

# Fiscal Year 2013 – 2014 Budget



Sacramento Regional Transit District  
Sacramento, CA

# Table of Contents





## Table of Contents

<b>Table of Contents</b> .....	3
<b>General Manager/CEO Budget Message</b> .....	5
<b>Board of Directors</b>	
Board of Directors .....	9
Budget Adoption Resolutions .....	11
<b>Budget Presentation Award</b> .....	12
<b>Executive Management Team</b> .....	13
<b>Organizational Structure</b> .....	15
<b>District Overview</b>	
District Profile .....	18
Service Area Map .....	22
Strategic Plan .....	24
Long-Term Financial Policies .....	26
Budget Process .....	34
Voting System .....	36
Trends .....	38
Peer Comparison .....	41
<b>Operating Budget Summary</b>	
Enterprise Fund Statement (Fund Balance) .....	46
Revenues .....	47
Expenses .....	52
Positions .....	57
Forecast .....	59
<b>Division Budgets</b>	
Office of the General Manager .....	61
Office of Chief Counsel .....	67
Facilities & Business Support Services Division .....	69
Operations Division .....	74
Administrative Services Division .....	80
Engineering & Construction Division .....	93
Finance Division .....	100
Planning & Transit System Development Division .....	106
Marketing & Communications Division .....	121
Non-Divisional .....	128

## Table of Contents continued

### Capital Improvement Program

Major Capital Projects .....	130
Revenues and Expenses .....	134
Debt Service.....	135
FY 2014 Funding Additions to the Capital Improvement Program.....	136
Capital Improvement Funding by Category .....	137
Impact of Capital Improvements on Operating Budget.....	138
Five-Year Capital Improvement Plan .....	139
Capital Improvement Funding Additions .....	141
Capital Project Expenditure Plan.....	142

### Statistical Section

Demographic and Economic Indicators.....	145
Principal Employers .....	146

### Appendix

Glossary of Terms and Abbreviations .....	148
List of Acronyms.....	176





# General Manager/CEO Budget Message



---

## General Manager/CEO's Budget Message

As the Sacramento Regional Transit District (RT) approaches FY 2014, transportation remains a key issue in the region due to increased traffic congestion having a tremendous impact on the regional economy, environment and quality of life. A quality transit system in the Sacramento Region is a necessity to remain competitive with other urban areas and meet increasing growth in the years ahead.

### **Fiscal Outlook:**

The regional economy has been gradually recovering from the recent great recession. As a result of that, in FY 2013 RT was able to increase service by 8% with the addition of late night service improved frequencies and adding a few new routes. However, the FY 2014 Budget goal is to have a steady state budget, with no increase in service due to lack of stable revenues to cover additional service. RT will closely monitor actual results for fare revenue, sales tax growth and other revenues sources in the year ahead, to determine when RT's future service restoration improvements can be achieved.

RT's FY 2013 operating results projected a cumulative operating reserve of \$7.9 million. The FY 2014 Operating and Capital budgets were approved by the Board on June 24, 2013. Both are steady state conservative budgets that control costs. The operating budget plans for a reserve of \$0.4 million at year-end, which, when combined with the cumulative reserve at year end FY 2013, results in a projected cumulative reserve balance of \$8.3 million at year-end FY 2014.

### **Strategic Initiatives:**

FY 2014 is expected to be a year of continued collaboration as RT works with regional partners and local jurisdictions to advance work on a number of significant transit projects that will provide greater service throughout the Sacramento region. Major capital projects include the Blue Line to Cosumnes River College (BL-CRC) light rail extension, Bus Maintenance Facility 2 (BMF2) expansion and the UTDC Light Rail Vehicle Retrofit and the Light Rail Vehicle Mid Life Refurbishment Project.

RT is moving forward with additional collaborative projects that are currently in various stages of development. As previously noted, the BL-CRC project is advancing and FY 2014 will result in the 60% completion of construction of this project with the opening for service scheduled for September 2015. RT is also collaborating with the Sacramento Area Council of Governments (SACOG), the cities of Sacramento and West Sacramento and with the Yolo County Transit District (YCTD) on the planning and development of a future Streetcar project that would link Midtown, downtown Sacramento and the Bridge District and City Hall complex in West Sacramento.

## **General Manager/CEO's Budget Message continued**

Streetcar projects have demonstrated economic benefits and pedestrian mobility improvements nationally and will provide similar benefits locally. RT is also collaborating with the City of Sacramento on the new Downtown Arena/Entertainment Sports Complex now under design. Demolition is anticipated to begin on the site in late summer 2014 with construction completing by fall 2016. RT and the City's goal is to provide enhanced transit services to serve the anticipated market for the nearly 17,000+ users of the facility at events. In addition RT is beginning a 2-year effort to develop an environmental document for the Green Line Light Rail extension project from its present terminus at Township 9 (opened in 2012, four years ahead of schedule) north through South and North Natomas and on to the Sacramento International Airport. RT will be working with the City of Sacramento, various resource agencies, stakeholders and the community at large on refining the already selected Locally Preferred Alternative (LPA) and developing the environmental document. RT is also working with its partners on improving the regional rail connectivity via the San Joaquin's in the Central Valley and participating in early implementation of High Speed Rail planning efforts.

RT's Ten-Year Short-Range Transit Plan (SRTP) Plan was approved by the Board on December 10, 2012. RT will continue to implement the SRTP and work towards achieving the pre-great recession transit levels as the economy improves and funding is available. Over the next year, RT will also be re-assessing and fine-tuning its Strategic Plan and Long Range Plan for the service area.

### **Capital Program**

During this past year, RT staff updated and the Board of Directors adopted the Five-Year Capital Improvement Plan (CIP) based on a set of guiding principles and criteria. Completion dates were driven by assumptions regarding the future timing and level of increased funding to support transit service expansion, particularly the stability and predictability of Federal and State funds. The next update of the FY 2014 - FY 2018 CIP is planned to be presented to the Board of Directors for adoption in January 2014. The CIP is updated annually as part of the operating and capital budget process.

The FY 2014 Capital Budget includes \$18.5 million of projected expenditures for projects. Most of the new FY 2014 projected funding supports two major projects: BL-CRC light rail extension project (\$2.5 million); and the 40' CNG Bus Replacement Procurement project (\$7.5 million).

---

## General Manager/CEO's Budget Message continued

### Service Levels

In FY 2014, RT plans to operate 550,291 revenue hours of bus service and 223,949 revenue hours of light rail service. This service level reflects a full year of Phase I TransitRenewal service improvements that were added in September 2013. Due to the revenue instability described above, no service additions are programmed in the FY 2014 Operating Budget.

### Strategic Outlook

In balancing resources and expenses, the FY 2014 Operating Budget focuses on core activities that address key goals and priorities as established in RT's Strategic Plan. The goals of RT's Strategic Plan are set forth on page 18 of this budget document.

As we move forward in this new fiscal year, RT will maintain its focus on system safety, security, reliability and enhanced customer service. Notwithstanding the current economic challenges, now is the time to address the issues of increased traffic congestion and worsening air quality. It is critical that RT strives to restore and maintain a balanced, comprehensive transit system to be competitive with other urban areas for economic development, housing, employment and overall quality of life.

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

### Acknowledgements

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

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

Sincerely,



Michael R. Wiley  
General Manager/CEO



# Board of Directors



## **Board of Directors**

**Pat Hume, Chair**

City of Elk Grove

**Phil Serna, Vice Chair**

County of Sacramento

**Don Nottoli**

County of Sacramento

**Bonnie Pannell**

City of Sacramento

**Steve Miller**

City of Citrus Heights

**Steve Cohn**

City of Sacramento

**Jay Schenirer**

City of Sacramento

**Steve Hansen**

City of Sacramento

**Roberta MacGlashan**

County of Sacramento

**Andy Morin**

City of Folsom

**Linda Budge**

City of Rancho Cordova

## **Board of Directors Alternates**

**Steve Detrick**

City of Elk Grove

**David Sander**

City of Rancho Cordova

**Mel Turner**

City of Citrus Heights

RESOLUTION NO. 13-06-0089

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

June 24, 2013

**APPROVING THE SACRAMENTO REGIONAL TRANSIT DISTRICT  
FY 2014 OPERATING AND CAPITAL BUDGETS AND VOTE ALLOCATION**

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

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

THAT, the Sacramento Regional Transit District's FY 2014 Operating Budget of \$142.3 million and Capital Budget of \$18.6 million as set forth in attached Exhibit A is hereby approved.

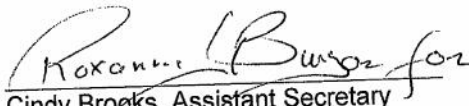
THAT, the following voting distribution for FY 2014 as tabulated in the "Schedule of Weighted Voting Distribution" in the attached Exhibit A, is hereby approved.

Jurisdiction	Votes
County of Sacramento	42
City of Sacramento	37
City of Rancho Cordova	9
City of Citrus Heights	5
City of Elk Grove	4
City of Folsom	3
Total	100

  
PATRICK HUME, Chair

ATTEST:

MICHAEL R. WILEY, Secretary

By:   
Cindy Brooks, Assistant Secretary

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, 2012. 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 devise. This was the fourth consecutive year that the District received the award.

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



# Executive Management Team







## **Executive Management Team**

**Mike Wiley**  
General Manager/CEO

**Bruce Behrens**  
Chief Counsel

**Dee Brookshire**  
Chief Financial Officer

**Dan Bailey**  
Chief Administrative Officer/EEO Officer

**RoseMary Covington**  
Assistant General Manager of Planning and Transit System Development

**Mark Lonergan**  
Chief Operating Officer

**Alane Masui**  
Assistant General Manager of Marketing and Communications

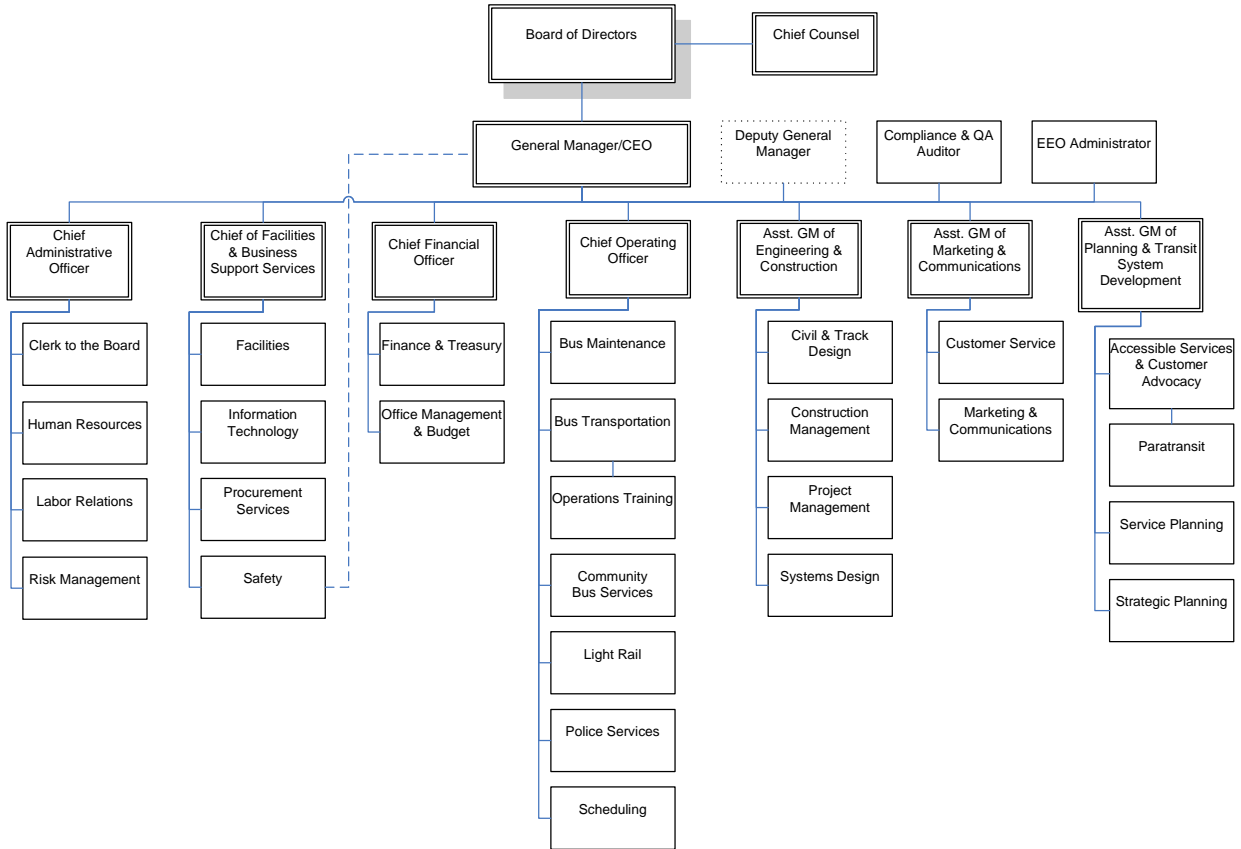
**Mike Mattos**  
Chief of Facilities and Business Support Services

**Diane Nakano**  
Assistant General Manager of Engineering and Construction

# Organizational Structure



## Regional Transit Organizational Structure



# District Overview



## District Profile

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

### Counties in California



● City of Sacramento



## District Profile continued

### Population

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

	2005	2010	2013	2018	2035
Sacramento County	1,283,402	1,459,968	1,481,163	1,589,285	1,983,967
Six-County Region <sup>1</sup>	2,057,243	2,340,315	2,453,482	2,646,539	3,348,641

### Employment

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

	2005	2010	2013	2018	2035
Sacramento County	678,503	694,531	760,057	811,237	967,987
Six-County Region <sup>1</sup>	1,000,647	1,096,436	1,166,172	1,252,002	1,536,494

### Climate

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

	January	July	Annual Average
Average High	53	93	74
Average Los	38	58	49
Average Precipitation	3.6"	0.05"	17.8"
prevailing Wind/Speed	SE @ 9 mph	SW @ 10 mph	SW @ 7.8 mph
Possibility of Sunshine	48%	97%	78%

<sup>1</sup> Sacramento, El Dorado, Placer, Sutter, Yolo and Yuba Counties  
 Source: Sacramento Area Council of Governments, Data for Regional Analysis

<sup>2</sup> Climate of Sacramento, California  
 Source: NOAA Technical Memorandum NWS WR-272

---

## District Profile continued

### Customers

A survey sample of 2,300 bus and rail passengers, conducted in February-March 2006, provided the following information:

- 72% of RT riders rated the system positively (“5” or higher on a “7” point scale)
- 56% of RT riders use a mix of light rail and bus service
  - 25% of RT riders use only buses
  - 19% of RT riders use only light rail
- 43% of RT riders use transit service six or seven days a week
  - 38% of RT riders use transit service four or five days a week
  - 19% of RT riders use transit service one to three days a week
- 51% of trips were for work
  - 11% of trips were for K – 12 school
  - 9% of trips were for college or vocational school
- 54% Women
  - 46% Men
- 56% of RT riders live within the city of Sacramento
  - 44% of RT riders live outside the city of Sacramento
- Top 5 customer satisfaction ratings were reported for:
  - Availability of schedule information
  - Safe and competent operators
  - Friendly and courteous drivers
  - Safety from crime on transit vehicles
  - Frequency of service on the weekdays
- Bottom 5 customer satisfaction ratings were reported for:
  - Shelters and benches at bus stops and rail stations
  - Freedom from nuisance behavior of others
  - Cleanliness of transit vehicles
  - Frequency of service on the weekend
  - Time service stops running in the evenings

## District Profile continued

### Highlights

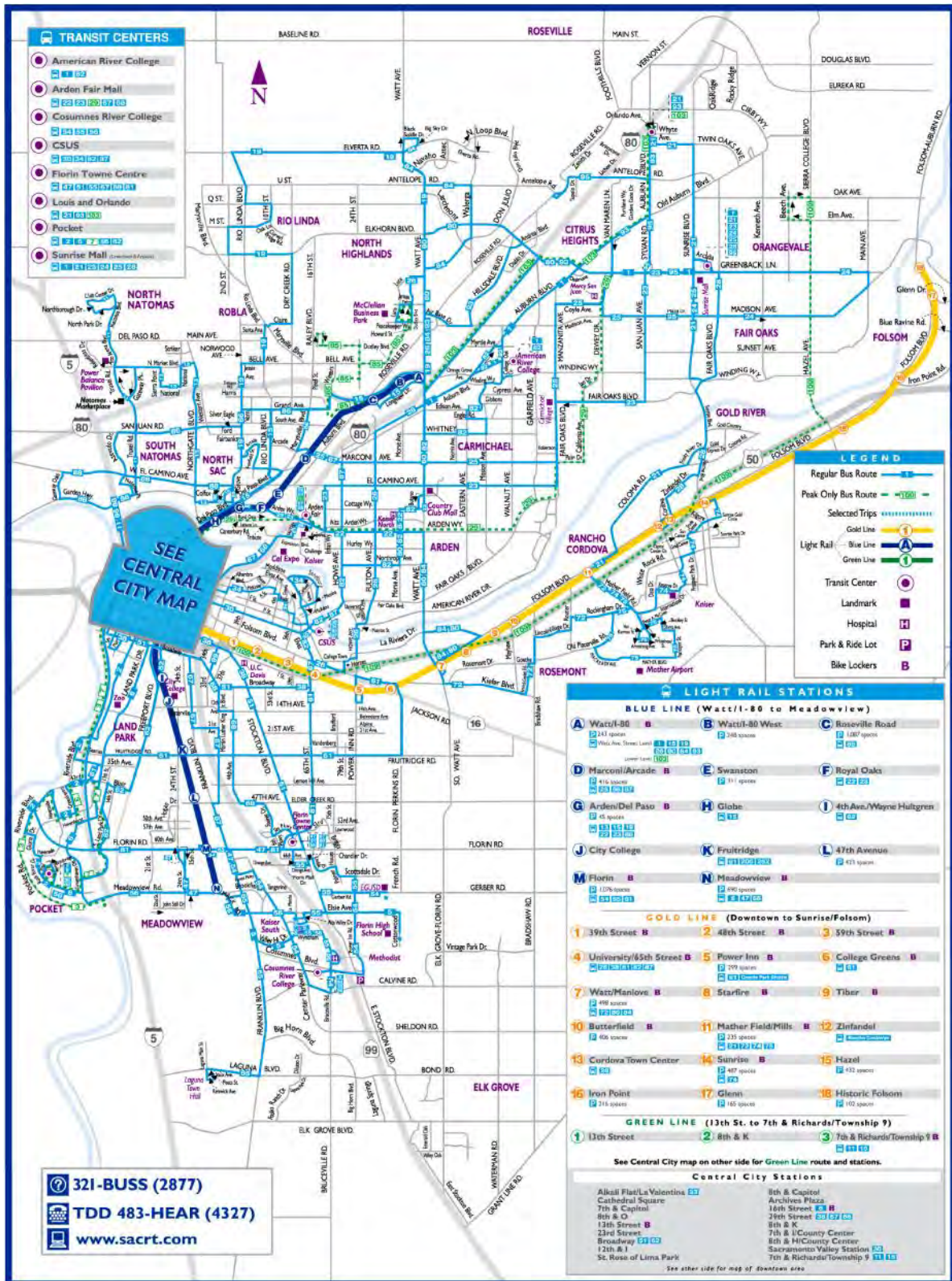
<b><i>Sacramento Regional Transit District</i></b>	Constructs, operates, and maintains a comprehensive mass transportation system that serves 418 square miles in Sacramento County
--	--

<b><i>Bus Service</i></b>		<b><i>Light Rail Service</i></b>	
Power	Compressed Natural Gas, Diesel, Gasoline	Power	Electrical
Routes	69	Miles	38.6
Schedule	4:41 am to 10:46 pm daily	Schedule	3:50 am to 12:47 am daily
Stops	3,142	Stops	48
Vehicles	212 CNG Buses; 4 CNG Replica trolleys; 14 Shuttle Vans ; 3 29' diesel buses	Vehicles	76
Annual Ridership	13,400,00	Annual Ridership	13,900,000

<b><i>Paratransit</i></b>		<b><i>Passenger Amenities/ Customer Service</i></b>	
ADA Passenger Trips Provided	330,616	Transfer Centers	26
ADA Vehicle Revenue Miles	3,102,585	Park & Ride	18
Vehicles	109	Annual Customer Service Calls	709,437
		Customer Info Line	(916) 321-2877
		Website	www.sacrt.com

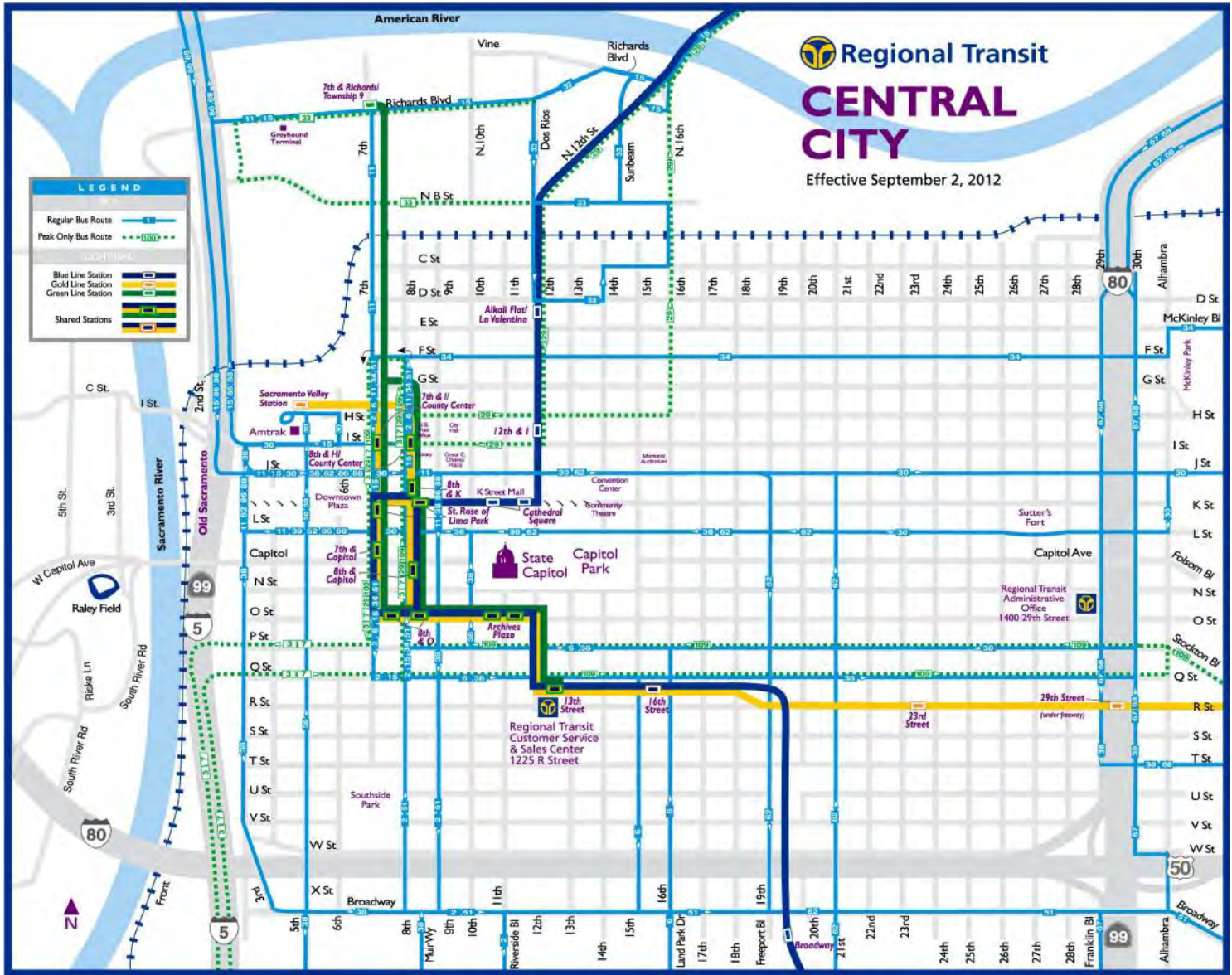
<b><i>History</i></b>	
Apr 1, 1973	Began operations by acquiring the assets of Sacramento Transit Authority
1973	Completed new maintenance facility and purchased 103 new buses
1987	Opened the 18.3-mile light rail system, linking the northeastern Interstate 80 and southeastern Highway 50 corridors with 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

# Sacramento Regional Transit Service Area Map





### Central Sacramento Service Area Map



Note: This is a detailed map of the central city service area, shown in blue on page 16 - "Sacramento Regional Transit Service Area Map"



## Strategic Plan

Adopted by the Board of Directors in January 2004, the RT strategic plan establishes RT's commitment to become a more efficient and competitive public transportation provider in the Sacramento region.

The Strategic Plan outlines the way RT will implement the Regional Metropolitan Transportation plan and defines RT's vision and mission. These purposes require that RT align its goals with the Region's, shape activities to support the goals, responsibly manage the things that are done, commit resources, and measure performance.

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

This plan is RT's commitment to the people of the Sacramento Region to make their lives better. RT will accomplish this through regional leadership, ethical and sound business practices, and financial sustainability. RT will continue to focus on customer service and provide safe, clean, and reliable transportation service. To prepare for future needs in the 21<sup>st</sup> Century, RT will build and continuously develop a highly skilled transportation workforce, and will increase our readiness to respond to transportation emergencies that disrupt communities and affect our customers throughout the region. RT will continue to challenge itself to meet the growing transportation needs of the Sacramento Region.

The strategic plan impacted the budget process from a financial perspective as follows:

- Each year RT assesses operational and financial performance across key areas
- RT is resourceful in preserving and increasing local funding sources
- RT maximizes the region's ability to attract Federal and State funding for Regional Transit Improvements
- RT prepares for future funding fluctuations and need
- RT advances the introduction of new technologies to improve operational effectiveness and efficiency and overall customer service

The RT's Strategic Plan summary of Mission, Vision, Values, and Goals are on the following page and is the result of the hard work of many of RT's employees and partners who are dedicated to leading the way to transportation excellence in the 21<sup>st</sup> Century. The plan is best seen as an evolving process, not a rigid or fixed document. This strategic plan will change as the needs of the Region change and reflect the transportation requirements of the Region.

## Strategic Plan continued

### Our Mission

To promote and enhance regional mobility and serve the public by providing quality transit services and solutions that improve the overall quality of life in the Sacramento region.

### Our Vision

A coordinated regional public transportation system that delivers quality and environmentally sensitive transit services that are an indispensable part of the fabric of communities throughout the Sacramento region.

