market condition.
 - This budget includes an increase of \$0.5 million in property insurance premium.
 - This also reflects the updated FY 2024 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 2024 Budget includes \$6.1 million for other expenditures, an increase of \$3.4 million (120.9%) from the FY 2023 Projected cost of \$2.8 million.

- The budget includes \$1.6 million in Contingency for unforeseen expenditures that may happen throughout the year.
- This budget includes \$1.9 million in Property lease cost.
- This budget includes \$0.5 million in Connect Card fees, which is SacRT's portion of running the Connect Card Regional Service Center. It should be noted that most of these costs are recovered via cost recovery in the salary and benefits section.
- Variances in other accounts make up the remaining difference.





Expenses continued

FY 2023 to FY 2024 Expenses Comparison

Category Group	GL Description	FY 2023 Projected	FY 2024 Budget	Variance
Expenses		237,988,779	249,500,000	11,511,221
Wages		160,613,840	171,645,254	11,031,414
<i>Labor/Fringes</i>		<i>160,613,840</i>	<i>171,645,254</i>	<i>11,031,414</i>
<i>Labor</i>		<i>92,319,594</i>	<i>96,501,057</i>	<i>4,181,463</i>
510010	Straight Time	77,958,247	85,423,597	7,465,350
510011	Overtime	12,779,509	9,328,568	(3,450,941)
510025	Salary PSC	855,659	1,332,180	476,521
510050	Supplemental Pension	41,707	41,712	5
630015	Temporary Help	684,472	375,000	(309,472)
<i>Fringes</i>		<i>70,430,870</i>	<i>77,786,204</i>	<i>7,355,334</i>
510017	Med Cost Pay	955,512	-	(955,512)
520001	FICA	7,538,784	8,194,967	656,183
520002	Pension	26,557,003	27,391,507	834,504
520003	Medical	19,550,388	22,475,729	2,925,341
520004	Dental	1,595,866	1,852,133	256,267
520005	Life	378,359	437,322	58,963
520007	Unemployment	136,974	150,000	13,026
520008	Post Retirement	3,048,939	3,911,875	862,936
520009	Vacation Accrual Exp	6,298,633	7,470,824	1,172,191
520010	Sick Leave Accr Exp	3,999,651	4,848,601	848,950
520016	Vision Care	217,242	231,434	14,192
520019	1/2 Percent ATU	334,480	360,972	26,492
520050	Retirement 401/457	687,021	1,423,679	736,658
520108	OPEB Implicit RateCR	(867,983)	(962,839)	(94,856)
<i>Capital Labor & Fringes</i>		<i>(2,136,624)</i>	<i>(2,642,007)</i>	<i>(505,383)</i>
550001	Project Labor Rollup	(1,106,510)	(1,390,041)	(283,531)
550002	Project Indirect	(245,098)	(441,089)	(195,991)
550003	Pension Contra	(356,353)	(328,438)	27,915
550004	Connect Contra	(322,303)	(380,426)	(58,123)
550005	Connect Indirect	(106,360)	(102,013)	4,347



Expenses continued

Category Group	GL Description	FY 2023 Projected	FY 2024 Budget	Variance
Other Expenditures		77,374,940	77,854,746	479,806
<i>Services</i>		<i>19,400,569</i>	<i>24,620,130</i>	<i>5,219,559</i>
	<i>Professional & Other Services</i>	<i>17,371,510</i>	<i>22,420,130</i>	<i>5,048,618</i>
	610014 Board Fees	11,368	20,000	8,632
	630001 Laundry	148,936	194,500	45,564
	630002 Consultants	36,250	36,250	-
	630003 Outside Service	2,092,958	4,651,727	2,558,769
	630005 Insurance Brokers	197,750	186,500	(11,250)
	630006 Arbitration	-	15,000	15,000
	630008 Management Fees	514,353	528,000	13,647
	630009 Legal Services	246,044	447,273	201,229
	630010 Physicals	247,183	261,000	13,817
	630011 Auditing	9,230	10,000	770
	630012 Timetables and Maps	17,778	30,000	12,222
	630016 Accident Board	2,200	2,400	200
	630018 Building grounds	634,385	538,242	(96,143)
	630019 Bus Stops	68,006	53,000	(15,006)
	630020 Revenue Vehicles	625,855	425,000	(200,855)
	630021 Contract Maintenance	988,244	1,230,028	241,784
	630022 LR Non Rev Vehicles	56,778	65,000	8,222
	630023 Bus Non Rev Vehicles	176,019	190,000	13,981
	630024 Service Maintenance	540,008	843,325	303,317
	630025 Landscaping	2,915	20,000	17,085
	630026 Radio Maintenance	445,624	450,000	4,376
	630027 Custodial	155,280	193,800	38,520
	630029 Computer Maintenance	181,558	282,000	100,442
	630032 Mobile App Fees	69,322	90,000	20,678
	630038 Plants	-	-	-
	630039 PBID Related Expense	256,453	281,726	25,273
	630040 Work program	219,274	400,800	181,526
	630045 Security Services	7,764,965	8,500,000	735,035
	630047 Printing	113,468	97,500	(15,968)
	630050 Weeds	51,170	51,500	330
	630052 COVID-19 Services	9,247	10,000	753
	630056 Promo	103,074	60,000	(43,074)
	630057 Other Prod Serv	(2)	-	2
	630061 Record Destruction	559	1,500	941
	630065 Management Services	7,708	15,000	7,292
	630070 Software/Cloud Services	398,702	980,359	581,657
	630082 Board Support	-	7,000	7,000
	630083 Art Work	-	-	-
	630085 Media Advertising	109,891	250,000	140,109
	630089 Advocacy Services	190,500	206,000	15,500
	630090 Legal Notices	3,875	15,000	11,125
	630095 Employee Advertisement	90,192	100,000	9,808
	630096 Pre Employment Cost	134,428	144,000	9,572
	630097 Hazardous Materials	62,816	115,000	52,184
	630100 SacRT GO Vehicle Maintenance	384,448	420,000	35,552
	690019 Advertising	2,700	1,700	(1,000)
	<i>Purchased Transportation</i>	<i>2,029,059</i>	<i>2,200,000</i>	<i>170,941</i>
	630091 Purchased Transportation	2,029,059	2,200,000	170,941



Expenses continued

Category Group	GL Description	FY 2023 Projected	FY 2024 Budget	Variance
<i>Supplies</i>		<i>18,955,278</i>	<i>15,839,442</i>	<i>(3,115,837)</i>
<i>Materials & Supplies</i>		<i>18,955,279</i>	<i>15,839,442</i>	<i>(3,115,837)</i>
640001	Tires	15,899	15,000	(899)
640002	Gasoline	3,239,957	3,020,000	(219,957)
640003	Diesel	133,821	110,000	(23,821)
640004	CNG	6,560,517	4,350,000	(2,210,517)
640005	Sac Vocational Supplies	522	17,000	16,478
640006	Lubricants	239,142	225,000	(14,142)
640007	Cleaning	17,963	70,915	52,952
640008	Bus Parts	3,191,013	2,870,000	(321,013)
640009	Parts Non Rev	61,637	47,000	(14,637)
640010	Parts LRV	2,431,705	2,750,000	318,295
640011	Parts Farebox	7,060	-	(7,060)
640012	Parts Fare Vending Machines	34,440	40,000	5,560
640013	Equipment Supplies	93,555	53,500	(40,055)
640014	Parts Facility	57,263	40,000	(17,263)
640015	Building and Grounds	286,470	230,000	(56,470)
640017	WaysideSpares/supply	614,530	350,000	(264,530)
640020	Camera	37,453	21,000	(16,453)
640021	Printing Tickets	194,477	150,000	(44,477)
640022	Printed Materials	-	1,000	1,000
640023	Copier Supplies	17,459	15,000	(2,459)
640025	Office Supplies	100,828	109,250	8,422
640026	Legal Research Mater	24,552	46,000	21,448
640027	Small Tools	21,580	40,000	18,420
640030	Equipment Items	8,763	131,200	122,437
640031	Other Supplies	508,380	594,500	86,120
640032	District Supplies	1,479	6,000	4,521
640033	Consumables LR	116,587	153,000	36,413
640037	Metro Tools	45,492	35,000	(10,492)
640038	Office Furniture	2,065	20,000	17,935
640040	District Postage	64,812	73,577	8,765
640050	Connect Card Parts & Equipm	31,562	50,000	18,438
640051	DMS Parts & Equipment	4,086	57,000	52,914
640052	COVID-19 Supplies	114,505	148,500	33,995
640101	Invent Value Adj Bus	(7,008)	-	7,008
640102	Inv Gain or Loss Bus	(8,789)	-	8,789
640103	Invent Val Adj Rail	691,081	-	(691,081)
640104	Inv Gain or Loss LR	421	-	(421)
<i>Utilities</i>		<i>7,987,760</i>	<i>8,458,000</i>	<i>470,240</i>
<i>Utilities</i>		<i>7,987,759</i>	<i>8,458,000</i>	<i>470,241</i>
650001	Natural Gas	193,847	83,000	(110,847)
650002	Water	838,872	700,000	(138,872)
650003	Electricity	1,278,525	1,201,000	(77,525)
650004	Garbage	165,618	120,000	(45,618)
650006	Telephone	1,388,327	1,354,000	(34,327)
650007	LRV Traction	4,029,738	4,900,000	870,262
650008	Electricity: Bus Charging	92,832	100,000	7,168



Expenses continued

Category Group	GL Description	FY 2023 Projected	FY 2024 Budget	Variance
<i>Insurance/Liabilities</i>		<i>28,247,808</i>	<i>22,788,131</i>	<i>(5,459,677)</i>
<i>Casualty & Liability</i>		<i>28,247,808</i>	<i>22,788,131</i>	<i>(5,459,677)</i>
660004	Liability Accrual	8,873,778	3,341,000	(5,532,778)
660022	WC Accrual	7,501,396	5,281,000	(2,220,396)
660027	Employment Practices	79,379	87,317	7,938
660038	Recoveries	(236,717)	(100,000)	136,717
660040	Crime	15,454	17,385	1,931
660041	Boiler & Machinery	14,239	16,375	2,136
660043	Excess WC	198,413	291,000	92,587
660044	Excess Liability	8,891,537	10,446,920	1,555,383
660047	Assault Premium	3,317	3,600	283
660049	Property Premium	2,720,832	3,199,140	478,308
660060	Pollution/UST Premium	13,348	6,318	(7,030)
660062	Flood Premium	12,345	13,271	926
660063	Privacy/Cyber Liability	149,508	173,680	24,172
660064	Fiduciary Insurance	10,979	11,125	146
<i>Other Expenses</i>		<i>2,783,526</i>	<i>6,149,043</i>	<i>3,365,517</i>
<i>Miscellaneous - Taxes</i>		<i>384,236</i>	<i>387,200</i>	<i>2,964</i>
670001	Fuel Taxes	41,664	42,000	336
670002	Highway Use	120	200	80
670004	Property Taxes	342,452	345,000	2,548
<i>Miscellaneous - Leases</i>		<i>441,283</i>	<i>2,004,650</i>	<i>1,563,367</i>
680001	Copier Lease	68,478	94,000	25,522
680002	Property Leases	338,612	1,879,606	1,540,994
680003	Other Leases	34,193	31,044	(3,149)
<i>Other Employee Benefits</i>		<i>382,447</i>	<i>562,669</i>	<i>180,222</i>
520020	Car Allowance	44,600	48,300	3,700
630007	Training Materials	4,029	6,000	1,971
630013	Uniforms	153,086	233,980	80,894
630014	Employee Assistant Program	28,811	40,000	11,189
630081	Drivers licenses	13,551	13,800	249
630084	Tuition Reimbursement	4,994	10,000	5,006
690016	Continuing Education	313	5,000	4,687
690023	Train Operations	38,580	27,600	(10,980)
690025	Training Engineering	-	11,100	11,100
690028	Train Mkt & Pub Rel	47	-	(47)
690033	Training Others	94,088	166,389	72,301
690056	Train Legal	298	500	202
690057	Train Finance	50	-	(50)

Expenses continued

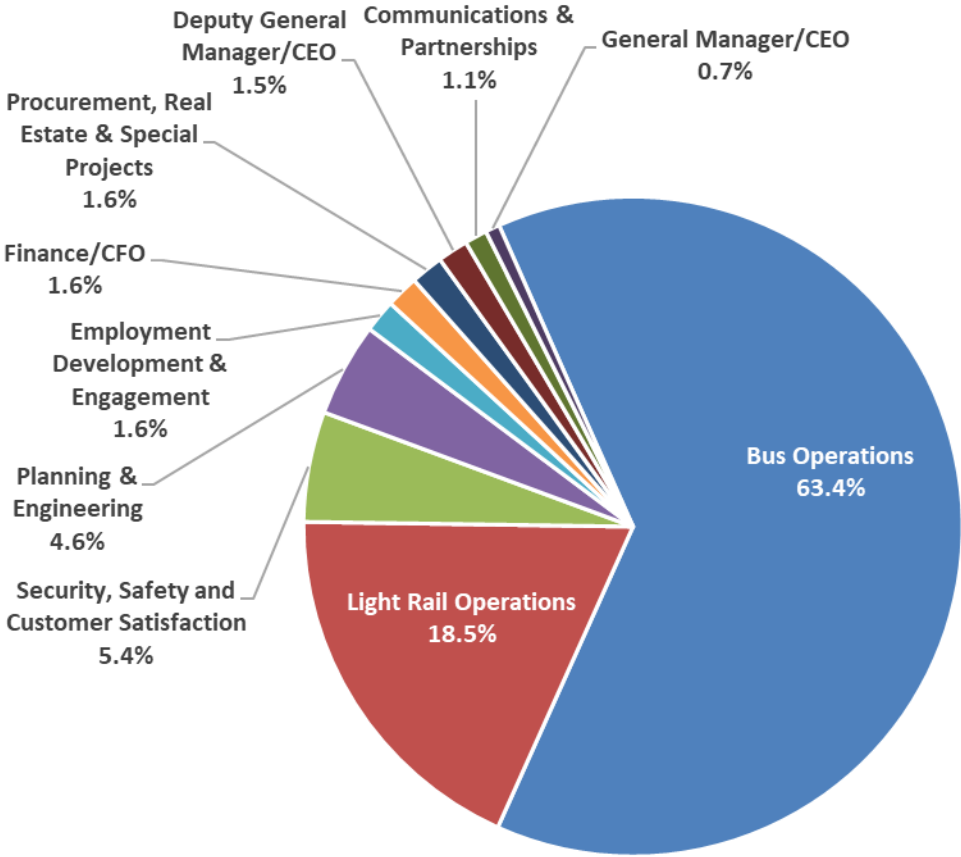
Category Group	GL Description	FY 2023 Projected	FY 2024 Budget	Variance
<i>Miscellaneous - Other</i>		1,575,560	3,194,524	1,618,964
685001	Freight Out	10,318	8,000	(2,318)
690001	Dues & Subscriptions	329,584	254,479	(75,105)
690003	Bad Debt	592	-	(592)
690004	Bad Debt Return Cks	512	1,500	988
690005	Meals & Lodging	64,989	92,000	27,011
690006	Travel & Mileage	59,294	83,250	23,956
690011	Recognitions	17,321	11,735	(5,586)
690014	Miscellaneous	121,529	101,000	(20,529)
690015	Pre Retire	8	-	(8)
690022	Conference & Seminar	55,436	78,960	23,524
690030	Awards Ceremonies	15,088	35,500	20,412
690034	Events & Sponsorship	178,895	121,000	(57,895)
690050	Contingency	-	1,650,000	1,650,000
690070	Investment Fees	15,809	17,100	1,291
690071	Banking Fees	151,137	155,000	3,863
690072	Interest Expense	83,611	85,000	1,389
690075	Connect Card Fees	462,162	500,000	37,838
690080	Penalties and Fines	9,275	-	(9,275)





Positions

The Fiscal Year 2024 Budget includes 1,463 funded positions, which is a reduction of 8 funded positions from the Fiscal Year 2023 projection of 1,471 funded positions.



Division	FY 2020 Funded	FY 2021 Funded	FY 2022 Funded	FY 2023 Funded	FY 2024 Funded	FY 2023 to FY 2024
General Manager/CEO	19	16	9	10	10	0
Planning & Engineering	22	57	58	59	67	8
Bus Operations	1063	1196	939	945	928	-17
Light Rail Operations	0	0	261	266	270	4
Deputy General Manager/CEO	55	33	41	22	23	1
Employment Development & Engagement	0	0	0	23	24	1
Finance/CFO	45	47	51	29	23	-6
Procurement, Real Estate & Special Projects	0	0	0	22	23	1
Communications & Partnerships	0	0	9	16	16	0
Security, Safety and Customer Satisfaction	53	74	82	79	79	0
Total	1,257	1,423	1,450	1,471	1,463	-8

FY 2024 Position Changes and Additions

From FY 2023 to FY 2024, SacRT has a net decrease of 8 funded positions. The changes reflected in the FY 2024 Budget are as follows:

General Manager/CEO Division has net zero changes with the following reclassification:

- Promoted 1 Deputy Chief of Staff/Special Assistant/CEO to Chief of Staff.

Planning and Engineering Division has a net increase of 8 funded positions. The position changes are as follows:

- Transferred 6 grants and capital positions from Office of Management and Budget.
- Reclassed 1 Principal Planner to Senior Manager, Service Planning.
- Added 1 VP, Capital Programs.
- Transferred and reclassified 1 Elk Grove Bus Service Worker from Bus Operations to Facilities Service Worker.

Bus Operations Division has a net decrease of 17 funded positions. The position changes are as follows:

- Converted 15 Elk Grove part-time operators and 11 Elk Grove partially funded operators to 10 Bus Operators.
- Transferred 1 Elk Grove Bus Service Worker to Facilities.

Light Rail Operations Division has a net increase of 4 funded positions. The position changes are as follows:

- Added 4 Rail Laborers.
- Reclassed 1 Operations Training Specialist to Maintenance Trainer – Wayside.

In 2023, the Integrated Services and Strategic Initiatives Division was re-organized and renamed to Deputy General Manager/CEO Division. It has a net increase of 1 funded position, with the following changes:

- Promoted Senior Manager, Enterprise Business Solutions to Director, Information Technology.
- Promoted Network Operations Engineer to Senior Network Operations Engineer.
- Promoted Network Operations Technician to Senior Information Technology Technician.
- Eliminated and swapped funding from 2 Senior Managers of Data Center and Network Operations and Cybersecurity and IT project Management to add 1 IT Technician II, 1 Network Operations Technician and 1 Video Communications Systems Analyst.

FY 2024 Position Changes and Additions continued

As part of the GM Reorg, the Employment Development and Engagement Division was created and split from the Integrated Services and Strategic Initiatives Division. It has a net increase of 1 funded position. The position changes are as follows:

- Added 1 Human Resources Analyst I
- Promoted AVP, Human Resources and Labor Relations to VP, Employment Development and Engagement.
- Reclassed Labor Relations Analyst II to Senior Labor Relations Analyst.

Finance/Chief Financial Officer (CFO) Division has a net decrease of 6 funded positions. The position changes are as follows:

- Transferred 6 positions in the grants unit to the Planning and Engineering Division.
- Promoted Manager, Accounting to Director, Accounting and Treasury.
- Reclassed Senior Clerk to Payroll Technician.
- Promoted Accountant II to Senior Accountant.
- Reclassed Director, Office of Management and Budget to Senior Manager, Budget.
- Reclassed Manager, Pension and Retirement Services to Senior Manager, Pension and Retirement Services.

The Procurement, Real Estate and Special Projects Division was created and split from the Finance/CFO Division. It has a net increase of 1 funded position. The position change is as follows:

- Added 1 Risk Analyst II.

Security, Safety and Customer Satisfaction Division has net zero changes with the following reclassifications:

- Reclassed 1 Transit Officer to Transit Ambassador.
- Reclassed 1 Customer Service Representative to Administrative Assistant II.



Long-Range Financial Forecast

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

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

**Forecast
Revenues & Expenses**
(Dollars in Thousands)

	FY 2023	FY 2024 Budget	FY 2025	FY 2026	FY 2027	FY 2028
Revenues						
Fare Revenue	\$ 16,615	\$ 17,300	\$ 17,870	\$ 18,507	\$ 19,068	\$ 19,965
Contracted Services	842	800	824	848	874	900
Other	9,500	4,365	4,504	4,517	4,706	4,858
State & Local	159,055	168,495	215,054	223,891	259,394	253,479
Federal	56,876	58,540	23,174	25,890	1,197	23,257
Total	242,888	249,500	261,426	273,653	285,239	302,459
Expenses						
Salaries & Benefits	160,614	171,645	179,462	188,061	196,196	207,560
Professional Services	19,401	24,620	25,741	26,975	28,142	29,772
Materials & Supplies	18,955	15,840	16,561	17,355	18,106	19,155
Utilities	7,988	8,458	8,843	9,267	9,668	10,228
Insurance & Liability	28,248	22,788	23,826	24,968	26,048	27,557
Other	2,783	6,149	6,429	6,737	7,028	7,435
Total	237,989	249,500	260,862	273,363	285,188	301,707
Potential Surplus/Deficit	\$ 4,899	\$ -	\$ 564	\$ 290	\$ 51	\$ 752



Long-range Financial Forecast continued

Service Plan
(Revenue Hours)

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Service Plan						
Fixed Route Bus	618,702	633,022	639,352	645,746	652,203	658,725
Demand Response	199,774	184,752	187,977	191,263	194,609	198,017
Light Rail	200,940	200,101	204,297	209,889	212,947	224,494

Source: SacRT’s Financial Forecasting Model

Forecast Assumptions

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

- In FY 2024, fixed route bus revenue hours are projected to increase by 2.3%.
- In FY 2024, demand response revenue hours are projected to decrease by 7.5% due to reduction in Smart Ride services due to depletion of funding source for this service.
- In FY 2024, light rail vehicle revenue hours are projected to decrease 0.4%, which is basically the same service level as in prior year.

Specific revenue assumptions:

- Local Transportation Fund (LTF) increases by 3.0% annually from FY 2025 to FY 2028. SacRT continues to receive these revenues from smaller cities.
- Measure A increases by 4.8% annually from FY 2025 to FY 2028.
- State Transit Assistance Program (STA) increases 3.0% annually from FY 2025 to FY 2028 and is budgeted on capital.
- In FY 2025-27, SB 125 Transit Program funds are used as part of State and Local Revenue.

Long-range Financial Forecast continued

- In FY 2024, \$22.0 million of Federal Section 5307 Urbanized Area funding is included in the operating budget. The remaining balance of Section 5307 Urbanized Area and Section 5337 State of Good Repair are included in the capital budget. In FY 2025 and forward, State SB 125 funds will be used to reduce the need for federal funds for operations.
- In FY 2024, Federal Section 5307 Jobs Access and Reverse Commute is projected at \$1.1 million and growing at 1.5% annually in FY 2025-26 and at 5.0% annually in FY 2027-28.
- In FY 2024-25, ARP (American Rescue Plan) funds are included in the forecast to cover post COVID-19 related cost and lost revenue. It is assumed that these funds will be fully expended by the end of FY 2025.
- Fare revenue (average fare) – no fare increase was assumed in FY 2024 Budget. No fare increase is projected in the near future.

Specific Cost Assumptions:

- Consumer Price Index at 2.5% per year.
- SacRT unit labor costs increase 3.0% in FY 2025 and thereafter until FY 2028.
- Materials/service unit costs increase at 2.0% in FY 2025-26 and 2.8% thereafter until FY 2028.