### Our Values

- Financial Sustainability
- Customer Service
- Regional Leadership
- Quality Workforce
- Ethical and Sound Business Practices

### Our Goals

1. Secure the financial means to deliver our services and programs.
2. Provide total quality customer service.
3. Create a “World Class” regional transit system.
4. Be a great workplace, attract and retain a qualified, talented and committed workforce.
5. Conduct our business in a sound and ethical manner.

## Long-Term Financial Policies

### Accounting

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

### Revenues

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

## Long-Term Financial Policies continued

### Revenues cont.

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

### Expenditures

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

### Budget

- The District will comply with all legal budget requirements of the State of California.
- The District issues legal notices for 60 days public review.
- The capital budget will be prepared using a program/project format.
- The budget shall be summarized for adoption purposes.

## Long-Term Financial Policies continued

### Budget cont.

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

### TransitAction Plan (Long-Range Planning)

- The TransitAction Plan is the District's vision for the next 25 years and long range planning tool. The TransitAction Plan includes the following transit network and supporting services:
  - Major improvements in capital projects;
  - New multi-functional transfer centers that will provide easy and convenient interchange between modes and services;
  - Major investments in operations to provide a comprehensive network with high-frequency services and longer operating hours;



## Long-Term Financial Policies continued

### TransitAction Plan (Long-Range Planning) cont.

- Expanded fleet size; and
- Improvements to information, ticketing, stops and stations, wayfinding, as well as further funding for safety and security.

### Grants

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

### 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 on debt is to utilize pay-as-you-go funds to accomplish minor projects and to utilize debt service funds for major long-life expansion projects. This enables future patrons to share in the costs without overburdening existing patrons.

## Long-Term Financial Policies continued

### Debt Service cont.

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.

This issue in November 2012 totaled \$86,865,000 (par) in revenue bonds to finance the cost of an extension to the District's light rail system and related improvements, acquisitions of certain buses, other vehicles and other capital projects; and also refunding the outstanding Farebox Certificates of Participation, 2003 Series-C.

- The District shall maintain an unsecured line of credit up to \$25 million to pay for current expenses and capital expenditures incurred in anticipation of receiving Federal 5307 grant funds.
- Bond financing or Certificates of Participation (COPs) will not be issued to support current operating expenditures.
- Capital projects funded through the issuance of bonds or COPs shall be financed for a period not to exceed the expected useful life of the project.
- Before bonded long-term debt is issued, the impact of debt service on total annual fixed costs will be analyzed.
- There are no 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.



## Long-Term Financial Policies continued

### Capital Improvement Program

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

### Capitalized Assets

- RT capitalizes all assets with an individual cost of more than \$5,000, and a useful life in excess of one year.
- Capital assets will be stated at historical cost, and infrastructure, which includes light rail vehicle tracks, will be capitalized.
- Improvements will be capitalized and depreciated over the remaining useful lives of the related properties.
- RT computes depreciation using the straight-line method over estimated useful lives as follows:
 

- Buildings and improvements	30 to 50 years
- Buses and maintenance vehicles	4 to 12 years
- Light-rail structures and light-rail vehicles	25 to 45 years
- Other operating equipment	5 to 15 years

## Long-Term Financial Policies continued

### Compensated Absences

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

### Risk Management and Self-Insurance

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

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

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

\* Includes revenue and non-revenue vehicles.

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

## Long-Term Financial Policies continued

### Cost Allocation

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

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

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



## Budget Process

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

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

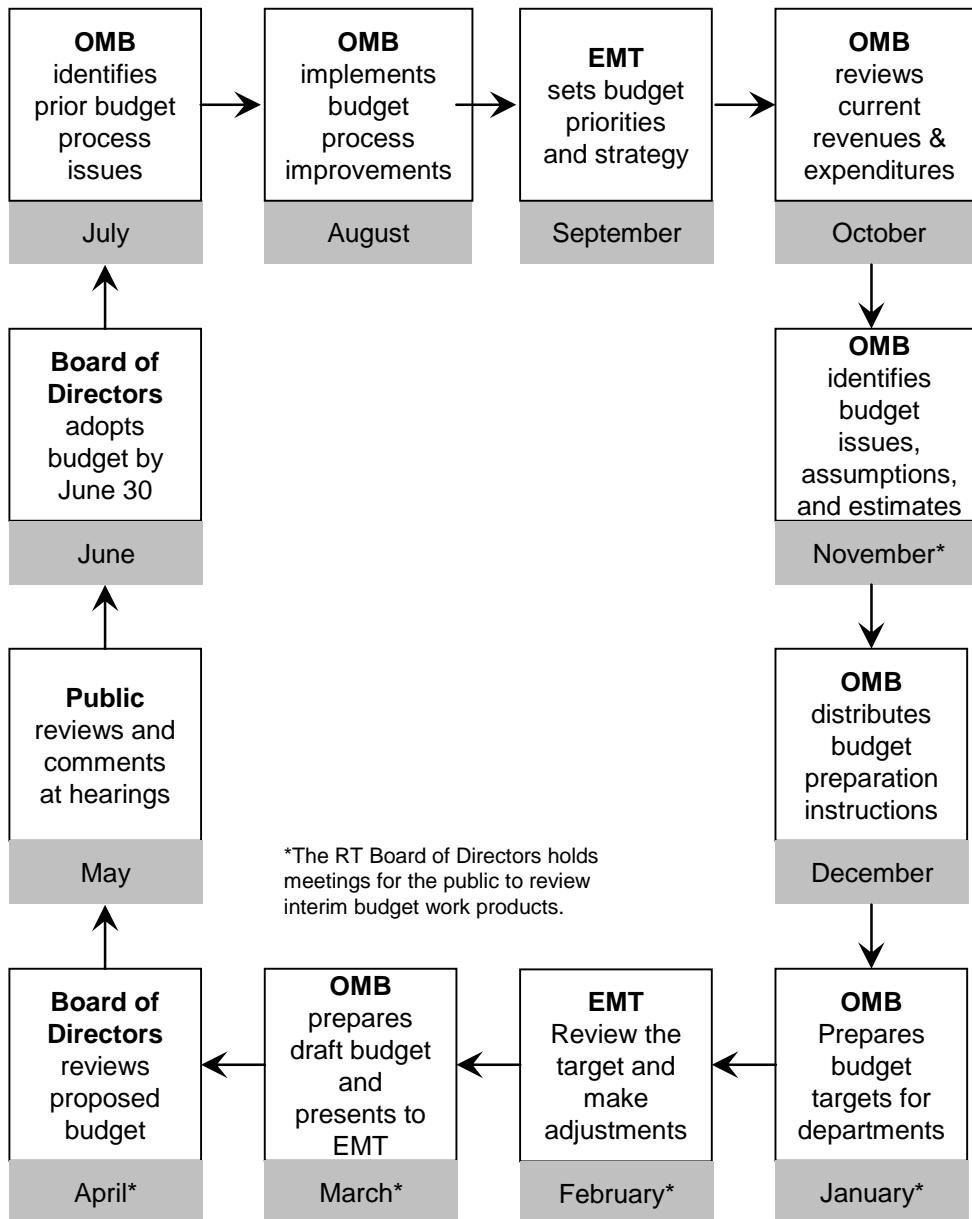
In December, OMB distributes budget preparation instructions to departments for development of detailed spending plans. In January, OMB prepares budget targets for the departments. In February, departments review the targets and make adjustments and OMB updates the revenue estimates. In March, OMB prepares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

The chart on the next page reflects this process.





## Budget Process continued



## Voting System

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

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

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

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

On March 12, 2007, the RT Board of Directors adopted the new Schedule of Weighted Voting Distribution for the remainder of FY 2007. For all subsequent years, the Schedule is to be included in the proposed budget document and distributed to voting entities at least 60 days in advance of budget adoption. A summary of the tabulated vote shares adopted for FY 2013 and for FY 2014 is shown in the table below. A detailed FY 2014 Schedule of Weighted Voting is shown on the next page.

### Weighted Voting Shares by Jurisdiction

Jurisdiction	Status	Shares - FY 2013 Budget	Shares – FY 2014 Budget
County of Sacramento	Annex	41	42
City of Sacramento	Annex	36	37
City of Rancho Cordova	Annex	9	9
City of Citrus Heights	Contract	6	5
City of Elk Grove	Contract	4	4
City of Folsom	Contract	4	3
<b>Total</b>		<b>100</b>	<b>100</b>

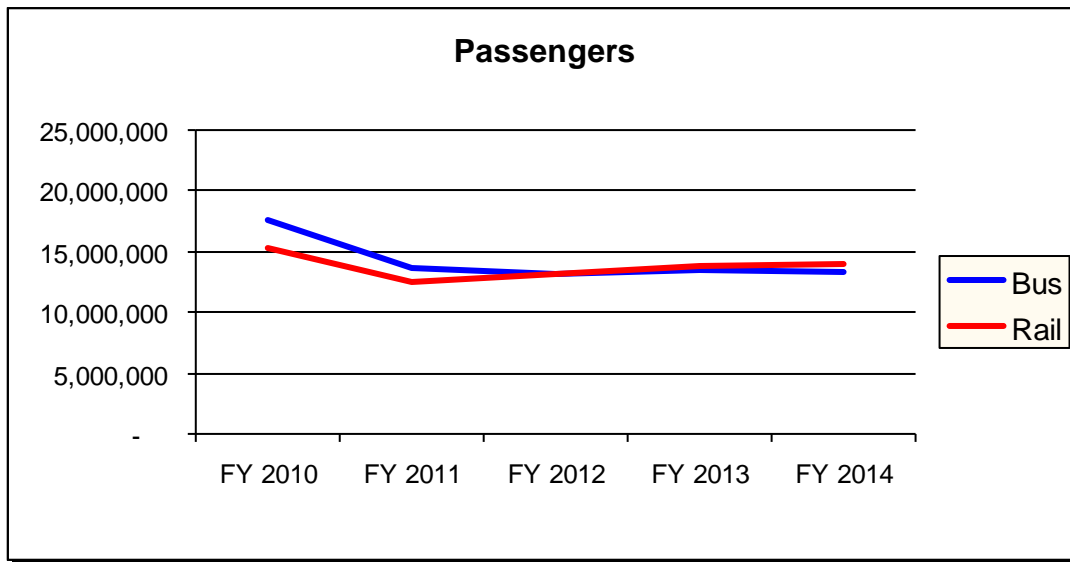
## Voting System continued

### Weighted Voting Distribution Schedule

Fiscal Year 2014 Schedule of Weighted Voting Distribution							
Base Values*							
Federal Financial Information							
Code Section:							
102205(b)(6)	-	31,772,464					
102205(b)(7)	<u>Allocation of Federal Funds to jurisdictions other than RT</u>	3,093,000					
102205(b)(8)	<u>FY 13 Federal Funds Available for use in RT Service Area:</u>	28,679,464					
Jurisdiction Specific Values							
102205(b)(10)	<u>Population:**</u>	470,956	560,675	66,093	83,881	72,725	154,594
	<u>Proportionate Population:</u>	33.43%	39.79%	4.69%	5.95%	5.16%	10.97%
	<u>Member:</u>	Yes	Yes	Yes	No	No	No
102100.2, 102100.3		4	3	1	1	1	1
	<u>Federal Funds Attributed to Entry (Total Federal Funding x Share of Population):</u>	9,586,582	11,412,864	1,345,361	1,707,446	1,480,359	3,146,850
102105.1(d)(2)(D)							28,679,464
102105.1(d)(2)(A), 102205(b)(3)	<u>FY 14 State TDA Funds Made Available to RT:</u>	16,770,711	18,993,790	2,353,567	0	0	0
102105.1(d)(2)(B), 102205(b)(4)	<u>FY 14 Funds Provided Under Contract:</u>	0	0	0	2,893,440	1,529,047	279,645
102105.1(d)(2)(C), 102205(b)(5)	<u>FY 14 Other Local Funds</u>	0	0	0	0	0	0
102105.1(d)(2)	<u>Total Financial Contribution:</u>	26,357,293	30,406,654	3,698,928	4,600,886	3,009,406	3,426,495
102105.1(d)(2)	<u>Proportionate Financial Contribution:</u>	36.86%	42.53%	5.17%	6.43%	4.21%	4.79%
Voting Calculation							
102105.1(d)(1)	<u>Incentive Shares (5 for member jurisdictions)</u>	5	5	5	0	0	0
102105.1(d)(2)	<u>Financial Contribution Shares (Proportionate Financial Share x Remainder of 100 shares):</u>	31.3340	36.1479	4.3973	5.4696	3.5776	4.0735
102105.1(d)(3)	<u>Total Shares:</u>	36.3340	41.1479	9.3973	5.4696	3.5776	4.0735
102105.1(d)(4)(i)	<u>Shares After Rounding:</u>	36	41	9	5	3	4
102105.1(d)(4)(i), 102105.1(d)(4)(ii)	<u>Share Adjustment (To Ensure 100 Shares):</u>	37	42	9	5	3	4
Distribution of Shares Among Members (Assuming All Members Present to Vote):***							
102105.1(d)(7)		9	14	9	5	3	4
	Member 1	10	14	9	5	3	4
	Member 2	9	14	N/A	N/A	N/A	N/A
	Member 3	9	14	N/A	N/A	N/A	N/A
	Member 4	9	N/A	N/A	N/A	N/A	N/A
	Member 5	N/A	N/A	N/A	N/A	N/A	N/A
	<u>Total Votes:</u>	37	42	9	5	3	4

\* In addition to the funding sources set forth below, RT projects following funds for operating purposes: \$34,817,643 - Measure A  
 \*\* Population as measured by the population statistics used by SACOG to allocate TDA funds for the same fiscal year for which the budget is adopted.  
 \*\*\* If, in any vote allocation, any member would have more than 15 votes, that jurisdiction will be given an additional seat and the votes will be reallocated to the larger number of members.

## Trends



	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2014 to FY 2013 Amount	FY 2014 to FY 2013 Percent
Bus	17,579,268	13,617,462	13,145,864	13,788,156	13,400,000	(388,156)	-2.8%
Rail	15,317,881	12,543,866	13,192,601	13,513,471	13,900,000	386,529	2.9%
<b>Total</b>	<b>32,897,149</b>	<b>26,161,328</b>	<b>26,338,465</b>	<b>27,301,627</b>	<b>27,300,000</b>	<b>(1,627)</b>	<b>0.0%</b>

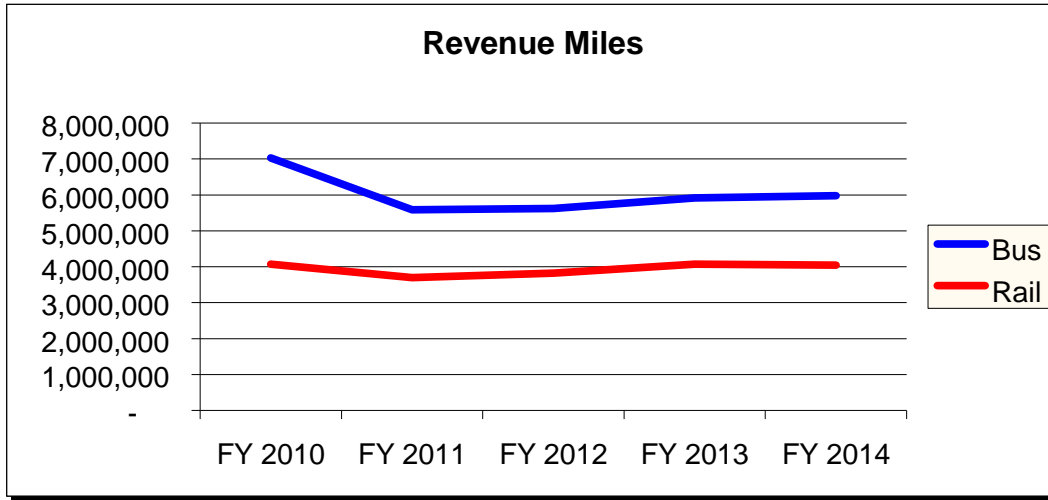
In FY 2011, the Bus and rail ridership decreased by 20.5% compared to FY 2010 levels due to the a 21% service reduction in June 2010.

In FY 2012, rail ridership increased 5.2% and bus ridership decreased 3.5%. On June 15, 2012, the Green Line to the River District Light Rail extension began operation.

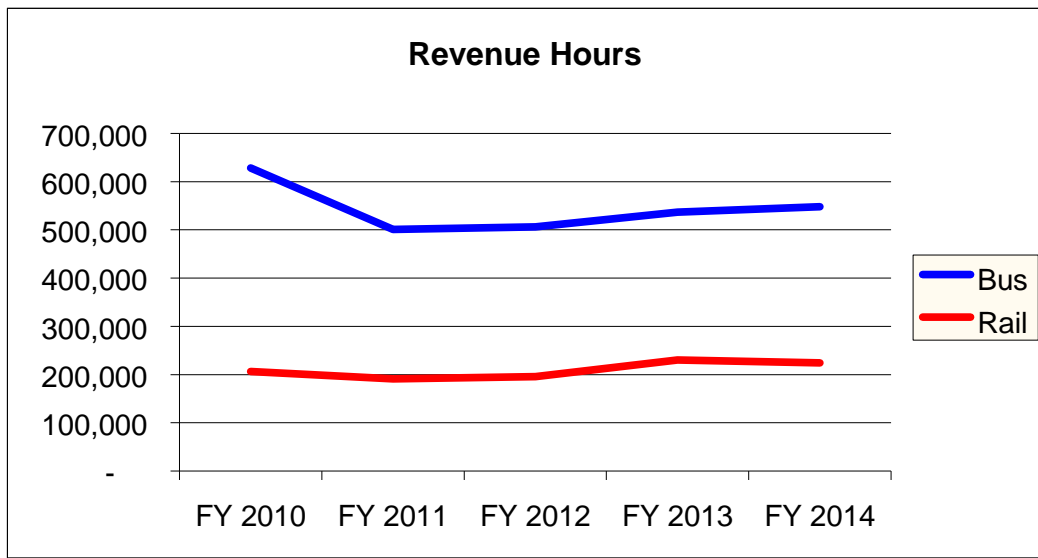
In FY 2013, RT successfully implemented the first phase of TransitRenewal, a comprehensive operational analysis of the RT bus and light rail system that will restore, restructure and "renew" transit service through FY 2017. As a result, bus and rail ridership increased 4.9% and 2.4% respectively.

In FY 2014, total ridership is projected to be flat compared to FY 2013.

### Trends continued



	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2014 to FY 2013	
						Amount	Percent
Bus	7,032,396	5,589,657	5,617,899	5,910,234	5,982,000	71,766	1.2%
Rail	4,073,674	3,696,693	3,822,585	3,921,415	4,045,699	124,284	3.2%
<b>Total</b>	<b>11,106,070</b>	<b>9,286,350</b>	<b>9,440,484</b>	<b>9,831,649</b>	<b>10,027,699</b>	<b>196,050</b>	<b>2.0%</b>



	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2014 to FY 2013	
						Amount	Percent
Bus	628,183	501,189	505,966	534,807	550,291	15,484	2.9%
Rail	206,238	191,111	195,769	217,229	223,949	6,720	3.1%
<b>Total</b>	<b>834,421</b>	<b>692,300</b>	<b>701,735</b>	<b>752,036</b>	<b>774,240</b>	<b>22,204</b>	<b>3.0%</b>

## Trends continued

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

In June 2010, faced with fiscal challenges due to economic downturns, RT had to reduce bus and rail service by 20.2% and 7.3%, respectively, to rebalance the budget. These service reductions are reflected in the trends between FY 2010 and FY 2011.

In FY 2012, rail hours increased by 2.4% and bus hours increased by 1.0%. As mentioned earlier, on June 15, 2012, the Green Line to the River District light rail extension began operation. In addition, the eighth train on the Gold Line started the operation in April 2012.

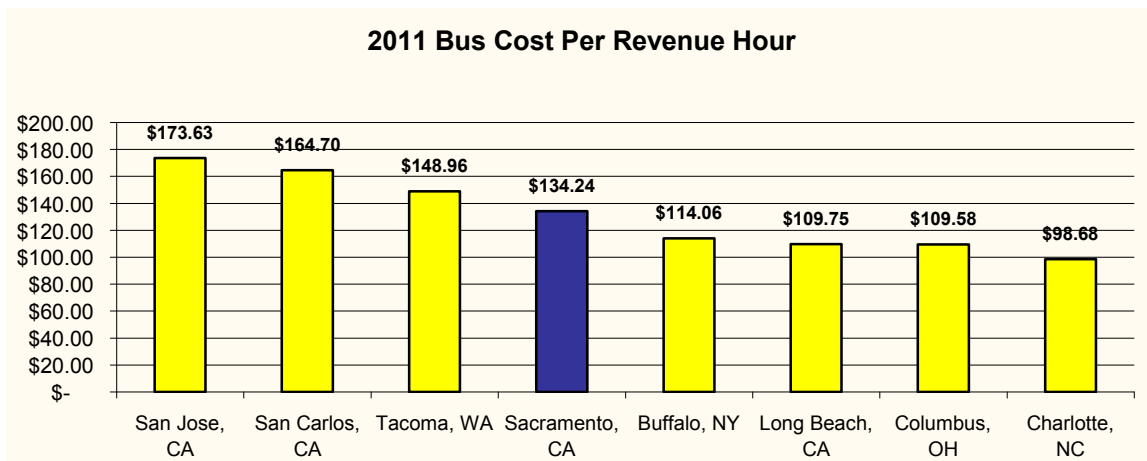
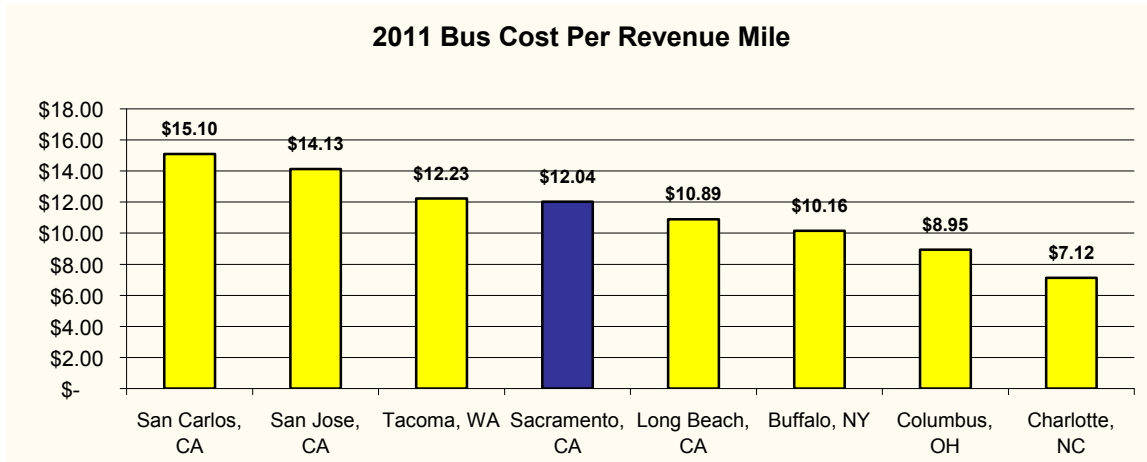
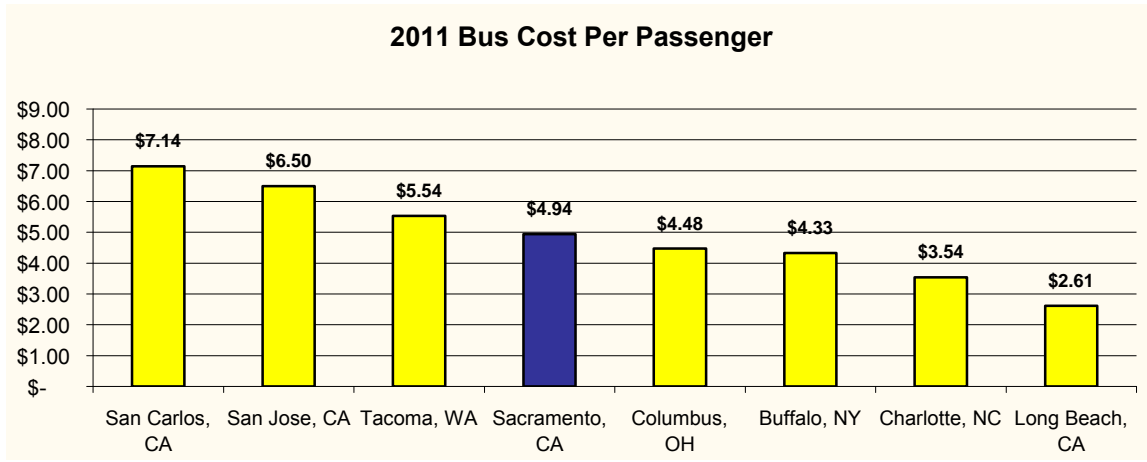
In FY 2013, RT implemented the first phase of TransitRenewal. Bus and rail revenue hours increased 5.7% and 11.0% respectively.

In FY 2014, bus and rail revenue hours are projected to increase 2.9% and 3.1% respectively due to a full year of the first phase of TransitRenewal as well as minor service adjustments planned for January 2014.

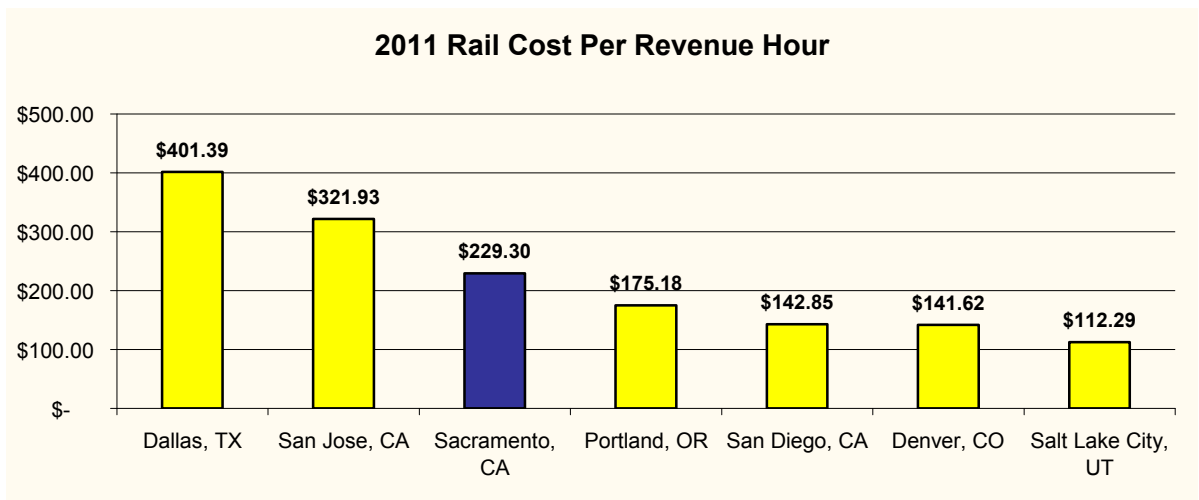
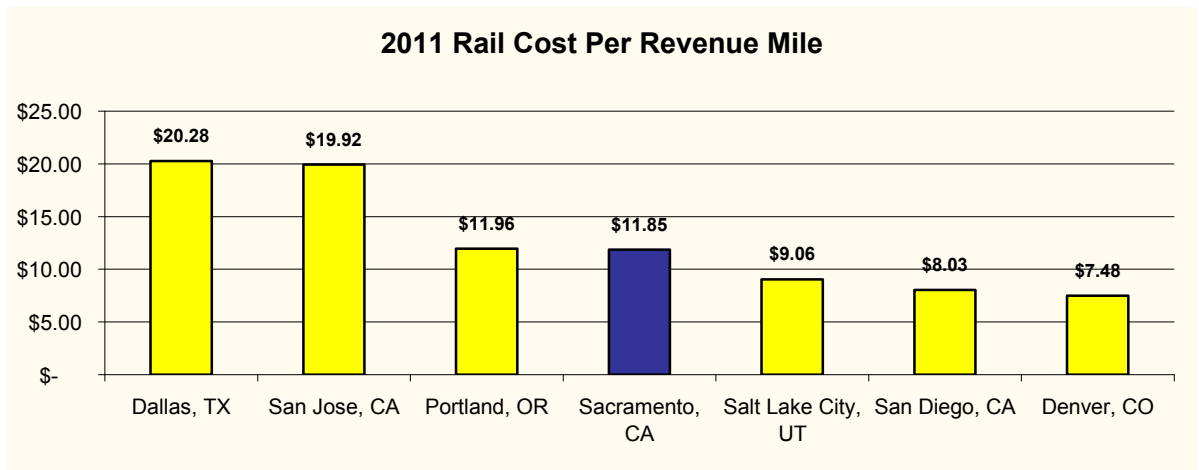
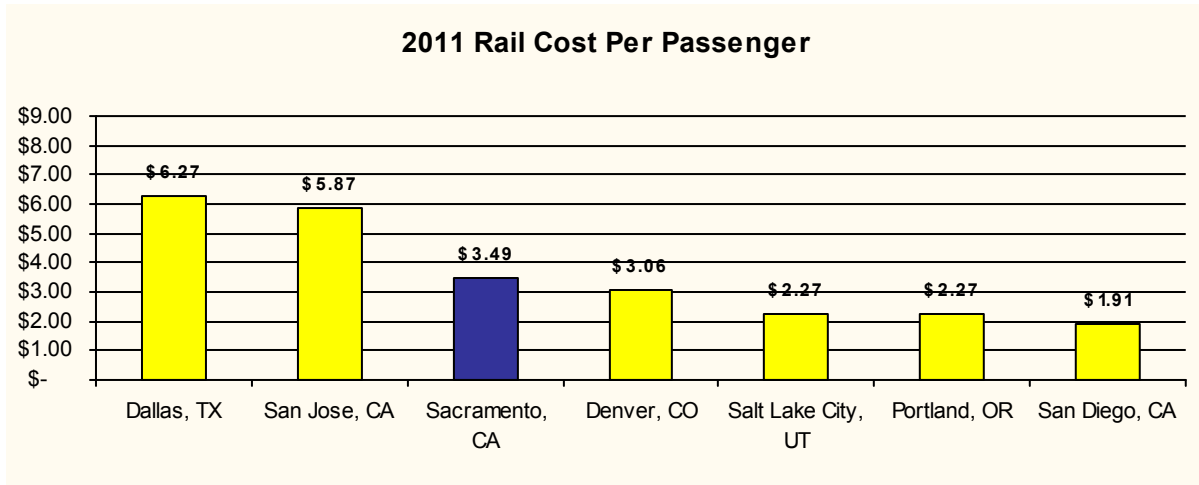




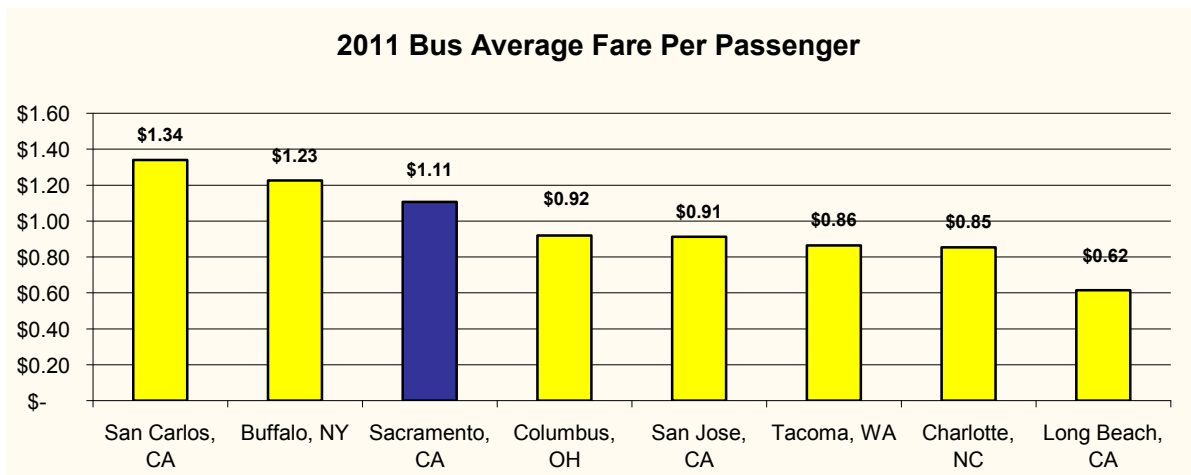
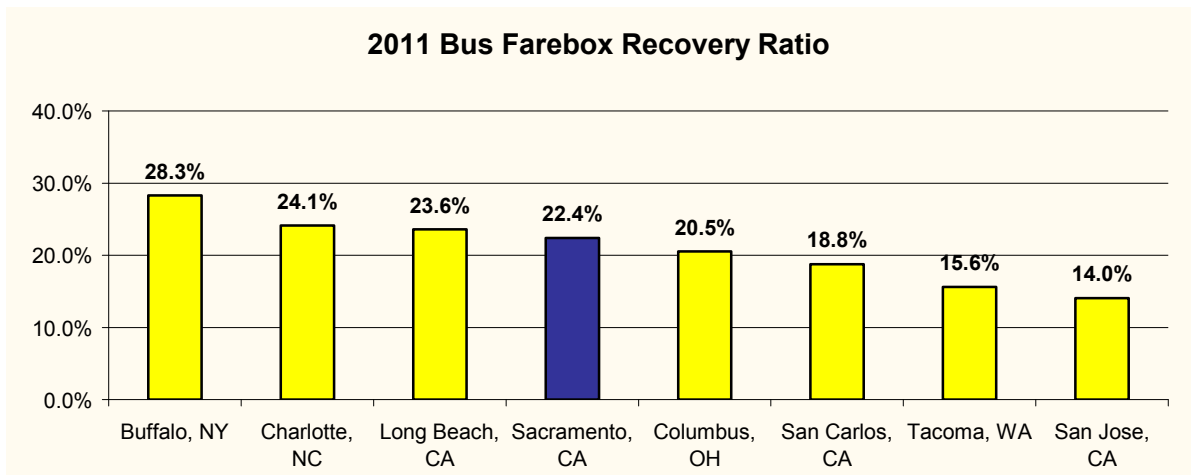
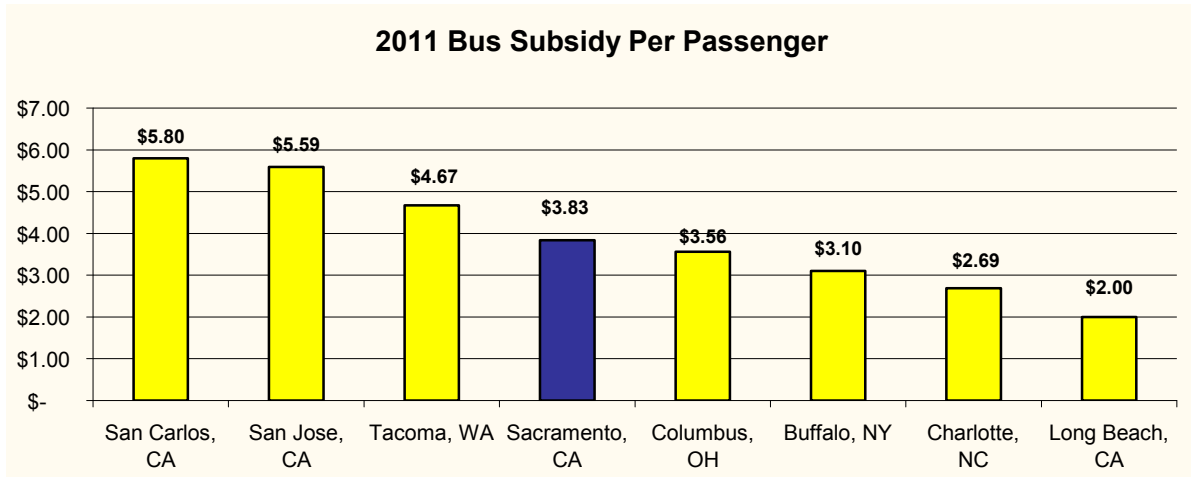
## Peer Comparison



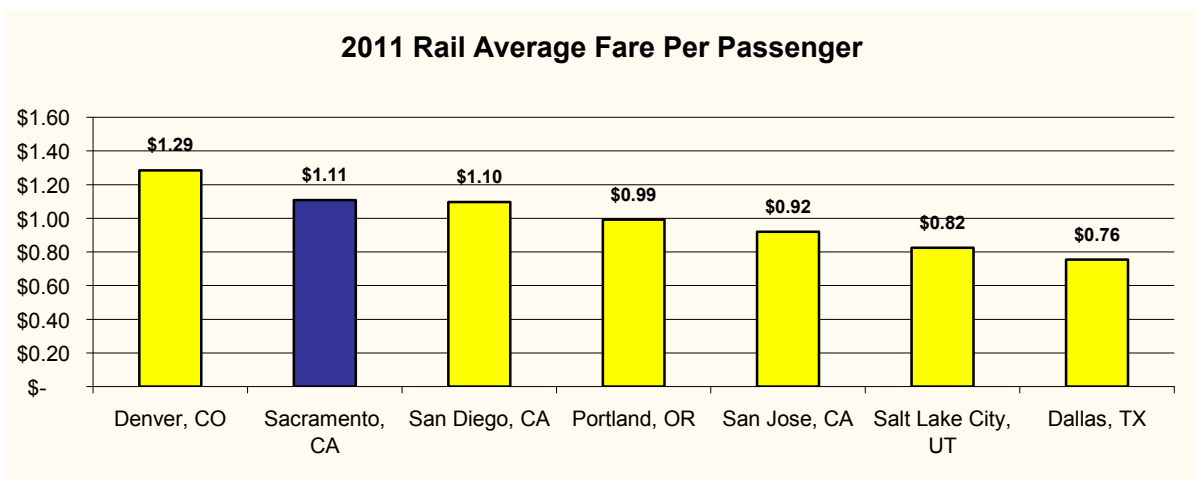
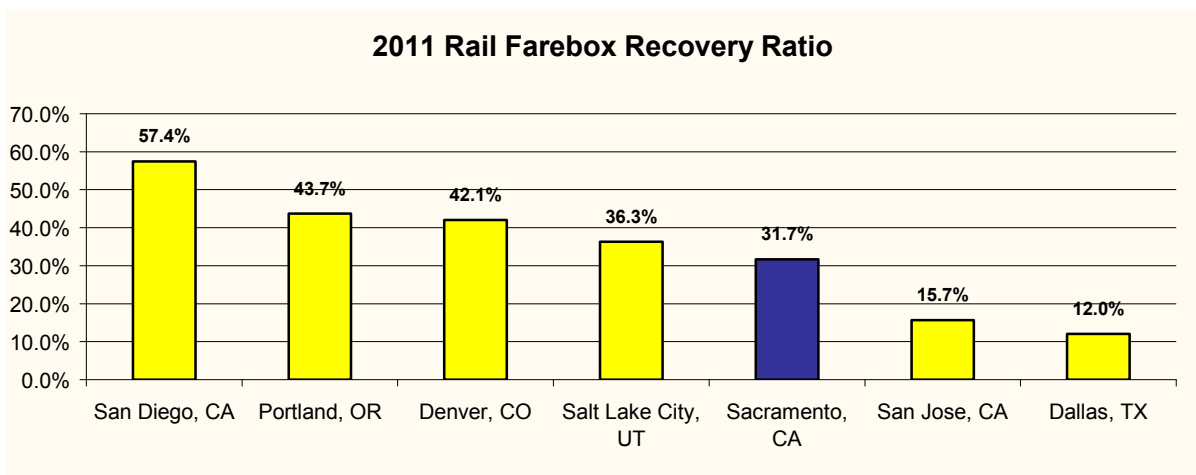
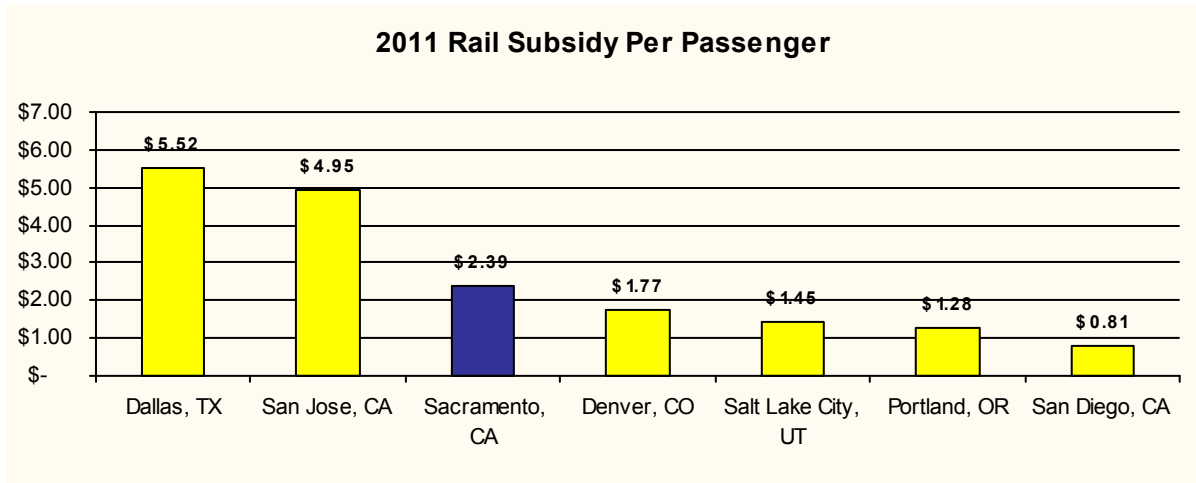
### Peer Comparison continued



### Peer Comparison continued



### Peer Comparison continued



# Operating Budget Summary





## Enterprise Fund Statement (Fund Balance)

(Whole Dollars)

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
<b>Operating Revenues</b>					
Fare Revenue	\$ 30,863,701	\$ 28,967,228	\$ 28,964,148	\$ 29,758,679	\$ 30,085,846
Contracted Services	4,598,650	4,361,810	5,244,807	5,606,614	5,416,127
State & Local	58,134,639	58,109,166	69,131,857	71,275,441	76,118,440
Federal	<sup>1</sup> 30,913,817	23,331,369	24,453,331	28,970,328	28,142,128
Other	2,962,480	4,064,536	2,598,039	3,442,696	2,920,292
Total Operating Revenue	<u>127,473,286</u>	<u>118,834,110</u>	<u>130,392,183</u>	<u>139,053,758</u>	<u>142,682,833</u>
<b>Capital Revenue Contributions</b>					
State & Local	29,380,939	36,481,569	33,473,886	35,836,495	7,814,142
Federal	4,955,453	3,538,233	10,015,897	9,331,167	10,737,855
Total Capital Revenue	<u>34,336,392</u>	<u>40,019,802</u>	<u>43,489,783</u>	<u>45,167,662</u>	<u>18,551,997</u>
<b>Operating Expenses</b>					
Salaries & Benefits	90,548,073	78,690,374	81,751,427	87,717,778	90,983,542
Professional Services	22,510,928	20,068,613	20,165,034	23,645,934	25,213,421
Materials & Supplies	9,127,636	7,915,146	9,119,204	9,687,581	9,367,650
Utilities	5,530,888	5,741,319	5,587,066	5,638,681	5,810,000
Insurance & Liability	2,286,204	6,540,245	6,353,496	7,909,686	8,528,942
Other	1,728,477	1,790,169	1,773,809	1,785,952	2,400,095
Total Operating Expenses	<u>131,732,207</u>	<u>120,745,866</u>	<u>124,750,036</u>	<u>136,385,611</u>	<u>142,303,650</u>
Operating Expenses For Capital	<sup>2</sup> 3,806,049	1,017,398	1,387,265	1,538,562	4,000,000
<b>Non-Operating Expenses</b>					
Depreciation & Amortization	30,920,183	31,288,071	31,442,344	31,430,082	30,000,000
Interest Expense	369,799	288,132	210,559	62,563	500,000
Total Non-Operating Expenses	<u>31,289,982</u>	<u>31,576,203</u>	<u>31,652,903</u>	<u>31,492,645</u>	<u>30,500,000</u>
Beginning Balance, July 1	775,070,534	770,051,975	775,566,419	791,658,180	806,462,782
Ending Balance, June 30	<sup>3</sup> \$ <u>770,051,975</u>	\$ <u>775,566,419</u>	\$ <u>791,658,180</u>	\$ <u>806,462,782</u>	\$ <u>790,893,962</u>
% Change in Ending Fund Balance		0.72%	2.07%	1.87%	-1.93%

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

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

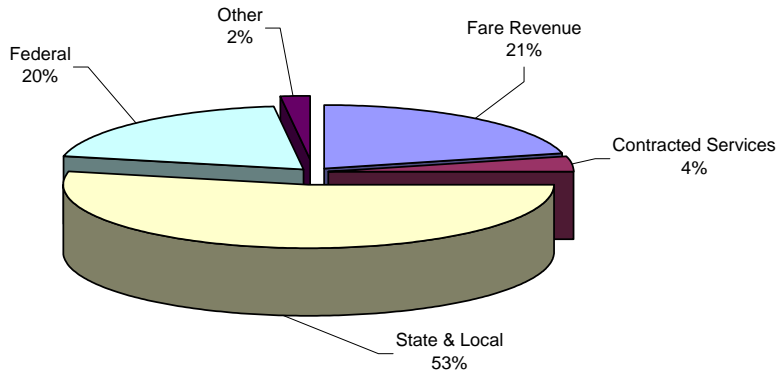
<sup>3</sup> The FY 2014 Budgeted Ending Balance of \$791 million is 1.93% less than projected FY 2013 amounts.

This is due to a Budgeted decrease in Capital Revenue Contributions in FY 2014 compared to 2013 and prior year amounts.



## Revenues

### Operating Revenues by Funding Source



(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014	
						Amount	Percent
Fare Revenue	\$ 30,864	\$ 28,967	\$ 28,964	\$ 29,759	\$ 30,086	\$ 327	1.1%
Contracted Services	4,599	4,362	5,245	5,607	5,416	(190)	-3.4%
State & Local	58,135	58,109	69,132	71,275	76,118	4,843	6.8%
Federal	30,914	23,331	24,453	28,970	28,142	(828)	-2.9%
Other	2,962	4,065	2,598	3,443	2,920	(522)	-15.2%
<b>Subtotal</b>	<b>127,473</b>	<b>118,834</b>	<b>130,392</b>	<b>139,054</b>	<b>142,683</b>	<b>3,629</b>	<b>2.6%</b>
Operating Reserve		\$ 379	\$ (5,642)	\$ (2,668)	\$ (379)		
<b>Total</b>	<b>\$ 127,473</b>	<b>\$ 119,213</b>	<b>\$ 124,750</b>	<b>\$ 136,386</b>	<b>\$ 142,304</b>	<b>\$ 5,918</b>	<b>4.3%</b>

## Revenues continued

### Fare Revenue

This category includes rider monies deposited in the fare box and the sale of tickets and passes.

- The FY 2014 Budget proposes \$30.1 million in Fare revenue, an increase of \$0.3 million (1.1%) from the FY 2013 Projected revenue (\$29.8 million).
- This reflects a slight increase in Fare Revenue due to a full year of Phase I Transit Renewal.

### Contracted Services

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

- The FY 2014 Budget proposes \$5.4 million in Contracted Services revenue, a decrease of \$0.2 million (3.4%) from the FY 2013 Projected revenue (\$5.6 million).
- This reflects a 3% increase in Granite Park and North Natomas shuttle contracts.
- This also reflects a decrease in Folsom contract of \$0.3 million due to a small true-up to actual cost for FY 2012 compared to FY 2013 Budget, which included a large \$0.3 million true-up for the FY 2011.

## Revenues continued

### State and Local

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

#### **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 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

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

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

---

## Revenues continued

### Percentage of Developer Fees:

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

### Percentage of Sales Tax:

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

- The FY 2014 Budget proposes \$76.1 million in State and Local funding revenue, an increase of \$4.8 million (6.8%) from the FY 2013 Projected revenue of \$71.3 million.
- This reflects a 5.0% increase in sales tax growth estimates for Measure A and LTF revenues based on the FY 2013 year-end projections.
- This also reflects a transfer of STA funds to capital in the amount of \$3.75 million for Revenue Bond payment, partial funding for Light Rail grinding (\$60K), and a local match (\$95K) for Transit Enhancement funds for two capital projects in Rancho Cordova.
- This includes \$1.9 million in prior year LTF funds, which is the difference between RT's projected LTF revenue for FY 2013 and the FY 2013 Final Findings of Apportionments developed by SACOG.

### **Federal**

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

## Revenues continued

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

- The FY 2014 Preliminary Budget proposes \$28.1 million in federal funding, a decrease of \$0.8 million (2.9%) from the FY 2013 Projected revenue of \$29.0 million.
- Section 5307 Urbanized Area federal funding is projected to be flat compared to FY 2013 projections.
- JARC revenue is projected to decrease by \$0.09 million (18.0%).
- This also reflects \$0.24 million in transfer of 5337 “State of Good Repair” Funding to capital for the Light Rail grinding project, which decreased the portion to operating.

## Other

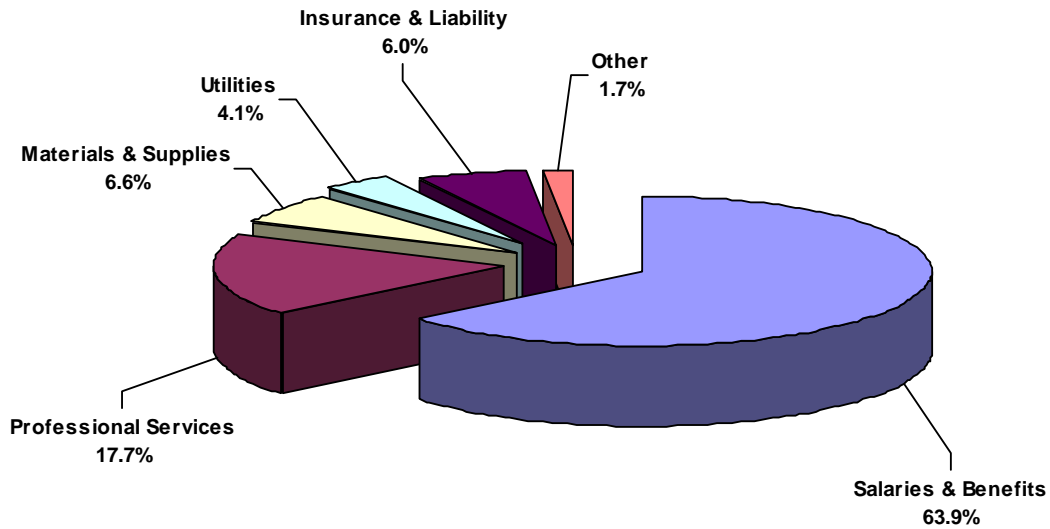
This category includes investment income, commercial real estate leases, advertising income, bus book sales, fare evasion fines, promotional item sales, photo identification activities, and parking revenue.

- The FY 2014 Budget proposes \$2.9 million in other revenue, a decrease of \$0.5 million (15.2%) from the FY 2013 Projected revenue (\$3.4 million).
- FY 2014 Budget includes a 12-month worth of CNG tax rebate of \$1.2 million, while the FY 2013 Revised Budget included 18-months (January 2012 to June 2013) of CNG tax rebate revenue.