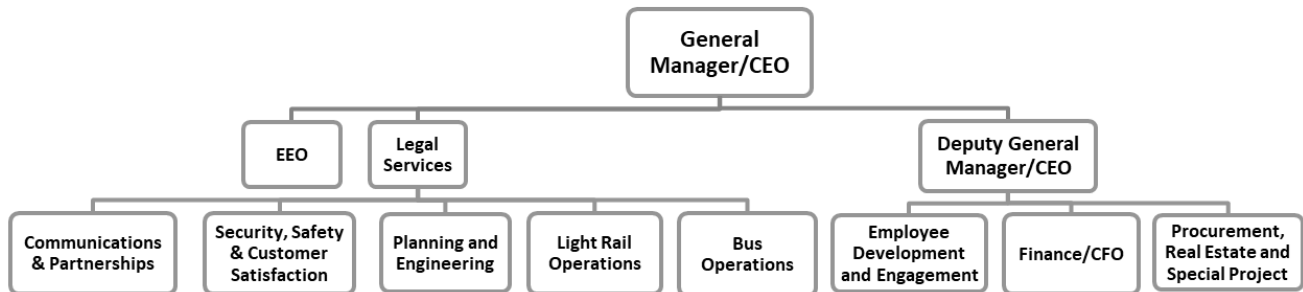


Division Budgets

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 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-range, short-range, and strategic planning, and grants.
- 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

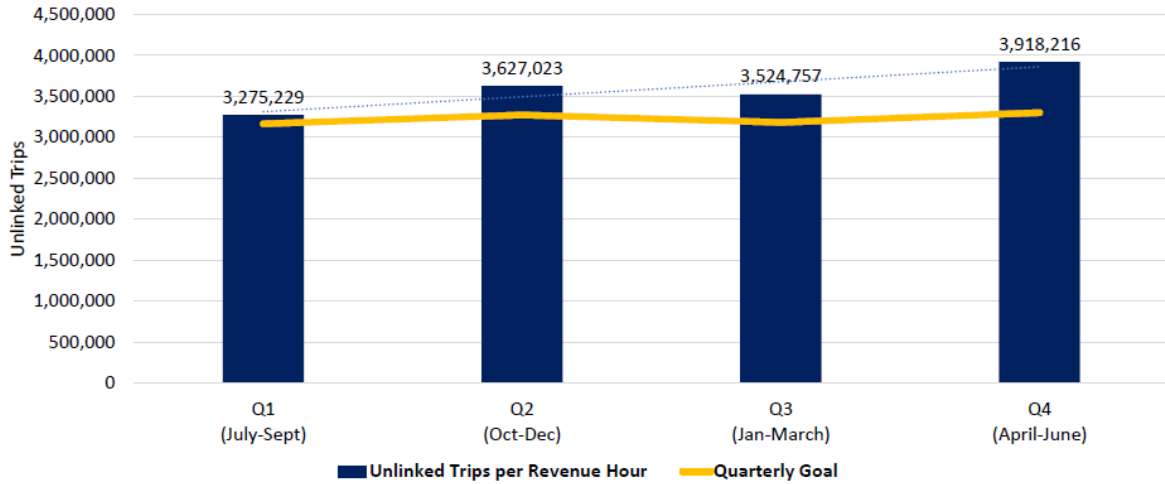
Goal		FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24 Amount	Percent
Efficiencies Measures								
1	Cost Per Passenger*							
	Combined Bus	\$ 11.03	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
	Bus		21.86	17.29	14.30	14.08	(0.22)	(1.5%)
	CBS fixed	-	53.58	42.01	27.51	26.97	(0.54)	(2.0%)
	SmaRT Ride	-	58.42	57.65	51.97	76.57	24.60	47.3%
	SacRT Go	-	97.12	92.84	90.82	99.37	8.55	9.4%
	Light Rail	8.07	18.59	16.55	12.91	12.90	(0.01)	(0.1%)
1	Cost Per Revenue Mile*							
	Combined Bus	\$ 14.61	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
	Bus		10.45	14.37	15.35	16.07	0.72	4.7%
	CBS fixed	-	10.37	16.91	18.40	21.32	2.92	15.9%
	SmaRT Ride	-	9.77	13.63	13.10	17.28	4.18	31.9%
	SacRT Go	-	9.18	11.21	11.13	13.18	2.05	18.4%
	Light Rail	17.22	14.92	21.24	22.02	24.47	2.45	11.1%
1	Cost Per Revenue Hour*							
	Combined Bus	\$ 167.25	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
	Bus		117.53	168.45	178.54	187.25	8.71	4.9%
	CBS fixed	-	132.98	230.45	252.61	290.95	38.34	15.2%
	SmaRT Ride	-	121.12	181.74	181.28	177.18	(4.10)	(2.3%)
	SacRT Go	-	146.46	187.37	189.67	163.89	(25.78)	(13.6%)
	Light Rail	305.29	266.20	381.67	395.62	324.52	(71.10)	(18.0%)
Effectiveness Measures								
1	Farebox Recovery Ratio	12.9%	6.5%	6.7%	7.3%	6.9%	-0.4%	(5.5%)
	*Full cost factors for FY 2023							
Effectiveness Measures								
		FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24 Amount	Percent
2	Total Ridership							
	Combined Bus	8,574,932	-	-	-	-	-	N/A
	Bus		3,897,853	5,984,978	7,620,195	8,275,836	655,641	8.6%
	CBS fixed	-	72,212	66,886	100,588	117,400	16,812	16.7%
	SmaRT Ride	-	127,975	170,122	191,457	147,239	-44,218	-23.1%
	SacRT Go	-	174,088	237,212	301,479	307,863	6,384	2.1%
	Light Rail	8,988,806	3,848,388	4,630,652	6,131,505	6,817,725	686,220	11.2%
	Total	17,563,738	8,120,516	11,089,850	14,345,224	15,666,063	1,320,839	9.2%
2	Average Weekday Ridership							
	Combined Bus	29,238	-	-	-	-	-	N/A
	Bus		12,421	20,007	25,745	31,830	6,085	23.6%
	CBS fixed	-	283	262	399	452	53	13.2%
	SmaRT Ride	-	501	665	753	566	-187	-24.8%
	SacRT Go	-	559	746	946	1,184	238	25.2%
	Rail	30,218	11,956	14,636	19,597	26,222	6,625	33.8%
	Total	59,456	25,720	36,316	47,440	60,254	12,814	27.0%
2	Passengers Per Mile							
	Combined Bus	1.33	-	-	-	-	-	N/A
	Bus		0.64	0.83	1.07	1.14	0.07	6.5%
	CBS fixed	-	0.26	0.40	0.67	0.79	0.12	17.9%
	SmaRT Ride	-	0.23	0.24	0.25	0.23	-0.02	-8.0%
	SacRT Go	-	0.13	0.12	0.12	0.13	0.01	8.3%
	Rail	2.49	1.08	1.28	1.71	1.90	0.19	11.1%
Quality Measures								
	Vacancy Rate	8.3%	9.5%	12.6%	11.3%	10.0%	-1.3%	

General Manager/Chief Executive Officer continued

Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: COMMUNITY VALUES

FY23 Ridership



- **Definition:** Total ridership across all modes during the Quarter.
- **FY23 Total:** 14,345,225 unlinked trips
- **How to Read:** Bigger is better

Overall Highlights





General Manager/Chief Executive Officer continued

Expenses

By Expense Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Salaries & Benefits	\$3,138,244	\$3,151,221	\$2,053,427	\$ 2,170,003	\$ 2,577,518	\$ 407,515	18.8%
Professional Services	1,419,549	603,255	178,920	190,083	480,000	289,917	152.5%
Materials & Supplies	41,651	40,853	49,064	27,215	50,000	22,785	83.7%
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	455,167	232,180	74,813	71,000	96,200	25,200	35.5%
Total	\$5,054,611	\$4,027,509	\$2,356,224	\$ 2,458,301	\$ 3,203,718	\$ 745,417	30.3%

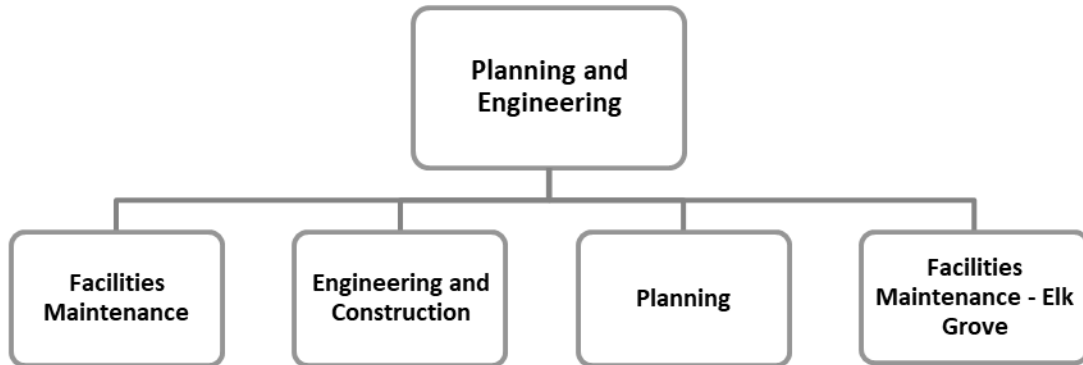
By Department

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
General Manager/CEO	\$1,268,862	\$ 858,428	\$ 998,878	\$ 1,181,168	\$ 1,320,078	\$ 138,910	11.8%
Equal Employment Opportunity	359,958	283,632	218,104	246,914	440,125	193,211	78.3%
Legal	732,493	903,307	1,139,242	1,030,219	1,443,515	413,296	40.1%
Communication	2,693,298	1,982,142	-	-	-	-	N/A
Total	\$5,054,611	\$4,027,509	\$2,356,224	\$ 2,458,301	\$ 3,203,718	\$ 745,417	30.3%

Positions

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
General Manager	4	5	3	4	4	-	0.0%
Equal Employment Opportunity	2	2	2	2	2	-	0.0%
Legal	6	2	4	4	4	-	0.0%
Communication	7	7	0	0	0	-	N/A
Total	19	16	9	10	10	-	0.0%

Planning and Engineering



- Facilities Maintenance (FM) maintains all facilities and equipment in a state of good repair.
- Engineering and Construction provides the following functions:
 - Civil/Track and System Design develops improvement plans, specifications and estimates for construction of bus, light rail and facilities capital projects, and provides technical support to operations staff related to civil, track and structures; 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.

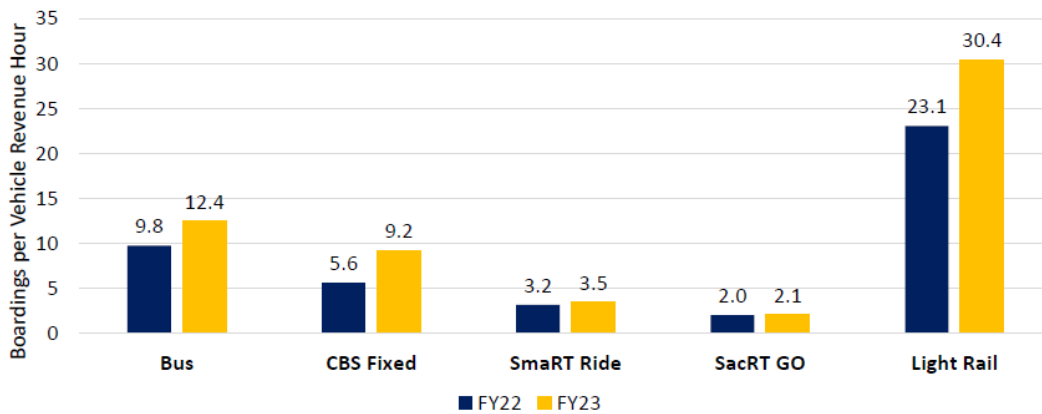
Planning and Engineering continued

Performance Measures/Statistics



STRATEGIC PERFORMANCE GOAL: COMMUNITY VALUE

Light Rail Multi-Year Revenue Vehicle Productivity



Definition: The average boardings per vehicle revenue hour.

FY23 % Change by Mode:

- Bus: 27% Increase
- CBS Fixed: 64% Increase
- Smart Ride: 11% Increase
- SacRT GO: 4% Increase
- Light Rail: 32% Increase

How to Read: Bigger is better

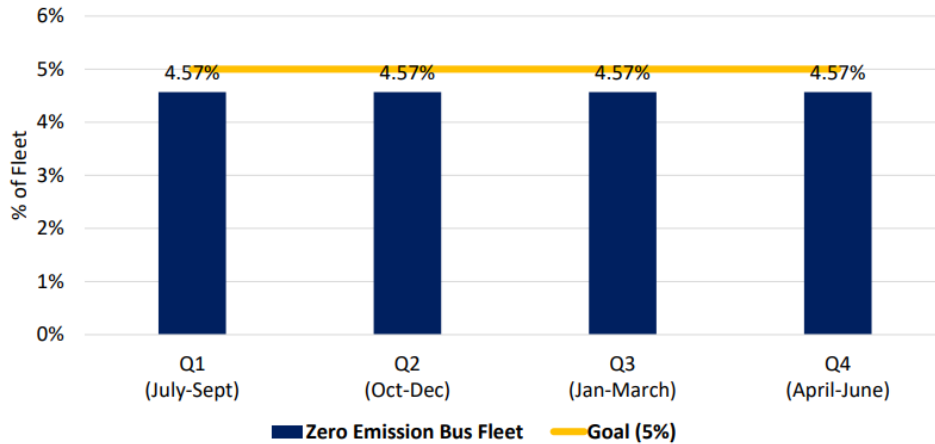
Planning Department Highlights

Planning and Engineering continued

Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: COMMUNITY VALUE

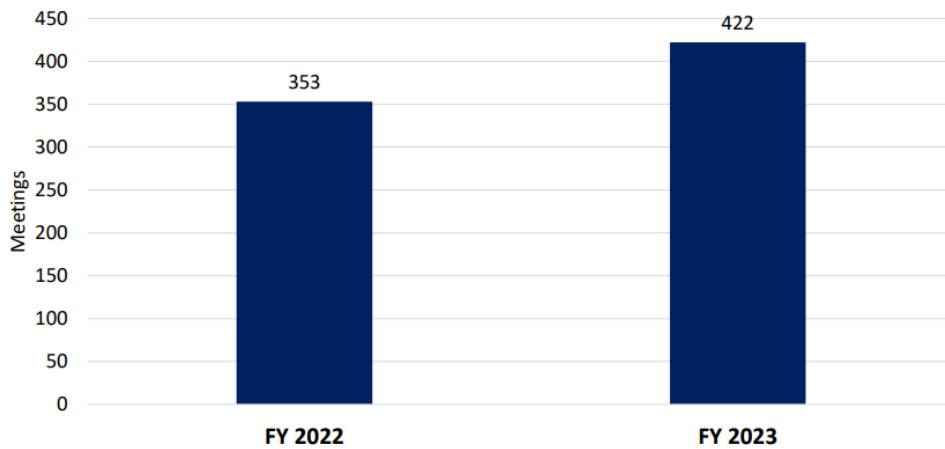
Zero Emission Bus Fleet



- **Definition:** The percent of the fleet that is classified as zero emission.
- **Note:** Total buses (not including ADA): 259, BEB: 15 = 5%. Goal is mandated all new buses be carbon-free by 2029, entire fleet 100% by 2040.
- **FY23 Average:** 4.75%
- **How to Read:** Bigger is Better

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

Partnership Meetings



- **Definition:** SacRT is involved with multiple partnership meetings, including but limited to SACOG, City, County, special agencies, and grant coordination. Planning staff must review, prepared, and submit documents to both internal and external partners. Planning staff can capture key meetings (TAC, board meetings, workshops, site visits).
- **FY23 % Change:** 20% Increase

Planning and Engineering continued

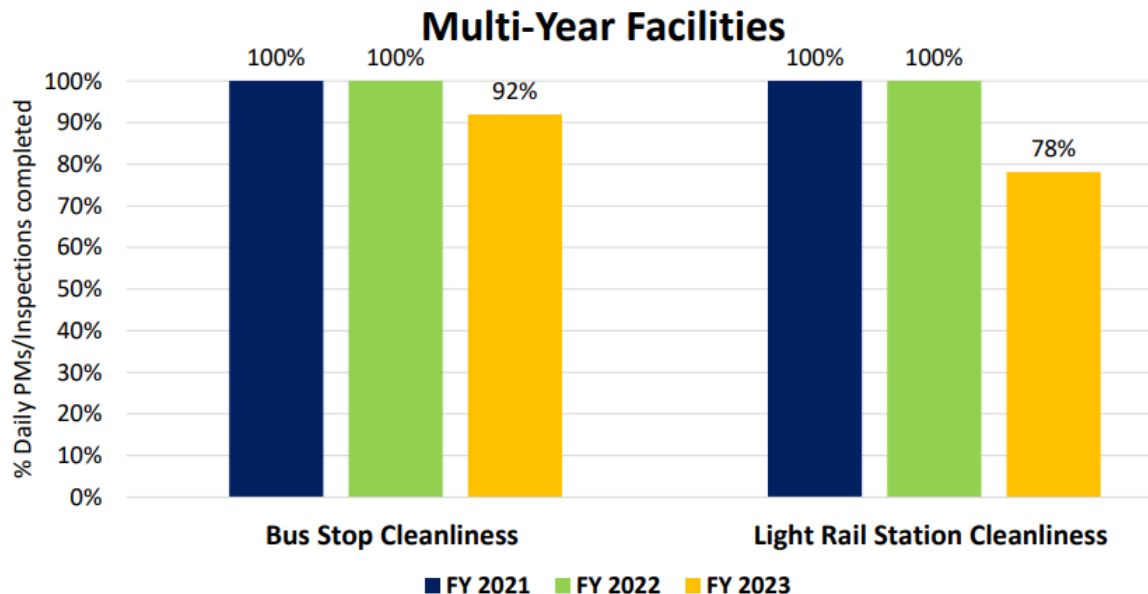
Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE



- **DBE Participation** = The total dollars awarded to Disadvantaged Business Enterprises (DBE) divided by the total federal dollars spent. (Data updates every December 1 and June 1)
- The **Annual DBE Participation Goal** is an aspirational target, not a rigid numerical quota. The primary objective is to operate the DBE Program in good faith to provide equal opportunities and promote diversity and inclusion in government contracting through education and outreach. **The DBE Program had no findings during the FTA Triennial Review.**

Disadvantaged Business Enterprises (DBE) Highlights



- **Definition:** Bus Stop/Light Rail station Cleanliness Daily PMs completed.
- **FY23 Bus Stop % Change:** -8% Decrease
- **FY23 Light Rail % Change:** -22% Decrease
- **How to Read:** Bigger is better



Planning and Engineering continued

Expenses

By Expense Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Salaries & Benefits	\$ 6,593,510	\$ 5,809,549	\$ 6,084,630	\$ 6,969,877	\$ 9,212,787	\$ 2,242,910	32.2%
Professional Services	1,401,348	1,603,898	1,466,588	1,723,995	2,414,385	690,390	40.0%
Materials & Supplies	667,380	488,753	442,211	493,850	506,915	13,065	2.6%
Utilities	1,643,039	1,816,865	1,835,208	2,476,862	2,104,000	(372,862)	(15.1%)
Insurance & Liability	-	-	-	-	-	-	N/A
Other	31,808	36,925	15,734	42,301	103,794	61,493	145.4%
Total	\$ 10,337,085	\$ 9,755,990	\$ 9,844,371	\$ 11,706,885	\$ 14,341,881	\$ 2,634,996	22.5%

By Department

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Planning & Engineering	\$ 1,067,404	\$ 708,211	\$ 669,767	\$ 683,270	\$ 1,038,632	\$ 355,362	52.0%
Internal Audits	134,370	75,816	-	-	-	-	N/A
Facilities Maintenance	6,938,615	7,450,432	7,539,638	8,695,587	9,337,301	641,714	7.4%
Engineering and Construction	913,658	921,673	906,439	1,136,412	1,491,466	355,054	31.2%
Scheduling	701,067	-	-	-	-	-	N/A
Planning	581,971	599,858	728,527	1,177,397	2,454,182	1,276,785	108.4%
Elk Grove - Facilities Maint.	-	-	-	14,219	20,300	6,081	42.8%
Total	\$ 10,337,085	\$ 9,755,990	\$ 9,844,371	\$ 11,706,885	\$ 14,341,881	\$ 2,634,996	22.5%

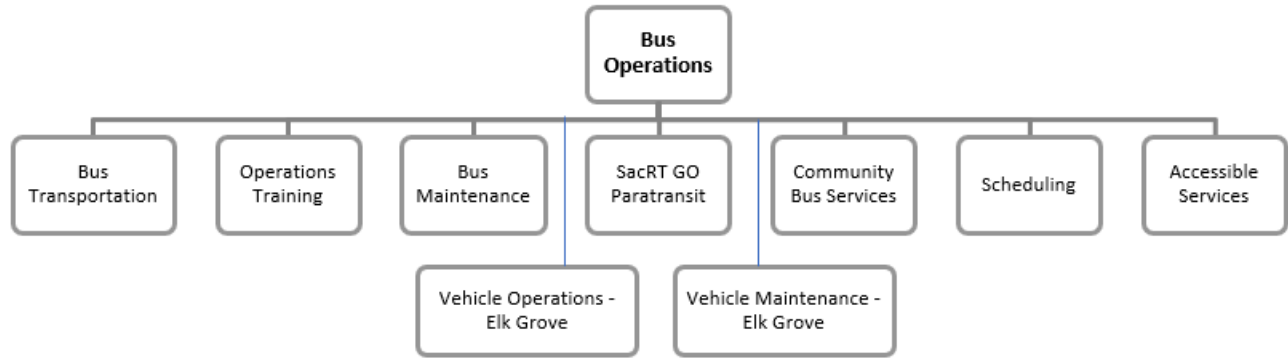
Positions

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Planning & Engineering	5	4	4	2	4 ¹	2	100.0%
Internal Audits	1	1	0	0	0	0	N/A
Facilities Maintenance	0	38	41	41	42 ²	1	2.4%
Engineering and Construction	7	7	9	12	11 ³	-1	(8.3%)
Scheduling	5	4	0	0	0	0	N/A
Planning	4	3	4	4	10 ⁴	6	150.0%
Total	22	57	58	59	67	8	13.6%

- ¹ Transfer 1 Sr. Administrative Assistant from Engineering and Construction
- ¹ Add 1 VP, Capital Programs
- ² Add 1 Facilities Service Worker
- ³ Transfer 1 Sr. Administrative Assistant to Planning & Engineering
- ⁴ Transfer 6 grants and capital positions from Finance/CFO Division
Reclass 1 Principal Planner to 1 Senior Manager, Service Planning
Reclass 1 Senior Grants Analyst to 1 Senior Planner

Bus Operations

This division operates SacRT's bus, Smart Ride and SacRT Go services.