## Expenses

### Operating Expenses by Expense Category

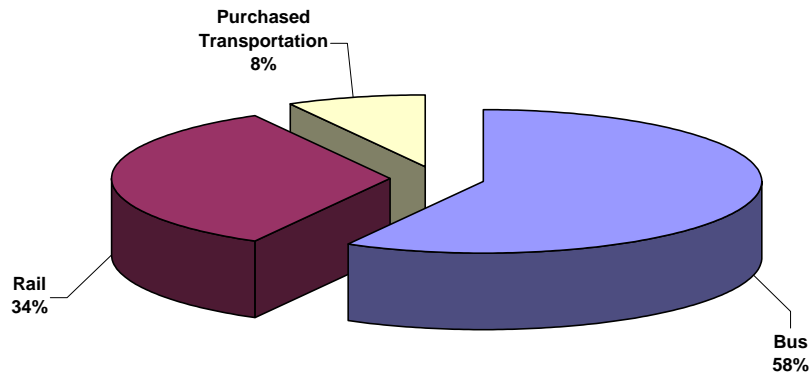


(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014 Amount	Percent
Salaries & Benefits	\$ 90,548	\$ 78,690	\$ 81,751	\$ 87,718	\$ 90,984	\$ 3,266	3.7%
Professional Services	22,511	20,069	20,165	23,646	25,213	1,567	6.6%
Materials & Supplies	9,128	7,915	9,119	9,688	9,368	(320)	-3.3%
Utilities	5,531	5,741	5,587	5,639	5,810	171	3.0%
Insurance & Liability	2,286	6,540	6,353	7,910	8,529	619	7.8%
Other	1,728	1,790	1,774	1,786	2,400	614	34.4%
<b>Total Expenses</b>	<b>\$ 131,732</b>	<b>\$ 120,746</b>	<b>\$ 124,750</b>	<b>\$ 136,386</b>	<b>\$ 142,304</b>	<b>\$ 5,918</b>	<b>4.3%</b>

## Expenses continued

### Operating Expenses by Mode

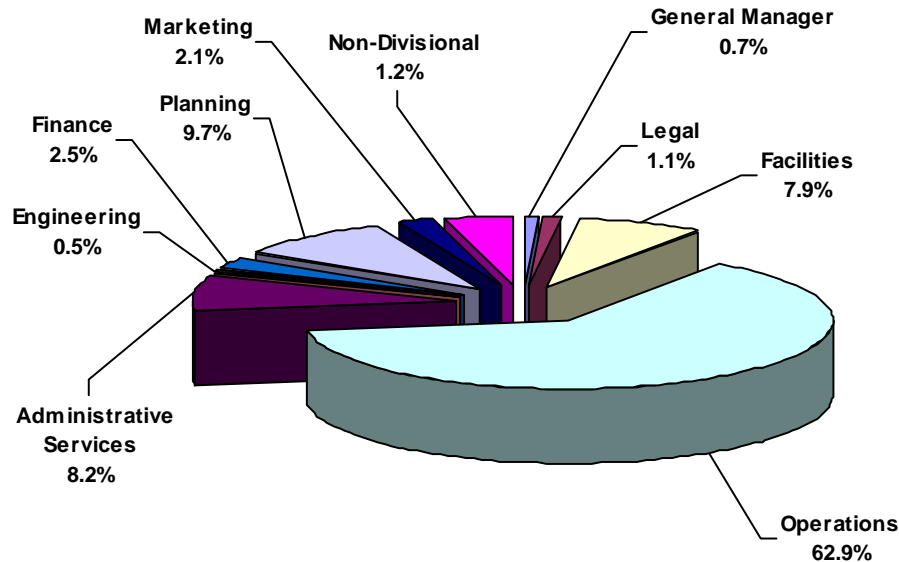


(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014	
						Amount	Percent
Bus	\$ 75,596	\$ 67,668	\$ 68,252	\$ 73,332	\$ 77,198	\$ 3,865	5.3%
Rail	44,978	43,468	46,163	50,626	52,744	2,118	4.2%
Purchased Transportation	11,159	9,611	10,335	12,427	12,362	(66)	-0.5%
<b>Total Expenses</b>	<b>\$ 131,732</b>	<b>\$ 120,746</b>	<b>\$ 124,750</b>	<b>\$ 136,386</b>	<b>\$ 142,304</b>	<b>\$ 5,918</b>	<b>4.3%</b>

## Expenses continued

### Operating Expenses by Division



(Dollars in Thousands)

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014 Amount	Percent
General Manager	\$ 569	\$ 646	\$ 779	\$ 666	\$ 1,159	\$ 493	74.1%
Legal	1,266	1,237	1,302	1,424	1,770	346	24.3%
Facilities	11,611	10,972	10,893	11,574	12,315	741	6.4%
Operations	92,413	80,815	83,837	89,603	97,688	8,085	9.0%
Administrative Services	6,002	10,468	9,918	11,772	12,692	921	7.8%
Engineering	841	668	749	797	840	43	5.3%
Finance	3,157	3,115	3,182	3,405	3,942	537	15.8%
Planning	13,561	11,207	12,288	14,815	15,077	263	1.8%
Marketing	3,173	2,498	2,624	3,094	3,300	206	6.7%
Non-Divisional	(862)	(881)	(823)	(763)	(6,479)	(5,716)	749.6%
<b>Total Expenses</b>	<b>\$ 131,732</b>	<b>\$ 120,746</b>	<b>\$ 124,750</b>	<b>\$ 136,386</b>	<b>\$ 142,304</b>	<b>\$ 5,918</b>	<b>4.3%</b>

## Expenses continued

### Salaries & Benefits

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

- The FY 2014 Preliminary Budget proposes \$91.0 million for salaries and benefits, an increase of \$3.3 million (3.7%) from the FY 2013 Projected cost (\$87.7 million).
- Labor increased by \$1.6 million (3.1%) from the FY 2013 Projected cost (\$51.1 million). Which is related to the elimination of labor concessions in various labor contracts in FY 2013 in the amount of \$1.5 million.
- Fringe Benefits increased by \$3.0 million (7.3%) from the FY 2013 Projected cost (\$41.2 million). This reflects a \$1.5 million (10.5%) increase in pension costs and a \$1.4 million (13.6%) increase in Medical costs.
- Capital recovery and indirect costs have increased by \$1.3 million over FY 2013 Projected cost (-\$4.6 million). This represents labor charged to capital projects, which reduces the operating budget labor costs.
- The Fiscal Year 2014 Preliminary Budget includes 1009 Funded positions, an increase of 12 positions from the Fiscal Year 2013 Revised Budget of 997 fully or partially funded positions.

### Professional Services

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

- The FY 2014 Preliminary Budget proposes \$25.2 million for Professional Services, an increase of \$1.6 million (6.6%) from the FY 2013 Projected cost of \$23.6 million.
- This reflects an increase in Security Services of \$1.5 million.
- This also includes an increase in Medica Advertising of \$0.16 million.
- Purchased Transportation is \$0.07 million below FY 2013 Projected cost.

## 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 2014 Preliminary Budget proposes \$9.4 million for materials and supplies, a decrease of (\$0.3) million (3.3%) from the FY 2013 Projected cost of \$9.7 million.
- This reflects slight decreases in multiple accounts to reflect the current year trending.

### Utilities

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

- The FY 2014 Preliminary Budget proposes \$5.8 million for Utilities, a decrease of \$0.2 million (3.0%) from the FY 2013 Projected cost (\$5.6 million).
- This reflects a slight increase in telephone cost and traction power.

### Insurance & Liability

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

- The FY 2014 Preliminary Budget proposes \$8.5 million for casualty and liability insurance, an increase of \$0.6 million (7.8%) from the FY 2013 Projected cost (\$7.9 million).
- This reflects an increase in insurance premiums.

### Other

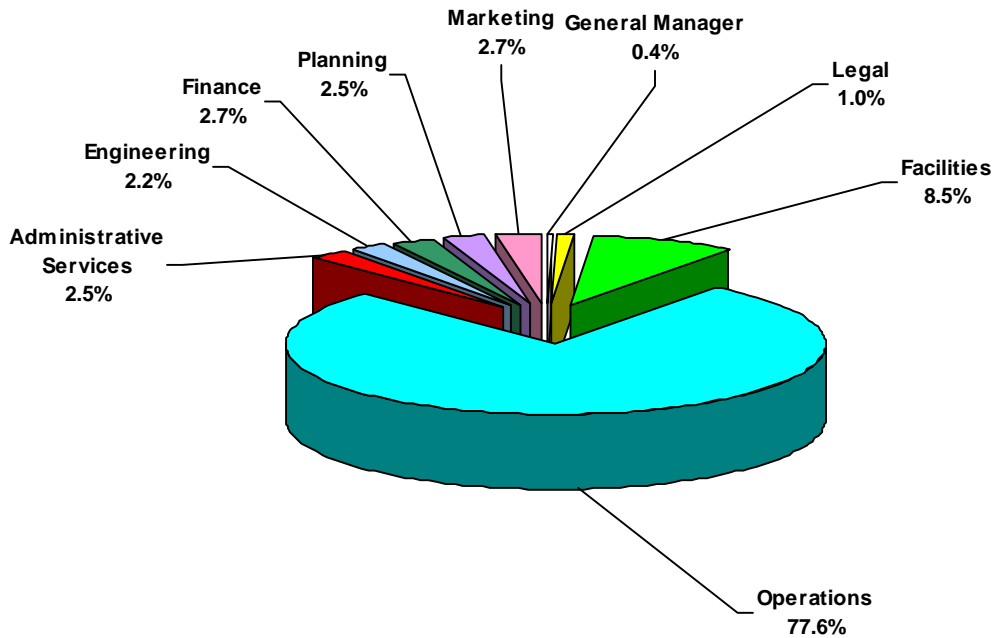
This category includes, but is not limited to, travel and training, seminars, dues and subscriptions, awards and ceremonies, building leases, equipment leases, taxes, freight, advertising, legal notices, and bad debt.

- The FY 2014 Preliminary Budget proposes \$2.4 million for other expenditures, an increase of \$0.6 million (34.4%) from the FY 2013 Projected cost (\$1.8 million).
- This includes an increase of \$0.3 million in Interest Expense.
- This also includes \$0.3 million in contingency.
- Small reductions in other accounts make up the remaining difference



## Positions

The Fiscal Year 2014 Preliminary Budget includes 1009 fully or partially funded positions which is an increase of 12 funded positions from the Fiscal Year 2013 Revised Budget of 997 funded positions.



Division	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014
General Manager	4	3	3	4	4	0
Legal	9	10	10	10	10	0
Facilities	90	73	74	82	86	4
Operations	870	719	734	775	783	8
Administrative Services	25	21	22	25	25	0
Engineering	34	24	21	22	22	0
Finance	29	25	26	27	27	0
Planning	35	21	21	25	25	0
Marketing	34	26	26	27	27	0
<b>Total</b>	<b>1,130</b>	<b>922</b>	<b>937</b>	<b>997</b> <sup>1</sup>	<b>1,009</b>	<b>12</b>

<sup>1</sup> Change in funded position count is due to increases in service levels and additional needs in RT's labor force.

## **FY 2014 Position Changes and Additions**

Changes reflected in the FY 2014 preliminary budget are as follows:

### **Facilities and Business Support Services Division**

#### Facilities Department

Three Facilities Maintenance Mechanic positions have been added to RT's authorized positions to provide support to the Facilities Department. These positions will replace three current Personal Service Contract positions, which are currently working on capital projects for RT, thus approximately 90% of the costs of these positions for FY 2014 will be paid for with capital funding.

#### Procurement Department

As a result of an IBEW grievance settlement for the Storekeeper classification relevant to Article 4, Section 4.5, one (1) Storekeeper position has been added to provide support in the procurement department.

### **Operations Division**

#### Security Department

To enhance RT's security on our system, the method of security services has been changed to focus on more sworn police officers. An additional 4 sworn police officers that are under contract with the City of Sacramento have been added to the security services budget in FY 2014. Due to this change, 5 transit security officers' positions have been eliminated from the authorized positions in FY 2014.

#### Operations Training Department

In a continued effort to keep highly trained operators on our system, 10 Operator training positions are added to the FY 2014 budget to alleviate the continued attrition of our operators. This allows our staff the time needed to train new employees to become qualified Operators prior to being placed in full-time operations. These training positions are part of the mix of Authorized Operator positions therefore not added as additional Authorized positions.

#### Blue Line Extension

Staff has determined that in order to support Regional Transit's Light Rail Blue Line Extension project, additional staffing would be required. The FY 2014 includes thirteen (13) additional positions to train before revenue service begins in September 2015 to support the Blue Line as follows: One (1) Maintenance Supervisor-Light Rail position, one (1) Maintenance Supervisor-Wayside position, one (1) Light Rail Assistant Mechanic position, six (6) Light Rail Vehicle Technician positions and four (4) Lineworker III positions.

## Forecast

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<b>Revenues</b>					
Fare Revenue	\$ 30,086	\$ 36,001	\$ 39,475	\$ 42,727	\$ 45,124
Contracted Services	5,416	5,690	5,978	6,282	6,603
Other	2,920	3,013	3,094	3,494	3,610
State & Local	76,119	77,881	83,559	84,845	89,510
Federal	28,142	29,371	34,308	35,923	37,619
<b>Total</b>	<b>142,683</b>	<b>151,957</b>	<b>166,414</b>	<b>173,271</b>	<b>182,466</b>
<b>Expenses</b>					
Salaries & Benefits	90,984	96,544	102,405	109,789	117,706
Professional Services	25,213	26,754	28,378	30,424	32,618
Materials & Supplies	9,368	9,940	10,544	11,304	12,119
Utilities	5,810	6,165	6,539	7,011	7,516
Insurance & Liability	8,529	9,050	9,600	10,292	11,034
Other	2,400	2,547	2,701	2,896	3,105
<b>Total</b>	<b>142,304</b>	<b>151,000</b>	<b>160,166</b>	<b>171,716</b>	<b>182,057</b>
<b>Operating Reserve</b>	<b>\$ 379</b>	<b>\$ 957</b>	<b>\$ 6,247</b>	<b>\$ 1,555</b>	<b>\$ 408</b>

### Service Plan

(Revenue Hours)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<b>Service Plan</b>					
Fixed Route Bus	521,447	544,847	563,082	578,459	600,678
Community Bus Service	26,932	32,071	32,863	35,272	35,978
Light Rail	223,949	224,223	244,149	260,145	264,882

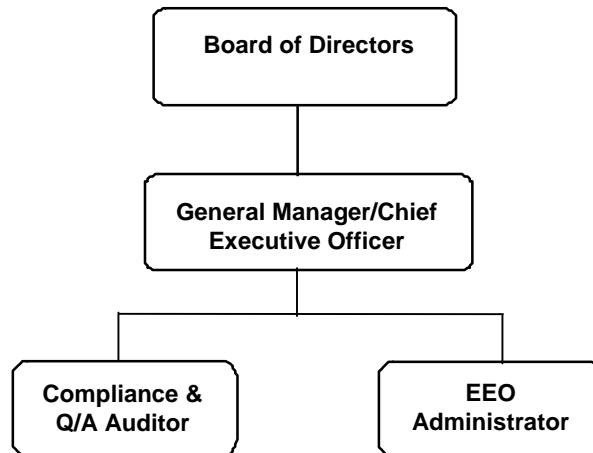
Source: RT's Financial Forecasting Model

# Division Budgets



## Office of the General Manager

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



- The General Manager guides and directs all activities of the District.
- The Compliance & Quality Assurance Auditor audits internal controls, government compliance, and operational effectiveness and consistency.

### FY 2013 Accomplishments

***Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs***

- Ended FY 2013 under budget on expenditures and accumulated about \$2.7 million in reserves for the Fiscal Year.
- Achieved Farebox Recovery Ratio of 24.0% for FY 2013.
- Examined the potential to place a transit expansion local funding measure on the November 2014 ballot.



---

**Office of the General Manager continued****FY 2013 Accomplishments cont.*****Strategic Plan Goal #2: Provide total Quality Customer Service***

- Achieved district-wide ridership of 27.3 million.
- Continued to enhance RT's passenger security program with the passage of Assembly Bill 717, which will renew and update RT's passenger safety act.
- Achieved RT's fare inspection rate of 9.51%.

***Strategic Plan Goal #3: Create a "World Class" Regional Transit System***

- Completed construction of South Line Phase 2 projects parking structure at Cosumnes River College in May of 2013.
- Achieved 11,147 miles between road calls for rail and 9,924 miles between road calls for bus.
- Achieved an on-time reliability rate of 81.2% for bus and 96.7% for light rail.
- Maintained employee unscheduled absences at 7.54%.
- Successfully implemented the September 2012 bus and rail service improvements and prepared recommendations for COA service improvements phase 2.
- Ñ Completed the construction of the first phase of the second bus maintenance facility, a CNG fueling facility, in February 2013.
- Ñ Continued further design and environmental work on the Green Line to the Airport.
- Ñ In January of 2013 received FTA approval to execute a FFGA. Prepared bid documents for construction.
- Ñ Continued implementation of the Universal Fare Card Program.

---

## Office of the General Manager continued

### FY 2014 Goals

***Strategic Plan Goal #1: Secure the financial means to deliver our programs and services***

- Achieve a projected ridership of 29 million.
- Ensure that the Blue Line to CRC construction project stays on schedule and under budget.
- End FY 2014 within budget on expenditures and at or over budget on revenues. Achieve a farebox recovery ratio of at least 25% for all of FY 2014.
- Continue to pursue a ballot measure to increase local funding to expand transit in Sacramento County.
- Establish new banking services and a new and expanded line of credit.
- Resolve 13(c) dispute between the Federal Department of Labor and the State of California allowing federal dollars to be available.

***Strategic Plan Goal #2: Provide Total Quality Customer Service***

- Enhance passenger communication and availability of customer information and expand the Transit Service Disruption Subscription service to light rail.
- Continue to enhance RT's Passenger Security program. Maintain RT's fare inspection rate at a minimum of 12%. The number of crimes reported per thousand customers will not exceed .01. Implement mid-day LRV Security detail and suspicious package inspection program.

---

**Office of the General Manager continued****FY 2014 Goals cont.*****Strategic Plan Goal #3: Create a “World Class” Regional Transit System***

- Ñ Complete install of the remaining dynamic messaging signs at all light rail stations and initiate a real time next train arrival and passenger messaging system by June 2014.
- Ñ Continue further design and environmental work on the Green Line to the Airport. Select consultants and issue NTP in January 2014.
- Ñ Complete midlife overhaul of the first phase of the UTDC rail cars by June 2014.
- Ñ Install a public access CNG fueling station at the 29<sup>th</sup> street location by June 2014.
- Ñ Keep employee unscheduled absenteeism within 7.5% for all employee groups.
- Ñ Fully implement the electronic fare card program by June 2014.
- Ñ Meet or exceed an average of 12,000 miles between road calls for rail and an average of 9,500 miles between road calls for bus.
- Ñ Achieve an on-time reliability rate of 80% or better for bus and 97% or better for light rail.

***Strategic Plan Goal #5: Conduct our business in a sound and ethical manner***

- Successfully complete labor negotiations for new labor agreements with all employee groups by June 30, 2014.



**Office of the General Manager continued**

**PERFORMANCE MEASURES / STATISTICS**

***Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs***

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2014 to FY 2013	
							Amount	Percent
<b>Efficiencies Measures</b>								
Cost Per Passenger								
Bus	\$ 4.93	\$ 4.29	\$ 4.94	\$ 5.26	\$ 5.42	\$ 5.76	\$ 0.34	6.3%
Rail	\$ 2.83	\$ 2.91	\$ 3.43	\$ 3.43	\$ 3.65	\$ 3.79	\$ 0.14	3.8%
Cost Per Revenue Mile								
Bus	\$ 11.46	\$ 10.73	\$ 12.10	\$ 12.28	\$ 12.36	\$ 12.90	\$ 0.54	4.4%
Rail	\$ 11.58	\$ 10.95	\$ 11.41	\$ 12.13	\$ 12.36	\$ 13.04	\$ 0.68	5.5%
Cost Per Revenue Hour								
Bus	\$ 127.07	\$ 120.14	\$ 134.92	\$ 136.37	\$ 136.29	\$ 140.77	\$ 4.48	3.3%
Rail	\$ 223.94	\$ 216.22	\$ 222.80	\$ 234.24	\$ 218.33	\$ 235.52	\$ 17.19	7.9%
Subsidy Per Passenger	\$ 2.92	\$ 2.69	\$ 3.08	\$ 3.56	\$ 3.68	\$ 3.82	\$ 0.14	3.8%
<b>Effectiveness Measures</b>								
Farebox Recovery Ratio	24.7%	25.6%	26.1%	25.1%	24.1%	25.2%	\$ 0.01	4.6%

***Strategic Plan Goal #2: Provide Total Quality Customer Service***

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2014 to FY 2013	
							Amount	Percent
<b>Effectiveness Measures</b>								
Total Ridership								
Bus	16,873,700	17,579,268	13,617,462	13,126,207	13,490,564	13,400,000	(90,564)	(0.7%)
Rail	17,193,300	15,480,652	12,543,866	13,627,808	13,785,510	13,900,000	114,490	0.8%
Total	34,067,000	33,059,920	26,161,328	26,754,015	27,276,074	27,300,000	23,926	0.1%
Average Weekday Ridership								
Bus	58,200	53,112	43,294	45,909	47,224	46,833	(391)	(0.8%)
Rail	58,842	55,147	47,736	46,955	47,408	47,750	342	0.7%
Total	117,042	108,259	91,030	92,864	94,632	94,583	(49)	(0.1%)
Passengers Per Mile								
Bus	2.32	2.17	2.45	2.33	2.28	2.24	(0.04)	(1.8%)
Rail	4.10	3.90	3.33	3.54	3.39	3.44	0.05	1.5%

***Strategic Plan Goal #4: Be a Great Workplace, Attract and Retain a Qualified, Talented and Committed Workforce***

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2014 to FY 2013	
							Amount	Percent
<b>Quality Measures</b>								
Employee Availability Days								
ATU All	206	208	207	208	210	209	(0.90)	(0.4%)
IBEW	225	225	225	222	222	225	3.26	1.5%
AEA	232	234	232	233	233	230	(3.19)	(1.4%)
AFSCME	229	225	229	222	234	225	(9.12)	(3.9%)
MCEG	234	234	234	231	229	235	6.37	2.8%



**Office of the General Manager continued**

**Expenses**

**By Expense Category**  
(Whole Dollars)

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014 Amount	Percent
Salaries & Benefits	\$ 488,608	\$ 462,900	\$ 533,757	\$ 552,510	\$ 736,254	\$ 183,744	33.3%
Professional Services	50,591	45,936	215,418	91,858	143,000	51,142	55.7%
Materials & Supplies	648	977	698	1,140	1,500	360	31.6%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	28,969	135,731	29,133	20,033	277,900	257,867	1287.2%
<b>Total</b>	<b>\$ 568,815</b>	<b>\$ 645,545</b>	<b>\$ 779,005</b>	<b>\$ 665,542</b>	<b>\$ 1,158,654</b>	<b>\$ 493,112</b>	<b>74.1%</b>

**By Department**

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014 Amount	Percent
General Manager	\$ 405,289	\$ 489,794	\$ 604,960	\$ 482,201	\$ 723,031	\$ 240,830	49.9%
Equal Employment Opportunity	118,376	107,349	130,221	136,528	199,336	62,808	46.0%
Board of Directors	45,104	48,402	43,825	46,813	54,100	7,288	15.6%
Quality Assurance	46	-	-	-	182,187	182,187	0.0%
<b>Total</b>	<b>\$ 568,815</b>	<b>\$ 645,545</b>	<b>\$ 779,005</b>	<b>\$ 665,542</b>	<b>\$ 1,158,654</b>	<b>\$ 493,112</b>	<b>74.1%</b>

**Positions**

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014 Amount	Percent
General Manager	3	2	2	2	2	0	0.0%
Equal Employment Opportunity	1	1	1	1	1	0	0.0%
Board of Directors	0	0	0	0	0	0	0.0%
Quality Assurance	0	0	0	1	1	0	0.0%
<b>Total</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>0.0%</b>

## Office of the Chief Counsel

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

**Chief Counsel**

- The Chief Counsel guides and directs the division.
- Transactions staff prepare ordinances, contracts, policies, and other administrative documents; provides advisory services to staff and management.
- Litigation staff represents RT in court and administrative legal proceedings and oversee litigation assigned to outside counsel.

### FY 2013 Accomplishments

#### ***Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs***

- Effective litigation defense resulted in case resolutions well below claimant demands and corresponding reserves.
- Devised and implemented legal strategies to resolve USDOL Section 13(c) funding decertification ruling.

#### ***Strategic Plan Goal #2: Provide Total Quality Customer Service***

- Prepared and reviewed approximately 42 solicitation documents (ITBs/RFPs) (up from 34 in 2012) and 463 contracts (up from 413 in 2013), with only three resulting bid protests or contract claims (up from 2 in 2012).
- The average time for preparing a contract following request for preparation was .89 days (compared with 2.8 days in 2010, 2.6 in 2011, 1.4 in 2012), with 80% prepared within 2 days (compared with 76% in 2010, 69% in 2011, 84% in 2012).
- Substantially revised and updated District Procurement Ordinance.





**Office of the Chief Counsel continued**

**Expenses**

**By Expense Category**  
(Whole Dollars)

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014	
						Amount	Percent
Salaries & Benefits	\$ 1,163,156	\$ 1,152,090	\$ 1,201,144	\$ 1,218,440	\$ 1,545,700	\$ 327,260	26.9%
Professional Services	46,815	30,775	44,361	140,862	154,600	13,738	9.8%
Materials & Supplies	53,099	49,779	53,021	61,047	57,000	(4,047)	(6.6%)
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	2,938	4,707	3,102	3,545	12,800	9,255	261.0%
<b>Total</b>	<b>\$ 1,266,008</b>	<b>\$ 1,237,351</b>	<b>\$ 1,301,628</b>	<b>\$ 1,423,894</b>	<b>\$ 1,770,100</b>	<b>\$ 346,206</b>	<b>24.3%</b>

**By Department**

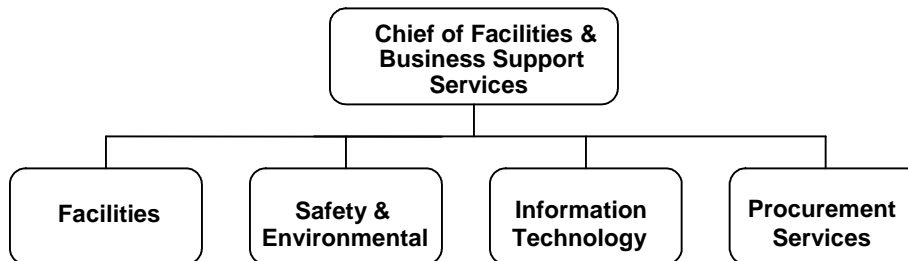
	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014	
						Amount	Percent
Chief Counsel	\$ 1,266,008	\$ 1,237,351	\$ 1,301,628	\$ 1,423,894	\$ 1,770,100	\$ 346,206	24.3%
<b>Total</b>	<b>\$ 1,266,008</b>	<b>\$ 1,237,351</b>	<b>\$ 1,301,628</b>	<b>\$ 1,423,894</b>	<b>\$ 1,770,100</b>	<b>\$ 346,206</b>	<b>24.3%</b>

**Positions**

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014	
						Amount	Percent
Chief Counsel	9	10	10	10	10	0	0.0%
<b>Total</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>0.0%</b>

## Facilities & Business Support Services

This division maintains all RT stations, stops, and facilities.



- The Chief of Facilities and Business Support Services guides and directs the division.
- Facilities Maintenance maintains all facilities and equipment in a state of good repair.
- Safety & Environmental develops and maintains loss prevention and health practices to reduce errors and hazards.
- Information Technology develops, installs, and implements computer systems and applications.
- Procurement acquires goods, services, and assets.

### FY 2013 Accomplishments

#### ***Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs***

- All departments stayed within budget.
- Applied for and obtained approval for the grant to fund our much needed SAP upgrade.
- Switched to ARCO fueling card and moved most of our non-revenue fueling to ARCO to save on our fuel costs.
- Completed the consolidation of office space to minimize district costs.
- Procurement had no audit findings during the FTA Triennial Audit.
- Continued to maintain RT infrastructure in spite of the very tight budgets.
- Re-instituted the college and high school intern programs.
- Conducted 100% audit of all P-card (Credit Cards) transactions.

---

## Facilities & Business Support Services continued

### FY 2013 Accomplishments cont.

#### ***Strategic Plan Goal #2: Provide Total Quality Customer Service***

- Implemented limited on line sales.
- Managed the design of the new Luis-Orlando transit center on behalf of Roseville.
- Completed the transition of light rail station vending contract from a non-performing vendor to Coke Cola (Vendor includes healthy choices in addition to sodas).