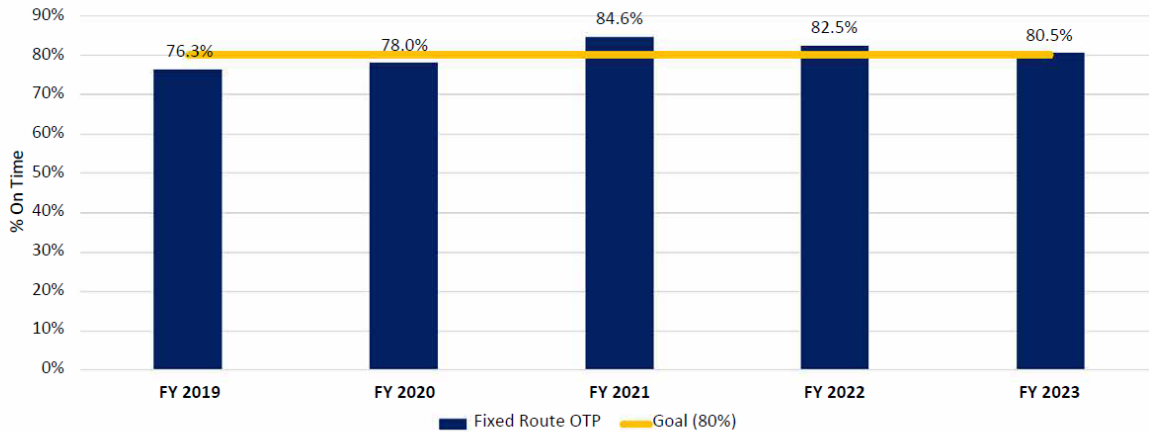
- Bus Operations guides and directs the fixed route bus services, Smart Ride and SacRT Go paratransit services, Bus Maintenance, Scheduling, Accessible Services and Elk Grove service operations.
- Bus Transportation operates, dispatches and supervises daily fixed route bus service.
- Operations Training provides bus operator training.
- Bus Maintenance maintains and repairs the bus fleet, including CBS neighborhood and Smart Ride vehicles.
- SacRT Go Paratransit operates, dispatches and supervises daily SacRT Go paratransit service.
- Community Bus Services (CBS) dispatches and supervises CBS neighborhood bus service, Smart Ride service, and schedules route deviation requests.
- Scheduling plans and maintains bus, rail, and neighborhood bus schedules, and operator work shifts.
- Accessible Services (AS) ensures that SacRT remains in federal compliance with each component of the Americans with Disabilities Act (ADA), as well as other applicable state and federal laws, including management of SacRT's ADA paratransit service. Accessible Services is also responsible for the administration of SacRT's Mobility Advisory Council (MAC).
- Elk Grove Vehicle Operations operates, dispatches and supervises daily bus service in the City of Elk Grove.
- Elk Grove Vehicle Maintenance maintains and repairs Elk Grove bus fleet.
- Elk Grove Facility Maintenance maintains all Elk Grove facilities and equipment in a state of good repair.

Bus Operations continued

Performance Measures/Statistics

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

Bus (Fixed Route) On-Time Performance - Multi-Year

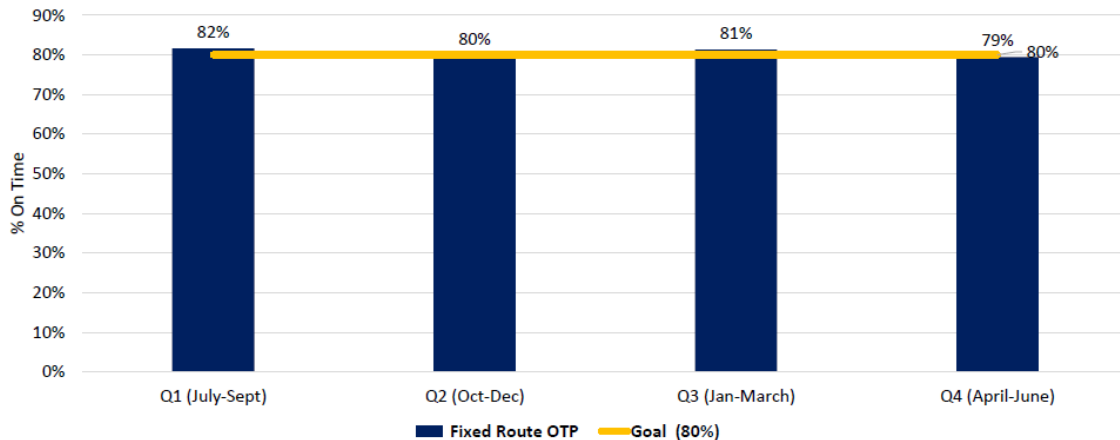


- **Definition:** The percentage of trips completed within the scheduled on-time window (Arriving more than five minutes past the scheduled time or more than fifty-nine seconds before the scheduled departure time).
- **5-Year Average:** 80.38%
- **How to read:** Higher is better
- **FY22 Peer Comparison:** 79.8%

Results Highlights – On-Time Performance (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.
- **FY23 Average:** 80.52%
- **How to read:** Higher is better

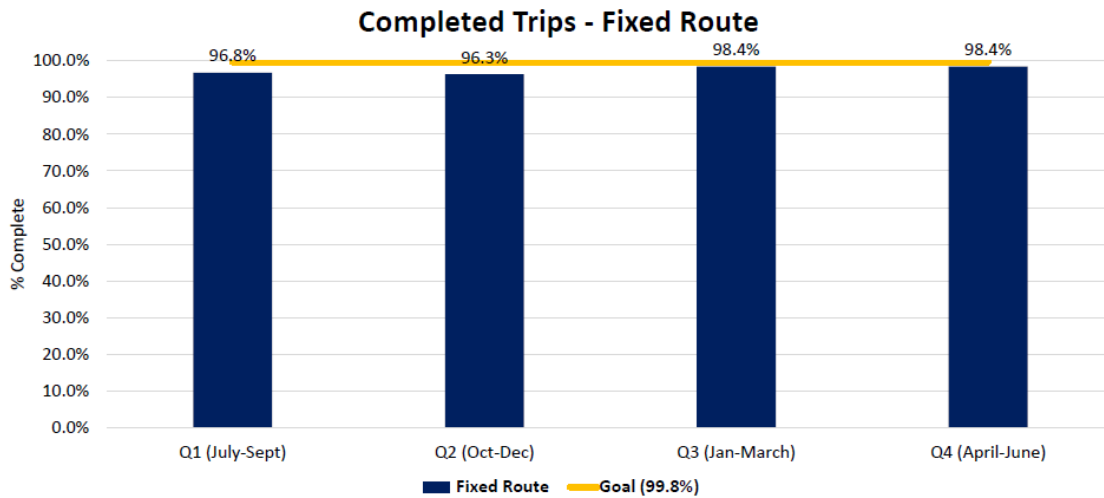
Bus Operations Highlights



Bus Operations continued

Performance Measures/Statistic continued

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE



- **Definition:** Percentage of completed trips - Total scheduled trips less missed trips, divided by total scheduled trips.
- **FY23 Average:** Fixed 97.5%
- **How to read:** Higher is better

Bus Operations Highlights



Bus Operations continued

Performance Measures/Statistics continued


STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Reliability Measures							
On-Time Performance							
Bus	78.0%	84.6%	82.5%	80.4%	85.0%	0.05	5.7%
Completed Trips							
Bus	99.67%	99.7%	96.1%	97.5%	99.8%	0.02	2.4%
CBS	99.86%	99.9%	99.9%	99.8%	99.4%	0.00	-0.4%
Miles Between Service Calls							
Bus	13,275	12,038	12,332	12,626	9,500	-3,126	(24.8%)
CBS	49,760	46,171	60,323	48,997	8,500	-40,497	-82.7%

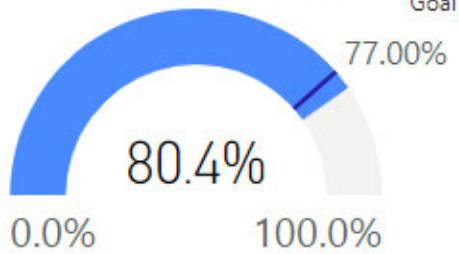
Quality Measures	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24 Amount	Percent
Average Days To Respond to Passenger ADA Complaints ¹	9.6	30.0	1.4	-	30.0	30.00	N/A
Average Days To Complete ADA Assessments ²	6.3	21.0	6.2	-	21.0	21.00	N/A

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

² Federally regulated deadline of 21 days.



Bus On-Time Performance



80.4%

Goal: 77.00%

0.0% to 100.0%

Percentage of Completed Trips

Mode	Average of % Completed Trips Actual	Average of % Completed Trips Budget	% of Completed Trips Var.
Bus	97.50%	99.80%	-2.18%
CBS fixed	99.82%	99.80%	-0.01%
Light Rail	98.61%	99.50%	-0.97%



Bus Operations continued

Expenses

By Expense Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Salaries & Benefits	\$ 100,237,480	\$ 113,622,796	\$ 87,893,648	\$ 91,908,745	\$ 104,650,674	\$ 12,741,929	13.9%
Professional Services	9,605,222	2,383,293	2,704,332	4,682,094	4,840,800	158,706	3.4%
Materials & Supplies	10,105,938	11,781,883	10,624,902	13,792,195	11,053,400	(2,738,795)	(19.9%)
Utilities	4,561,061	4,633,745	227,864	232,311	235,000	2,689	1.2%
Insurance & Liability	835,062	903,930	1,134,903	-	-	-	N/A
Other	462,509	397,875	287,658	292,370	346,185	53,815	18.4%
Total	\$ 125,807,272	\$ 133,723,521	\$ 102,873,307	\$ 110,907,715	\$ 121,126,059	\$ 10,218,344	9.2%

By Department

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Bus Operations	\$ 595,960	\$ 544,768	\$ 327,279	\$ 315,708	\$ 305,970	\$ (9,738)	(3.1%)
Bus Transportation	44,621,077	46,965,598	51,864,534	53,406,597	58,077,612	4,671,015	8.7%
Operations Training	1,458,715	1,191,690	931,832	1,675,090	1,906,445	231,355	13.8%
Bus Maintenance	17,480,679	22,246,303	25,274,801	28,896,465	29,139,043	242,578	0.8%
Light Rail Operations	14,715,525	15,876,895	-	-	-	-	N/A
Purchased Transportation	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	11,391,879	13,712,718	2,320,839	20.4%
Community Bus Service	5,754,769	13,534,769	6,353,401	6,024,590	7,661,754	1,637,164	27.2%
Scheduling	-	740,061	798,016	798,389	783,782	(14,607)	(1.8%)
Accessible Services	791,314	631,301	676,074	756,771	918,894	162,123	21.4%
Elk Grove - Vehicle Operations	3,954,741	3,749,120	4,120,534	4,649,876	5,413,984	764,108	16.4%
Elk Grove - Vehicle Maint.	1,670,076	1,698,905	2,631,872	2,992,350	3,205,857	213,507	7.1%
Elk Grove - Facilities Maint.	3,729	-	29,996	-	-	-	N/A
Elk Grove - Administration	1,100,782	1,159,107	1,477,625	-	-	-	N/A
Total	\$ 125,807,272	\$ 133,723,521	\$ 102,873,307	\$ 110,907,715	\$ 121,126,059	\$ 10,218,344	9.2%

Bus Operations continued

Positions

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Change FY23 to FY24	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Bus Operations	2	3	1	1	1	0	0.0%
Bus Transportation	410	409	412	418	428 ¹	10	2.4%
Operations Training	15	15	16	17	17 ²	0	0.0%
Bus Maintenance	113	116	141	141	141	0	0.0%
Light Rail Operations	122	119	0	0	0	0	N/A
Facilities Maintenance	38	0	0	0	0	0	N/A
Light Rail Maintenance	102	102	0	0	0	0	N/A
Light Rail Wayside	42	40	0	0	0	0	N/A
SacRT Go Paratransit	0	0	146	146	146	0	0.0%
Community Bus Service	99	273	100	100	100	0	0.0%
Scheduling	0	0	4	4	4	0	0.0%
Accessible Services	6	6	6	6	6	0	0.0%
Elk Grove - Vehicle Operations	92	92	92	94	68 ²	-26	(27.7%)
Elk Grove - Vehicle Maint.	17	18	18	18	17 ³	-1	(5.6%)
Elk Grove - Facilities Maint.	1	0	0	0	0	0	N/A
Elk Grove - Administration	4	3	3	0	0	0	N/A
Total	1063	1196	939	945	928	-17	(1.8%)

¹ Added 10 Bus Operators

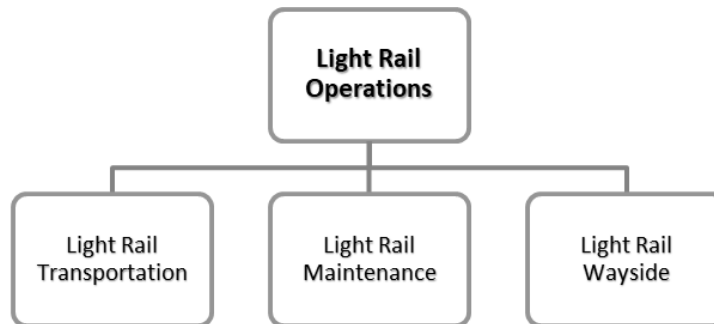
² Converted 26 Elk Grove Bus Operators to 10 Bus Operators

³ Reclass 1 Elk Grove Bus Service Worker and 1 Elk Grove Mechanic A to 1 Elk Grove Senior Mechanic

Reclass 1 Materials Management Superintendent to Materials Management Supervisor



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

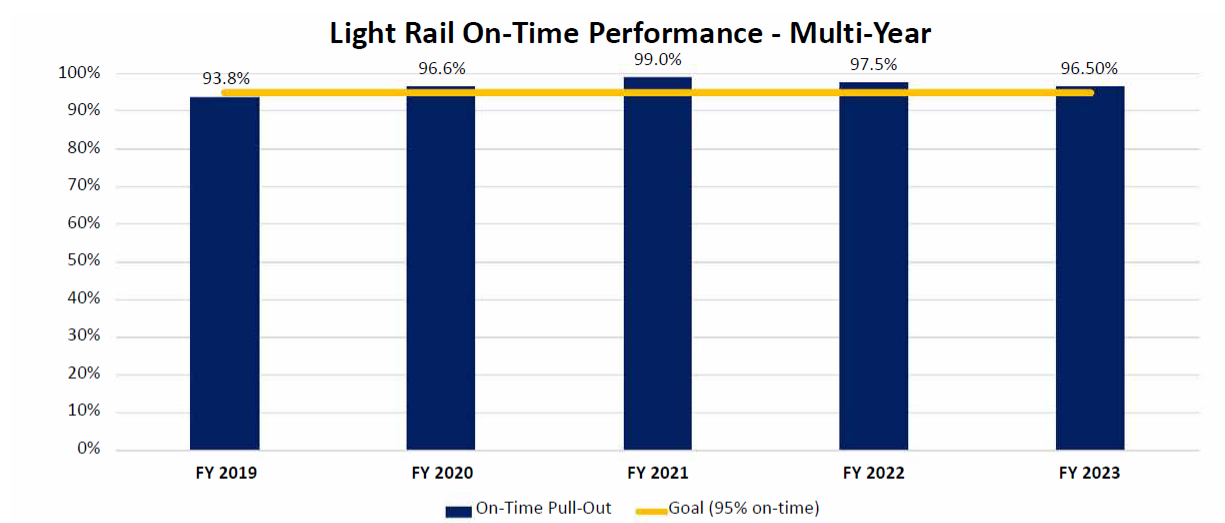
	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24 Amount	Change FY23 to FY24 Percent
Reliability Measures							
On-Time Departures							
Rail	96.4%	98.0%	98.2%	97.6%	97.0%	-0.01	-0.6%
Completed Trips							
Rail	99.29%	99.6%	98.9%	98.6%	99.8%	0.01	1.2%
Miles Between Service Calls							
Rail	7,444	8,889	8,636	8,056	12,000	3,944	49.0%



Light Rail Operations continued

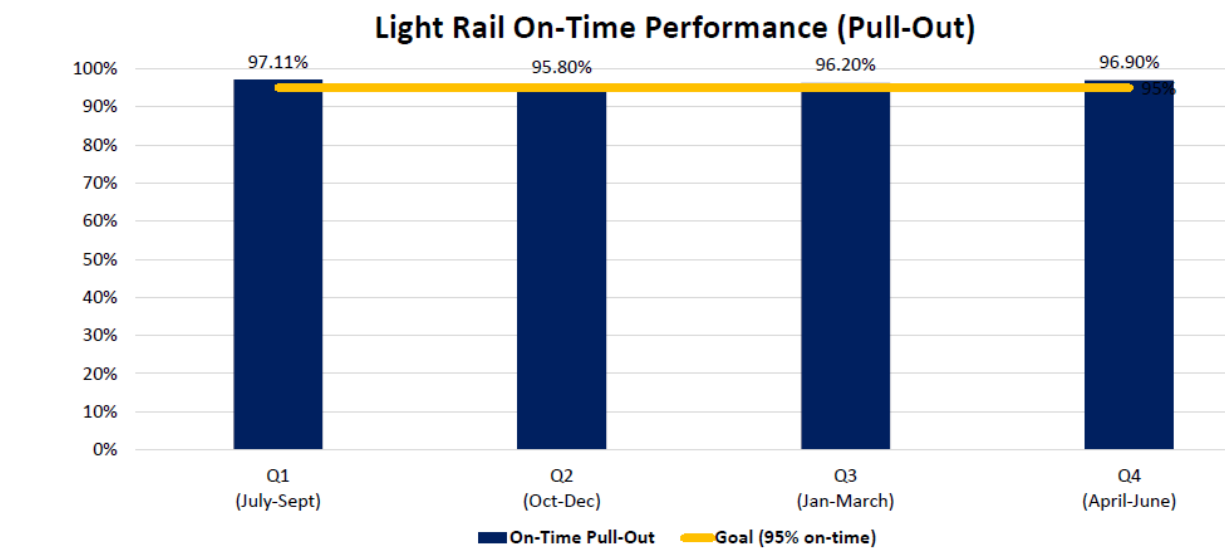
Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE



- **Definition:** The percentage of trips that pull out of the yard within scheduled on-time window.
- **5-Year Average:** 96.67%
- **How to Read:** Bigger is Better

Results Highlights – On-Time Performance (Light Rail)

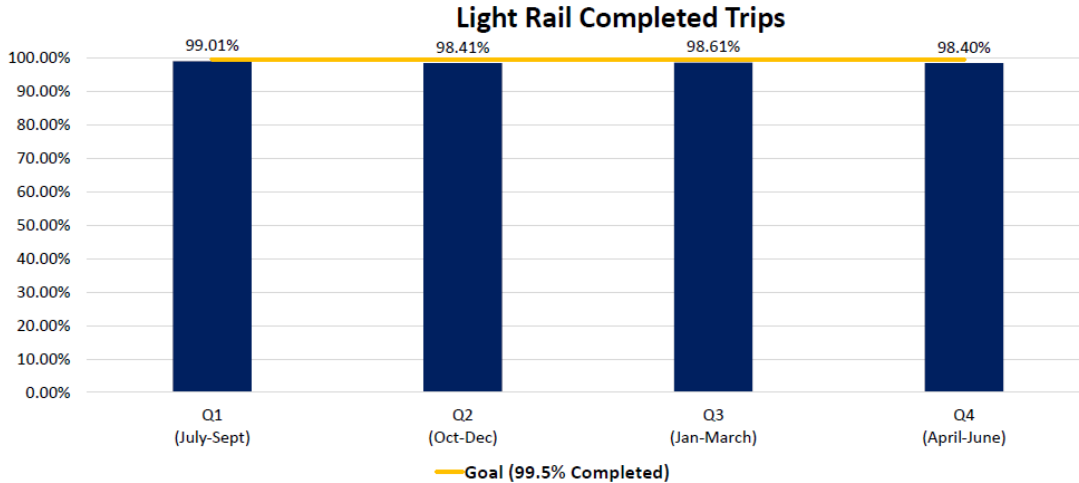


- **Definition:** The percentage of trips that pull out of the yard within scheduled on-time window.
- **FY23 Average:** 96.50%
- **How to Read:** Bigger is Better

Light Rail Operations continued

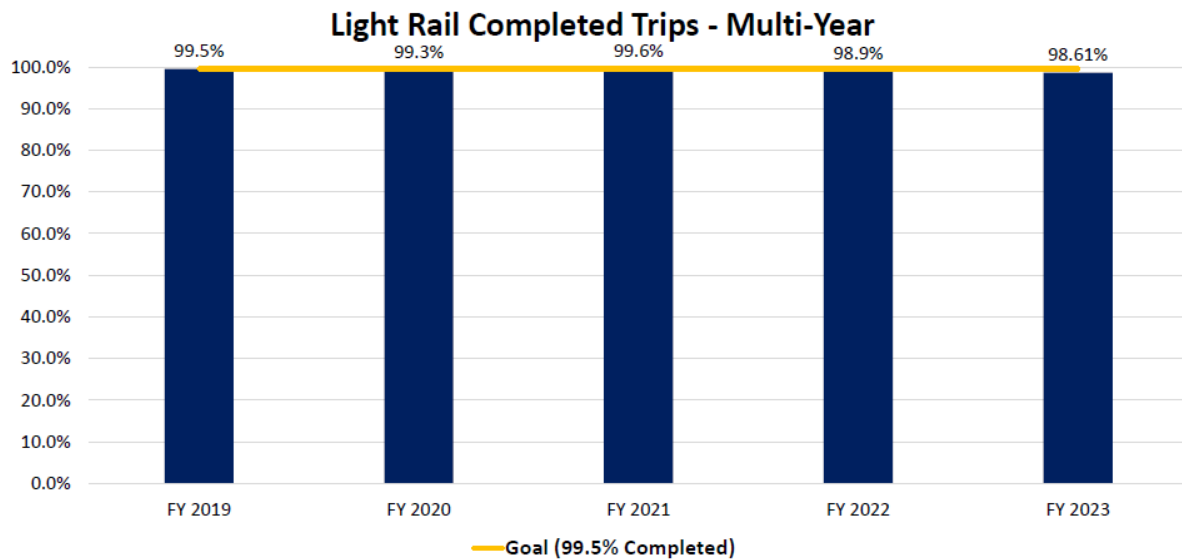
Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE



- **Definition:** Percentage of completed trips divided by scheduled trips.
- **FY23 Average:** 98.6%
- **How to Read:** Bigger is Better

Light Rail Operations Highlights



- **Definition:** Percentage of completed trips divided by scheduled trips.
- **5-Year Average:** 99.18%
- **How to Read:** Bigger is Better



Light Rail Operations continued

Expenses

By Expense Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Salaries & Benefits	\$ -	\$ -	\$ 35,020,400	\$ 35,546,640	\$ 39,373,821	\$ 3,827,181	10.8%
Professional Services	-	-	304,873	537,792	901,494	363,702	67.6%
Materials & Supplies	-	-	2,783,446	4,015,981	3,392,700	(623,281)	(15.5%)
Utilities	-	-	4,460,172	4,029,738	4,900,000	870,262	21.6%
Insurance & Liability	-	-	(14,761)	(70,472)	-	70,472	(100.0%)
Other	-	-	121,827	133,580	167,400	33,820	25.3%
Total	\$ -	\$ -	\$ 42,675,957	\$ 44,193,259	\$ 48,735,415	\$ 4,542,156	10.3%

By Department

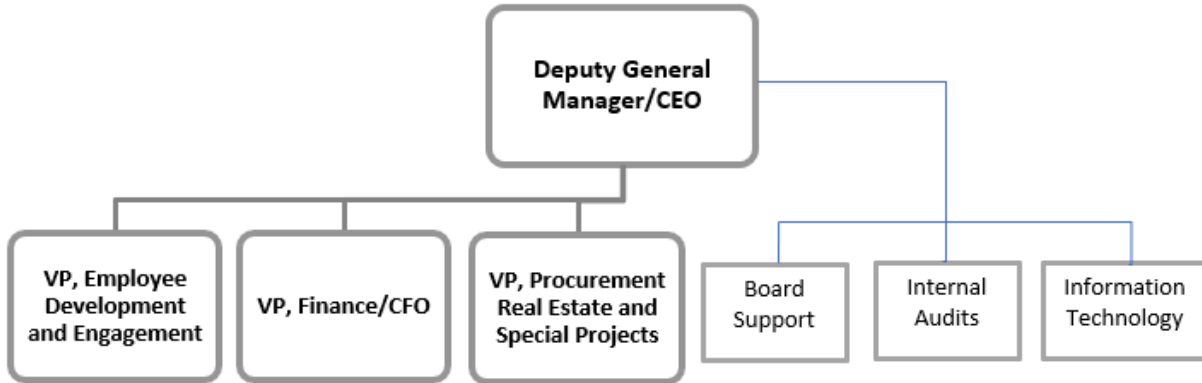
	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Light Rail Operations	\$ -	\$ -	\$ 265,246	\$ 357,318	\$ 274,706	\$ (82,612)	(23.1%)
Light Rail Transportation	-	-	16,786,446	16,801,482	17,951,539	1,150,057	6.8%
Light Rail Maintenance	-	-	14,838,196	15,820,026	17,281,608	1,461,582	9.2%
Light Rail Wayside	-	-	10,786,069	11,214,433	13,227,562	2,013,129	18.0%
Total	\$ -	\$ -	\$ 42,675,957	\$ 44,193,259	\$ 48,735,415	\$ 4,542,156	10.3%

Positions

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Light Rail Operations	0	0	1	1	1	0	0.0%
Light Rail Transportation	0	0	119	121	121	0	0.0%
Light Rail Maintenance	0	0	101	101	101	0	0.0%
Light Rail Wayside	0	0	40	43	47 ¹	4	9.3%
Total	0	0	261	266	270	4	1.5%

¹ Added 4 Rail Laborers

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, 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

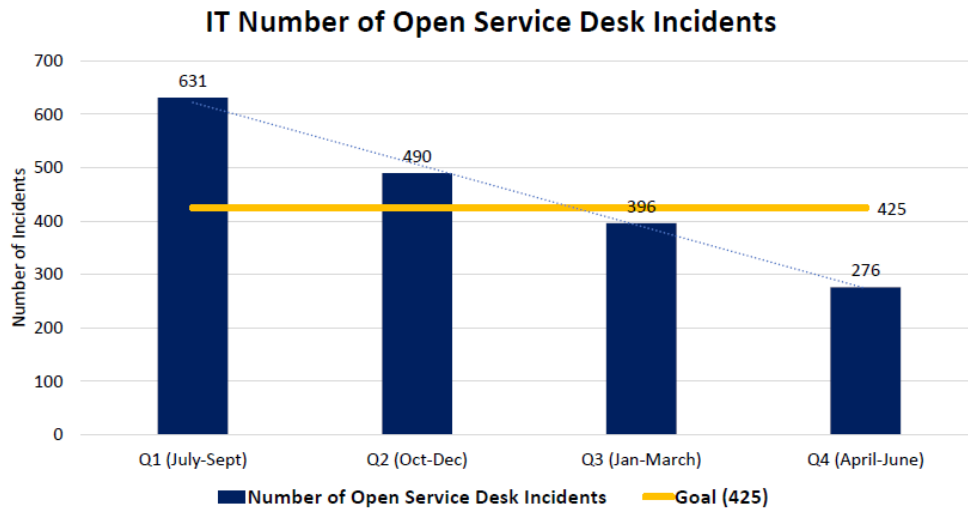
- Information Technology manages and establishes enterprise-wide technology policies and procedures; serves as subject matter experts for Information Technology (IT) and Intelligent Transportation Systems (ITS) within the District; serves as liaisons with outside agencies and vendors on behalf of the 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

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE



- **Definition:** Number of incidents per quarter.
- **How to Read:** Less is Better

Information Technology Highlights

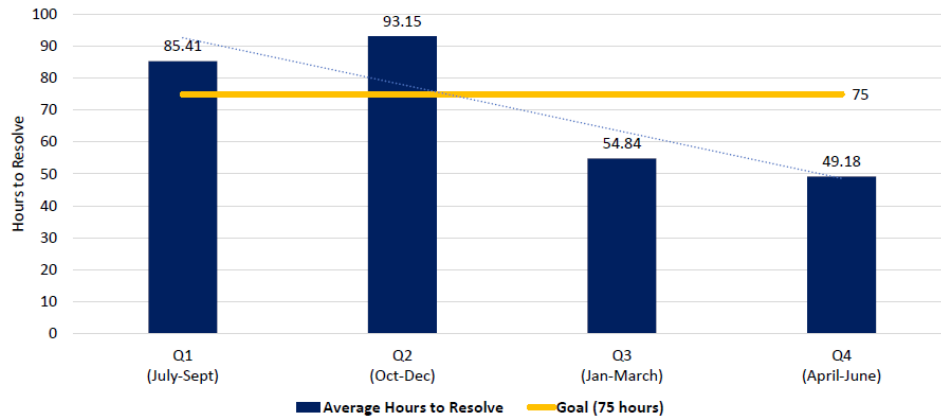


Deputy General Manager/CEO continued

Performance Measures/Statistics

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

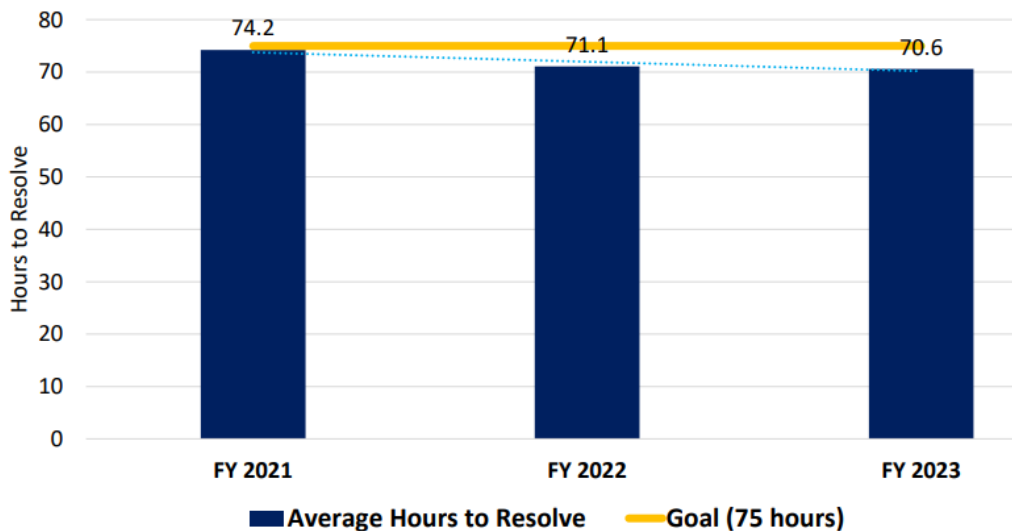
IT Hours to Resolve Service Desk Incidents



- **Definition:** Average hours to resolve incidents per quarter.
- **FY23 Average:** 70.6 hours
- **How to Read:** Less is Better

Information Technology Highlights

Hours to Resolve Service Desk Incidents - Multi-Year



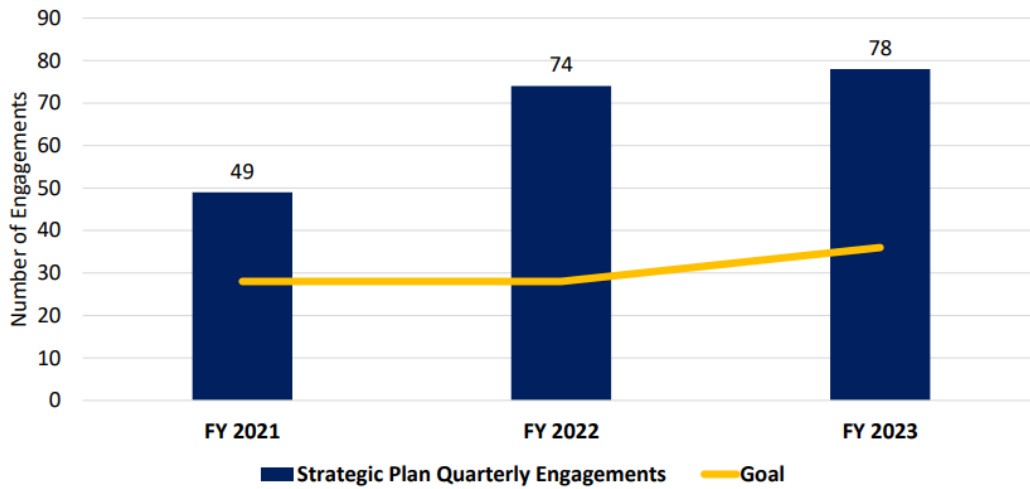
- **Definition:** Average hours to resolve incidents per quarter.
- **3-Year Average:** 72 hours
- **How to Read:** Less is Better

Deputy General Manager/CEO continued

Performance Measures/Statistics

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

Multi-Year -Strategic Plan Quarterly Engagement



- **Definition:** The number of meetings/townhalls/info sessions held to support the strategic planning process.
- Increased engagement with SacRT Board of directors.





Deputy General Manager/CEO continued

Expenses

By Expense Category

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Change FY23 to FY24	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 5,463,785	\$ 6,171,444	\$ 7,030,398	\$ 4,392,868	\$ 4,783,846	\$ 390,978	8.9%
Professional Services	1,944,037	2,115,040	2,263,960	1,673,541	3,091,197	1,417,656	84.7%
Materials & Supplies	98,842	459,168	348,325	63,753	135,550	71,797	112.6%
Utilities	616,447	821,377	901,438	1,248,848	1,219,000	(29,848)	(2.4%)
Insurance & Liability	-	-	-	-	-	-	N/A
Other	243,549	211,351	351,686	149,888	192,644	42,756	28.5%
Total	\$ 8,366,660	\$ 9,778,379	\$ 10,895,807	\$ 7,528,898	\$ 9,422,237	\$ 1,893,339	25.1%

By Department

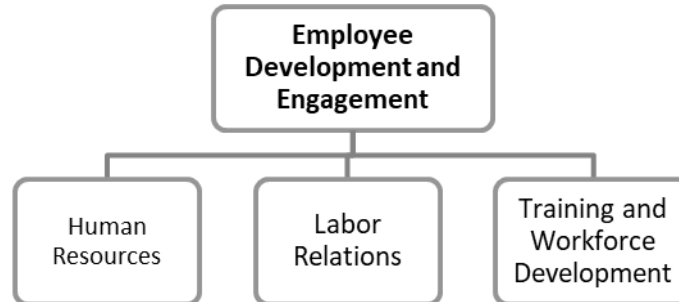
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Change FY23 to FY24	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Board Support	\$ 222,719	\$ 227,318	\$ 191,468	\$ 248,217	\$ 256,130	\$ 7,913	3.2%
Internal Audits	-	-	178,420	180,540	175,694	(4,846)	(2.7%)
Deputy General Manager/CEO	865,192	826,234	923,342	541,086	517,558	(23,528)	(4.3%)
Human Resources	2,328,501	2,175,280	2,483,189	-	-	-	N/A
Employee Relations	436,561	568,156	611,824	-	-	-	N/A
Training	-	6,700	86,852	-	-	-	N/A
Information Technology	4,513,687	5,974,691	6,420,712	6,559,055	8,472,855	1,913,800	29.2%
Total	\$ 8,366,660	\$ 9,778,379	\$ 10,895,807	\$ 7,528,898	\$ 9,422,237	\$ 1,893,339	25.1%

Positions

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Change FY23 to FY24	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Board of Directors	1	1	1	1	1	0	0.0%
Internal Audits	0	0	1	1	1	0	0.0%
Deputy General Manager/CEO	2	3	3	1	1	0	0.0%
Human Resources	13	11	13	0	0	0	N/A
Employee Relations	2	3	3	0	0	0	N/A
Training	0	0	2	0	0	0	N/A
Information Technology	16	15	18	19	20 ¹	1	5.3%
Customer Satisfaction	21	0	0	0	0	0	N/A
Total	55	33	41	22	23	1	4.5%

¹ Added 1 Video Communications Systems Analyst
 Reclass Sr. Manager, Enterprise Business Solutions to Director, Information Technology
 Reclass 1 Network Operations Engineer to 1 Sr Network Operations Engineer
 Converted 1 Sr. Manager, Data Center & Network Op and 1 Sr. Manager, Cybersecurity & IT Project Management to
 1 Network Operations Technician and 1 Sr. IT Business Systems Analyst

Employee Development and Engagement

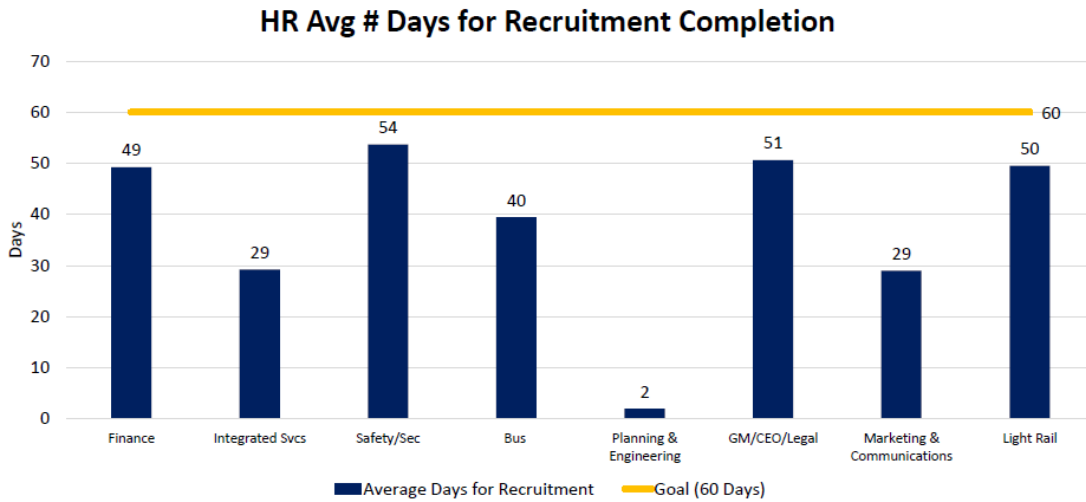


- Employee Development and Engagement ensure a sustained and strategic approach in developing and supporting our workforce, seamless collaboration with our union partners, and continue our efforts to implement innovative strategies to attract and retain talented employees.
- Human Resources administers 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



- **Definition:** Number of Days to Fill Position by Division (posting date to offer letter, in business days)
- **FY23 Average:** 42 days
- **How to Read:** Fewer Days is Better

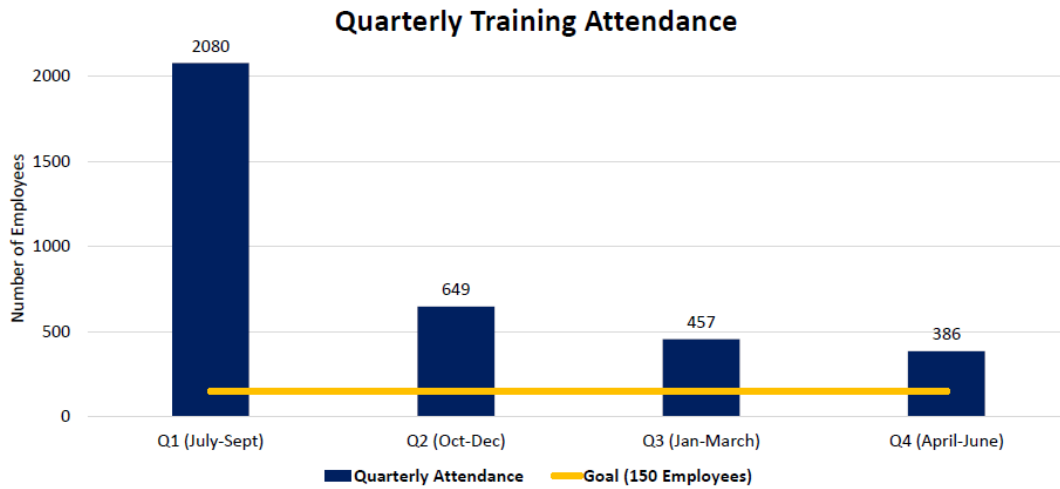
Employee Engagement and Development Highlights



Employee Development and Engagement continued

Performance Measures/Statistics

STRATEGIC PERFORMANCE GOAL: EMPLOYEE ENGAGEMENT



- **Definition:** The number of employees who attended a SacRT provided training program.
- **FY23 Total:** 3,572 Number of Times Employees Attended Sessions
- **How to Read:** Bigger is Better

Employee Engagement and Development Highlights

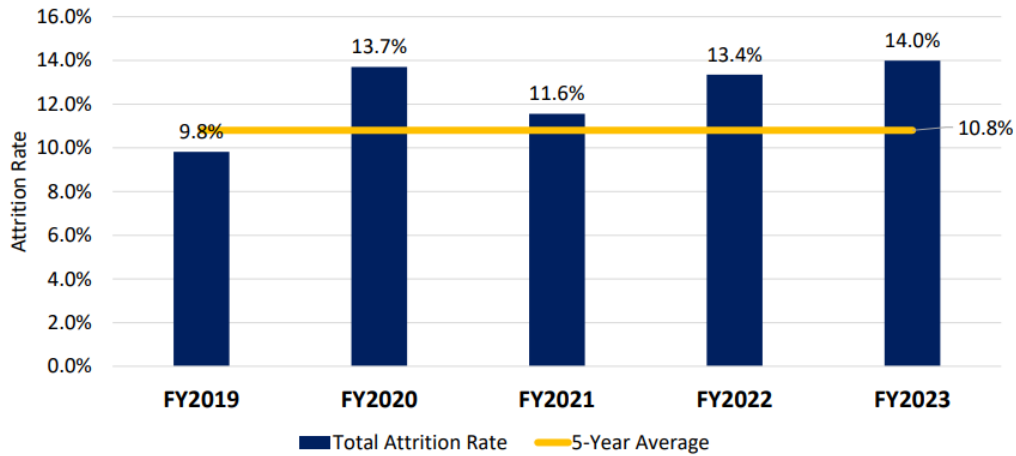


Employee Development and Engagement continued

Performance Measures/Statistics

STRATEGIC PERFORMANCE GOAL: COMMUNITY VALUE

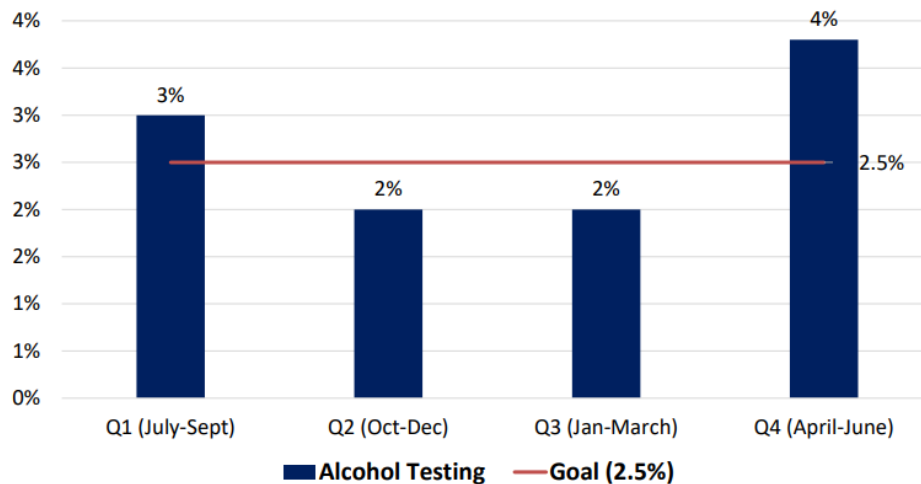
Multi-Year Attrition Rate



- **Definition:** The number of employees that leave the SacRT workforce.
- **FY23 Total Attrition:** 178 employees
- **How to Read:** Fewer is Better

STRATEGIC PERFORMANCE GOAL: CUSTOMER SATISFACTION

Alcohol Testing Request Completion



- **Definition:** The percentage of completion of alcohol testing requests per quarter to meet target (10% of staff annually)
- **FY23 Quarterly Average:** 3%
- **How to Read:** Bigger is Better
- **Note:** This project uses calendar year metrics instead of fiscal year.



Employee Development and Engagement continued

Expenses

By Expense Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Salaries & Benefits	\$ -	\$ -	\$ -	\$ 3,636,619	\$ 3,933,199	\$ 296,580	8.2%
Professional Services	-	-	-	528,718	762,500	233,782	44.2%
Materials & Supplies	-	-	-	16,145	14,300	(1,845)	(11.4%)
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	-	-	-	126,901	145,184	18,283	14.4%
Total	\$ -	\$ -	\$ -	\$ 4,308,383	\$ 4,855,183	\$ 546,800	12.7%

By Department

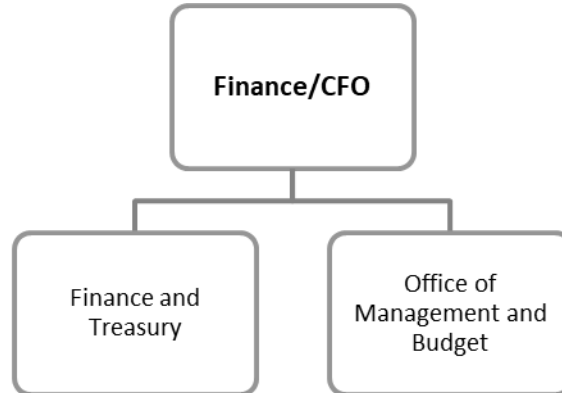
	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Employment Development & Engagement	\$ -	\$ -	\$ -	\$ 270,996	\$ 293,308	\$ 22,312	8.2%
Human Resources	-	-	-	2,792,342	3,038,280	245,938	8.8%
Employee Relations	-	-	-	775,320	842,484	67,164	8.7%
Training & Workforce Development	-	-	-	469,725	681,111	211,386	45.0%
Total	\$ -	\$ -	\$ -	\$ 4,308,383	\$ 4,855,183	\$ 546,800	12.7%

Positions

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Employment Development & Engagement	0	0	0	1	1	0	0.0%
Human Resources	0	0	0	15	16 ¹	1	6.7%
Employee Relations	0	0	0	4	4	0	0.0%
Training & Workforce Development	0	0	0	3	3	0	0.0%
Total	0	0	0	23	24	1	4.3%

¹ Added 1 Human Resources Analyst I
Reclass Labor Relations Analyst II to Sr. Labor Relations Analyst

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; develops operating budget and long-term forecasts, evaluates operational efficiencies and service changes and expansions.