#### ***Strategic Plan Goal #3: Create a “World Class” Regional Transit System***

- Completed construction of the new CNG fueling system at RT’s Bus Maintenance Facility located on McClellan Park.
- Completed rebuilding all 5 CNG compressors at 29th Street Bus Maintenance Facility.
- Completed the detectable warning tile installation at and near rail crossings within the city of Sacramento.
- Installed and put into operation another 25 digital message signs at light rail stations.
- Moved all but one application off of the AS400 (archaic computer system).
- Maintained 100% reliability of the CNG fueling systems.
- Contracted with two public agencies to provide CNG fueling at RT’s new McClellan Park fueling facility with the third nearing completion.
- Completed an expanded no smoking policy at light rail stations and bus stops.
- Replaced old parking machines.

---

## Facilities & Business Support Services continued

### FY 2013 Accomplishments cont.

***Strategic Plan Goal #4: Be a Great workplace, Attract and Retain a Qualified, Talented and Committed Workforce***

- Completed repairs on RT's Land Avenue warehouse in preparation for move out of the leased warehouse space.
- Installed an implemented WiFi in all RT major facilities.
- Developed and rolled out RT's 1st smart phone application; Transition to new less expensive cell phone service.
- Completed improvements to the lighting in the south bus parking lot.
- Worked with a local development company who release a Windows 8 real-time bus application.
- Updated all of RT's safety documentation to conform with new federal and state requirements.

### FY 2014 Goals

***Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs***

- All departments in the division stay within budget.
- Perform a regional disparity study (This is an unfunded need, which RT staff is working to find funding).

***Strategic Plan Goal #2: Provide Total Quality Customer Service***

- Expand the use of RT's fueling system by other agencies and potentially private sector users.
- Bid the bus bench and shelter contract with improvements. (This is an opportunity to modernize and improve our bench and shelter programs).

---

## Facilities & Business Support Services continued

### FY 2014 Goals cont.

***Strategic Plan Goal #3: Create a “World Class” Regional Transit System***

- Install cameras and WiFi in the bus storage lots under the freeway.
- Create, purchase and install a smart phone transit ticket/pass program and deploy it.
- Deploy the new regional smart card system. (Station work is nearing completion. RT staff will be installing ticket machines and tap devices this fall).
- Update the RT facility security system.
- Install a public/other agency fueling station at the 29th Street Bus Maintenance Facility on the concrete area adjacent to 29th street.
- Continue construction on the Bus Maintenance Facility at McClellan Part as funding permits.
- Implement the new no-smoking policy at light rail stations.
- Complete the fiber system with the run from RT Metro to Globe light rail station.

***Strategic Plan Goal #4: Be a Great workplace, Attract and Retain a Qualified, Talented and Committed Workforce***

- Vacate Evergreen facilities (relocating staff to McClellan).
- Complete implementation of the Ops module in Trapeze (This is the final module).
- Construct RT’s Emergency Control Center (Back up control and back up computer systems).
- Relocate Facilities Staff out of the Evergreen Street facility to McClellan Bus Maintenance Facility.



## Facilities & Business Support Services continued

### Expenses

#### By Expense Category (Whole Dollars)

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014	
						Amount	Percent
Salaries & Benefits	\$ 7,563,768	\$ 6,459,343	\$ 6,849,236	\$ 7,528,699	\$ 8,260,947	\$ 732,248	9.7%
Professional Services	1,311,472	1,720,625	1,319,141	1,495,466	1,442,890	(52,576)	(3.5%)
Materials & Supplies	423,966	349,260	343,639	375,538	349,500	(26,038)	(6.9%)
Utilities	1,579,217	1,558,461	1,535,427	1,457,921	1,510,000	52,079	3.6%
Insurance & Liability	(611)	(2,676)	(4,851)	(4,130)	-	4,130	(100.0%)
Other	733,637	887,264	850,312	720,307	751,200	30,893	4.3%
<b>Total</b>	<b>\$ 11,611,449</b>	<b>\$ 10,972,277</b>	<b>\$ 10,892,904</b>	<b>\$ 11,573,802</b>	<b>\$ 12,314,537</b>	<b>\$ 740,736</b>	<b>6.4%</b>

#### By Department

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014	
						Amount	Percent
Chief of Facilities	\$ 126,914	\$ 119,136	\$ 151,147	\$ 153,819	\$ 184,126	\$ 30,307	19.7%
Facilities Maintenance	6,277,488	6,583,660	6,304,898	6,209,537	6,576,760	367,223	5.9%
Safety	629,216	556,795	547,077	586,441	638,628	52,187	8.9%
Information Technology	1,828,487	1,470,441	1,552,910	2,154,037	2,196,753	42,716	2.0%
Procurement	2,749,344	2,242,244	2,336,871	2,469,967	2,718,271	248,303	10.1%
<b>Total</b>	<b>\$ 11,611,449</b>	<b>\$ 10,972,277</b>	<b>\$ 10,892,904</b>	<b>\$ 11,573,802</b>	<b>\$ 12,314,537</b>	<b>\$ 740,736</b>	<b>6.4%</b>

#### Positions

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014	
						Amount	Percent
Chief of Facilities	1	1	1	1	1	0	0.0%
Facilities Maintenance	40	34	34	37	40 <sup>1</sup>	3	8.1%
Safety	5	4	4	4	4	0	0.0%
Information Technology	14	10	11	15	15	0	0.0%
Procurement	30	24	24	25	26 <sup>2</sup>	1	4.0%
<b>Total</b>	<b>90</b>	<b>73</b>	<b>74</b>	<b>82</b>	<b>86</b>	<b>4</b>	<b>4.9%</b>

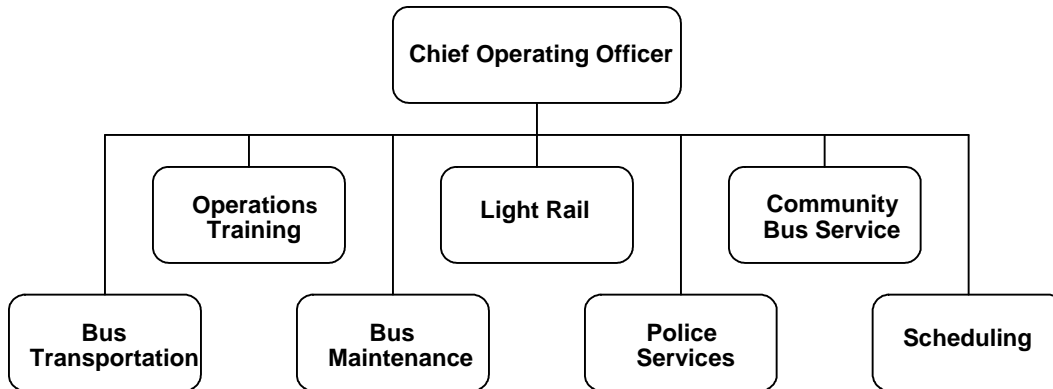
<sup>1</sup> Add 3 Facilities Maintenance Mechanics

<sup>2</sup> Add 1 Storekeeper



## Operations

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



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

---

## Operations continued

### FY 2013 Accomplishments

***Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs***

- Continued focus on managing the operation of the system during a time of reduced resources.
- Maintained a cost per revenue mile below the established goal for bus, rail and CBS operations.
- Focused on operator recruitment and training in an effort to restore staffing to Board authorized levels and reduce canceled service related to operator availability.

***Strategic Plan Goal #2: Provide Total Quality Customer Service***

- Tracked and reported the Completion of Scheduled Service to achieve basic service reliability goal for 99.90%.
- Maintained service reliability through effective maintenance programs exceeding RT's goals with respect to miles between mechanical failures for Bus service and focused on improving reliability on Rail service.

***Strategic Plan Goal #3: Create a "World Class" Regional Transit System***

- Continued to enhance Emergency Preparedness to assure Transportation response to short-term emergencies including conducting a training exercise.
- Continued to work toward the implementation of the Trapeze OPS software package.
- Tracked and recorded felony crimes against person and property, total misdemeanor crimes, total auto thefts, total RT citations, total passengers inspected, total passengers inspected, total violations, and total RT citations.

## Operations continued

### FY 2013 Accomplishments cont.

***Strategic Plan Goal #4: Be a Great workplace, Attract and Retain a Qualified, Talented and Committed Workforce***

- Managed employee attendance working on continual improvement in employee availability.
- Continued the VTT training with the goal of keeping all Operators compliant with DMV rules and regulations.

### FY 2014 Goals

***Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs***

- Continue to actively manage the operations of the system in a time of modest recovery.
- Maintain Operator staffing levels thru balancing attrition and service expansion with recruitment and training.

***Strategic Plan Goal #2: Provide Total Quality Customer Service***

- Track and report the Completion of Scheduled Service to achieve basic service reliability goal for 99.90%.
- Continue to maintain a high level of service reliability through effective maintenance programs with the goal of exceeding RT's goals with respect to miles between mechanical failures for both Bus and Rail; and through RT's on-time performance indicator for both bus and rail.
- Manage attrition in all maintenance areas through the timely recruitment and training of mechanics and service personnel.
- Continue to develop, operate and enhance contracted and innovative transportation services through the Community Bus Division.

---

## Operations continued

### FY 2014 Goals cont.

***Strategic Plan Goal #3: Create a “World Class” Regional Transit System***

- Continue to enhance Emergency Preparedness to assure Transportation response to short-term emergencies, including conducting an annual training exercise.
- Continue to implement Trapeze OPS software package.
- Track and record felony crimes against person and property, total misdemeanor crimes, total auto thefts, total RT citations, total passengers inspected, total passengers inspected, total violations, and total RT citations.
- Continue to represent RTPS in local safety fairs (for emergency preparedness and personal safety).

***Strategic Plan Goal #4: Be a Great workplace, Attract and Retain a Qualified, Talented and Committed Workforce***

- Continue to manage employee attendance; working on continual improvement in employee availability.
- Continue and complete the VTT training with the goal of keeping all Operators compliant with DMV rules and regulations.



## Operations continued

### PERFORMANCE MEASURES/ STATISTICS

<b>Strategic Plan Goal #2: Provide Total Quality Customer Service</b>								
	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2014 to FY 2013	
							Amount	Percent
<b>Reliability Measures</b>								
On-Time Performance								
Bus	82.9%	86.2%	85.3%	83.3%	81.2%	80.0%	(1.2%)	
On-Time Departures								
Rail	98.2%	97.8%	96.2%	97.1%	96.7%	97.0%	0.3%	
Completed Trips								
Bus	99.9%	99.8%	99.9%	99.9%	99.8%	99.8%	0.0%	
Rail	99.9%	99.8%	99.9%	99.9%	99.6%	99.8%	0.2%	
Miles Between Service Calls								
Bus	13,274	11,149	10,850	10,931	9,368	9,500	132	1.4%
Rail	25,431	24,868	26,617	19,512	8,878	16,800	7,922	89.2%
<b>Quality Measures</b>								
Accidents Per 100,000 Miles								
Bus	0.7	0.9	1.0	0.6	0.2	1.2	0.99	471.4%
Rail	0.9	0.7	1.3	1.1	1.5	2.2	0.75	51.7%
Crimes Committed Per Million Passengers	18.5	18.4	18.7	8.0	9.5	20.0	10.50	110.5%
Percent of passengers inspected	11.41%	10.55%	12.30%	12.00%	9.51%	12.00%	0.02	26.2%
Cited passengers without proper fare	17,309	15,236	22,183	22,000	22,637	22,500	(137.00)	(0.6%)
Light Rail Fare evasion	0.88%	0.89%	1.42%	1.20%	1.60%	1.50%	(0.00)	(6.3%)

<b>Strategic Plan Goal #4: Be a Great Workplace; Attract and Retain a Qualified, Talented and Committed Workforce</b>								
	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2014 to FY 2013	
							Amount	Percent
<b>Quality Measures</b>								
Employee Availability Days <sup>1</sup>								
ATU operators	209.00	208.10	206.00	208.58	210.28	209.00	(1.28)	(0.6%)
Lost Time Injuries Per 100 Employees	0.73	0.62	0.67	0.79	0.8	0.8	-	0.0%



## Operations continued

### Expenses

#### By Expense Category (Whole Dollars)

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2013 to FY 2014	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 71,819,746	\$ 62,596,495	\$ 64,318,664	\$ 68,478,785	\$ 75,007,794	\$ 6,529,009	9.5%
Professional Services	8,362,405	7,040,734	7,007,534	7,816,312	9,430,891	1,614,579	20.7%
Materials & Supplies	8,306,267	7,235,078	8,407,002	9,002,628	8,664,100	(338,528)	(3.8%)
Utilities	3,951,671	4,182,858	4,051,639	4,180,760	4,300,000	119,240	2.9%
Insurance & Liability	(219,342)	(414,338)	(210,433)	(151,261)	-	151,261	(100.0%)
Other	192,149	174,235	262,886	275,356	285,150	9,794	3.6%
<b>Total</b>	<b>\$ 92,412,896</b>	<b>\$ 80,815,062</b>	<b>\$ 83,837,292</b>	<b>\$ 89,602,580</b>	<b>\$ 97,687,935</b>	<b>\$ 8,085,354</b>	<b>9.0%</b>

#### By Department

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2013 to FY 2014	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Chief Operating Officer	\$ 600,163	\$ 458,008	\$ 520,683	\$ 568,554	\$ 503,781	\$ (64,772)	(11.4%)
Bus Transportation	38,203,820	32,554,457	32,690,689	34,524,008	37,702,170	3,178,162	9.2%
Operations Training	496,438	327,833	454,128	927,959	926,438	(1,521)	(0.2%)
Bus Maintenance	15,717,850	13,774,379	14,028,537	14,548,370	15,895,371	1,347,001	9.3%
Light Rail	25,960,071	24,548,524	26,509,727	28,396,486	29,980,161	1,583,675	5.6%
Police Services	8,657,403	7,074,095	7,170,234	7,983,236	9,679,107	1,695,871	21.2%
Community Bus Service	2,310,091	1,693,792	1,959,342	2,215,758	2,539,835	324,077	14.6%
Scheduling	467,059	383,974	503,952	438,209	461,071	22,862	5.2%
<b>Total</b>	<b>\$ 92,412,896</b>	<b>\$ 80,815,062</b>	<b>\$ 83,837,292</b>	<b>\$ 89,602,580</b>	<b>\$ 97,687,935</b>	<b>\$ 8,085,354</b>	<b>9.0%</b>

#### Positions

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2013 to FY 2014	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Chief Operating Officer	4	3	3	3	3	0	0.0%
Bus Transportation	488	380	379	393	393	0	0.0%
Operations Training	5	3	5	14	14	0	0.0%
Bus Maintenance	113	101	101	102	102	0	0.0%
Light Rail	201	189	196	205	218	13	6.3%
Police Services	23	20	19	21	16	-5	(23.8%)
Community Bus Service	32	20	27	33	33	0	0.0%
Scheduling	4	3	4	4	4	0	0.0%
<b>Total</b>	<b>870</b>	<b>719</b>	<b>734</b>	<b>775</b>	<b>783</b>	<b>8</b>	<b>1.0%</b>

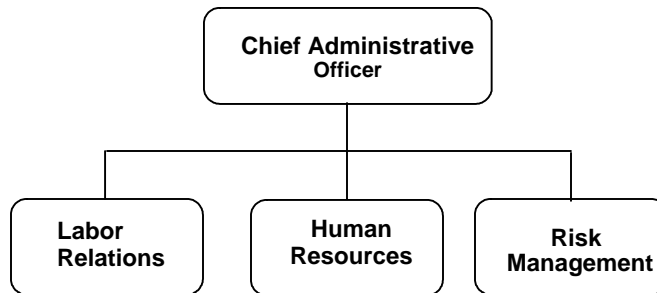
<sup>1</sup> Add 1 Maintenance Supervisor - Light Rail, 1 Maintenance Supervisor - Wayside, 1 Light Rail Assistant Mechanic, 6 Light Rail Vehicle Technicians and 4 Lineworker III's

<sup>2</sup> Eliminate 5 Transit Officers



## Administrative Services

This division supports all other divisions in recruitment, employee benefits, labor relations, board member relations, and inter-governmental relations.



- The Chief Administrative Officer guides and directs the division.
- Labor Relations advises, trains, and represents RT in employee collective bargaining, grievances, arbitration and contract administration.
- Human Resources administer employee recruitment, non-operator training, benefits, and promotion, classification, compensation, selection, recruitment, health and welfare programs, pension plan administration, retirement board administration, non-operator training, Workers' Compensation, General Liability, Insurance and all risk related functions.
- Risk Management works with Training, Safety and other appropriate departments to identify dangerous conditions, hazards and analyze trending in an attempt to reduce accident, injury and illness claims against the District.



## Administrative Services continued

### FY 2013 Accomplishments

***Strategic Plan Goal #4: Be a Great workplace, Attract and Retain a Qualified, Talented and Committed Workforce***

- Cross trained Administrative Technician and staff in Retirement Board processes, with complete conversion as of 6/2013.
- Finalized all staff training on MyCalPERS by 6/2013.
- Reviewed all HR Analyst Job Descriptions, incorporating all aspects of new roles by 3/2013.
- Completed “How to Retire” training. Provided 8 sessions during FY2013.
- Completed “PASS Class” training. Provided 1 session during FY 2013.
- Expanded the Grievance Tracking database to include IBEW, AEA and AFSCME grievances. Significant “clean-up” of HRIS data per new contracts and conversion to CalPERS, completed 12/2012.
- Hired Human Resources Analyst II in December, 2012.
- Hired Administrative Technician in May, 2012.
- Staff development continued, with external training being the focus for the Administrators and Senior Analysts. Various analysts attending a number of external training opportunities.
- Reviewed budgets for potential mid-year budget increases. Various mid-year budget items were presented and adopted.
- Researched various bus operator testing assessments and implemented new Ergometrics test in 3/2013.

## Administrative Services continued

### FY 2013 Accomplishments cont.

***Strategic Plan Goal #4: Be a Great workplace, Attract and Retain a Qualified, Talented and Committed Workforce***

- Completed the ATU Job Description (JD) project, awaiting incorporation when negotiations with ATU resume.
- Completed the IBEW Salary Survey project and incorporated all changes into the negotiations.
- Reviewed, rewrote and adopted Risk Administrator and Risk Analyst positions.
- Developed a process in 2/2013 where CalPERS bills are reviewed against SAP and corrections are made in a timely manner.
- Incorporated the following ACA changes:
  - W2 includes total cost of benefits.
  - CalPers posts Summary of Benefits and Coverage on website.
  - Implemented tracking of realigning workforce and completed definition of Full Time Equivalent (FTE).
  - Began implementing “preventative care” initiatives, including:
- Made corporate sponsorship of Gym memberships – available at Health Fair.
- Completed “Diabetes Awareness Month” presentations for 11/2012.
- Completed IBEW wage project by 1/2013.
- Completed Consent Decree payment project in 1/2013.
- Finalized all issues associated with the retiree pre-tax and post tax, completed 12/2012.
- Began ongoing clean-up work on a variety of pension administration issues, retiree communications, and beneficiary survivor booklets.
- Continued ongoing Pension Benchmarking/Review/Revamp project.

## Administrative Services continued

### FY 2013 Accomplishments cont.

#### ***Strategic Plan Goal #5: Conduct Our Business in a Sound and Ethical Matter***

- Completed CHP and SRTD Internal Annual SSPP Audits without findings in the District's administration of the Drug and Alcohol Rehabilitation Program.
- Completed Substance Abuse Awareness Training for all new hires.
- Completed Drug and Alcohol Supervisor Training for new Safety-Sensitive Supervisors.
- Monitored Contractors and Sub-recipients Drug and Alcohol Testing records for compliance with Federal Transportation Administration (FTA) and Department of Transportation (DOT).
- Updated and maintained RT's Drug and Alcohol Testing and Rehabilitation program to ensure compliance by the Federal Transportation Administration (FTA) and Department of Transportation (DOT).
- Completed monthly availability reports for all employee groups.
- Managed RT's Safety Awards and distribution of awards to employees.
- Completed Internal Hiring process SOP.
- Completed recalling 52 employees, 46 returned.
- Completed revised total compensation and benefits statement and included it in 2012 Open Enrollment package.
- Completed benefits billing "clean up" in 2/2013.
- Completed State Controller's Salary Survey in 10/2012.
- Reviewed and determined that electronic delivery of all board packages is not a viable option.
- Completed Emerging Market vendor selection in 6/2013.
- Completed review and replaced Goldman Sachs and Brandes in 9/2012.
- Completed Valuation and Experience Study in 12/2012.
- Continued ongoing work with Retirement Boards/Procurement Committee on updated Investment Policy Guidelines.
- Completed the ATU Job Description revisions in 10/2012.

## Administrative Services continued

### FY 2013 Accomplishments cont.

#### ***Strategic Plan Goal #5: Conduct Our Business in a Sound and Ethical Matter***

- Completed Arbitrations/Fact-Finding:
  - 2 – ATU– Arbitrations
  - 2 - IBEW Fact-Findings: 7 Settled, 1 pending
- Unemployment Claims, Appeals, and ALJ Appeals
- 18 - Total Claims Filed
- Completed Triennial Audit without findings in the Districts administration of the Drug and Alcohol and Rehabilitation Program.
- Audit of RT's insurance program resulted in significant changes to property and content values, flood coverage's, inclusion of specialty non-revenue vehicles and decision to not insure rail infrastructure.
- Owner Controlled Insurance Program (OCIP) for construction of RT's South Sacramento Corridor Phase 2 was approved this year. Risk staff along with a Risk consultant has undertaken the task of broker selection, program design, analysis of exposures, recommended coverage's, coverage levels, identified safety roles and responsibilities, identified insurers, and secured premium quotes.
- Recovered \$981,517.00 in third party recoveries.
- Continued loss efforts to reduce accident, injury and illness claims resulted in a 4.76 % decrease in Workers' Compensation claims filed.

## Administrative Services continued

### FY 2014 Goals

***Strategic Plan Goal #4: Be a Great workplace, Attract and Retain a Qualified, Talented and Committed Workforce***

- Complete Negotiations of the Collective Bargaining Agreement with the Amalgamated Transit Union (ATU) – contract expired 02/28/2013.
- Complete Negotiations of the Collective Bargaining Agreement with the International Brotherhood of Electrical Workers (IBEW) – contract expired 03/31/2013.
- Negotiate the new terms and conditions of the Collective Bargaining Agreement with the American Federation of State, County, and Municipal Employees (AFSCME) – Supervisor and Administrative/Technical Unit - contract expires 12/31/2013.
- Negotiate the new terms and conditions with the Administrative Employees Association (AEA).
- Monitor and report monthly on employee availability and continue emphasis on improving employee attendance.
- Train Supervisors on implementation of the Prescription/Over-the-Counter policy.
- Prepare RFP process for new Laboratory contract – expires 6/30/2014.
- Prepare RFP process for new Medical Review Officer contract – expires 6/30/2014.
- Prepare RFP process for new Substance Abuse Professional contract – expires 6/30/2014.
- Monitor Contractors and Sub-recipients Drug and Alcohol Program for compliance with Federal Transit Administration (FTA) and Department of Transportation (DOT).
- Monitor SRTD's Drug and Alcohol Testing Program for compliance with Federal Transit Administration (FTA) and Department of Transportation (DOT).
- Provide monthly availability reports for all employee groups.



---

## Administrative Services continued

### FY 2014 Goals cont.

***Strategic Plan Goal #4: Be a Great workplace, Attract and Retain a Qualified, Talented and Committed Workforce***

- Provide Service and Safety Awards to eligible employees.
- Provide Substance Abuse Awareness Training for new employees.
- Provide Drug and Alcohol Training for Supervisors.
- Maintain a professional and productive working relationship with all bargaining units and their representatives.
- Develop and negotiate a “universal” attendance policy for all departments (exclusive of Operators).

Recruiting:

- Continue progress toward identifying ways to fill under utilized positions.
- Continue to work collaboratively with Transportation on staffing efforts, ensuring adequate candidate pools and timely staffing of all upcoming classes.
- Implement background check program for all levels within the organization.
- Work with IT to explore the implementation of the SAP Applicant Tracking Program.
- While our ultimate goal is the SAP Applicant Tracking software, an interim goal is to work with IT to develop an on-line application process, including a variety of abilities including: auto response, electronic status notification, and electronic storage.
- Work collaboratively with appropriate departments to develop an HR page on RT website.

## Administrative Services continued

### FY 2014 Goals cont.

#### ***Strategic Plan Goal #5: Conduct Our Business in a Sound and Ethical Matter***

##### Training/Development:

- Effective 9/2013, reimplement the One-Day New Employee Orientation.
- Effective 1/2014, launch Employee Recognition programs developed by Star Seekers Employee Satisfaction Team.
- Revitalize training programs including:
  - Interviewing Techniques
  - How to Apply
  - Manager Training regarding LOAs, Interactive Process, etc.
  - New Manager Training

##### Compensation:

- Complete Salaried Positions compensation survey and develop a plan to implement changes across the groups.
- Continue to participate in all benchmarking opportunities, ensuring RT receives informal information regarding both classification and compensation practices of partner transit agencies.
- Expand JET team to include review of new position requests prior to the formal placement within the job band.
- Complete cross training of recruitment staff and transition work to HR administrator.

##### Benefits:

- Finalize all team cross training, ensure each benefits task as a primary and secondary team member.
- Fully implement ACA, ensuring all applicable provisions are met within all established timelines.
- Develop a wellness program that encourages employees to begin taking action toward healthier living.
- Reformat “Health Fair” to be an “Enrollment” fair and then hold a “Wellness” fair separate from the OE event.
- Continue to benchmark benefits that are available and determine if any supplemental benefits should be considered.