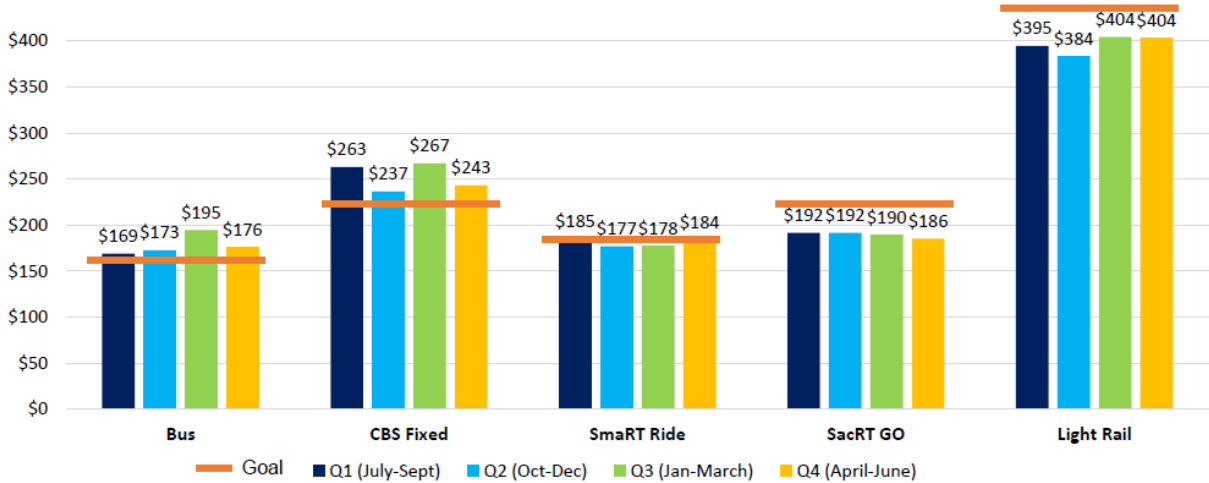
Finance/Chief Financial Officer continued

Performance Measures/Statistics



STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

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).

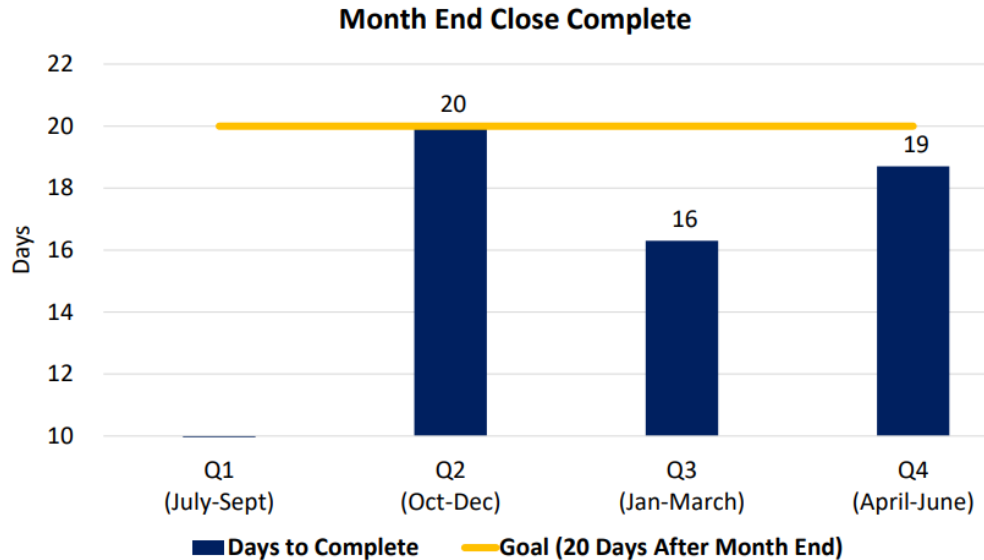
How to Read: Lower is better

Overall Highlights

Finance/Chief Financial Officer continued

Performance Measures/Statistics

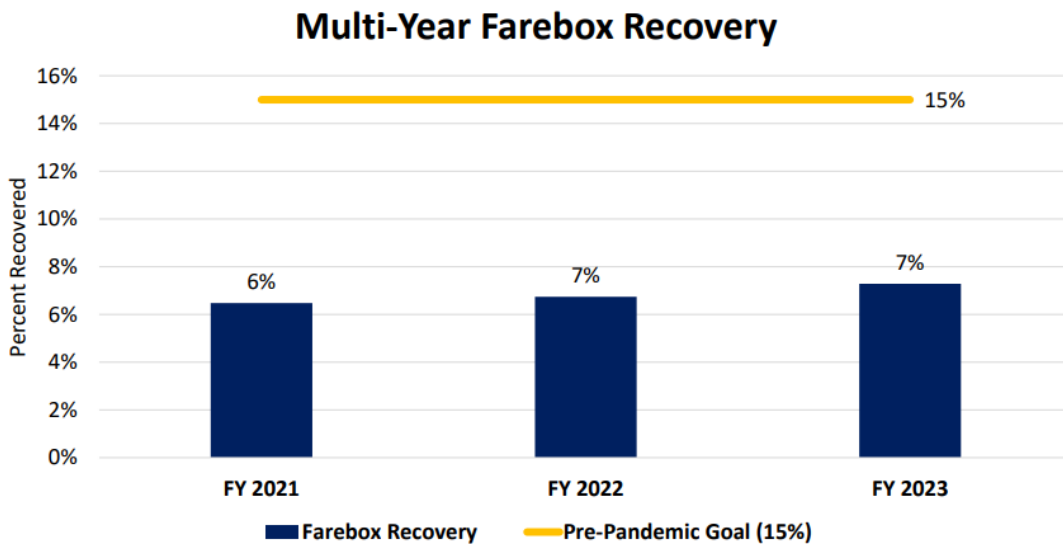
STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE



Definition: The average number of days it takes to complete month end close.

FY23 Average: 18.3 Days

How to Read: Smaller is better



- **Definition:** Farebox recovery ratio measures the fraction of operating expenses which are covered by the fares paid by passengers. (TDA requirement 23.5% with local supplement)
- **3-Year Average:** 6.8% recovery
- **How to Read:** Bigger is better



Finance/Chief Financial Officer continued

Expenses

Expenses By Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24 Amount	Percent
Salaries & Benefits	\$ 6,106,961	\$ 6,246,860	\$ 6,775,565	\$ 3,404,745	\$ 3,191,779	\$ (212,966)	(6.3%)
Professional Services	1,370,167	1,333,440	1,505,654	777,489	863,500	86,011	11.1%
Materials & Supplies	265,219	145,853	202,332	211,689	171,000	(40,689)	(19.2%)
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	9,095,761	11,431,766	18,663,352	-	-	-	N/A
Other	1,769,748	1,309,812	1,376,882	729,345	2,441,200	1,711,855	234.7%
Total	\$ 18,607,856	\$ 20,467,731	\$ 28,523,785	\$ 5,123,268	\$ 6,667,479	\$ 1,544,211	30.1%

By Department

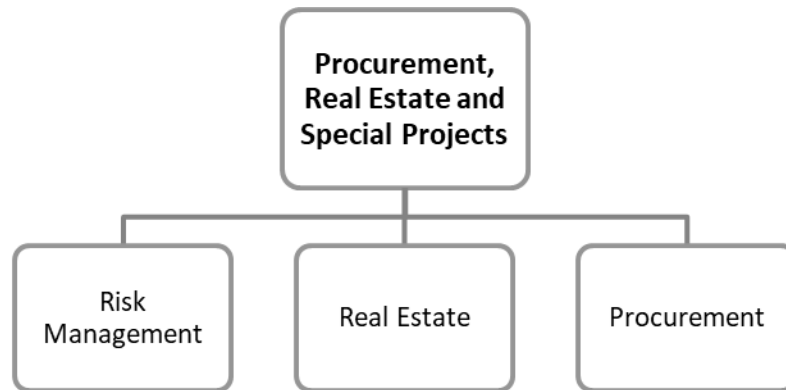
	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24 Amount	Percent
Finance/CFO	495,641	509,038	774,621	511,238	2,210,429	\$ 1,699,191	332.4%
Finance/Treasury	3,868,987	3,165,721	3,572,378	3,597,482	3,805,641	208,159	5.8%
Risk Management	10,809,119	13,380,302	20,550,912	-	-	-	N/A
Office of Mgmt & Budget	1,166,364	1,257,521	1,535,903	1,014,548	651,409	(363,139)	(35.8%)
Real Estate	946,637	1,037,279	973,472	-	-	-	N/A
Procurement	1,321,108	1,117,870	1,116,499	-	-	-	N/A
Total	\$ 18,607,856	\$ 20,467,731	\$ 28,523,785	\$ 5,123,268	\$ 6,667,479	\$ 1,544,211	30.1%

Positions

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24 Amount	Percent
Finance/CFO	2	2	2	2	2	0	0.0%
Finance/Treasury	20	21	22	18	18	0	0.0%
Risk Management	5	7	7	0	0	0	N/A
Office of Mgmt & Budget	9	7	8	9	3 ¹	-6	(66.7%)
Real Estate	2	2	2	0	0	0	N/A
Procurement	7	8	10	0	0	0	N/A
Total	45	47	51	29	23	-6	(20.7%)

¹ Transfer 6 grants and capital positions to Planning and Engineering Division

Procurement, Real Estate and Special Projects



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

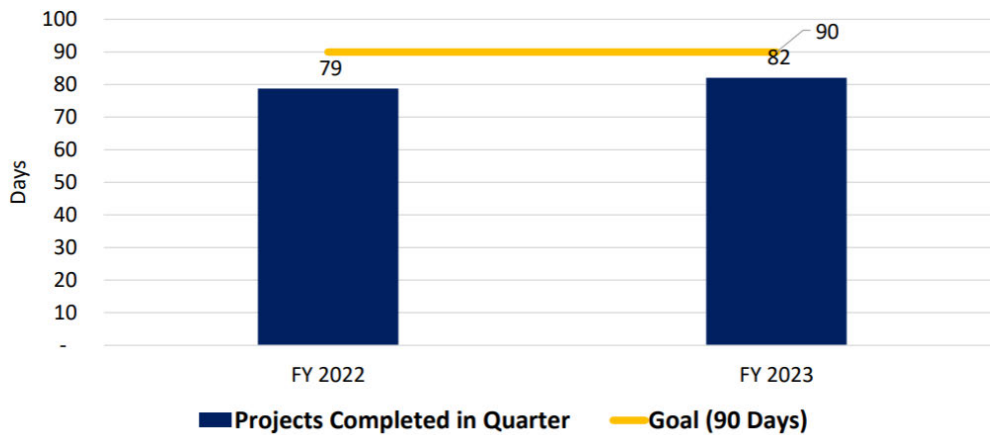
- Procurement, Real Estate and Special Projects plays key and related roles in the future of SacRT as we work toward our ambitious Campus Master Plan, which includes a new administrative headquarter building, two new bus maintenance facilities and a new rail facility. Risk management and Transit Asset 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.
 - 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.
- 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 Projects continued

Performance Measures/Statistics

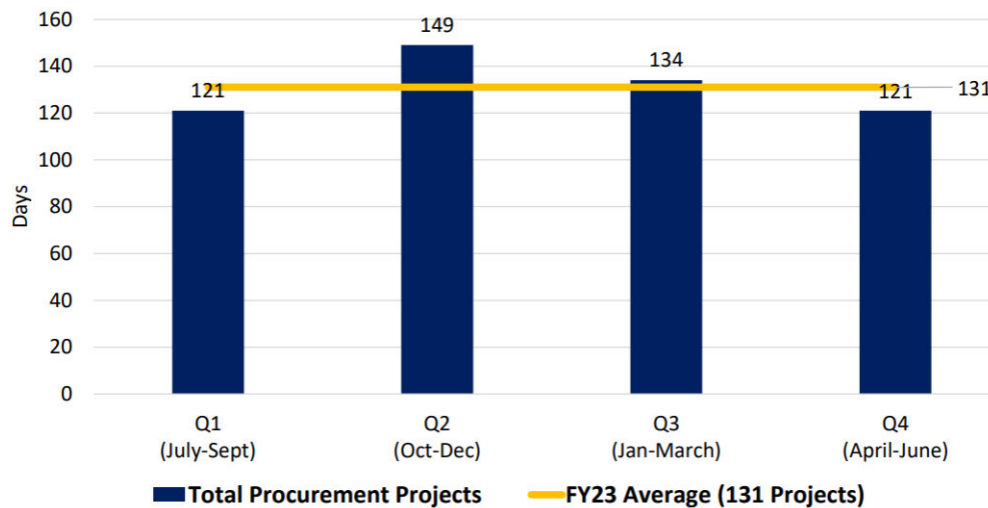
STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

Multi-year Average Number of Days To Complete of Projects Closed in Quarter



- **Definition:** Average days for all projects closed in this quarter. Calculated using the average time in days from receipt of fully defined scope/spec and requisition received until contract or PO release date.
- **2-Year Average:** 80 Days
- **How to Read:** Smaller is better

Total Procurement Projects



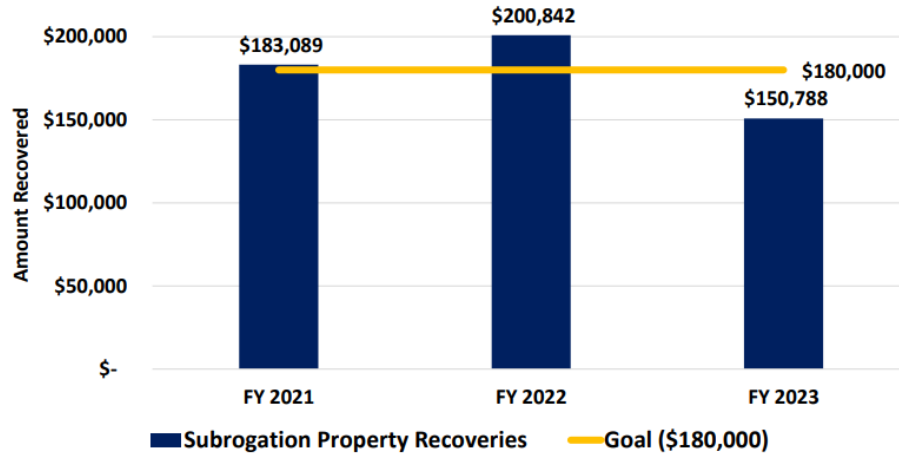
- **Definition:** Number of active projects in process.
- **FY23 Average:** 131 Active projects each quarter

Procurement, Real Estate and Special Projects continued

Performance Measures/Statistics

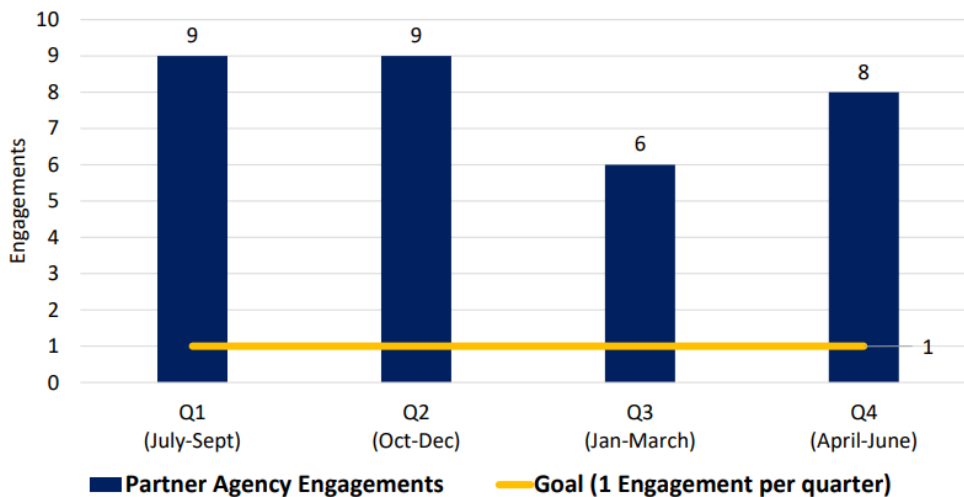
STRATEGIC PERFORMANCE GOAL: COMMUNITY VALUE

Multi-Year Subrogation Property Recoveries



- **Definition:** Quarterly dollar amount associated with risk subrogation and recovery efforts from first and third parties.
- **3-Year Total:** \$534,719
- **How to Read:** Bigger is better

Real Estate Partner Agency Engagements



- **Definition:** The number of engagements with external partners. (Project Based)
- **FY23 Quarterly Average:** 8 Engagements
- **How to Read:** Bigger is better



Procurement, Real Estate and Special Projects continued

Expenses

Expenses By Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Salaries & Benefits	\$ -	\$ -	\$ -	\$ 3,449,121	\$ 3,945,489	\$ 496,368	14.4%
Professional Services	-	-	-	769,823	1,128,781	358,958	46.6%
Materials & Supplies	-	-	-	94,142	99,577	5,435	5.8%
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	28,318,280	22,788,131	(5,530,149)	(19.5%)
Other	-	-	-	696,767	2,246,536	1,549,769	222.4%
Total	\$ -	\$ -	\$ -	\$ 33,328,133	\$ 30,208,514	\$ (3,119,619)	(9.4%)

By Department

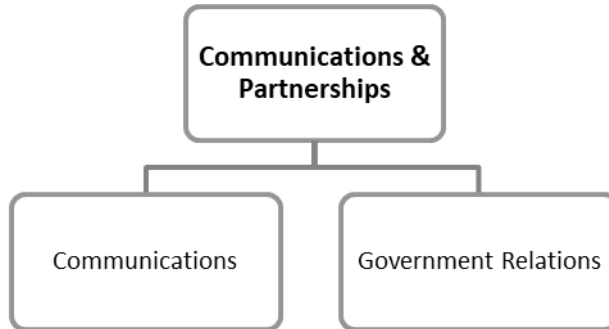
	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Risk Management	-	-	-	30,330,358	25,112,755	(5,217,603)	(17.2%)
Procurement, RE & SP	-	-	-	602,230	661,398	59,168	9.8%
Real Estate	-	-	-	1,118,308	2,752,770	1,634,462	146.2%
Procurement	-	-	-	1,277,237	1,681,591	404,354	31.7%
Total	\$ -	\$ -	\$ -	\$ 33,328,133	\$ 30,208,514	\$ (3,119,619)	(9.4%)

Positions

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Procurement, Real Estate & Special Projects	0	0	0	3	3	0	0.0%
Risk Management	0	0	0	7	8 ¹	1	14.3%
Real Estate	0	0	0	2	2	0	0.0%
Procurement	0	0	0	10	10	0	0.0%
Total	0	0	0	22	23	1	4.5%

¹ Added 1 Risk Analyst II

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

STRATEGIC PERFORMANCE GOAL: COMMUNITY VALUE

FY23 Social Follower Growth



- **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 Highlights

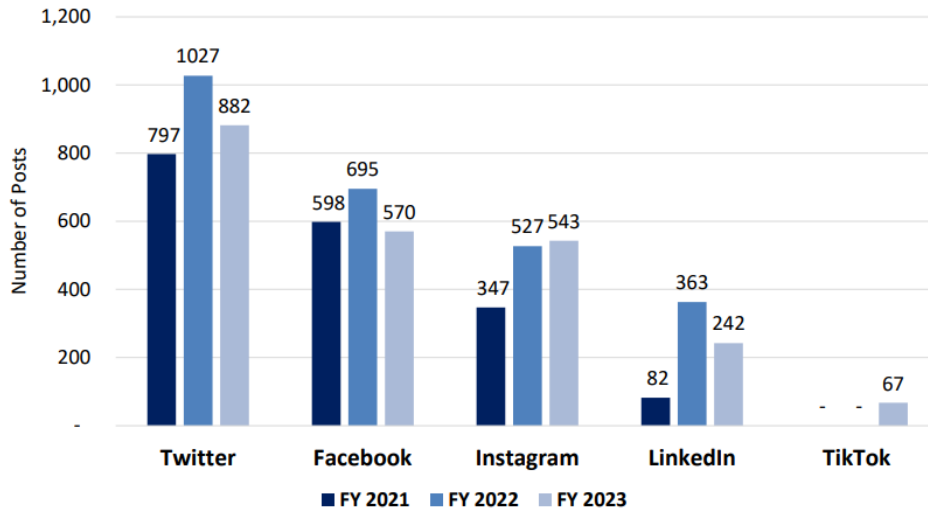


Communications and Partnerships continued

Performance Measures/Statistics

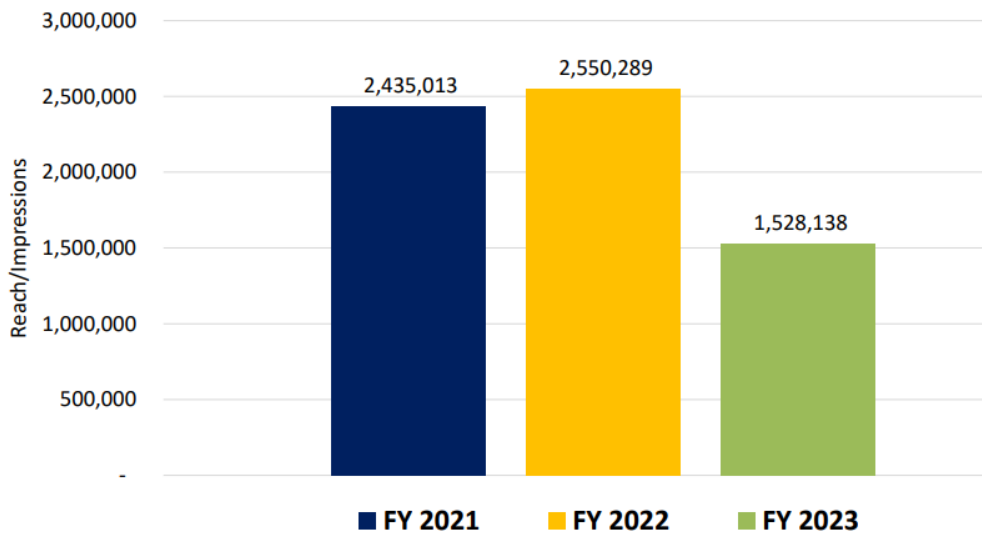
STRATEGIC PERFORMANCE GOAL: COMMUNITY VALUE

Multi-Year Total Number of Social Media Posts



- **Definition:** The number of posts that staff makes on a quarterly basis by platform type.
- In FY23 Twitter saw a -14% decrease in posts, Facebook saw an 18% decrease, Instagram saw a 3% increase, and LinkedIn saw a 33% decrease, and TikTok is new this year.

Multi-Year Total Reach by Platform

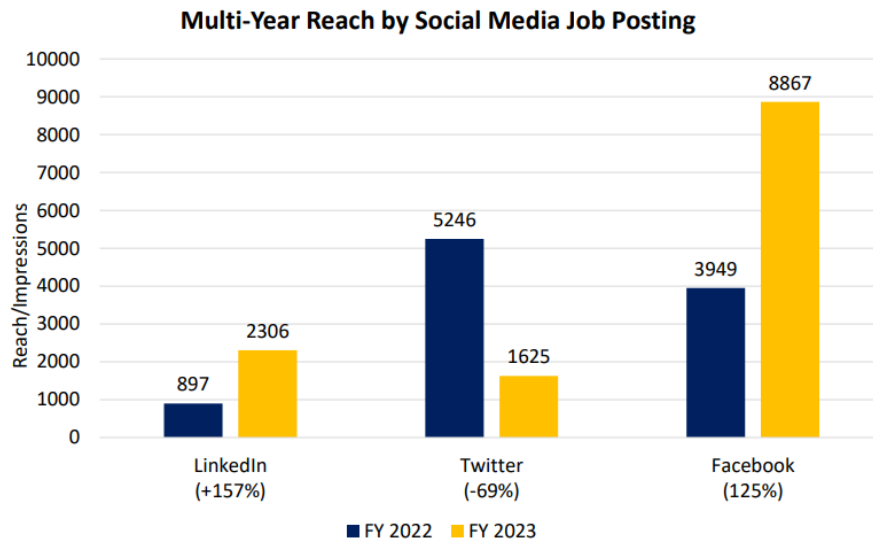


- **Definition:** Total reach/impressions of content shared on SacRT social media platforms.
- **FY23 % Change:** -40%
- **How to read:** Bigger is better

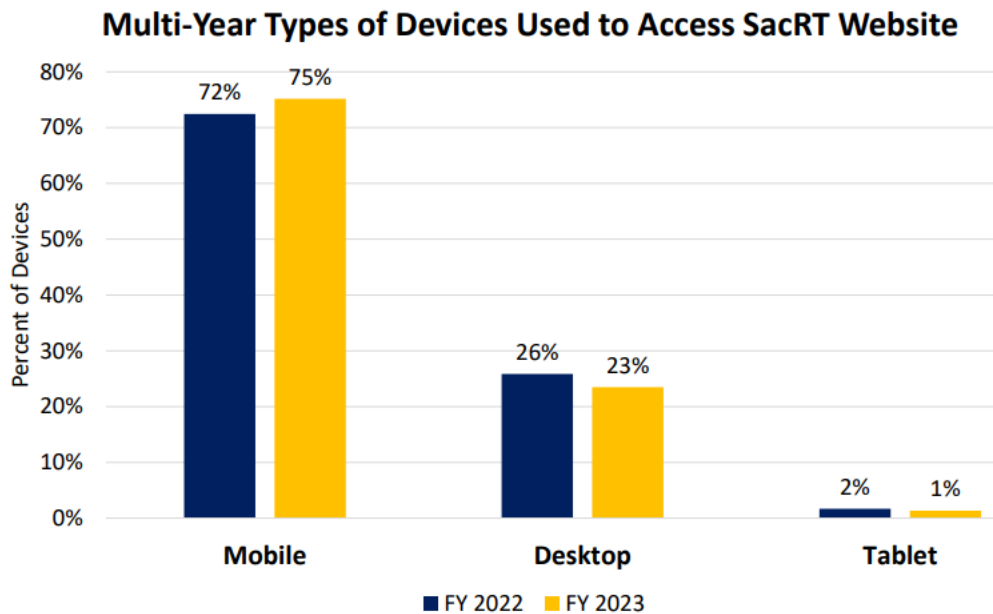
Communications and Partnerships continued

Performance Measures/Statistics

STRATEGIC PERFORMANCE GOAL: COMMUNITY VALUE



- **Definition:** Average impression (meaning how many people could have seen the post) per job posting on a quarterly basis by platform type.
- **How to read:** Bigger is better



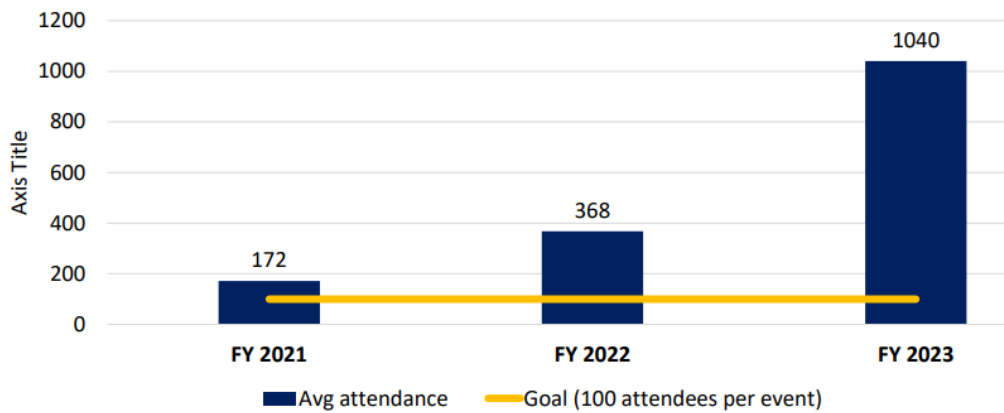
- **Definition:** The type of device used to access the SacRT website.

Communications and Partnerships continued

Performance Measures/Statistics

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

Multi-Year Sponsorship Event Attendance



- **Definition:** Average number of attendees per paid sponsored event.
- **FY23 % Change:** 183% Increase
- **How to read:** Bigger is better (ROI)





Communications and Partnerships continued

Expenses

Expenses By Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Salaries & Benefits	\$ -	\$ -	\$ 1,434,600	\$ 1,661,731	\$ 2,120,973	\$ 459,242	27.6%
Professional Services	-	-	484,645	704,061	1,022,700	318,639	45.3%
Materials & Supplies	-	-	17,554	22,765	33,000	10,235	45.0%
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	-	-	362,743	403,873	334,600	(69,273)	(17.2%)
Total	\$ -	\$ -	\$ 2,299,542	\$ 2,792,430	\$ 3,511,273	\$ 718,843	25.7%

By Department

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Government Relations	\$ -	\$ -	\$ 240,706	\$ 320,035	\$ 564,824	\$ 244,789	76.5%
Communications & Partnership:	-	-	487,993	362,129	347,338	(14,791)	(4.1%)
Communication	-	-	1,570,843	2,110,266	2,599,111	488,845	23.2%
Total	\$ -	\$ -	\$ 2,299,542	\$ 2,792,430	\$ 3,511,273	\$ 718,843	25.7%

Positions

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Government Relations	0	0	2	2	2	0	0.0%
Communications & Partnership:	0	0	1	1	1	0	0.0%
Communication	0	0	6	13	13	0	0.0%
Total	0	0	9	16	16	0	0.0%

Security, Safety and Customer Satisfaction

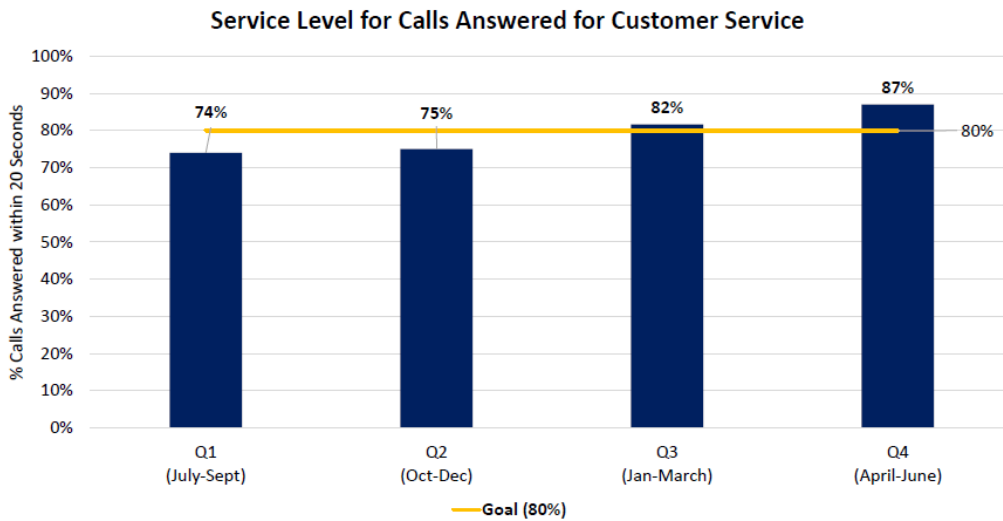


- Security, Safety and Customer Satisfaction provides executive leadership, direction and management over contracted Police Officers, Sheriff Deputies and Security Guards as well as Transit Ambassadors and Transit officers. The Division encompasses the Security Operations Center, Safety and Environmental, 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

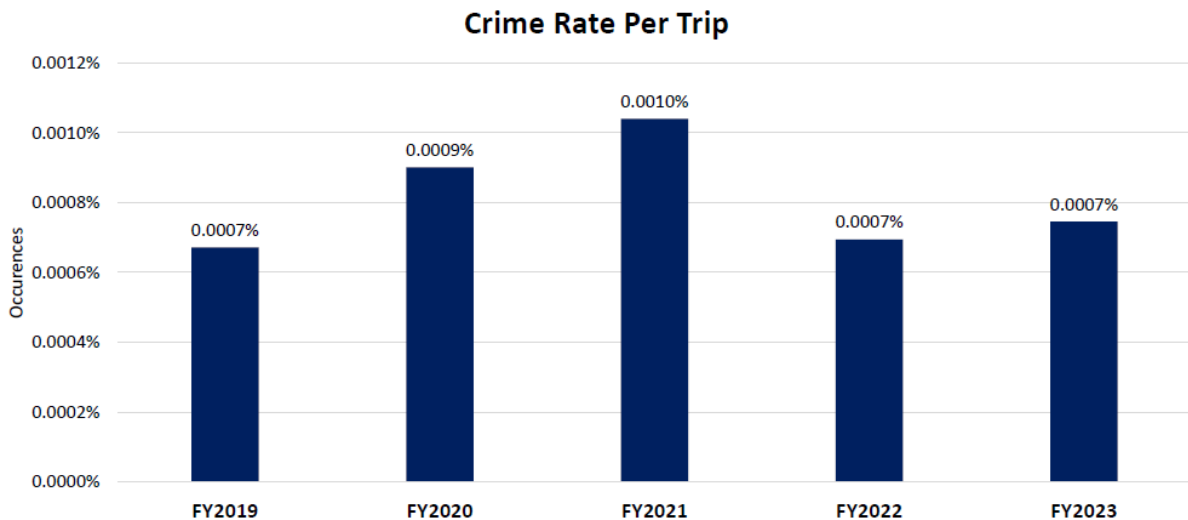
Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: CUSTOMER SATISFACTION



- **Definition:** Percentage of calls answered within 20 seconds for Customer Service queues.
- **FY23 Average:** 79%
- **How to Read:** Bigger is Better

Security, Safety, Customer Satisfaction Highlights

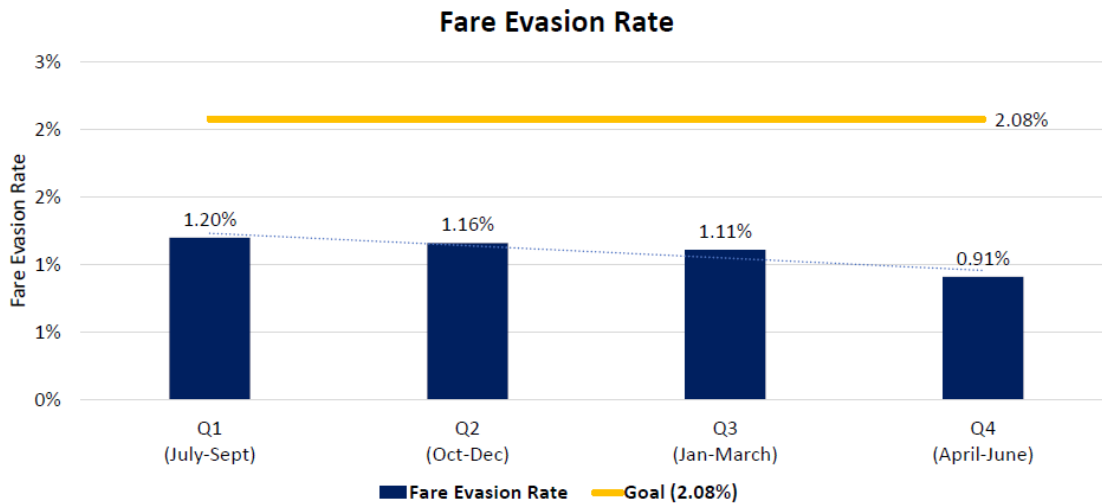


- **Definition:** The number of Part 1 crimes on SacRT property divided by total trips
- **How to Read:** Lower is better

Security, Safety and Customer Satisfaction continued

Performance Measures/Statistics continued

STRATEGIC PERFORMANCE GOAL: COMMUNITY VALUE



- **Definition:** Fare evasion rate is calculated by percentage of fares inspected divided by the number of citations issued for the month.
- **FY23 Average:** 1.1%
- **How to Read:** Lower is better

Overall Highlights



Security, Safety and Customer Satisfaction continued

Performance Measures/Statistics

STRATEGIC PERFORMANCE GOAL: OPERATIONAL EXCELLENCE

Quality Measures	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24 Amount	Change FY23 to FY24 Percent
Percent of passengers inspected	21.45%	25.14%	25.90%	20.60%	20.00%	-0.01	-2.9%
Cited passengers without proper fare	27,035	31,138	16,754	13,706	30,000	16,294	118.9%
Light Rail Fare evasion	1.39%	2.10%	1.40%	1.10%	1.50%	0.00	36.4%

STRATEGIC PERFORMANCE GOAL: CUSTOMER SATISFACTION

Quality Measures	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24 Amount	Change FY23 to FY24 Percent
Number of customer contacts	14,698	13,989	7,024	9,042	14,000	4,958	54.8%
Number of passenger service reports processed	64	84	335	460	100	-360	-78.3%
Number of security related customer reports	160	145	159	213	125	-88	-41.3%
Percent of security related customer contact	1.14%	2.80%	2.30%	2.40%	1.20%	0	-50.0%

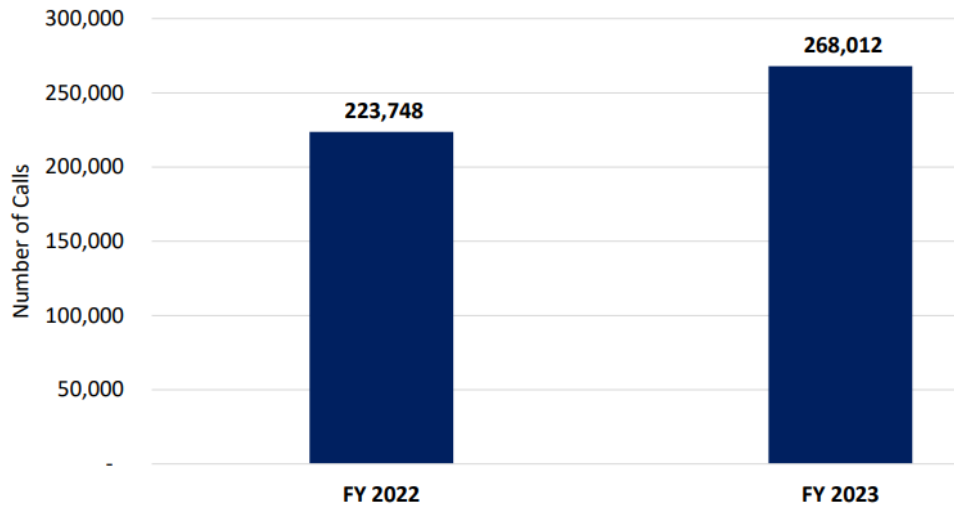


Security, Safety and Customer Satisfaction continued

Performance Measures/Statistics

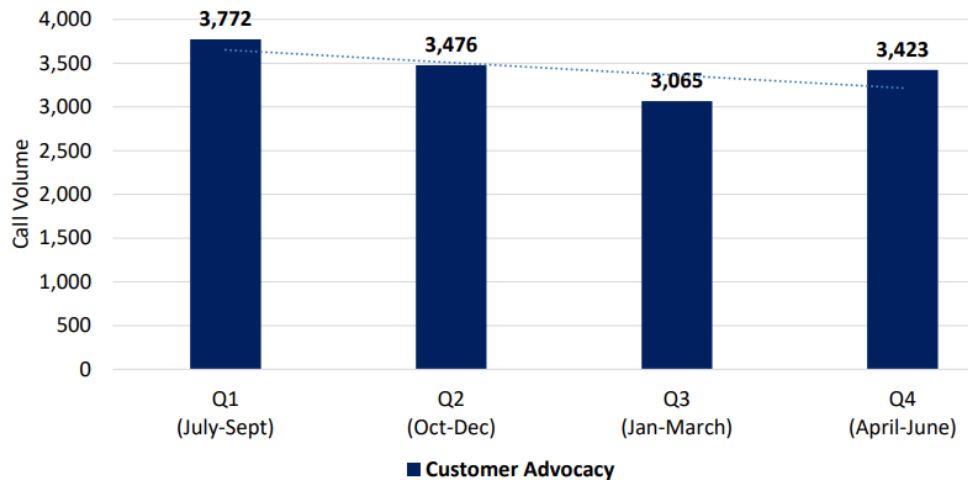
STRATEGIC PERFORMANCE GOAL: CUSTOMER SATISFACTION

Customer Service Call Volume



- **Definition:** Total number of annual calls for Customer Service.
- **FY23 % Change:** 20% Increase

Call Volume: Customer Advocacy



- **Definition:** Total number of calls each quarter for Customer Advocacy.
- **FY23 Total:** 13,736 calls



Security, Safety and Customer Satisfaction continued

Expenses

Expenses by Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Salaries & Benefits	\$ 6,980,441	\$ 7,107,189	\$ 7,563,813	\$ 7,718,589	\$ 9,506,132	\$ 1,787,543	23.2%
Professional Services	6,396,655	6,123,485	7,588,339	7,812,974	9,114,773	1,301,799	16.7%
Materials & Supplies	311,240	587,400	280,320	217,541	383,000	165,459	76.1%
Utilities	-	(233)	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	75,713	20,950	42,643	137,499	75,300	(62,199)	(45.2%)
Total	\$ 13,764,049	\$ 13,838,792	\$ 15,475,115	\$ 15,886,603	\$ 19,079,205	\$ 3,192,602	20.1%

By Department

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Police Services	\$ 10,690,185	\$ 10,105,948	\$ 11,479,823	\$ 12,243,836	\$ 14,394,596	\$ 2,150,760	17.6%
Security, Safety & CS	212,630	265,429	508,771	72,461	290,710	218,249	301.2%
Safety & Environmental	807,343	1,111,938	978,143	1,074,557	1,559,298	484,741	45.1%
Customer Satisfaction	2,053,892	2,355,476	2,508,378	2,495,749	2,834,601	338,852	13.6%
Total	\$ 13,764,049	\$ 13,838,792	\$ 15,475,115	\$ 15,886,603	\$ 19,079,205	\$ 3,192,602	20.1%

Positions

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24	
						Amount	Percent
Police Services	49	44	49	46	46	0	0.0%
Security and Safety	1	1	1	1	1	0	0.0%
Safety & Environmental	3	3	6	6	6	0	0.0%
Customer Satisfaction	0	26	26	26	26	0	0.0%
Total	53	74	82	79	79	0	0.0%



Non Divisional

Expenses

Expenses by Category

	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected	FY 2024 Budget	Change FY23 to FY24 Amount	Percent
Salaries & Benefits	\$ (228,970)	\$ (199,452)	\$ (172,175)	\$ (245,098)	\$ (11,650,964)	\$ (11,405,866)	4653.6%
Professional Services	-	-	-	-	-	-	N/A
Materials & Supplies	-	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	-	-	-	-	-	-	N/A
Total	\$ (228,970)	\$ (199,452)	\$ (172,175)	\$ (245,098)	\$ (11,650,964)	\$ (11,405,866)	4653.6%

This category includes estimated savings for future vacancies for FY 2024 and SacRT's indirect cost allocation plan in accordance with 2CFR 200 "Cost Principles for State and Local Governments." The cost allocation plan is a document that distributes the district's allocated departmental indirect costs to capital projects. It accounts as additional operating savings for labor and fringe benefits.

The FY 2024 Budget proposes \$11.6 million for non-divisional savings from vacancies and indirect costs for capital projects, an increase of \$11.4 million from the FY 2023 projections.

- 6% vacancy factor for Operators and 8% vacancy factor for non-Operators were used to calculate future vacancy savings for FY 2024. The estimated savings of \$11.2 million are budgeted in the non-divisional cost center, while actual vacancy savings in prior years are reflected in each division as a reduction to the labor cost.
- This budget also includes indirect costs for capital projects. It is estimated at \$0.4 million, which is an increase of \$0.2 million from the FY 2023 projections of \$0.2 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 proceeding. Modernizing the rail fleet will reduce maintenance and repair costs associated with keeping the aging LRVs in service past their 25-year useful life. SacRT has executed a contract with Siemens to purchase up to 76 modern low floor light rail vehicles (LRVs). Currently 28 LRVs are in production, with an additional 16 LRVs to start production by January 2024. 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, technology enhancements to create and improve communications infrastructure and facility upgrades to accommodate the new light rail vehicles.

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

This project will replace thirteen 1st Series Siemens LRVs that were purchased in 1987 with modern low floor vehicles. In 2018 SacRT received a large grant award from the State for this project. SacRT has received 10 of 13 replacement LRVs as of October 2023, remaining LRVs will be delivered by December 30, 2023. SacRT anticipates all 13 LRVs to be in revenue service by September 2024.

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

This project will replace eight 1st Series Siemens LRVs. SacRT has issued a notice to proceed and anticipates arrival of first NTP 2 LRV by May 2025, and all eight LRVs to be in service by June 2026.

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

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



Major Capital Projects continued

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

This project will replace seven 1st Series Siemens LRVs and 1 CAF LRV. Notice to proceed will be issued in February 2024. Anticipate arrival of first NTP 4 LRV by January 2026, and all eight LRVs to be in service by November 2026.

- **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. 18 of 29 GoldLine stations have been converted/ modified. Anticipate Phase 1 construction to be completed by June 2024.

Phase 2: Gold Line Three Car Conversion - Design is approximately 80% complete and will be 100% complete by June 2024. Anticipate Phase 2 conversion contract to be awarded by December 2024 and construction to be completed by June 2026.

Phase 3: Blue Line Light Rail Station Low Floor Conversion - Design is 100% complete. Anticipate construction contract to be awarded by December 2023 and construction to be completed by May 2024.

Phase 4: Blue Line Light Rail Station Low Floor Conversion - Design is approximately 30% complete and will be 100% complete by June 2024. Anticipate Phase 4 conversion contract to be awarded by December 2024 and construction to be completed by June 2026.

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

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

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

Both project components are currently in the planning stage.

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 progress with completion expected by the Fall of 2024.

Segment 2: Rancho Cordova Double Tracking Construction. Design is 100% complete and in SacRT review 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. SacRT has received 6 expansion LRVs as of October 2023, and final LRV will be delivered by December 2023. SacRT anticipates all 7 expansion LRVs to be in revenue service by September 2024.





Major Capital Projects continued

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.

With an updated scope agreed to by stakeholder, beginning at Sutter Health Park, along Capital Mall, right on 3rd St, left on N St, and then connecting to Sac Valley Station; SacRT staff began an environmental refresh in February 2023. Concurrently a design consultant was hired to begin in-depth design, to help inform the environmental document. The project is scheduled to finish environmental in early 2024 and complete design by the end of 2024. The Project will then submit to FTA for approval and begin construction in 2027.

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

SacRT is partnering with Sacramento Housing and Redevelopment Agency (SHRA) to design and construct a new light rail station on SacRT's Blue Line in North Sacramento near Richards Boulevard and North 12th Street. The station is part of SHRA's Twin Rivers housing redevelopment project, which received a \$17.6 million Transformative Climate Communities (TCC) grant from California Strategic Growth Council (SGC) in December 2018. \$17.6 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 by June 2024.

- **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. Final design was completed in June 2023, bids are due November 3, 2023, and contract will be awarded by December 30, 2023.



Major Capital Projects continued

Additional Projects Continued

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

This project includes work needed to relocate staff out of midtown offices that are outdated and dilapidated, to four suites at 1102 Q Street. Scope includes furnishing the offices, installing IT/AV equipment, and moving services. Modifications to the offices has been completed and all staff have been relocated.