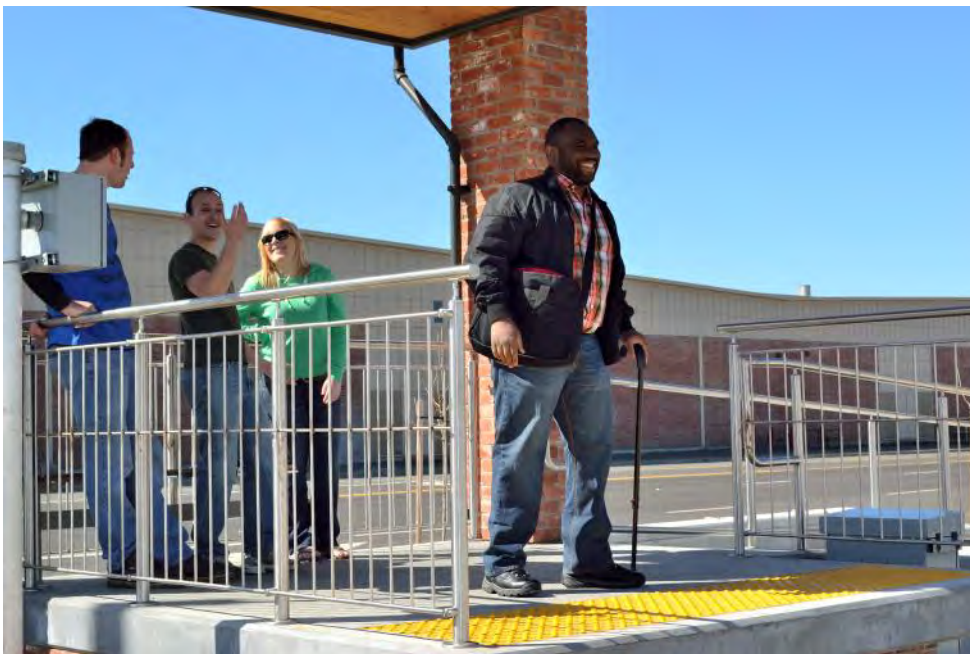
## Administrative Services continued

### FY 2014 Goals cont.

#### ***Strategic Plan Goal #5: Conduct Our Business in a Sound and Ethical Matter***

##### Pension Plan:

- Develop procedures for processing the following:
  - Disability retirements
  - Breaks in service
  - Pension underpayments
  - Pension overpayments finalize process document for the calculation of retiree pensions.
- Develop QDRO and Joinder FAQs for distribution, as necessary.
- Cross train at least 1 staff member in preparation of pension calculations and retirement process – 12/2013.
- Revise and have all Boards adopt Retirement Board Bylaws.
- Complete RFP for Custodian Services.
- Complete RFP for Actuary Services.



## Administrative Services continued

### FY 2014 Goals cont.

#### ***Strategic Plan Goal #5: Conduct Our Business in a Sound and Ethical Matter***

##### OCIP:

- Sponsor an OCIP for construction of its South Sacramento Corridor Phase 2. Finalize program design and move into implementation. Develop and define program protocols such as the creation of an accident/claim reporting procedure manual, selection of medical facilities or mpn network, define loss control and safety roles and protocols.
- Receive the notice to proceed and move into program administration. We will bind insurance, oversee all workers' compensation and general liability claims activity to assure adequate handling as well as monitor claims activities to identify trends in both frequency and severity. We will attend project, tailgate, and safety meetings. Staff will review all necessary information from the broker and contractors to track and quantify savings.

##### Contract Insurance:

- Analyzes the risk and sets the limits of insurance. Work with our broker Aon this coming year to update the insurance standards used to protect the interests and finances of the District. Types of insurance, limits and contract language established for the various types of vendors that RT does business with, such as construction projects, professional services, outsourced functions, property leases, special events, permits and recreational activities will be reviewed and updated as necessary.

##### Excess Insurance Coverage:

- Conclude the audit of RT owned property this year with appraisals scheduled of Maintenance (specialized tools, lifts, cranes, catwalks, compressors, etc.) and Light Rail Facilities. We will do an exposure analysis, and where applicable may make recommendations to staff to change some of the coverage's or the coverage structure.

## Administrative Services continued

### FY 2014 Goals cont.

#### ***Strategic Plan Goal #5: Conduct Our Business in a Sound and Ethical Matter***

##### Workers' Compensation:

- A review of our employee injuries show that 93% of all claims filed come out of the Operations department. Of those claims, lumbar/multiple body parts lead the list. Work with an ergonomist to provide evaluation of bus operator seats as well as developing guidelines for employees to use when adjusting seat for their use to reduce these type injuries.

##### General Liability:

- Continue to be responsible for collection and retention of all accident related materials including video, security guard reports, occurrence/supervisor reports, damage and safety reports, and other data related to incidents/accidents for purposes of litigation as well as identifying trends, exposures and recommending remedial actions.
- Continue to work with IT to develop software capable of tracking and recording accident data and performing trend analysis.
- Continue to work with IT to increase the flexibility of the Risk claims management software.

##### Administrative:

- Contract expires for general liability and workers' compensation claims auditor. Go out to bid for new vendor.
- Continue training for analysts in claims handling, accident investigation, disability management, legal updates and other related opportunities.



## Administrative Services continued

### PERFORMANCE MEASURES/ STATISTICS

#### ***Strategic Plan Goal #4: Be a Great workplace, Attract and Retain a Qualified, Talented and Committed Workforce***

<b>Human Resources</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>
Positions Filled/Recalled								
Operators	51	20	9		32	37	51	40
Support - Maintenance & Facilities	23	14	13	10	10	8	20	35
Support - Other	18	33	20	9	9	15	32	30
<b>Total</b>	<b>92</b>	<b>67</b>	<b>42</b>	<b>19</b>	<b>51</b>	<b>60</b>	<b>103</b>	<b>105</b>

<b>Employee Relations</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>Projected</b>
Service Awards Issued								
<i>By Years of Service - All Employee Groups</i>								
5 years	14	13	17	26	21	11	14	10
10 years	10	5	14	14	17	14	19	25
15 years	4	1	1	4	6	6	13	14
20 years	2	10	6	2	5	2	1	3
25 years	5	1		6	1	21	11	13
30 years	1		8	3	2	1	0	4
35 years				1	1	0	5	3
40 years								1
Safety Awards Issued								
<i>By Years of Award</i>								
01 - 09 years	266	317	355	326	299	215	94	n/a
10 - 19 years	86	92	104	103	106	115	64	n/a
20 - 29 years	41	41	42	40	39	38	14	n/a
30 - 39 years	3	6	8	9	9	6	3	n/a

\*\*Data for FY13 Safety Awards are actuals for July-December 2012. January-June 2013 has not been determined.

<b>Risk Management</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>
Case Load								
<i>Workers Compensation Claims</i>								
Open	168	180	142	144	134	133	139	138
Close	162	172	161	183	154	123	127	150
Litigated	31	39	30	33	14	7	17	20
<i>General Liability Claims</i>								
Open	345	296	270	311	252	190	258	256
Close	347	410	251	312	251	220	256	258
Litigated	28	20	20	32	32	19	22	25
<i>Property Recovery Claims</i>								
Open	117	108	107	144	59	78	83	94
Close	116	123	120	145	84	67	63	96
Recoveries		\$ 309,367	\$ 183,308	\$ 161,397	\$ 372,193	\$ 180,907	\$ 981,517	Nonbudget
Insurance Renewals		\$ 2,872,224	\$ 2,711,451	\$ 2,409,078	\$ 2,428,526	\$ 2,315,948	\$ 2,334,462	\$ 2,893,6

## Administrative Services continued

### Expenses

#### Expenses By Category (Whole Dollars)

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014	
						Amount	Percent
Salaries & Benefits	\$ 2,652,736	\$ 2,665,024	\$ 2,561,039	\$ 2,756,265	\$ 3,160,002	\$ 403,737	14.6%
Professional Services	704,988	727,701	672,309	819,962	845,175	25,213	3.1%
Materials & Supplies	9,246	10,428	9,171	12,152	12,000	(152)	(1.3%)
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	2,506,192	6,957,260	6,568,780	8,065,076	8,528,942	463,866	5.8%
Other	128,414	107,579	107,054	118,084	146,345	28,261	23.9%
<b>Total</b>	<b>\$ 6,001,577</b>	<b>\$ 10,467,991</b>	<b>\$ 9,918,353</b>	<b>\$ 11,771,539</b>	<b>\$ 12,692,464</b>	<b>\$ 920,925</b>	<b>7.8%</b>

#### By Department

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014	
						Amount	Percent
Chief Admin Officer	\$ 372,438	\$ 294,439	\$ 439,627	\$ 535,354	\$ 513,966	\$ (21,388)	(4.0%)
Human Resources	1,706,987	1,773,112	1,517,461	1,619,261	1,809,952	190,691	11.8%
Employee Relations	505,785	508,426	431,691	483,173	680,138	196,965	40.8%
Training	2	150	1,430	8,681	10,000	1,319	15.2%
Risk Management	3,416,364	7,891,863	7,528,143	9,125,071	9,678,408	553,337	6.1%
<b>Total</b>	<b>\$ 6,001,577</b>	<b>\$ 10,467,991</b>	<b>\$ 9,918,353</b>	<b>\$ 11,771,539</b>	<b>\$ 12,692,464</b>	<b>\$ 920,925</b>	<b>7.8%</b>

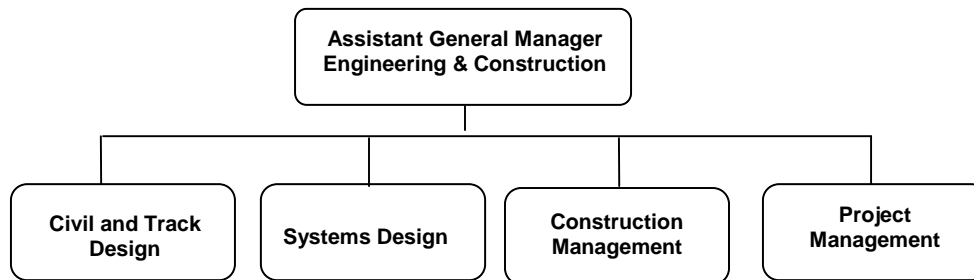
#### Positions

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014	
						Amount	Percent
Chief Admin Officer	2	2	3	3	3	0	0.0%
Human Resources	15	12	11	13	13	0	0.0%
Employee Relations	4	3	3	4	4	0	0.0%
Training	0	0	0	0	0	0	0.0%
Risk Management	4	4	5	5	5	0	0.0%
<b>Total</b>	<b>25</b>	<b>21</b>	<b>22</b>	<b>25</b>	<b>25</b>	<b>0</b>	<b>0.0%</b>



## Engineering & Construction

This division implements capital projects in support of the operating divisions through design and construction, and provides technical support for on-going maintenance activities.



- The Assistant General Manager of Engineering and Construction guides and directs the division. This department's staff also provides Quality Assurance functions.
- Civil and Track Design develops improvement plans, specifications and estimates for construction of bus, light rail and facilities capital projects, and provides technical support to operations staff (related to civil, track and structures).
- Systems Design develops improvement plans, specifications and estimates for construction of bus, light rail and facilities capital projects, and provides technical support to operations staff (related to vehicles, traction power, communications, and overhead catenary, electrical and mechanical systems).
- Construction Management provides oversight to construction of the District's capital projects.
- Project Management monitors scope, cost, and schedule for the District's capital projects, provides analysis for Division work and is the primary contact with the Federal Transit Administration for items related to capital project in the New Starts or Small Starts grant programs.

## Engineering & Construction continued

### FY 2013 Accomplishments

#### ***Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs***

- Received Full Funding Grant Agreement for Blue Line to Cosumnes River College project.
- Worked with Grants staff to secure an additional \$1 million in Proposition 1B – State and Local Partnership Program State bond funding for the Blue Line to Cosumnes River College project that was not originally programmed and received 100% of the regional Proposition 1B Public Transportation Modernization, Improvement, and Service Enhancement Account funds from SACOG.

#### ***Strategic Plan Goal #2: Provide Total Quality Customer Services***

- Provided technical support to other departments and divisions in support of their efforts to complete on-going operating, maintenance, and planning functions.
- Provided assistance and support to the Finance Division related to the management of capital projects and the associated grants and funding.
- Provided support to efforts of the Dedicated Transit Funding team.

#### ***Strategic Plan Goal #3: Create a “World Class” Regional Transit System***

- Bid and conditionally awarded construction contract for the Civil Track Structures Stations and Systems construction for the Blue Line to Cosumnes River College project.
- Completed the construction of the parking structure at the Cosumnes River College campus needed for the capital lease to provide 2,000 parking spaces for the Blue Line to Cosumnes River College project.
- Provided support and technical expertise to the Downtown/Riverfront Transit Study team.
- Provided support for the completion of the Domus transit-oriented development project adjacent to the Alkali Flat/La Valentina light rail Station.

## Engineering & Construction continued

### FY 2013 Accomplishments cont.

***Strategic Plan Goal #4: Be a great workplace, attract and retain a qualified, talented, and committed workforce***

- Continued to provide a variety of cost-effective opportunities for individuals as well as group training sessions through the use of webinars, including staff from other departments.
- Integrated the use of contract consultant staff as necessary for workload management (reduce incidence of worker overload) as well as opportunities to receive mentorship from the well-experienced contract staff.

***Strategic Plan Goal #5: Conduct Our Business in a Sound and Ethical Matter***

- Continued to work with Procurement and Legal staff to update and improve consultant and contractor solicitation documents.
- Continued to improve core business practices related to project management.



---

## Engineering & Construction continued

### FY 2014 Goals

<b><i>Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs</i></b>
---

- |  |
|--|
| <ul style="list-style-type: none"><li>• Work with Legal and Finance staff to ensure the flow of funding for the Blue Line to Cosumnes River College.</li><li>• Work with Downtown/Riverfront Transit Study team to apply for grant monies for further environmental and engineering design activities.</li></ul> |
|--|

<b><i>Strategic Plan Goal #2: Provide Total Quality Customer Services</i></b>
---

- |   |
|---|
| <ul style="list-style-type: none"><li>• Provide technical support to other departments and divisions in support of their efforts to complete on-going operating, maintenance, planning functions, and capital projects. (i.e. Bus Maintenance Facility 2 Improvements, Green Line to the Airport and the UTDC retrofit project).</li><li>• Provide assistance and support to the Finance Division related to the Capital Improvement Plan, reporting required for capital projects and the associated grants and funding.</li></ul> |
|---|

## Engineering & Construction continued

### FY 2014 Goals cont.

#### ***Strategic Plan Goal #3: Create a “World Class” Regional Transit System***

- Execute contract for Civil, Track, Structures, Stations, and Systems for Blue Line to Cosumnes River College project.
- Provide management services for the Downtown/Riverfront Transit Study.
- Provide engineering and technical support for the Green Line to the Airport project.
- Closeout construction activities related to the Green Line to the River District.
- Complete reconciliation of construction costs and reimbursements needed for the closeout of grants for the Green Line to the River District.
- Complete construction of the Cosumnes River Boulevard and Morrison Creek aerial structures.
- Begin construction of Civil, Track, Structures, Stations and Systems for the Blue Line to Cosumnes River College project.

#### ***Strategic Plan Goal #4: Be a great workplace, attract and retain a qualified, talented, and committed workforce***

- Provide leadership and management training opportunities for staff.
- Continue to provide a variety of cost-effective opportunities for individuals as well as group training sessions through the use of webinars, including staff from other departments.
- Integrate the use of contract consultant staff as necessary for workload management (reduce incidence of worker overload) as well as opportunities to receive mentorship from the well-experienced contract staff.
- Evaluate opportunities to promote staff as professional development and experience dictate.

## Engineering & Construction continued

### FY 2014 Goals cont.

***Strategic Plan Goal #5: Conduct Our Business in a Sound and Ethical Matter***

- Continue to work with Procurement and Legal staff to update and improve consultant and contractor solicitation documents.
- Continue to improve core business practices related to project management.





## Engineering & Construction continued

### Expenses

#### Expenses By Category (Whole Dollars)

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014 Amount	FY 2013 to FY 2014 Percent
Salaries & Benefits	\$ 825,039	\$ 655,146	\$ 735,650	\$ 780,588	\$ 815,015	\$ 34,427	4.4%
Professional Services	2,207	-	-	(220)	1,000	1,220	0.0%
Materials & Supplies	5,722	4,650	5,340	5,776	7,500	1,724	29.9%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	8,257	8,092	8,327	10,776	16,000	5,224	48.5%
<b>Total</b>	<b>\$ 841,225</b>	<b>\$ 667,888</b>	<b>\$ 749,318</b>	<b>\$ 796,920</b>	<b>\$ 839,515</b>	<b>\$ 42,595</b>	<b>5.3%</b>

#### By Department

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014 Amount	FY 2013 to FY 2014 Percent
AGM of Engineering	\$ 308,033	\$ 186,276	\$ 219,117	\$ 297,944	\$ 286,362	\$ (11,582)	(3.9%)
Systems Design	179,499	88,366	89,697	73,018	76,743	3,725	5.1%
Civil & Track Design	248,059	284,784	317,611	309,169	296,325	(12,844)	(4.2%)
Construction Management	105,635	108,463	122,892	116,788	132,435	15,647	13.4%
Project Management	-	-	-	-	47,650	47,650	#DIV/0!
<b>Total</b>	<b>\$ 841,225</b>	<b>\$ 667,888</b>	<b>\$ 749,318</b>	<b>\$ 796,920</b>	<b>\$ 839,515</b>	<b>\$ 42,595</b>	<b>5.3%</b>

#### Positions

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014 Amount	FY 2013 to FY 2014 Percent
AGM of Engineering	10	6	6	7	6	-1	(14.3%)
Systems Design	7	5	3	3	3	0	0.0%
Civil & Track Design	9	7	7	7	7	0	0.0%
Construction Management	8	6	5	5	4	-1	(20.0%)
Project Management	0	0	0	0	2	2	0.0%
<b>Total</b>	<b>34</b>	<b>24</b>	<b>21</b>	<b>22</b>	<b>22</b>	<b>0</b>	<b>0.0%</b>

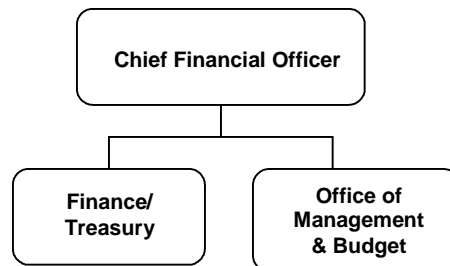
<sup>1</sup> Move Director, Project Management from AGM of Engineering Department to Project Management

<sup>1</sup> Move Senior Engineering Analyst from Construction Management to Project Management



## Finance

This division provides all financial services to the District.



- The Chief Financial Officer guides and directs the division.
- Finance/Treasury performs, records, and reports on all financial transactions.
- Office of Management & Budget allocates, monitors, and reports all resources and expenses, and provides administration of all federal, state, and local grants.

### FY 2013 Accomplishments

#### ***Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs***

- Received unqualified independent audit report on 2011-12 Comprehensive Annual Financial Report.
- Received Certificate of Achievement for Excellence in Financial Reporting from Government Finance Officers Association for 2011-12 Comprehensive Annual Financial Report.
- Completed 2011-12 Comprehensive Annual Financial Report by November 30, 2012.
- Received Distinguished Budget Presentation Award from Government Finance Officers Association for 2012-13 Budget.
- Published Vital Statistics, KPR's and Internal Financial Reports on time and in advance in accordance with the monthly close schedule.

---

## Finance continued

### FY 2013 Accomplishments cont.

---

***Strategic Plan Goal #1: Secure the financial means to deliver our services and programs***

---

- Participated in the ongoing conversations of pension reform measures with other RT Divisions to help contain escalating pension costs.
- Continued to perform all grant reporting and requirements for all Federal, State and Local funding sources.
- Closed out four FTA grants during the fiscal year.
- Secured an extension to RT's line of credit with primary bank due to the cash flow issues associated with the Federal 13 c issues.
- Issued Revenue Bonds for the South Line Phase 2 project and other priority capital projects to commit local funding, and defeased the 2003 Certificates of Participation debt.

---

***Strategic Plan Goal #3: Create a "World Class" Regional Transit System***

---

- Continued to assist with the implementation of the pilot Smart Card Program.
- Worked with outside legal counsel, Human Resources, and Investment Advisor to hire an emerging market fund manager for the pension funds.
- Updated the 5-Year Capital Improvement Program for FY 2013-2017.
- Completed the FTA Triennial Review for the District, with assistance from all RT Divisions and Departments.

---

## Finance continued

### FY 2014 Goals

<b><i>Strategic Plan Goal #1: Secure the financial means to deliver our services and programs</i></b>
---

- |   |
|---|
| <ul style="list-style-type: none"><li>• Receive unqualified independent audit report on 2012-13 Comprehensive Annual Financial Report.</li><li>• Receive Certificate of Achievement for Excellence in Financial Reporting from Government Finance Officers Association for 2012-13 Comprehensive Annual Financial Report.</li><li>• Complete 2012-13 Comprehensive Annual Financial Report by November 30, 2013.</li><li>• Receive Distinguished Budget Presentation Award from Government Finance Officers Association for 2013-14 Budget.</li><li>• Publish Vital Statistics and Internal Financial Reports on time and in advance in accordance with the monthly close schedule.</li><li>• Participate in the ongoing conversations of pension reform measures with other RT Divisions to help contain escalating pension costs.</li><li>• Continue to perform all grant reporting and requirements for all Federal, State and Local funding sources.</li><li>• Close out three FTA grants during the fiscal year.</li><li>• Update transfer agreement with Placer County.</li></ul> |
|---|

---

## Finance continued

### FY 2014 Goals cont.

***Strategic Plan Goal #3: Create a “World Class” Regional Transit System***

- Continue to assist with the implementation of the pilot Smart Card Program.
- Update the 5-Year Capital Improvement Program for FY 2014-2018.
- Continue to improve RT’s subrecipient monitoring and oversight program.
- Assist in the review of RT’s evaluation of P-card services for RT.
- Develop a pilot program whereby RT will install new FVM machines with credit card purchasing capabilities.
- Amend and restructure covenant language in the Sale in Lease out (SILO) agreement with the equity investor to cure the existing technical default in agreement, as a result of a rating agencies downgrade of the US Government.
- Seek an increase to RT’s Line of Credit limit with the goal of improving RT’s cash flow alternatives due to temporary delays in Federal Funds.

## Finance continued

### PERFORMANCE MEASURES / STATISTICS

***Strategic Plan Goal #1: Secure the financial means to deliver our services and programs***

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
<b>Effectiveness Measures</b>						
GFOA Certificate of Achievement for Excellence in Finance Reporting	Yes	Yes	Yes	Yes	Yes	TBD
GFOA Distinguished Budget Award	Yes	Yes	Yes	Yes	Yes	TBD
Accounts Payable Check Processed	8,288	7,567	7,118	7,431	8,129	8,000
Annual Audit Adjustments	1	1	1	1	1	1
<b>Efficiencies Measures</b>						
Submit CAFR report on time	Yes	Yes	Yes	Yes	Yes	TBD
Submit State Controller's Report on time	Yes	Yes	Yes	Yes	Yes	TBD
File annual NTD report on time	Yes	Yes	Yes	Yes	Yes	TBD
Complete month-end Financial closing within target # of days or less from month end	10	10	10	10	10	10
Submit month-end Vital Stat Report to EMTs within target # of days or less from month-end close	5	5	5	5	5	5
Submit month-end Financial Report to EMTs within target # of days or less from month-end close	7	7	7	7	7	7
Submit FTA Financial and Milestone Report Quarterly	4	4	4	4	4	4
Produce Cost Allocation Plan	1	1	1	1	1	1



## Finance continued

### Expenses

#### Expenses By Category (Whole Dollars)

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014	
						Amount	Percent
Salaries & Benefits	\$ 2,504,569	\$ 2,259,251	\$ 2,560,169	\$ 2,767,212	\$ 2,942,534	\$ 175,321	6.3%
Professional Services	24,852	379,350	66,957	71,591	86,850	15,259	21.3%
Materials & Supplies	277,886	215,843	260,334	170,678	218,550	47,872	28.0%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	(35)	-	-	-	-	-	0.0%
Other	350,016	260,890	294,952	395,914	694,300	298,386	75.4%
<b>Total</b>	<b>\$ 3,157,288</b>	<b>\$ 3,115,335</b>	<b>\$ 3,182,412</b>	<b>\$ 3,405,396</b>	<b>\$ 3,942,234</b>	<b>\$ 536,838</b>	<b>15.8%</b>

#### By Department

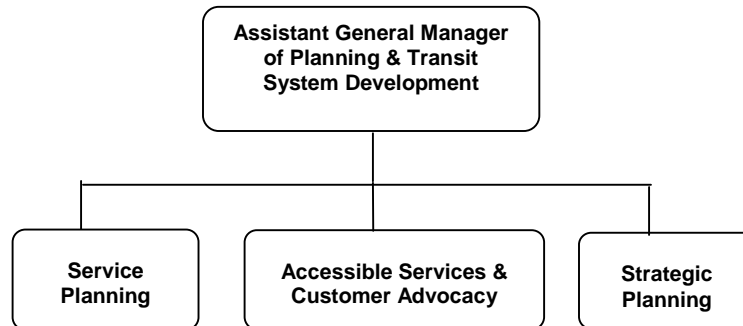
	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014	
						Amount	Percent
Chief Financial Officer	\$ 283,883	\$ 624,094	\$ 360,976	\$ 363,378	\$ 364,294	\$ 916	0.3%
Finance/Treasury	2,084,988	1,803,939	1,973,752	2,160,197	2,679,008	518,811	24.0%
Office of Mgmt & Budget	788,417	687,303	847,684	881,821	898,932	17,111	1.9%
<b>Total</b>	<b>\$ 3,157,288</b>	<b>\$ 3,115,335</b>	<b>\$ 3,182,412</b>	<b>\$ 3,405,396</b>	<b>\$ 3,942,234</b>	<b>\$ 536,838</b>	<b>15.8%</b>

#### Positions

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014	
						Amount	Percent
Chief Financial Officer	2	2	2	2	2	0	0.0%
Finance/Treasury	19	16	17	18	18	0	0.0%
Office of Mgmt & Budget	8	7	7	7	7	0	0.0%
<b>Total</b>	<b>29</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>0.0%</b>

## Planning & Transit System Development

This division develops short-term and long-term service goals.



- The Assistant General Manager of Planning and Transit System Development guides and directs the division.
- Service Planning develops and maintains transportation schedule and route programs.
- The purpose of the Customer Advocacy Unit is to provide a centralized operation to manage, track, resolve, and analyze customer complaints, commendations and suggestions.
- The main function of the Accessible Services unit is to ensure that RT remains in federal compliance with each component of the Americans with Disabilities Act (ADA), as well as other applicable state and federal laws.
- Strategic and Long-Range Planning is responsible for developing strategic goals and updating TransitAction (RT's Long Range Plan), Short Range Transit Plan (SRTTP) development and updates, major transit project(s) development, coordination and technical assistance on key community projects with transit interface and benefits, and grants planning activities.



## Planning & Transit System Development continued

### FY 2013 Accomplishments

#### ***Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs.***

##### Service Planning:

- Coordinated RT's ridership monitoring program including over 4,300 route checks, over 14,500 customer fare inspections, APC benchmarking update, two light rail schedule revisions, roll-out of new monthly ridership methodology, and successful audit and submission of annual NTD ridership section.
- Represented RT at TDA Unmet Transit Needs hearings; provided supporting information for TDA performance audit, JARC grant invoices, and Los Rios and CSUS pass invoices and contract negotiation; instituted point check program in support of Placer County Transit, Roseville Transit, and Capitol Corridor transfer agreement billing.
- Implemented a quarterly ridership reporting program including a performance monitoring section designed to insure financial sustainability and optimum use of RT resources.

##### Accessible Services & Customer Advocacy:

- Implemented a *Program for ADA Paratransit Trip-by-Trip Eligibility Enforcement* for conditionally-eligible paratransit passengers in order to manage demand on RT's ADA paratransit service; this program was developed with the assistance of RT's Mobility Advisory Council (MAC) and RT's ADA paratransit service provider for implementation in Fiscal Year 2012-2013.
- After a pilot period which began in September 2012, the ADA Paratransit Trip-by-Trip Program was fully enforced in January 2013. RT communicated with RT's ADA paratransit service provider on a weekly basis and reviewed requested rides to ensure appropriate documentation of eligibility conditions and enforcement of trip-by-trip eligibility. Trips provided to conditionally eligible riders decreased by approximately 6% with enforcement of trip-by-trip eligibility.
- Further refinements to the program in Fiscal Year 2013-2014 will allow staff to direct more trips to RT's fixed route bus and light rail system and off the more costly ADA paratransit system; it is expected that the number of paratransit trips provided in this category will continue to decrease.

## Planning & Transit System Development continued

### FY 2013 Accomplishments cont.

#### ***Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs.***

##### Long Range Planning:

- Ñ Worked with Finance to either lead or provide information for grant applications and Identify potential grant sources and either lead or provide support on pursuits as appropriate and consistent with the “Roles & Responsibilities” white paper.
- Ñ Provided analysis of various options considered for the Dedicated Transit Funding effort.
- Ñ Worked with Finance to re-secure Green Line funding including federal, state Proposition 1A funding, and local Measure A funding.

#### ***Strategic Plan Goal #2: Provide Total Quality Customer Service.***

##### Service Planning:

- Prepared maps and printed materials and led six information sessions on September 2012 service changes for bus operators, transportation supervisors, transit officers, security guards, customer service representatives, and volunteers.
- Developed and instituted light duty outreach program whereby an estimated 6,000 informational handouts were distributed personally to riders on vehicles by uniformed light duty operators at no cost to RT.
- Prepared and presented informal study of 9th & K station alternatives in response to stakeholder request.
- Provided logistical support for SACOG staff and consultants in support of on-board passenger survey of over 16,800 passengers.

## Planning & Transit System Development continued

### FY 2013 Accomplishments cont.

#### ***Strategic Plan Goal #2: Provide Total Quality Customer Service.***

##### Accessible Services & Customer Advocacy:

- Provided facilitation and staff support services to develop and enacted a work plan for the Mobility Advisory Council (MAC), for which MAC's purpose is to solicit input from individuals and organizations that represent/serve persons with disabilities and seniors regarding RT's services.
- Recruited one new member to the Mobility Advisory Council (MAC) to enhance representation and diversity on the MAC for individuals and organizations that represent/serve persons with disabilities and seniors. Implemented enhanced customer feedback database (Trapeze INFO-COM) to streamline customer feedback handling procedures.
- Managed 394 passenger service reports and 6,856 total customer contacts in RT's Customer Advocacy department, providing a centralized operation to manage, track, resolve, and analyze customer complaints, commendations and suggestions. The addition of second Customer Advocate I in September provided for incoming calls to be answered and "triaged" at a single point, while other staff focused on electronically filed complaints, complaint investigation and response, record-keeping, and other tasks. The department was able to investigate more issues in the field, in order to provide a higher quality of customer service and advocacy on behalf of RT's customers.
- Implemented a *Title VI Complaint Policy* for special handling of complaints related to potential discrimination on the grounds of race, color, or national origin, as is described in Title VI of the 1964 Civil Rights Act.
- Administered 34 Americans with Disabilities Act (ADA) related passenger service reports, with an average processing time of 14 days, to ensure swift review of any customer service issues pertaining to RT's customers with disabilities and facilitate full and equal access to RT's public transit system.
- Analyzed 3136 applications to determine eligibility for ADA paratransit service, with an average processing time of 7 days in order to provide persons with disabilities prompt access to RT's ADA paratransit services.

## Planning & Transit System Development continued

### FY 2013 Accomplishments cont.

#### ***Strategic Plan Goal #2: Provide Total Quality Customer Service.***

##### Long Range Planning:

- Worked consistently with Finance to either lead or provide information for grant applications.
- Partnered with SACOG, West Sacramento and City of Sacramento on Streetcar efforts including assisting in preparing RFP and evaluating consultants, attending and providing input at PMT (TAC) and PSC (PAC) meetings.
- Partnered with SMAQMD, CCJPB, City of Sacramento, West Sacramento, Davis and SACOG to develop RFP for BikeShare program and evaluate/select consultants and provide technical input at TAC meetings.

#### ***Strategic Plan Goal #3: Create a “World Class” Regional Transit System***

##### Service Planning:

- Coordinated development of CityRide Dial-a-Ride service with City of Citrus Heights (opened October 2012).
- Developed and implemented low-cost improvements for Route 24 effective in January 2013.
- Developed and received approval for January 2014 service improvements, including additional evening service on major bus routes on weekdays and Saturdays, and a no-cost extension of Route 28 to Mather/Mills light rail station.

##### Accessible Services & Customer Advocacy:

- Provided 102 new buses for Americans with Disabilities Act (ADA) paratransit service to reduce operating costs and emissions, as well as improve passenger comfort, and enhance RT’s branding on the ADA paratransit fleet.

## Planning & Transit System Development continued

### FY 2013 Accomplishments cont.

#### ***Strategic Plan Goal #3: Create a “World Class” Regional Transit System***

##### Long Range Planning:

- Ñ Advanced the Green Line towards preparation of the Draft EIS and advanced conceptual engineering. RFP prepared and will be released in early FY14; provided updates to RT Management and Board.
- Ñ Completed the update of the Rail Fleet Management Plan (RFMP) for the FFGA.
- Ñ Completed a revised Bus Fleet Management Plan (BFMP) for the FFGA.
- Ñ RT Board adopted the 10-Year Short Range Transit Plan (SRTP).
- Ñ Worked with Sacramento County and others to develop transit concepts for future Jackson Corridor development. Evaluation of concepts underway and will continue into 2014.
- Ñ Participated with ULI-TOD Committee and SACOG on the Sustainable Communities Strategy (SCS) design development efforts within RT service area (Fruitridge/Stockton, Mather/Mills in Rancho Cordova, and Watt/Manlove).
- Coordinated with other Central Valley entities and the CA High Speed Rail Authority (CHSRA), as well as, our Sacramento-oriented transportation partners in developing the San Joaquin Regional Rail Joint Powers Authority (SJJPA). Board member Cohn selected as Co Vice-Chair of the JPA. Participated in on-going technical and policy discussions with members of the JPA.
- Developed a revised Arena assessment of RT's needs and work with our transportation partners to ensure RT's interests are communicated and achieved in the design development process. Arena effort to be major 2014 activity.

## Planning & Transit System Development continued

### FY 2013 Accomplishments cont.

***Strategic Plan Goal #4: Be a great workplace, attract and retain a qualified, talented, and committed workforce.***

Service Planning:

- Recruited, hired, and trained Assistant Planner and Intern positions.

Accessible Services & Customer Advocacy:

- Promoted an Administrative Assistant II employee to the position of Administrative Technician, hired an Administrative Assistant II, an Accessible Services Eligibility Specialist, and a Customer Advocate to enhance the functions of the Accessible Services and Customer Advocacy department.

***Strategic Plan Goal #5: Conduct our business in a sound and ethical manner.***

Service Planning:

- Drafted new Service Standards and Service & Fare Change Policies to assure compliance with revised FTA guidance on Title VI of the Civil Rights Act of 1964 and led presentation to RT Board, Mobility Advisory Council, and stakeholder groups.

Accessible Services & Customer Advocacy:

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

Long Range Planning:

- Maintained relationships with our transportation partners.
- Provided services to internal and external customers in a technically sound and ethical manner.

## Planning & Transit System Development continued

### FY 2014 Goals

#### ***Strategic Plan Goal #1: Secure the financial means to deliver our programs and services.***

##### Service Planning:

- Coordinate RT's ridership monitoring program, including route checks, fare survey, APC benchmarking, database maintenance, quarterly performance reports, and annual NTD ridership reporting.
- Represent RT at TDA Unmet Transit Needs hearings; support all pass, transfer, and grant agreement monitoring, billing, and negotiation; provide supporting information for SRTP update
- Implement a quarterly ridership reporting program including a performance monitoring section designed to insure financial stability and optimum use of RT resources.

##### Accessible Services & Customer Advocacy:

- Revise *Americans with Disabilities Act (ADA) Paratransit No-Show and Late-Cancellation Policy* in order to more effectively reduce the number of late-cancellations and no-shows on RT's ADA paratransit service, thereby containing costs and increasing capacity on this service; coordinate with RT's Mobility Advisory Council (MAC) and RT's ADA paratransit provider to update the policy by forming an ad-hoc committee of the MAC that will provide public input on the policy revision, followed by implementation of a revised *ADA Paratransit No-Show and Late-Cancellation Policy*.
- Enhance implementation of the *ADA Paratransit Trip-by-Trip Eligibility Policy* for conditionally-eligible paratransit passengers in order to manage demand on RT's ADA paratransit service.

##### Long Range Planning:

- Ñ Continue to work with Finance and other partners to identify potential grant sources and either lead or provide support on pursuits as appropriate and consistent with the "Roles & Responsibilities" white paper.
- Ñ Support with technical information the Dedicated Transit Funding effort.
- Ñ Re-start and work with Finance to refine development of revised Countywide Development Impact Fee program and tools.
- Ñ Continue collaborative effort with Finance and Rail Operations to develop funding strategy and plan for LRV replacements.
- Ñ Develop TOD Program to generate land sales for reinvestment in RT infrastructure.



## Planning & Transit System Development continued

### FY 2014 Goals cont.

#### ***Strategic Plan Goal #2: Provide Total Quality Customer Service.***

##### Service Planning:

- Support City of Sacramento transportation planning efforts related to Entertainment and Sports Complex and Downtown Transportation Study.
- Represent RT in coordination with other local jurisdictions and organizations, including Caltrans on E Street ramp closure, Bradshaw area businesses on Route 72 changes, City of Citrus Heights on CityRide service, and Jackson Corridor developers on future service alternatives.
- Provide logistical support with second round of SACOG on-board passenger survey.

##### Accessible Services & Customer Advocacy:

- Provide facilitation and staff support services to develop and enact a work plan for the Mobility Advisory Council (MAC), for which MAC's purpose is to solicit input from individuals and organizations that represent/serve persons with disabilities and seniors regarding RT's services; provide staff support for the following MAC activities: (1) preparation of annual work plan, (2) coordination of monthly meeting agendas for MAC and MAC subcommittees, (3) arrangements for meeting facilities, (4) scheduling of staff presentations, (5) preparation of meeting minutes, (6) coordination with appropriate staff on action or follow-up items, (7) development or revision of bylaws, (8) preparation of annual report, (9) recruitment of new members, and (10) any other critical issues for the operation of the MAC.
- Analyze applications to determine eligibility for ADA paratransit service in 7 days or less on average, but not to exceed the 21 day processing time allowable under federal regulations pertaining to ADA paratransit service.
- Evaluate applications in accordance with the federal regulations pertaining to ADA paratransit eligibility and RT policies.
- Respond to all customer contacts to the Customer Advocacy department in one business day or less, with a written response for formal passenger service reports (complaints, commendations, and suggestions) in 21 days or less; this will include ADA-related and Title VI-related reports; manage, track, resolve, and analyze customer feedback to provide advocacy support and advise on RT's policies, programs and facilities as appropriate.

## Planning & Transit System Development continued

### FY 2014 Goals cont.

#### ***Strategic Plan Goal #2: Provide Total Quality Customer Service.***

##### Accessible Services & Customer Advocacy:

- Continue to enhance the advocacy role of the department, with more customer contacts handled directly by the department , a greater level of involvement in complaint investigation, an in-the-field investigation of complaints as required.
- Provide comprehensive Title VI and Environmental Justice training to all RT Executive Management, Senior Management, and key staff.

##### Long Range Planning:

- Coordinate with partners on multi-Agency projects such as the Streetcar effort and the Green Line.
- Coordinate with various participants on the Arena project development and implementation effort.

##### Service Planning:

- Support City of Sacramento transportation planning efforts related to Entertainment and Sports Complex and Downtown Transportation Study.
- Represent RT in coordination with other local jurisdictions and organizations, including Caltrans on E Street ramp closure, Bradshaw area businesses on Route 72 changes, City of Citrus Heights on CityRide service, and Jackson Corridor developers on future service alternatives.
- Provide logistical support with second round of SACOG on-board passenger survey.

## Planning & Transit System Development continued

### FY 2014 Goals cont.

#### ***Strategic Plan Goal #3: Create a “World Class” Regional Transit System.***

##### Service Planning:

- Develop service changes for the period from January 2014 through opening of Blue Line to CRC in September 2015, including routes/schedule preparation, cost estimation, public engagement, Title VI equity analysis, and environmental review

##### Long Range Planning:

- Respond to Engineering, etc. AI. requirements for completion of the FFGA as requested.
- Ñ Update TransitAction with new numbers consistent with SACOG projections and fleet requirements (winter), as necessary revise strategic goals (by early spring), refine projects based on the new numbers and goals (by early summer) and present/review strategic goals with the community (summer) and RT Board for adoption (fall). Among other items, also consider:
  - Identify locations and strategies for improvements to up 15 “strategic bus stops” in the RT system that is focused on “waiting areas” and future grant opportunities for funding the improvements.
  - Develop a Sunrise Mall-oriented Transit Center concept and early implementation strategies working with the various stakeholders.
  - Develop a bus transit-oriented “TOD Guidelines” document to compliment the LRT-Oriented TOD Guidelines document.
- Ñ Advance the Green Line through the procurement of consultant services and conducting the technical analyses for the preparation of the Draft EIS and advanced conceptual engineering, as well as a New Starts application.
- Ñ Work with City of Sacramento on the American River Bridge Crossing and advance RT’s interests, concerns, and perspectives; identify opportunities for Green Line and the co-development of an American River Bridge Crossing concept that is collaborative to the extent possible with the City of Sacramento and SACOG visions and funding opportunities.
- Ñ Advance the Sacramento Streetcar project into *Project Development* phase consistent with MAP-21 including obtaining the environmental clearance, grant support and preliminary design.

## Planning & Transit System Development continued

### FY 2014 Goals cont.

#### ***Strategic Plan Goal #3: Create a “World Class” Regional Transit System.***

##### Long Range Planning:

- Ñ Update (as appropriate) and adopt the 10-Year Short Range Transit Plan (SRTP), BFMP and RFMP.
- Ñ Develop refined/revised development reviews template and prepare development reviews for new projects in the RT service area with an enhanced focus on service needs and compatibility with transit.
- Ñ Work with “West Jackson Masterplan” (Jackson Highway Watt to Excelsior) for inclusion of BRT/Hi-Bus route and concept design into the State Route 16/Jackson Corridor.

##### Service Planning:

- Develop service changes for the period from January 2014 through opening of Blue Line to CRC in September 2015, including routes/schedule preparation, cost estimation, public engagement, Title VI equity analysis, and environmental review.

##### Long Range Planning:

- Work with City, SHRA, etc. on Dos Rios Housing project.
- Ñ Lead with our Sacramento-oriented transportation partners on matters associated with the San Joaquin JPA, the Northern CA Interim Rail improvements, and Central Valley HSR CA and with the High Speed Rail Authority (CHSRA).
- Ñ Participate with ULI-TOD Committee and SACOG on the Sustainable Communities Strategy (SCS) design development efforts within RT service area (Fruitridge/Stockton, Mather/Mills in Rancho Cordova, and Watt/Manlove).
- Coordinate with SMAQMD and Partners and provide input on the “transit/bike” interface and “bike share” interface reflecting RT’s interests and strategies.
- Continue and develop relationships with various transit supportive organizations and governmental organizations.
- Develop TOD Program for sale and reinvestment of excess RT resources while building ridership and RT exposure.

## Planning & Transit System Development continued

### FY 2014 Goals cont.

***Strategic Plan Goal #4: Be a great workplace, attract and retain a qualified, talented, and committed workforce.***

Accessible Services & Customer Advocacy:

- Recruit an Accessible Services Administrator to fill one vacancy and provide support to the Accessible Services Department and RT's ADA paratransit eligibility certification program.
- Maintain relationships with the California Association for Coordinated Transportation and the ADA Roundtable to provide ADA-related training opportunities for Accessible Services Staff; actively seek training opportunities to enhance Customer Advocacy and Accessible Services functions.

Long Range Planning:

- Expand exposure of Associate-level staff to transportation partners and technical areas.
- Coordinate staff and resources for staff training and attendance at events.
- On-going activities to support staff.
- Various training activities of staff in the areas of transit planning, GIS, and environmental assessments.

***Strategic Plan Goal #5: Conduct our business in a sound and ethical manner.***

Service Planning:

- Finalize Service Standards and Service & Fare Change Policies.
- Prepare Title VI service monitoring report and demographic maps and tables.
- Update LEP Four Factor Analysis and coordinate development of Public Participation Plan and Language Assistance Plan.
- Assist subrecipients with Title VI compliance.
- Complete and submit Title VI program update.

## Planning & Transit System Development continued

### FY 2014 Goals cont.

#### ***Strategic Plan Goal #5: Conduct Our Business in a Sound and Ethical Matter***

Accessible Services & Customer Advocacy:

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

Long Range Planning:

- Enhance relationships with our transportation partners.
- Provide services to internal and external clients in a technically sound and ethical manner.

### **PERFORMANCE MEASURES/ STATISTICS**

#### ***Strategic Plan Goal #2: Provide Total Quality Customer Service***

Quality Measures	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2014 to FY 2013	
							Amount	Percent
Average Days To Respond to Passenger ADA Complaints <sup>1</sup>	16.3	19.3	19.6	20.8	15.1	30.0	14.90	98.7%
Average Days To Complete ADA Assessments <sup>2</sup>	15.0	15.7	5.6	5.8	7.5	21.0	13.50	180.0%
ADA Trip Denials	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	-	
<sup>1</sup> Americans With Disabilities Act limits response time to 30 days. <sup>2</sup> Federally regulated deadline of 21 days.								
Produce monthly ridership reports on time	Yes	Yes	Yes	Yes	Yes	Yes		
Produce NTD required statistics on time	Yes	Yes	Yes	Yes	Yes	Yes		



## Planning & Transit System Development continued

### Expenses

#### Expenses by Category (Whole Dollars)

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2013 to FY 2014	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 2,095,466	\$ 1,493,850	\$ 1,915,855	\$ 2,276,602	\$ 2,632,708	\$ 356,106	15.6%
Professional Services	11,318,253	9,699,737	10,354,663	12,511,188	12,421,015	(90,173)	(0.7%)
Materials & Supplies	9,065	4,824	7,700	10,789	9,500	(1,289)	(11.9%)
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	138,462	8,946	10,078	16,070	14,000	(2,070)	(12.9%)
<b>Total</b>	<b>\$ 13,561,245</b>	<b>\$ 11,207,357</b>	<b>\$ 12,288,295</b>	<b>\$ 14,814,649</b>	<b>\$ 15,077,223</b>	<b>\$ 262,574</b>	<b>1.8%</b>

#### By Department

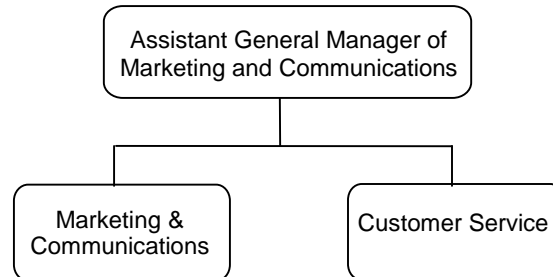
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2013 to FY 2014	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
AGM of Planning	\$ 158,804	\$ 177,589	\$ 286,070	\$ 375,208	\$ 336,917	\$ (38,291)	(10.2%)
Strategic Planning	47,564	25,479	118,485	394,186	529,735	135,549	34.4%
Service Planning	920,956	535,849	606,857	460,658	535,560	74,902	16.3%
Real Estate	344,501	-	-	-	-	-	0.0%
Purchased Transportation	11,158,539	9,610,760	10,334,921	12,427,257	12,361,515	(65,742)	(0.5%)
Accessible Services	930,881	857,680	941,963	1,157,340	1,313,496	156,156	13.5%
<b>Total</b>	<b>\$ 13,561,245</b>	<b>\$ 11,207,357</b>	<b>\$ 12,288,295</b>	<b>\$ 14,814,649</b>	<b>\$ 15,077,223</b>	<b>\$ 262,574</b>	<b>1.8%</b>

#### Positions

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2013 to FY 2014	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
AGM of Planning	1	1	2	2	2	0	0.0%
Strategic Planning	0	0	1	4	4	0	0.0%
Service Planning	18	10	8	7	7	0	0.0%
Real Estate	5	0	0	0	0	0	0.0%
Purchased Transportation	0	0	0	0	0	0	0.0%
Accessible Services	11	10	10	12	12	0	0.0%
<b>Total</b>	<b>35</b>	<b>21</b>	<b>21</b>	<b>25</b>	<b>25</b>	<b>0</b>	<b>0.0%</b>



## Marketing and Communications



- The Assistant General Manager of Marketing and Communications serves as the District spokesperson; 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.
- The Marketing and Communications department plans and directs advertising, marketing and promotional campaigns with an emphasis on programs designed to increase ridership and brand awareness. The department conducts community outreach, maintains the District's website, and produces electronic and print communications.
- The Customer Service department provides assistance to passengers and new customers through the Call Center, Sales Center and other customer service activities for the District.

## Marketing and Communications continued

### FY 2013 Accomplishments

#### ***Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs***

- Participated in California Transit Association (CTA) Legislative Committee activities to advance transit supportive legislation and secure continued funding for public transit.
- Developed 2013-2014 Legislative Platform/Agenda identifying the District's position on transit-related issues and provide regular updates in GM Executive Summaries and Reports.
- Introduction of AB 206 and SB 788, both District-sponsored measures. AB 206 seeks to develop legislation addressing the District's use of three-bike racks for RT buses. SB 788 seeks to clarify CEQA exemption for transit service restoration.
- Participated in providing District's comments to rulemaking notices affecting proposed and enacted federal regulation that implement provision of MAP-21 Transportation Authorization.
- Participated as part of a delegation communicating transportation priorities during the Sacramento Metro Chamber's annual Capitol-to-Capitol trip to Washington, DC.

#### ***Strategic Plan Goal #2: Provide Total Quality Customer Service***

- Answered 307,123 calls with an average handle time of two minutes, nine seconds.
- Continued to promote the "We Speak Your Language" program that provides language interpretation services to non-English speaking passengers in need of RT customer assistance. This year, RT received 240 calls in the following languages: Spanish, Russian, Mandarin, Cantonese, Farsi, Arabic, Italian, Korean, Ukrainian and Vietnamese.
- On a scale of 1 (Poor) to 5 (Excellent), RT received an average "Overall Quality of Service" score of 4.28 as a result of Customer Service feedback forms.

## Marketing and Communications continued

### FY 2013 Accomplishments cont.

#### ***Strategic Plan Goal #2: Provide Total Quality Customer Service***

- Implemented a major outreach campaign to promote the new Green Line to the River District light rail service.
- Implemented partnership with City Year Sacramento to conduct outreach in five low-performing schools.
- Promoted and conducted outreach for the September 2012 service improvements (first phase of TransitRenewal).
- Coordinated the Blue Line to Cosumnes River College Primes and Subs Workshop.
- Implemented “City Ride,” a new curb-to-curb service in the city of Citrus Heights.
- Celebrated the 2nd annual “Ride Transit October” promotion.
- Hosted celebration of the 25th anniversary of light rail.
- Promoted the 5th annual “Season of Civil Rights ... It All Started on a Bus” campaign.
- Implemented and promoted the “See It - Hear It - Report It” anti-terrorism campaign.
- Hosted a celebration and press conference for the Blue Line to Cosumnes River College Full Funding Grant Agreement (FFGA) signing.
- Hosted a grand opening celebration of the new CNG fueling facility at the Bus Maintenance Facility 2 (BMF2).
- Developed and implemented “My Line,” a regional marketing campaign, to help increase ridership and build brand awareness.
- Promoted the 40th anniversary of RT.
- Coordinated the 5th annual State of RT Breakfast and TransitAction Awards program highlighting the District’s goals and accomplishments in partnership with the Sacramento Metro Chamber. Increased the attendance by 25 percent.
- Partnered with Cosumnes River College (CRC) to celebrate the opening of the Blue Line Light Rail/CRC Parking Structure at the future site of the Cosumnes River College Station.

## Marketing and Communications continued

### FY 2013 Accomplishments cont.

#### ***Strategic Plan Goal #2: Provide Total Quality Customer Service***

- Implemented and promoted a new Mobile Web App program that tracks RT buses and light rail trains via iPhone, Android and tablet devices.
- Completed over 300 graphic design assignments.
- Marketing staff and/or Customer Service Representatives participated in over 50 community festivals and fairs to increase transit awareness and build ridership.

### FY 2014 Goals

#### ***Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs***

- Continue participation in California Transit Association Legislative Committee activities to secure and augment funding for public transit operations and protect state and federal funding for public transit operations.
- Sustain efforts to increase funding for transit and continue advocacy efforts in pursuit of federal and state legislative proposals which focus on greater commitments to provide federal/state funding for public transit.
- Successfully obtain Governor Brown's signature to enact District-sponsored measures and continue to pursue 2013-2014 Legislative Platform/Agenda which identifies the District's position on transit-related issues and provide regular updates in GM Executive Summaries and Reports.
- Continue work with state lobbyist to increase RT's presence at the state level.
- Continue regular communication with federal staff and lobbyists to ensure the District is well-informed and positioned for future public transit funding.

## Marketing and Communications continued

### FY 2014 Goals cont.

#### ***Strategic Plan Goal #2: Provide Total Quality Customer Service***

- Improve quality of Customer Service by maintaining quality and availability standards.
- Improve the customer experience by increasing deliveries of lost and found items to the Customer Service and Sales Center from two times to five times per week.
- Continue to promote the "We Speak Your Language" program that provides language interpretation services to non-English speaking passengers in need of RT customer assistance.
- Continue to participate in community festivals, fairs and celebrations to increase transit awareness.
- Continue to sponsor community events.
- Continue a regional marketing campaign to help increase ridership and build brand awareness.
- Increase route specific marketing.
- Continue partnership with City Year Sacramento to conduct outreach in five low-performing schools.
- Incorporate and promote new activities into the "Ride Transit October" campaign.
- Implement and promote regional smart card program.
- Continue to promote the "See It - Hear It - Report It" anti-terrorism campaign.
- Implement a light rail safety campaign.
- Host a groundbreaking ceremony for the start of construction on the Blue Line to Cosumnes River College light rail extension project.
- Continue major outreach campaign to promote the civil construction of the Blue Line to Cosumnes River College light rail extension project.
- Mitigate issues for residents and businesses during civil construction of the Blue Line to Cosumnes River College light rail project.
- Host 6th annual State of RT Breakfast in partnership with the Sacramento Metro Chamber.