- **40' CNG Bus Replacement (61) / Retank (30) (B173)**

This project will replace 61 40' CNG buses, purchase a bus for UCD service and re-tank 30 CNG buses. All 61 replacement buses have been delivered, UCD bus delivered and all 30 buses have been re-tanked.

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

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

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

This project will relocate the existing terminal LRT station and storage tracks on H Street to a new north-south axis west of 5th Street and construct a new centerboard platform. The project is currently undergoing an environmental update to be completed by December 2023. Design starts immediately after and will be finished by April 2025. Construction begins in December 2025 with completion scheduled by June 2028.

Revenues & Expenses

SacRT relies primarily on local, state, and federal grants to pay for capital projects. The FY 2024 budget proposes an increase in budget authority of \$318 million and budget carry forward from previous years of \$1.584 billion to bring the FY 2024 Budget Authority to \$1.902 billion.

- The FY 2024 capital budget includes funding of \$855.4 million which is comprised of \$375.0 million for Guideway Projects, \$343.0 million for Revenue Vehicle Projects, \$73.3 million for Passenger Station Projects, \$8.4 million for Maintenance Building Projects, \$15.2 million for Communication/IT Systems, \$38.9 million for other Capital Projects, \$3.3 million for Administrative Buildings, and \$1.7 million for Service Vehicles. The FY24 Capital Budget includes \$1.0 billion in funding to be determined.
- Federal, State and Local funding opportunities for capital projects are comprised of funding sources that are applied for on a project-by-project basis. The availability of the funding is dependent upon individual funding programs. The total funding opportunities for a fiscal year is based on the amount of funding sources available from federal appropriations, program allocations made by the State, or other funding sources made available for application.
- The TBD budget amount gives SacRT staff the authority to apply for competitive grant opportunities for projects up to the TBD amount.



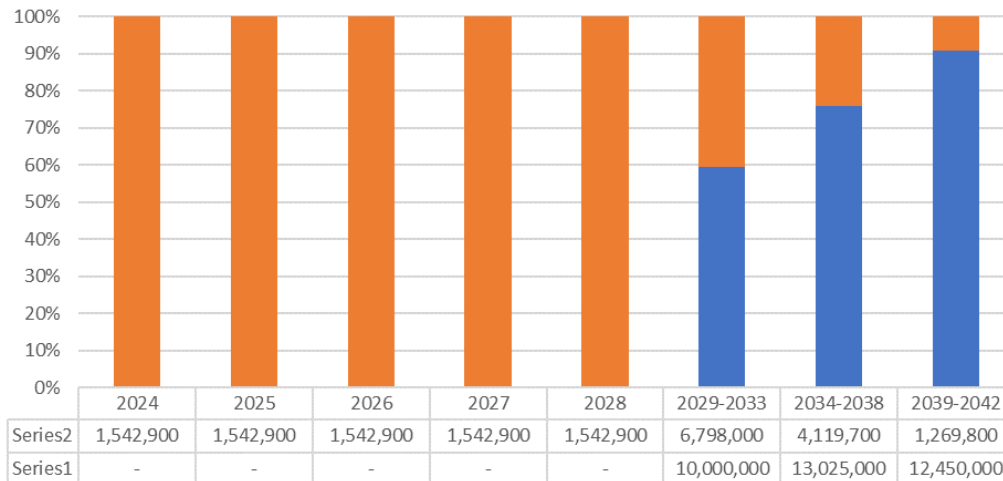


Debt Service

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

Fiscal Year Ending June 30,:	Principal	Interest	Total	Outstanding Balance
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	-	1,542,900	1,542,900	35,475,000
2029-2033	10,000,000	6,798,000	16,798,000	25,475,000
2034-2038	13,025,000	4,119,700	17,144,700	12,450,000
2039-2042	12,450,000	1,269,800	13,719,800	-
	35,475,000	19,902,000	55,377,000	55,377,000

Debt Service Repayment Schedule

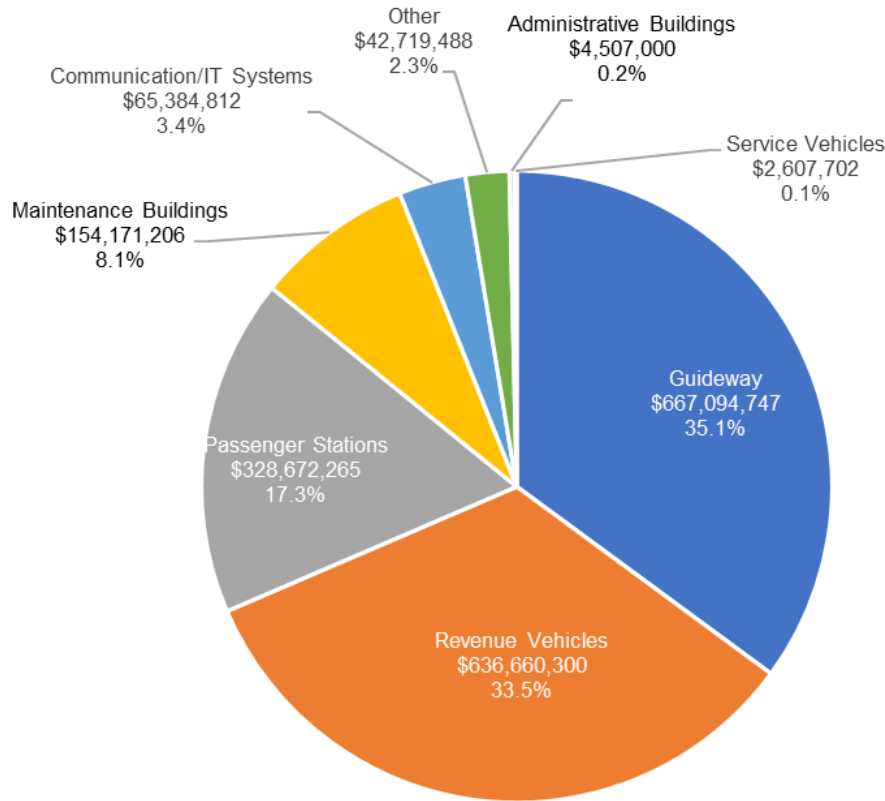


In February 2023, Moody’s Investors Service published a research report on the financial status of California’s transit agencies and found that SacRT has an A2 financial rating, one of the most favorable outlooks of any transit agency.

The report noted that SacRT “will add to already sound operating liquidity by the end of Fiscal Year 2023. Providing additional cushion to weather operating headwinds from potential sales tax volatility as the economy cools, rising expenditures especially from labor costs, and the end of federal pandemic aid, which officials plan to spend down by fiscal 2025.



Capital Budget by Category



(Dollars in Thousands)

Project Categories	# of Projects	Total Project Budget	% of Total Budget
Guideway	17	\$667,094,747	35.1%
Revenue Vehicles	19	\$636,660,300	33.5%
Passenger Stations	18	\$328,672,265	17.3%
Maintenance Buildings	17	\$154,171,206	8.1%
Communication/IT Systems	16	\$65,384,812	3.4%
Other	27	\$42,719,488	2.3%
Administrative Buildings	5	\$4,507,000	0.2%
Service Vehicles	2	\$2,607,702	0.1%
Total	121	\$ 1,901,817,520	100.0%



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 the 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 12/31/25)

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)

R376 - Replacement New Low Floor LRVs: Purchase 8 new low-floor Light Rail Vehicles to replace 8 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.

R377 - Replacement New Low Floor LRVs: Purchase 8 new low-floor Light Rail Vehicles to replace 8 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.

R378 - Replacement New Low Floor LRVs: Purchase 8 new low-floor Light Rail Vehicles to replace 8 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.

Impact of Capital Improvements on Operating Budget continued

R359 - LR Modern. 15 Min. Service to Folsom (Side Track): Complete track and signal work on the segment of the Gold Line between Sunrise and Historic Folsom Light Rail Stations to enable 15-minute service from downtown Sacramento to Folsom.

B165 - Electric Bus Charging Infrastructure: 4,000 AMP: Design and construct 4,000 AMP charging infrastructure at Bus Maintenance Facility #1 (BMF1) in midtown Sacramento. This will provide charging capacity for 52 initial battery electric bus procurements. SacRT is mandated to convert to 100% zero-emission operations by 2040. This initial conversion will utilize routes that can be electrified based on their range and load capacity. Estimated completion date is mid-2025.

Combined impact	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
all capital projects	\$ -	\$ 2,167,908	\$ 3,031,921	\$ 3,194,502	\$ 3,290,335
Salaries & Benefits	-	1,491,520	2,085,962	2,197,816	2,263,751
Professional Services	-	214,623	300,160	316,256	325,743
Materials & Supplies	-	136,578	191,011	201,254	207,291
Utilities	-	73,709	103,085	108,613	111,871
Insurance & Liability	-	197,280	275,905	290,700	299,421
Other	-	54,198	75,798	79,863	82,258





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	Project Budget					Project Funding	
	FY 2023 Amended Budget	FY 2024 Budget Additions	FY 2024 Project Budget	Expended through FY 2023	FY 2024 Remaining Budget	Total Funds Available	Grant Funding TBD
Guideway Capital Projects							Quantity: 17
<i>Light Rail Capital Projects</i>							Quantity: 16
South Sacramento Corridor Phase 2 LR Extension	\$270,000,000	\$0	\$270,000,000	\$268,795,618	\$1,204,382	\$270,000,000	\$0
Bridge Asset Rehabilitation	\$137,333	\$0	\$137,333	\$15,209	\$122,124	\$137,333	\$0
Biennial Bridge Inspections / Repairs	\$251,873	\$0	\$251,873	\$239,622	\$12,251	\$251,873	\$0
Arcade Creek Bridge Environmental Clearance	\$110,000	\$0	\$110,000	\$12,203	\$97,797	\$110,000	\$0
Light Rail Crossing Enhancements	\$1,719,924	\$0	\$1,719,924	\$1,494,773	\$225,151	\$1,719,924	\$0
Green Line Final EIS/EIR	\$3,000,000	\$0	\$3,000,000	\$0	\$3,000,000	\$0	\$3,000,000
LR Modern. 15 Min. Service to Folsom (Side Track)	\$67,392,000	\$39,780,977	\$107,172,977	\$10,050,365	\$97,122,612	\$35,118,016	\$72,054,961
Sacramento Valley Double Tracking/MLS Station/Tail Track	\$95,800,000	\$0	\$95,800,000	\$0	\$95,800,000	\$0	\$95,800,000
Y1 Substation Installation	\$2,760,000	\$4,126,000	\$6,886,000	\$0	\$6,886,000	\$0	\$6,886,000
Roadway Worker Protection System	\$805,000	\$0	\$805,000	\$0	\$805,000	\$0	\$805,000
TPSS A1 Negative Return Cable Replacement	\$184,390	\$0	\$184,390	\$8,522	\$175,868	\$184,390	\$0
Grand Avenue Bridge Repair	\$13,000,000	\$2,245,000	\$15,245,000	\$0	\$15,245,000	\$0	\$15,245,000
Instrument House A019 Local Control Panel Replacement	\$82,250	\$0	\$82,250	\$0	\$82,250	\$0	\$82,250
Emergency OCS Repair	\$200,000	\$0	\$200,000	\$8,344	\$191,656	\$100,000	\$100,000
Light Rail Improvements / State of Good Repair	\$300,000	\$200,000	\$500,000	\$0	\$500,000	\$0	\$500,000
Gold Line Starter Track Tie Replacement	\$5,000,000	\$0	\$5,000,000	\$0	\$5,000,000	\$0	\$5,000,000
Light Rail Capital Projects Total	\$460,742,770	\$46,351,977	\$507,094,747	\$280,624,656	\$226,470,091	\$307,621,536	\$199,473,211
<i>Streetcar Capital Projects</i>							Quantity: 1
Downtown/Riverfront Streetcar Project	\$160,000,000	\$0	\$160,000,000	\$11,629,222	\$148,370,778	\$67,396,284	\$92,603,716
Streetcar Capital Projects Total	\$160,000,000	\$0	\$160,000,000	\$11,629,222	\$148,370,778	\$67,396,284	\$92,603,716
Guideway Capital Projects Total	\$620,742,770	\$46,351,977	\$667,094,747	\$292,253,877	\$374,840,870	\$375,017,820	\$292,076,927



Capital Project Revenues and Expenditures continued

Project	Project Budget					Project Funding	
	FY 2023 Amended Budget	FY 2024 Budget Additions	FY 2024 Project Budget	Expended through FY 2023	FY 2024 Remaining Budget	Total Funds Available	Grant Funding TBD
Passenger Stations Capital Projects							Quantity: 18
<i>Light Rail Capital Projects</i>							Quantity: 14
K Street DWT Replacement	\$280,000	\$0	\$280,000	\$11,940	\$268,060	\$280,000	\$0
Horn Light Rail Station	\$5,840,604	\$15,017,396	\$20,858,000	\$557,289	\$20,300,711	\$826,243	\$20,031,757
Sacramento Valley Station Relocation	\$38,320,000	\$0	\$38,320,000	\$27,632	\$38,292,368	\$9,733,776	\$28,586,224
Watt I-80 Elevator Replacement	\$990,000	\$0	\$990,000	\$929,180	\$60,820	\$990,000	\$0
Dos Rios Light Rail Station Construction	\$28,416,642	\$14,388,411	\$42,805,053	\$95,360	\$42,709,693	\$21,749,797	\$21,055,256
Gold Line Light Rail Station Low Floor Conversion	\$47,193,396	\$55,421,604	\$102,615,000	\$4,625,629	\$97,989,371	\$33,076,918	\$69,538,082
Blue Line Light Rail Station Low Floor Conversion	\$39,056,604	\$51,143,396	\$90,200,000	\$45,612	\$90,154,388	\$2,462,055	\$87,737,945
LED Lighting Project: Phase 1 Light Rail Stations	\$2,750,000	\$0	\$2,750,000	\$0	\$2,750,000	\$0	\$2,750,000
LED Lighting Project: Phase 2 Light Rail Stations	\$3,000,000	\$0	\$3,000,000	\$0	\$3,000,000	\$0	\$3,000,000
LED Lighting Project: Phase 3 Light Rail Stations	\$5,000,000	\$0	\$5,000,000	\$0	\$5,000,000	\$0	\$5,000,000
Historic Folsom Camera Enhancements	\$88,607	\$0	\$88,607	\$21,546	\$67,061	\$88,607	\$0
Meadowview Station Transit Oriented Neighborhood	\$300,000	\$0	\$300,000	\$0	\$300,000	\$0	\$300,000
Watt I-80 Elevator Control Room HVAC/Cooling	\$363,859	\$0	\$363,859	\$0	\$363,859	\$0	\$363,859
Winters Bridge Closure Fencing	\$293,100	\$0	\$293,100	\$0	\$293,100	\$0	\$293,100
Light Rail Capital Projects Total	\$171,892,812	\$135,970,807	\$307,863,619	\$6,314,187	\$301,549,432	\$69,207,396	\$238,656,223
<i>Bus Capital Projects</i>							Quantity: 4
Watt I-80 Transit Center Improvements	\$18,835,856	\$0	\$18,835,856	\$1,350,425	\$17,485,431	\$3,716,905	\$15,118,951
Citrus Heights Bus Stop Improvements	\$310,000	\$0	\$310,000	\$0	\$310,000	\$0	\$310,000
Folsom Bus Stop Improvements	\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$200,000
Bus Stop Improvements	\$1,462,790	\$0	\$1,462,790	\$138,297	\$1,324,493	\$355,274	\$1,107,516
Bus Capital Projects Total	\$20,808,646	\$0	\$20,808,646	\$1,488,723	\$19,319,923	\$4,072,179	\$16,736,467
Passenger Stations Capital Projects Total	\$192,701,458	\$135,970,807	\$328,672,265	\$7,802,910	\$320,869,355	\$73,279,575	\$255,392,690



Capital Project Revenues and Expenditures continued

Project	Project Budget					Project Funding	
	FY 2023 Amended Budget	FY 2024 Budget Additions	FY 2024 Project Budget	Expended through FY 2023	FY 2024 Remaining Budget	Total Funds Available	Grant Funding TBD
Revenue Vehicles Capital Projects							Quantity: 19
Light Rail Capital Projects							Quantity: 10
CAF/Siemens LR Vehicle Painting/Exterior Work	\$995,000	\$0	\$995,000	\$531,633	\$463,367	\$995,000	\$0
Replacement New Low-Floor LRVs (13)	\$75,866,094	\$0	\$75,866,094	\$50,505,459	\$25,360,635	\$75,866,094	\$0
CAF Fleet Mid-Life Component Overhaul	\$106,230,277	\$0	\$106,230,277	\$0	\$106,230,277	\$0	\$106,230,277
Light Rail Vehicles: Gold Line 15 Min. Service (7 Exp.)	\$42,104,534	\$0	\$42,104,534	\$27,375,404	\$14,729,130	\$42,104,534	\$0
LR Vehicles: Green Line 15 Min SVS to T9 (7 Exp.)	\$46,500,000	\$0	\$46,500,000	\$0	\$46,500,000	\$0	\$46,500,000
Replacement New Low-Floor LRVs NTP 2 (8)	\$46,200,000	\$12,200,000	\$58,400,000	\$9,489,806	\$48,910,194	\$46,199,998	\$12,200,002
Replacement New Low-Floor LRVs NTP 3 (8)	\$48,000,000	\$10,400,000	\$58,400,000	\$0	\$58,400,000	\$58,400,000	\$0
Replacement New Low-Floor LRVs NTP 4 (8)	\$47,268,494	\$11,131,506	\$58,400,000	\$0	\$58,400,000	\$49,702,550	\$8,697,450
Replacement New Low-Floor LRVs NTP 5 (8)	\$0	\$58,400,000	\$58,400,000	\$0	\$58,400,000	\$0	\$58,400,000
Train Technology Refresh	\$12,417,189	\$0	\$12,417,189	\$0	\$12,417,189	\$6,218,953	\$6,198,236
Light Rail Capital Projects Total	\$425,581,588	\$92,131,506	\$517,713,094	\$87,902,301	\$429,810,793	\$279,487,129	\$238,225,965
Bus Capital Projects							Quantity: 5
40' Replacement Buses (50)	\$21,629,000	\$0	\$21,629,000	\$0	\$21,629,000	\$0	\$21,629,000
Airport Service ZEB Buses (10 40')	\$9,926,957	\$0	\$9,926,957	\$2,874,183	\$7,052,774	\$3,250,136	\$6,676,821
CNG Bus Replacement (70)/Expansion (1)/Retank (27)	\$64,891,011	\$0	\$64,891,011	\$20,095,585	\$44,795,426	\$54,422,550	\$10,468,461
Operator Barrier Replacement	\$1,327,000	\$0	\$1,327,000	\$0	\$1,327,000	\$0	\$1,327,000
Elk Grove Zero Emission Bus (ZEB - One 40')	\$0	\$1,060,000	\$1,060,000	\$0	\$1,060,000	\$446,250	\$613,750
Bus Capital Projects Total	\$97,773,968	\$1,060,000	\$98,833,968	\$22,969,768	\$75,864,200	\$58,118,936	\$40,715,032
Demand Response Capital Projects							Quantity: 3
Microtransit: 20 Zero Emission Vehicles & Chargers	\$5,519,200	\$0	\$5,519,200	\$0	\$5,519,200	\$0	\$5,519,200
SmaRT Ride Vehicle Replacement	\$5,623,038	\$0	\$5,623,038	\$0	\$5,623,038	\$0	\$5,623,038
SmaRT Ride Expansion Vehicle (1)	\$171,000	\$0	\$171,000	\$0	\$171,000	\$0	\$171,000
Demand Response Capital Projects Total	\$11,313,238	\$0	\$11,313,238	\$0	\$11,313,238	\$0	\$11,313,238



Capital Project Revenues and Expenditures continued

Project	Project Budget					Project Funding	
	FY 2023 Amended Budget	FY 2024 Budget Additions	FY 2024 Project Budget	Expended through FY 2023	FY 2024 Remaining Budget	Total Funds Available	Grant Funding TBD
Revenue Vehicles Capital Projects							Quantity: 19
<i>Paratransit Capital Projects</i>							Quantity: 1
SacRT Go Paratransit Vehicle Replacement (up to 32)	\$5,498,038	\$3,301,962	\$8,800,000	\$0	\$8,800,000	\$5,361,519	\$3,438,481
Paratransit Capital Projects Total	\$5,498,038	\$3,301,962	\$8,800,000	\$0	\$8,800,000	\$5,361,519	\$3,438,481
Revenue Vehicles Capital Projects Total	\$540,166,832	\$96,493,468	\$636,660,300	\$110,872,069	\$525,788,231	\$342,967,584	\$293,692,716
Service Vehicles Capital Projects							Quantity: 2
<i>Other Capital Projects</i>							Quantity: 2
Police Vehicle Replacement	\$2,420,000	\$0	\$2,420,000	\$513,638	\$1,906,362	\$1,680,000	\$740,000
Mobile Camera Trailers (2)	\$187,702	\$0	\$187,702	\$0	\$187,702	\$0	\$187,702
Other Capital Projects Total	\$2,607,702	\$0	\$2,607,702	\$513,638	\$2,094,064	\$1,680,000	\$927,702
Service Vehicles Capital Projects Total	\$2,607,702	\$0	\$2,607,702	\$513,638	\$2,094,064	\$1,680,000	\$927,702



Capital Project Revenues and Expenditures continued

Project	Project Budget					Project Funding	
	FY 2023 Amended Budget	FY 2024 Budget Additions	FY 2024 Project Budget	Expended through FY 2023	FY 2024 Remaining Budget	Total Funds Available	Grant Funding TBD
Maintenance Buildings Capital Projects							Quantity: 17
<i>Light Rail Capital Projects</i>							Quantity: 8
Wayside Roof Replacement	\$503,000	\$0	\$503,000	\$1,088	\$501,912	\$503,000	\$0
Metro Concrete Pad	\$41,250	\$0	\$41,250	\$0	\$41,250	\$0	\$41,250
Whiting In-Floor Hoist Inspection and Repair	\$254,817	\$0	\$254,817	\$241,462	\$13,355	\$254,817	\$0
Light Rail Wheel Truing Machine Procurement	\$4,415,438	\$0	\$4,415,438	\$1,163,180	\$3,252,258	\$1,355,826	\$3,059,612
Tamper Refurbishment	\$89,880	\$0	\$89,880	\$58	\$89,822	\$89,880	\$0
Material Storage System	\$655,000	\$0	\$655,000	\$0	\$655,000	\$0	\$655,000
Phase 1 Gold Line LR Maintenance Facility Env./PE/ROW	\$22,500,000	\$0	\$22,500,000	\$0	\$22,500,000	\$0	\$22,500,000
LRV Maintenance Shop Upgrades	\$34,800	\$255,000	\$289,800	\$26,868	\$262,932	\$34,800	\$255,000
Light Rail Capital Projects Total	\$28,494,185	\$255,000	\$28,749,185	\$1,432,656	\$27,316,529	\$2,238,323	\$26,510,862
<i>Bus Capital Projects</i>							Quantity: 8
BMF1 CNG Fueling Facility Upgrades	\$4,295,684	\$0	\$4,295,684	\$2,106,837	\$2,188,847	\$3,605,428	\$690,256
BMF1 Ground Well Monitoring	\$153,683	\$0	\$153,683	\$138,691	\$14,992	\$153,683	\$0
Electric Bus Charging Infrastructure: 4,000 AMP	\$9,380,000	\$7,250,500	\$16,630,500	\$146,150	\$16,484,350	\$1,091,681	\$15,538,819
BMF 1 In-Ground Lift Replacement	\$872,154	\$0	\$872,154	\$0	\$872,154	\$872,154	\$0
Bus System Capital Improvements/State of Good Repair	\$500,000	\$0	\$500,000	\$0	\$500,000	\$0	\$500,000
South Area Bus Maintenance Facility	\$70,725,000	\$29,275,000	\$100,000,000	\$0	\$100,000,000	\$0	\$100,000,000
South Bus Parking Lot Pavement Repair Design	\$100,000	\$0	\$100,000	\$0	\$100,000	\$0	\$100,000
BMF2 Pavement Repair	\$2,065,000	\$0	\$2,065,000	\$0	\$2,065,000	\$0	\$2,065,000
Bus Capital Projects Total	\$88,091,521	\$36,525,500	\$124,617,021	\$2,391,678	\$122,225,343	\$5,722,946	\$118,894,075
<i>Other Capital Projects</i>							Quantity: 1
Cutaway and Non-Revenue Fuel Stations	\$805,000	\$0	\$805,000	\$0	\$805,000	\$431,881	\$373,119
Other Capital Projects Total	\$805,000	\$0	\$805,000	\$0	\$805,000	\$431,881	\$373,119
Maintenance Buildings Capital Projects Total	\$117,390,706	\$36,780,500	\$154,171,206	\$3,824,334	\$150,346,872	\$8,393,150	\$145,778,056



Capital Project Revenues and Expenditures continued

Project	Project Budget					Project Funding	
	FY 2023 Amended Budget	FY 2024 Budget Additions	FY 2024 Project Budget	Expended through FY 2023	FY 2024 Remaining Budget	Total Funds Available	Grant Funding TBD
Administrative Buildings Capital Projects							Quantity: 5
<i>Other Capital Projects</i>							Quantity: 5
Administrative Equipment Optimization	\$700,000	\$0	\$700,000	\$0	\$700,000	\$0	\$700,000
R Street Warehouse Update	\$375,000	\$0	\$375,000	\$266,521	\$108,479	\$375,000	\$0
1225 R Street Upgrades	\$32,000	\$0	\$32,000	\$2,124	\$29,876	\$32,000	\$0
Facilities Capital Improvements / State of Good Repair	\$500,000	\$0	\$500,000	\$0	\$500,000	\$0	\$500,000
1102 Q Street Building Move	\$2,900,000	\$0	\$2,900,000	\$1,599,518	\$1,300,482	\$2,900,000	\$0
Other Capital Projects Total	\$4,507,000	\$0	\$4,507,000	\$1,868,162	\$2,638,838	\$3,307,000	\$1,200,000
Administrative Buildings Capital Projects Total	\$4,507,000	\$0	\$4,507,000	\$1,868,162	\$2,638,838	\$3,307,000	\$1,200,000



Capital Project Revenues and Expenditures continued

Project	Project Budget					Project Funding	
	FY 2023 Amended Budget	FY 2024 Budget Additions	FY 2024 Project Budget	Expended through FY 2023	FY 2024 Remaining Budget	Total Funds Available	Grant Funding TBD
Communication/IT Systems Capital Projects							Quantity: 16
<i>Light Rail Capital Projects</i>							Quantity: 3
Systemwide SCADA Implementation Design	\$6,500,000	\$0	\$6,500,000	\$0	\$6,500,000	\$0	\$6,500,000
Fare Vending Machine (FVM) Enhancements	\$9,745,317	\$0	\$9,745,317	\$8,555,959	\$1,189,358	\$9,745,317	\$0
LR Station Signage Refresh: Replace DMS	\$4,662,213	\$0	\$4,662,213	\$0	\$4,662,213	\$2,334,997	\$2,327,216
Light Rail Capital Projects Total	\$20,907,530	\$0	\$20,907,530	\$8,555,959	\$12,351,571	\$12,080,314	\$8,827,216
<i>Bus Capital Projects</i>							Quantity: 8
Fleet Maintenance Management Software (FMSS)	\$414,500	\$0	\$414,500	\$21,539	\$392,961	\$21,541	\$392,959
Disruption Manager Software	\$214,866	\$0	\$214,866	\$0	\$214,866	\$0	\$214,866
Intelligent Vehicle Network Upgrade (IVN3 to IVN5)	\$652,630	\$0	\$652,630	\$4,535	\$648,095	\$652,630	\$0
Drive Cam	\$454,590	\$0	\$454,590	\$0	\$454,590	\$454,590	\$0
Trapeze OPS Web	\$251,000	\$0	\$251,000	\$124,965	\$126,035	\$251,000	\$0
Clever Device Elk Grove Installation	\$1,500,000	\$0	\$1,500,000	\$0	\$1,500,000	\$0	\$1,500,000
Bus Router Refresh	\$2,305,225	\$0	\$2,305,225	\$0	\$2,305,225	\$0	\$2,305,225
Bus Maintenance Wi-Fi Upgrade	\$299,267	\$0	\$299,267	\$0	\$299,267	\$0	\$299,267
Bus Capital Projects Total	\$6,092,078	\$0	\$6,092,078	\$151,039	\$5,941,039	\$1,379,761	\$4,712,317
<i>Other Capital Projects</i>							Quantity: 5
Connect Card Version 2.0	\$7,500,000	\$0	\$7,500,000	\$0	\$7,500,000	\$0	\$7,500,000
Security Camera System Upgrade	\$2,070,000	\$0	\$2,070,000	\$0	\$2,070,000	\$869,250	\$1,200,750
Network Infrastructure Refresh	\$27,776,625	\$0	\$27,776,625	\$0	\$27,776,625	\$0	\$27,776,625
Connect Card Firewall Refresh	\$888,579	\$0	\$888,579	\$260,171	\$628,408	\$821,979	\$66,600
Multifactor Authentication	\$0	\$150,000	\$150,000	\$0	\$150,000	\$0	\$150,000
Other Capital Projects Total	\$38,235,204	\$150,000	\$38,385,204	\$260,171	\$38,125,033	\$1,691,229	\$36,693,975
Communication/IT Systems Capital Projects Total	\$65,234,812	\$150,000	\$65,384,812	\$8,967,169	\$56,417,643	\$15,151,304	\$50,233,508



Capital Project Revenues and Expenditures continued

Project	Project Budget					Project Funding	
	FY 2023 Amended Budget	FY 2024 Budget Additions	FY 2024 Project Budget	Expended through FY 2023	FY 2024 Remaining Budget	Total Funds Available	Grant Funding TBD
Other Capital Projects							Quantity: 2
<i>Other Capital Projects</i>							Quantity: 2
Operating Revenue Bond FY13 to FY42 Payments	\$23,914,704	\$1,491,967	\$25,406,671	\$23,735,196	\$1,671,475	\$23,914,704	\$1,491,967
SacRT Workforce Development	\$1,063,750	\$186,250	\$1,250,000	\$0	\$1,250,000	\$0	\$1,250,000
Other Capital Projects Total	\$24,978,454	\$1,678,217	\$26,656,671	\$23,735,196	\$2,921,475	\$23,914,704	\$2,741,967
Other Capital Projects Total	\$24,978,454	\$1,678,217	\$26,656,671	\$23,735,196	\$2,921,475	\$23,914,704	\$2,741,967
Planning / Studies Capital Projects							Quantity: 5
<i>Other Capital Projects</i>							Quantity: 5
Capital Improvements for Real Estate Development	\$500,000	\$0	\$500,000	\$0	\$500,000	\$0	\$500,000
Transit Action (Long-Range) Plan Update	\$350,000	\$200,000	\$550,000	\$0	\$550,000	\$0	\$550,000
Blue Line to Elk Grove/High-Frequency Bus Service Plan	\$200,000	\$0	\$200,000	\$0	\$200,000	\$0	\$200,000
Planning/Studies	\$500,000	\$0	\$500,000	\$0	\$500,000	\$0	\$500,000
Stockton Boulevard Corridor Project Support	\$910,000	\$0	\$910,000	\$0	\$910,000	\$0	\$910,000
Other Capital Projects Total	\$2,460,000	\$200,000	\$2,660,000	\$0	\$2,660,000	\$0	\$2,660,000
Planning / Studies Capital Projects Total	\$2,460,000	\$200,000	\$2,660,000	\$0	\$2,660,000	\$0	\$2,660,000



Capital Project Revenues and Expenditures continued

Project	Project Budget					Project Funding	
	FY 2023 Amended Budget	FY 2024 Budget Additions	FY 2024 Project Budget	Expended through FY 2023	FY 2024 Remaining Budget	Total Funds Available	Grant Funding TBD
Sub-Recipient Capital Projects							Quantity: 12
<i>Other Capital Projects</i>							Quantity: 12
FY 2006 Section 5309 BD Subrecipients	\$3,825,826	\$0	\$3,825,826	\$3,011,446	\$814,380	\$3,825,286	\$540
Subrecipient - SACOG	\$550,000	\$0	\$550,000	\$378,803	\$171,197	\$550,000	\$0
Yolo Bus Causeway Connection Ops	\$1,500,000	\$0	\$1,500,000	\$350,404	\$1,149,596	\$1,500,000	\$0
El Dorado Transit COVID-19 Related Activities	\$950,866	\$0	\$950,866	\$0	\$950,866	\$950,866	\$0
FY21 Bus Preventive Maintenance: El Dorado Transit	\$43,520	\$0	\$43,520	\$0	\$43,520	\$43,520	\$0
Placerville Station Phase 2	\$645,000	\$0	\$645,000	\$0	\$645,000	\$645,000	\$0
El Dorado Transit - FY22 Preventive Maintenance	\$31,181	\$0	\$31,181	\$0	\$31,181	\$0	\$31,181
El Dorado Transit - Park & Ride Improvements	\$700,000	\$0	\$700,000	\$0	\$700,000	\$0	\$700,000
Paratransit - Mobility Management FY 22 & 23	\$500,000	\$0	\$500,000	\$0	\$500,000	\$0	\$500,000
El Dorado Transit FY23-29 Operating Assistance	\$946,102	\$0	\$946,102	\$0	\$946,102	\$946,102	\$0
Paratransit FY23 Operating Assistance	\$1,750,000	\$0	\$1,750,000	\$0	\$1,750,000	\$1,750,000	\$0
El Dorado Transit FFY23 FTA 5307/5339(a)	\$0	\$438,792	\$438,792	\$0	\$438,792	\$0	\$438,792
Other Capital Projects Total	\$11,442,495	\$438,792	\$11,881,287	\$3,740,652	\$8,140,635	\$10,210,774	\$1,670,513
Sub-Recipient Capital Projects Total	\$11,442,495	\$438,792	\$11,881,287	\$3,740,652	\$8,140,635	\$10,210,774	\$1,670,513



Capital Project Revenues and Expenditures continued

Project	Project Budget					Project Funding	
	FY 2023 Amended Budget	FY 2024 Budget Additions	FY 2024 Project Budget	Expended through FY 2023	FY 2024 Remaining Budget	Total Funds Available	Grant Funding TBD
External Capital Projects							Quantity: 8
<i>Other Capital Projects</i>							Quantity: 8
Easton Development Grade Crossing	\$50,000	\$0	\$50,000	\$22,880	\$27,120	\$50,000	\$0
Caltrans Brighton Overhead Design Build Support	\$378,230	\$0	\$378,230	\$125,493	\$252,737	\$378,230	\$0
Caltrans Camellia City Viaduct Overhead Structures	\$434,300	\$0	\$434,300	\$253,809	\$180,492	\$434,300	\$0
Folsom Complete Street Project	\$45,000	\$0	\$45,000	\$14,543	\$30,457	\$45,000	\$0
29th / 30th Signal System: SacRT Labor	\$100,000	\$0	\$100,000	\$554	\$99,446	\$100,000	\$0
29th / 30th Signal System	\$315,000	\$0	\$315,000	\$1,984	\$313,016	\$315,000	\$0
Richards Blvd. Office Complex	\$50,000	\$0	\$50,000	\$32,391	\$17,609	\$50,000	\$0
DGS 9th & O Street Resource Building Renovation	\$149,000	\$0	\$149,000	\$6,532	\$142,468	\$149,000	\$0
Other Capital Projects Total	\$1,521,530	\$0	\$1,521,530	\$458,185	\$1,063,345	\$1,521,530	\$0
External Capital Projects Total	\$1,521,530	\$0	\$1,521,530	\$458,185	\$1,063,345	\$1,521,530	\$0
SacRT Capital Budget Project Total: Quantity: 121	\$1,583,753,759	\$318,063,761	\$1,901,817,520	\$454,036,192	\$1,447,781,328	\$855,443,441	\$1,046,374,079



FY 2024 Capital Project Funding Addition Descriptions

Guideway

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

Passenger Stations

- R135 Horn Light Rail Station – Engineering and construction of a new station in Rancho Cordova at Horn Road. New station includes passenger platforms and passenger amenities.
- R375 Dos Rios Light Rail Station Construction - Construct a new light rail station in conjunction with the new Mirasol Village housing Development located in the Rivers District just North of downtown Sacramento and east of the Rail Yard Project.
- R380 Gold Line Light Rail Station Low Floor Vehicle Conversion – Construct new raised platforms at light rail stations on the Gold Line to facilitate the use of low-floor light rail vehicles.
- R381 Blue Line Light Rail Station Low Floor Vehicle Conversion – Construct new raised platforms at light rail stations on the Blue Line to facilitate the use of low-floor light rail vehicles.

Revenue Vehicles

- P013 SacRT Go Paratransit Vehicle Replacement (up to 32) – Purchase up to 32 zero emission paratransit vehicles with ride improvements.
- R376 NTP 2 Replacement New Low-Floor LRVs (8) – Purchase 8 new replacement Low-Floor Light Rail Vehicles.



FY 2024 Capital Project Funding Additional Descriptions continued

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

- R378 NTP 4 Replacement New Low-Floor LRVs (8) – Purchase 8 new replacement Low-Floor Light Rail Vehicles.

- R379 NTP 5 Replacement New Low-Floor LRVs (8) – Purchase 8 new replacement Low-Floor Light Rail Vehicles.

Maintenance Buildings

- B165 Electric Bus Charging Infrastructure – Purchase construct and install charging infrastructure to charge up to 26 electric chargers, with a potential to charge up to 52 buses at BMF1.

- F035 South Area Bus Maintenance Facility – Planning, environmental, engineering, purchase and construction of a new Bus Maintenance Facility in South Sacramento County.

- R384 LRV Maintenance Shop Upgrades – Engineering and construction for Light Rail Maintenance Shop upgrades needed to maintain the new Siemens S700.

Communication/IT Systems

- M022 Systemwide SCADA Implementation Design - This project is to develop the design for systemwide Supervisory Control and Data Acquisition (SCADA).

- T073 LR Station Signage Refresh: Replace DMS - Replace Digital Messaging Sign (DMS) equipment throughout the SacRT rail system with modern LCD style signage, implement digital content management systems, and integrate with the Public Address system at the stations for ADA compliance.

- T074 Security Camera System Upgrade - The project was added to allow the Grants Team to apply for TSPG grant funds.

FY 2024 Capital Project Funding Additional Descriptions continued

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

Other Projects

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





Statistical Section



Statistical Section

Demographic and Economic Indicators

Last Ten Fiscal Years

	Population 1,2		Personal Income 1,2 (In Thousands)		Per Capital Personal Income 1		Unemployment Rate 3	
	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region
2014	1,485,221	2,415,013	65,106,762	112,028,672	43,836	46,388	7.4%	7.5%
2015	1,506,558	2,446,275	69,706,561	119,814,816	46,269	48,978	6.0%	6.2%
2016	1,527,104	2,479,591	72,142,550	124,623,797	47,241	50,260	5.4%	5.6%
2017	1,546,422	2,513,134	75,107,692	129,603,877	48,569	51,571	4.7%	4.8%
2018	1,560,721	2,539,823	78,819,492	135,829,947	50,502	53,480	3.9%	4.0%
2019	1,575,602	2,564,909	83,515,309	144,038,387	53,005	56,157	3.7%	3.9%
2020	1,586,241	2,580,763	91,987,475	157,856,536	57,991	61,167	9.5%	9.0%
2021	1,588,921	2,593,912	98,241,828	168,426,248	61,829	64,931	6.9%	6.6%
2022	1,573,366	2,575,545	Not available	Not available	Not available	Not available	3.9%	3.9%
2023	1,572,453	2,574,273	Not available	Not available	Not available	Not available	4.4%	4.5%

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

1. 2014-2021 U.S. Department of Commerce, Bureau of Economic Analysis, *CAINCI Personal income population, per capita personal income*.
2. 2022-2023 State of California, Department of Finance, E-1 City, County and State Population Estimates, 2022–2023.
3. State of California, Employment Development Department, Labor Force & Employment Data

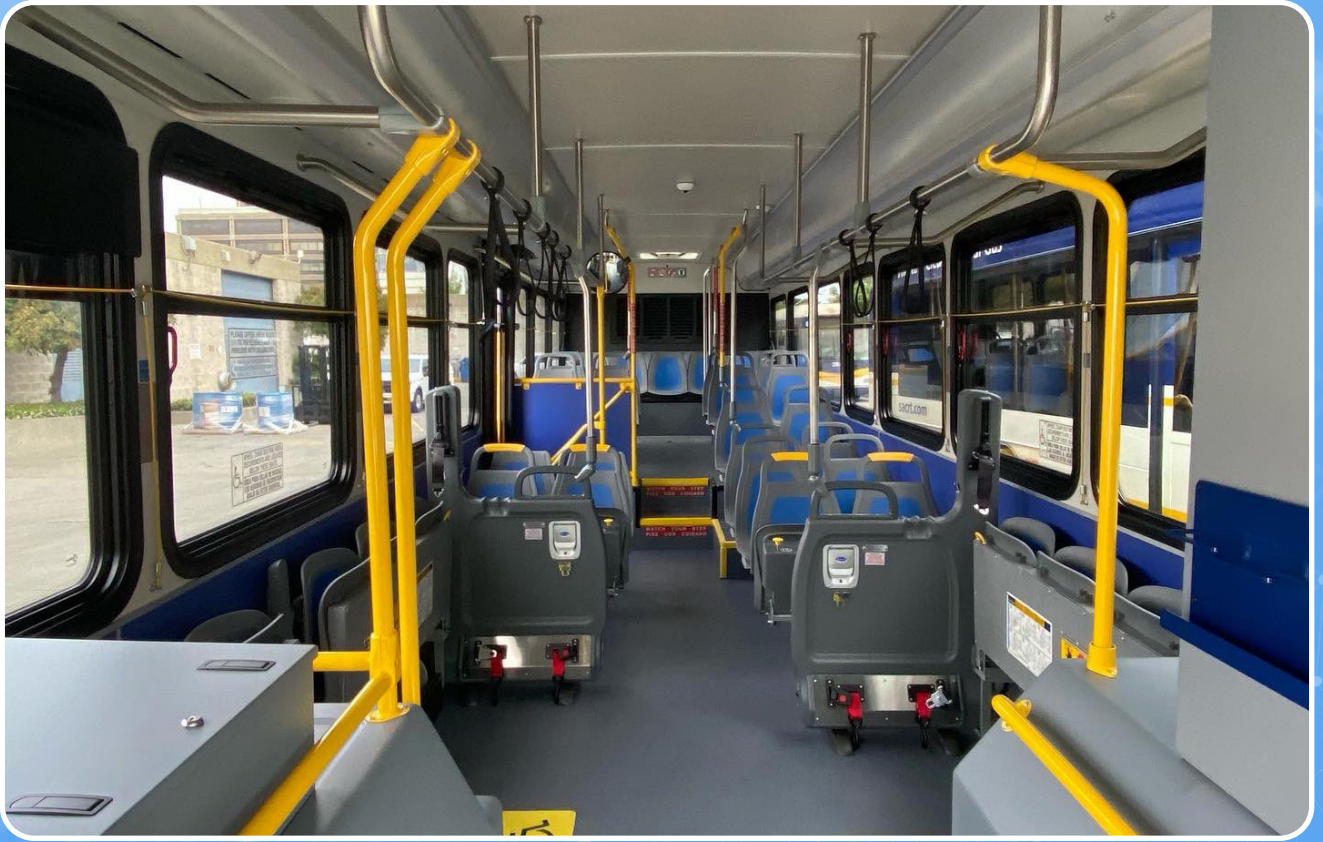


Principal Employers

Current Year and Nine Years Ago

Employer	Fiscal Year 2023			Fiscal Year 2014		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
State of California	107,876	1	15.38%	77,220	1	12.33%
UC Davis Health	16,075	2	2.29%	9,905	4	1.58%
Sacramento County	13,252	3	1.89%	10,700	2	1.71%
Kaiser Permanente	10,934	4	1.56%	5,421	8	0.87%
U.S. Government	10,507	5	1.50%	9,906	3	1.58%
Sutter Health	9,350	6	1.33%	7,352	5	1.17%
Dignity Health	7,353	7	1.05%	6,212	6	0.99%
Intel	5,000	8	0.71%	6,000	7	0.96%
San Juan Unified School District	4,801	9	0.68%			
Los Rios Community College District	3,049	10	0.43%			
Elk Grove Unified School District				5,410	9	0.86%
Sacramento City Unified School District				4,200	10	0.67%
Total	188,197		26.83%	142,326		22.72%

Source: Sacramento Business Journal



Appendix

Appendix

Glossary of Terms

A

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

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

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

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

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

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

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

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

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

Glossary continued

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

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

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

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

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

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

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

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

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

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

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

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

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

Glossary continued

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

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

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

B

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

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

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

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

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

Glossary continued

Budget:

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

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

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



Glossary continued

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

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

C

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

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

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

Capital Outlay (See Capital Expenditure)

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

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



Glossary continued

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

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

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

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

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

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

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

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

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

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

Glossary continued

D

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

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

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

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

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

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

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

E

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

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

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

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

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



Glossary continued

E

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

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

Fare Revenue (See Farebox Revenue)

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

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

Federal: United States Government

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

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

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

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

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



Glossary continued

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

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

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

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

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

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

G

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

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

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

H

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

Glossary continued

I

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

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

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

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

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

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

Investment Income: Interest from investing any available working capital.

J

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

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

Glossary continued

L

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

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

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

Light Rail Transit (LRT) (See Light Rail)

Light Rail Vehicle (See Vehicles – Light Rail)

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

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

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

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

Glossary continued

M

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

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

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

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

Miles (See Service Miles)

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

N

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

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





Glossary continued

O

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

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

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

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

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

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

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

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

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

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

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

Glossary continued

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

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

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

P

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

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

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

Passenger (See Boardings)

Peak Vehicles (See Vehicles - Peak)

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

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

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

Glossary continued

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

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

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

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

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

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

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

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

Q

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

R

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

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

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



Glossary continued

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

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

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

Revenue Vehicles (See Vehicles - Revenue)

Ridership: Total number of riders, passengers or boardings.

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

S

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

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

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

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

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

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

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

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

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

Glossary continued

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

Support Vehicles (see Vehicles - Support)

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

I

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

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

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

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

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

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

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

U

Unallocated: Not appropriated for a specific purpose.

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

Glossary continued

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

V

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

Variance: The difference between planned costs and actual costs.

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

Vehicles:

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

W

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

List of Acronyms

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

List of Acronyms continued

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



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