## Marketing and Communications continued

### FY 2014 Goals cont.

#### ***Strategic Plan Goal #2: Provide Total Quality Customer Service***

- Promote RT's 6th annual "Season of Civil Rights ... It All Started on a Bus" campaign.
- Redevelop RT website.
- Implement the use of Twitter into RT's social media program.
- Implement and promote new credit/debit card payment option in fare vending machines.
- Implement and promote "No Smoking" policy campaign.
- Expand marketing and outreach programs to include the use of email programs and social media tools to promote RT alerts and events.

### **PERFORMANCE MEASURES/STATISTICS**

#### ***Strategic Plan Goal #2: Provide Total Quality Customer Service***

Quality Measures	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2014 to FY 2013	
	Actual	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Number of customer contacts	16,866	13,209	9,281	8,358	6,216	7,500	1,284.00	20.7%
Number of passenger service reports processed	1,168	910	641	530	377	660	283.00	75.1%
Number of security related customer reports	111	90	114	91	94	100	6.00	6.4%
Percent of security related customer contact	0.65%	0.68%	1.20%	1.09%	1.51%	1.05%	-0.46%	(30.5%)

## Marketing and Communications continued

### Expenses

#### Expenses by Category (Whole Dollars)

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2013 to FY 2014	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 2,296,564	\$ 1,827,590	\$ 1,899,047	\$ 2,121,193	\$ 2,361,261	\$ 240,067	11.3%
Professional Services	689,346	423,754	484,651	698,914	688,000	(10,914)	(1.6%)
Materials & Supplies	41,738	44,308	32,298	47,832	48,000	168	0.4%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	145,635	202,725	207,965	225,866	202,400	(23,466)	(10.4%)
<b>Total</b>	<b>\$ 3,173,283</b>	<b>\$ 2,498,377</b>	<b>\$ 2,623,961</b>	<b>\$ 3,093,807</b>	<b>\$ 3,299,661</b>	<b>\$ 205,854</b>	<b>6.7%</b>

#### By Department

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2013 to FY 2014	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
AGM of Marketing	\$ 166,987	\$ 704,428	\$ 738,373	\$ 784,775	\$ 783,827	\$ (948)	(0.1%)
Marketing & Communications	876,193	767,344	854,897	1,226,972	1,245,995	19,023	1.6%
Customer Service	1,260,274	1,026,605	1,030,691	1,082,060	1,269,839	187,779	17.4%
Community & Gov. Affairs	869,829	-	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 3,173,283</b>	<b>\$ 2,498,377</b>	<b>\$ 2,623,961</b>	<b>\$ 3,093,807</b>	<b>\$ 3,299,661</b>	<b>\$ 205,854</b>	<b>6.7%</b>

#### Positions

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2013 to FY 2014	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
AGM of Marketing	1	2	2	2	2	0	0.0%
Marketing & Communications	7	7	7	7	7	0	0.0%
Customer Service	23	17	17	18	18	0	0.0%
Community & Gov. Affairs	3	0	0	0	0	0	0.0%
<b>Total</b>	<b>34</b>	<b>26</b>	<b>26</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>0.0%</b>



## Non Divisional

### Expenses

#### Expenses by Category (Whole Dollars)

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	FY 2013 to FY 2014	
						Amount	Percent
Indirect Cost Savings	\$ (862,965)	\$ (881,316)	\$ (823,572)	\$ (762,778)	\$ (1,022,454)	\$ (259,676)	34.0%
Salaries & Benefits	1,385	-	439	261	(5,456,219)	(5,456,480)	0.0%
Professional Services	-	-	-	-	-	-	NA
Materials & Supplies	-	-	-	-	-	-	NA
Utilities	-	-	-	-	-	-	NA
Insurance & Liability	-	-	-	-	-	-	NA
Other	-	-	-	-	-	-	0.0%
<b>Total</b>	<b>\$ (861,579)</b>	<b>\$ (881,316)</b>	<b>\$ (823,133)</b>	<b>\$ (762,517)</b>	<b>\$ (6,478,673)</b>	<b>\$ (5,716,156)</b>	<b>749.6%</b>

This category includes estimated savings for future vacancies for FY 2014 and RT's indirect cost allocation plan in accordance with OMB Circular A-87 "Cost Principles for State and Local Governments." The cost allocation plan is a document that distributes the District's allocated departmental indirect costs to capital projects. It accounts as additional savings for labor and fringe benefits.

- The FY 2014 Adopted Budget proposes \$6.5 million for non-divisional savings from vacancy and indirect costs for capital projects, an increase of \$5.7 million (749.6%) from the FY 2013 year-end projections (\$0.8 million).
- Savings of 6% vacancy factor used on all District positions for future vacancies for FY 2014 and Vacation/Sick Leave sellbacks are estimated at \$5.5 million.
- Indirect Savings from Capital Projects is estimated at \$1.0 million an increase of \$0.26 million (34%) from the FY 2013 year-end projection of \$0.8 million.

# Capital Improvement Program



## Capital Improvement Program

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

The FY 2014 Budget focuses on the following capital priorities:

**System Expansion Program:** projects that will extend current bus and light rail service capabilities

- **Blue Line to Cosumnes River College**

This project will extend light rail from the terminus of South Line Phase 1 at Meadowview Station further south to Cosumnes River College (CRC), which will add 4.3 miles of track, 4 new stations, and 3 park-and-ride facilities (2 parking lots and 1 parking garage) for a total of 2,700 parking spaces. The estimated cost for this project is \$270 million. A portion of the project is funded by proceeds from RT bonds sold in November 2012. Half the cost is funded by New Starts funds. The full funding grant agreement (FFGA) for the New Starts funds was executed in Dec. 2012. Project work is progressing and the forecasted operations start up date is September 2015.

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

The project is the continuation of Green Line to the River District (GL-1) (Richards Boulevard Redevelopment Area) across the American River and through South and North Natomas to the Sacramento International Airport.

The project proposes to add 12.8 miles of track and 13 stations, including 7 with park & ride facilities. Phase 1 of the project, a 1.1mile section from downtown Sacramento to Richards Boulevard, is in operation. The funded scope is limited to the Alternatives Analysis (Complete), the Draft Environmental Impact Statement/Environmental Impact Report (DEIS/R) and advanced Conceptual Engineering of key areas along the remaining portion of the corridor.

RT will improve transit service mobility by expanding the service and directly connecting the future Union Pacific Railyards Development, the Sacramento Intermodal Terminal Facility and the (potential) Sports and Entertainment Complex adjacent, as well as the Richards Boulevard Redevelopment Area, the Natomas communities and the International Airport. The estimated cost for this project is \$1.1 Billion including vehicles. The project will be completed by 2030.

## Capital Improvement Program continued

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

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

RT Acquired 21 UTDC light rail vehicles from the Santa Clara Valley Transportation Authority and is modifying them to meet RT's operational requirements and provide service on the expanded light rail system.

The vehicle refurbishment contract has been awarded to Siemens with a notice to proceed as of July 16, 2012. To date seven (7) Vehicles have been turned over to Siemens who has completed 95% of the design activities for the Vehicles. Support for system testing has been retained, required component procurements are in process, and contracts for the major subsystems have been executed. A Project management oversight (PMO) representative has been assigned to the project by FTA. The estimated cost for this project is \$33,150,545 and completion is estimated for September 2016.

**Transit Oriented Development:** projects associated with the goal to intensify and diversify land uses and enhance pedestrian circulation and transit access at appropriate locations around transit stations

- **University/65th Street Station Reconfiguration**

This project will relocate the bus-bus and bus-light rail transfers at the University/65th Street Station for a more efficient use of space and to facilitate intermodal transfers. The purpose of the project is for RT to vacate our existing 2.23 acre parcel in order to free it for future transit-oriented development. The University/65th Street Station is located in an area designated in the City of Sacramento General Plan as a transit village, and is in a Transit Overlay (TO) Zone. The estimated cost for this project is \$4 million. The design is complete but construction is not funded.

## Capital Improvement Program continued

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

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

RT purchased property at the former McClellan Air Force base including several buildings. The project will be completed in phases. Phase 1 initial plans are to construct a four transit and one public CNG fueling station including a CNG facility building; renovate an existing structure into a second bus maintenance facility; construct a bus wash; construct an emergency control room; and complete site improvements. Phase 1 will support up to 125 buses. The estimated cost of Phase 1 is \$47.9 million. Phase 2 initial plans are to purchase and improve enough land to increase the site capacity to support up to 250 buses. The estimated cost of Phase 2 is \$7.5 million. Construction of the five bus capacity CNG fueling stations has been completed and began operations in February 2013.

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

- **Amtrak-Folsom Limited Stop Service**

This project will enhance light rail capacity on the Gold Line to the city of Folsom. Light rail system modifications will give RT the capability to provide Limited Stop Express Service (LSS).

LSS will provide additional trains during the peak commuter hours Monday through Friday. Plans include using 6 to 9 UTDC cars (after refurbishment) to supplement regular service with three inbound LSS trains (in a 2 or 3 train consist) from the Historic Folsom Light Rail Station during the morning peak commuter hours and three outbound LSS trains from the Sacramento Valley Station during evening peak commuter hours. The express trains will only go one way and they will be followed by normal service. The estimated cost for this project is \$12.0 million and will be completed by June 2015.

## Capital Improvement Program continued

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

- **Smart Media Implementation**

This project is to implement Smart Media for the rail and bus revenue fleet. RT is coordinating with Regional Agencies at this time to develop a region wide plan being coordinate by the Sacramento Area Council of Governments (SACOG). SACOG will be funding this effort and RT will be the lead agency. This project includes RT changes at the light rail stations needed to support installation of smart card add fare machines and tap devices. The estimated cost for the entire project is \$11.3 million and will be completed by June 2014.

- **Completing Electronic Messaging Sign Deployment**

This project is to complete Regional Transit's LED sign digital messaging system at 26 light rail stations throughout Sacramento County. RT was awarded funding via California Transit Security Grant Program (CTSGP) (FY07/08) for interoperable communications and surveillance systems, which initiated phase one of this project. Upon completing phase one, RT will have completed the installation of 36 messaging signs at 22 light rail stations.

RT was awarded additional funding via CTSGP (FY10/11) for purchase and installation of approximately 45 digital messaging signs to be installed at 26 light rail stations, providing passengers arriving train, delay and disruption, and emergency information messages. The estimated cost for this project is \$0.8 million and will be completed by end of March 2015.

## Capital Improvement Program continued

### Revenues & Expenses

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

- The FY 2014 budget proposes \$18.6 million in capital grant funding, a decrease of \$134.6 million from the FY 2013 Budget (\$153.2 million).
- The capital project funding for FY 2014 consists of \$10.7 million in federal, \$6.4 million in State and \$1.5 million in Local funding.
- Federal, State and Local funding for capital projects is 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 for a fiscal year is based on the amount of funding sources available from federal appropriations, program allocations made by the State, or other funding sources made available for application. Capital project funding decreased from FY 2013 due to an overall decrease availability of funding for capital projects. This resulted in a federal funding decrease of \$65.1 million, a state funding decrease of \$31.5 million, and a local funding decrease of \$38.0 million.
- The FY 2014 budget proposes a spending plan of \$153.9 million, which consists of \$103.9 million for System Expansion Programs, \$20.2 million for Fleet Programs, \$1.8 million for Infrastructure Programs, \$17.8 million for Facility Programs, and \$3.7 million for Transit Technologies Programs. Transit Security & Safety, Planning and Other Programs make up the remaining difference.





### Capital Improvement Program continued

#### Debt Service

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

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Outstanding Balance</b>
2013	\$ 677,500	\$ 2,256,252	\$ 2,933,752	\$ 86,187,500
2014	2,731,250	4,102,775	6,834,025	83,456,250
2015	2,478,750	4,020,838	6,499,588	80,977,500
2016	1,546,250	3,942,650	5,488,900	79,431,250
2017	1,610,000	4,200,213	5,810,213	77,821,250
2018	1,676,250	3,805,367	5,481,617	76,145,000
2019-2023	9,735,000	17,676,250	27,411,250	66,410,000
2024-2028	12,418,750	14,976,333	27,395,083	53,991,250
2029-2033	14,341,250	12,233,483	26,574,733	39,650,000
2034-2038	21,313,750	8,062,917	29,376,667	18,336,250
2039-2042	18,336,250	3,648,042	21,984,292	-
<b>Total</b>	<b>\$ 86,865,000</b>	<b>\$ 78,925,119</b>	<b>\$ 165,790,119</b>	<b>\$ -</b>



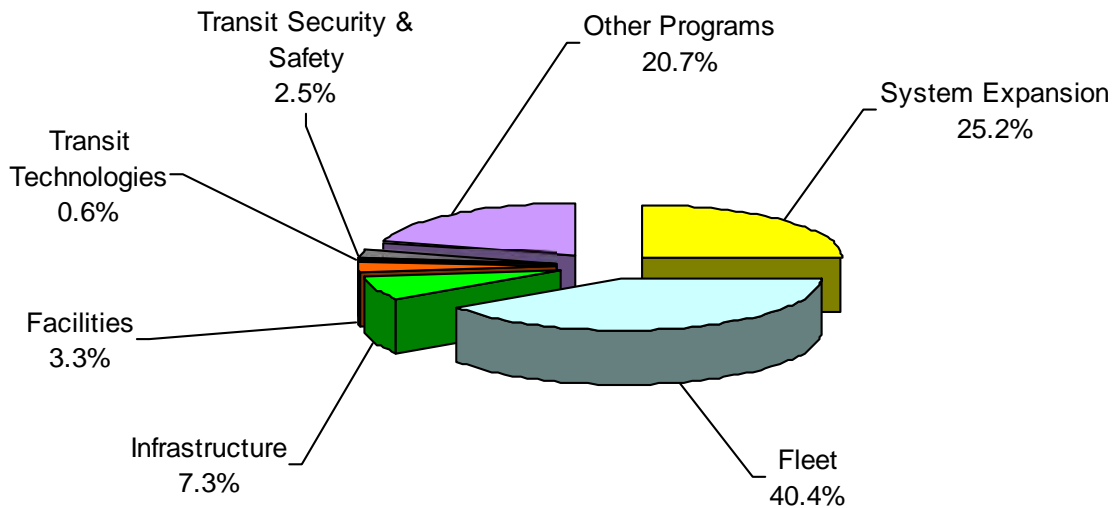
## FY 2014 Funding Additions to the Capital Improvement Program

ID	DESCRIPTION	TOTAL	FEDERAL	STATE	LOCAL
4007	ADA Transition Plan Improvements	\$ 356,643	\$ 285,313	\$ 71,330	\$ -
410	Blue Line to Cosumnes River College	2,506,303	2,506,303	-	-
B139	40' CNG Bus Procurement	7,500,000	7,500,000	-	-
G075	ERP System Disaster Response	245,000	-	245,000	-
M002	University/65th Street Transit Center Relocation	1,061,531	-	-	1,061,531
M004	Revenue Bond, Series 2012 Payment	3,595,214	-	3,595,214	-
R321	Green Line Draft & Final EIS/R for SITF Segment	1,752,000	-	1,752,000	-
R322	Green Line Draft Environmental Clearance and Project Devel	400,000	-	-	400,000
R330	Rail Grinding	300,000	240,000	60,000	-
T016	Facilities New Freedom Tasks-Audiable Feature Signal	257,799	206,239	51,560	-
T018	Building Access System Upgrade	111,507	-	111,507	-
T019	Video Surveillance System Enhancement	145,000	-	145,000	-
T020	Operations Computer Systems Upgrades	205,000	-	205,000	-
T022	Handheld Smart Card Reader	116,000	-	116,000	-
<b>TOTAL</b>		<b>\$ 18,551,997</b>	<b>\$ 10,737,855</b>	<b>\$ 6,352,611</b>	<b>\$ 1,461,531</b>



## Capital Improvement Program continued

### Capital Improvement Funding By Category



(Whole Dollars)

<b>Project Programs</b>	<b>FY 2014</b>	
	<b>Proposed</b>	
System Expansion	\$ 4,658,303	25.2%
Fleet	7,500,000	40.4%
Infrastructure	1,361,531	7.3%
Facilities	614,442	3.3%
Transit Technologies	116,000	0.6%
Transit Security & Safety	461,507	2.5%
Other Programs	3,840,214	20.7%
<b>Total</b>	<b>\$ 18,551,997</b>	<b>100.0%</b>

## Capital Improvement Program continued

### Impact of Capital Improvements on Operating Budget

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

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

Two major existing capital projects that will impact future operating budgets within the next five fiscal years are listed below, with the estimated operating budget impact by capital project:

Project Name	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Amtrak-Folsom Limited Stop Service	\$ -	\$ 276,000	\$ 533,000	\$ 550,000	\$ 551,000
Blue Line to Cosumnes River College	-	-	4,523,000	5,603,000	5,627,000

#### Footnotes:

<sup>1</sup> The operating budget impact for first year is a partial year for these projects, the estimated completion dates are:  
Amtrak-Folsom Limited Stop Service January 2015 (FY 2015);  
Blue Line to Cosumnes River College September 2015 (FY 2016);

<sup>2</sup> Operating cost shown above for each capital project consists of the following expense categories:  
Salaries and Benefits 63%, Professional Services 18%, Materials and Supplies 7%, Utilities 4%,  
Casualty and Liability 6%, and Others 2%

## Capital Improvement Program continued

### Five-Year Capital Improvement Plan

On February 25, 2013, the RT Board of Directors adopted the updated Five-Year Capital Improvement Plan (CIP) that identified RT's critical capital funding priorities between FY 2013 and FY 2017. The CIP is updated annually as part of the annual budget process to reflect changing priorities and availability of funding. The FY 2013-2014 capital budget represents the one year capital spending plan for RT. RT staff plans to update the CIP in January 2014.

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

An activity 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 CIP is intended to be a "living document". On an annual basis, the plan will be reviewed, updated and reissued in its entirety as one year drops and a new year is added. Priority will be given to replacement of existing assets before consideration of new assets. Projects are prioritized into five Tiers based on need and projected funding availability. Tiers include:

- Tier 0      projects are fully funded
- Tier I      high priority projects established by the RT Board that are not fully funded
- Tier II     projects are contingent upon revenue being available
- Tier III    projects are identified as opportunity-based and are unfunded based upon current revenue projections, but there is potential for State and other funding sources to promote these projects
- Tier IV    projects are longer term future projects, planned for completion from 2017 to 2044, contingent upon adequate future revenues becoming available

## Capital Improvement Program continued

The FY 2014 Budget shows projects as adopted for funding in the CIP (page 141). The Capital Project Expenditure Plan (pages 142-143) lists RT's existing capital projects, shows historical expenditures, projected expenditures for FY 2014, and includes a capital expenditure projection for FY 2015 and beyond. RT forecasts capital project expenditures of approximately \$153.9 million in FY 2014.





## Capital Improvement Funding Additions

Program	Project Name	Tier	Funded Through FY 2013	FY 2014 Budget Funding	Future Funding Additions	Total Project Funding Through FY 2014
<b>System Expansion Programs</b>						
410	Blue Line to Cosumnes River College	0	\$ 224,340,000	\$ 2,506,303	\$ 43,153,697	\$ 270,000,000
R322	Green Line Draft Environmental Clearance and Project Development	0	3,109,156	400,000	-	3,509,156
R321	Green Line Draft & Final EIS/R for SITF Segment	0	1,752,000	1,752,000	-	3,504,000
<b>System Expansion Total</b>			<b>229,201,156</b>	<b>4,658,303</b>	<b>43,153,697</b>	<b>277,013,156</b>
<b>Fleet Programs</b>						
B139	40' CNG Bus Procurement	I	10,291,667	7,500,000	42,183,333	59,975,000
<b>Fleet Program Total</b>			<b>10,291,667</b>	<b>7,500,000</b>	<b>42,183,333</b>	<b>59,975,000</b>
<b>Infrastructure Programs</b>						
R330	Rail Grinding	0	-	300,000	-	300,000
M002	University/65th Street Transit Center Relocation	I	360,000	1,061,531	3,038,469	4,460,000
<b>Infrastructure Program Total</b>			<b>360,000</b>	<b>1,361,531</b>	<b>3,038,469</b>	<b>4,760,000</b>
<b>Facilities Programs</b>						
4007	ADA Transition Plan Improvements	I	737,132	356,643	4,694,225	5,788,000
T016	Facilities New Freedom Tasks-Audiable Feature Signal	0	-	257,799	-	257,799
<b>Facilities Program Total</b>			<b>737,132</b>	<b>614,442</b>	<b>4,694,225</b>	<b>6,045,799</b>
<b>Transit Technologies Programs</b>						
T022	Handheld Smart Card Reader		-	116,000	-	116,000
<b>Transit Technologies Program Total</b>			<b>-</b>	<b>116,000</b>	<b>-</b>	<b>116,000</b>
<b>Transit Security &amp; Safety</b>						
T018	Building Access System Upgrade	0	-	111,507	-	111,507
T020	Operations Computer Systems Upgrades	0	-	205,000	-	205,000
T019	Video Surveillance System Enhancement	0	-	145,000	-	145,000
<b>Transit Security &amp; Safety Total</b>			<b>-</b>	<b>461,507</b>	<b>-</b>	<b>461,507</b>
<b>Other Programs</b>						
G075	ERP System Disaster Response	I	-	245,000	-	245,000
M004	Revenue Bond, Series 2012 Payment	I	1,447,221	3,595,214	149,964,395	155,006,830
<b>Other Programs Total</b>			<b>1,447,221</b>	<b>3,840,214</b>	<b>149,964,395</b>	<b>155,251,830</b>
<b>Total</b>			<b>\$ 242,037,176</b>	<b>\$ 18,551,997</b>	<b>\$ 243,034,119</b>	<b>\$ 503,623,292</b>

\* All project expenditures are subject to available funding.



## Capital Project Expenditure Plan

Program	Project Name	Tier	Expended Through FY 2013	FY 2014 Budget Expenditures	Future Expenditures	Total Project Cost through FY 2014
<b>System Expansion Programs</b>						
F	Amtrak/Folsom Light Rail Extension	I	\$ 267,786,717	626,340	\$ -	\$ 268,413,057
410	Blue Line to Cosumnes River College	0	82,588,663	94,988,647	92,422,690	270,000,000
R321	Green Line Draft & Final EIS/R for SITF Segment	0	20,000	946,080	2,537,920	3,504,000
R322	Green Line Draft Environmental Clearance and Project Development	0	46,656	1,274,754	2,187,746	3,509,156
404	Green Line to the River District (GL-1)	0	44,909,725	4,090,275	-	49,000,000
230	Northeast Corridor Enhancements (Phase 1)	I	24,951,398	1,940,167	12,525,026	39,416,590
S010	Sacramento-West Sacramento Streetcar Starter Line	I	-	64,780	-	64,780
<b>System Expansion Total</b>			<b>420,303,159</b>	<b>103,931,043</b>	<b>109,673,381</b>	<b>633,907,583</b>
<b>Fleet Programs</b>						
B139	40' CNG Bus Procurement	I	28,719	1,500,000	58,446,281	59,975,000
R001	CAF Light Rail Vehicle Painting	0	-	360,000	635,000	995,000
R320	Light Rail Bucket & Platform Trucks	0	1,832	430,647	-	432,479
B136	Neighborhood Ride Hybrid Bus Purchase Project	0	152,284	57,716	-	210,000
B040	Neighborhood Ride Vehicle Replacement	I	1,501,789	17,012	20,381,216	21,900,017
B041	Neighborhood Ride Vehicle Replacement (Hybrid)	0	498,816	329,323	78,824	906,963
G225	Non-Revenue Vehicle Replacement	I	1,065,536	1,702,683	38,169,100	40,937,319
771	Paratransit Vehicle Replacement (Up to 50)	0	4,693,961	276,198	-	4,970,159
R110	Siemens E & H Ramp Replacement	0	244	659,922	659,834	1,320,000
651	Siemens Light Rail Vehicle Mid-Life Overhaul	0	7,251,142	1,367,478	1,327,793	9,946,412
R085	UTDC Light Rail Vehicle Retrofit and Mid Life Refurbishment	I	3,523,717	13,463,589	6,929,920	23,917,226
<b>Fleet Program Total</b>			<b>18,718,041</b>	<b>20,164,568</b>	<b>126,627,966</b>	<b>165,510,575</b>
<b>Infrastructure Programs</b>						
R071	A019 Instrument House Improvements	0	15,493	32,462	-	47,955
G237	Across the Top System Modification	0	273,027	281,758	120,071	674,856
R280	Amtrak-Folsom Limited Stop Service	I	346,511	5,000	11,648,489	12,000,000
A003	Caltrans Camellia City Viaduct Rehab Deck	0	5,615	19,385	-	25,000
A005	City College Light Rail Station Pedestrian/Bicycle Crossing Project	0	-	50,000	25,000	75,000
G238	Repairs per Biennial Bridge Inspection	I	53,732	101,600	1,721,668	1,877,000
R330	Rail Grinding	0	-	300,000	-	300,000
R255	Richards Blvd/12th & 16th St Grade Xing	0	1,185,598	647,205	-	1,832,803
0578	Traction Power Upgrades	0	551,332	338,861	-	890,193
<b>Infrastructure Program Total</b>			<b>2,431,308</b>	<b>1,776,271</b>	<b>13,515,228</b>	<b>17,722,807</b>
<b>Facilities Programs</b>						
R313	29th Street Light Rail Station Enhancements	0	-	280,500	-	280,500
4007	ADA Transition Plan Improvements	I	360,156	200,000	5,227,845	5,788,000
F014	Bike Racks	0	-	373,885	-	373,885
715	Bus Maintenance Facility #2 (Phase 1&2)	I	20,667,275	13,874,829	20,860,645	55,402,748
4005	Butterfield/Mather Mills LR Station Rehabilitation	0	96,942	37,547	-	134,489
Q029	Citrus Heights Bus Stop Improvements	0	-	541,824	-	541,824
Q030	Citrus Heights Transit Enhancements	II	-	541,824	958,176	1,500,000
4011	Facilities Maintenance & Improvements	I	2,468,973	444,744	18,662,403	21,576,120
F015	Facilities New Freedom Tasks-Add Mini-Hi's to Light Rail Stations	0	-	237,070	387,930	625,000
B134	Fulton Ave. Bus Shelters	0	-	169,435	-	169,435
R319	Light Rail Station Rehab Project	0	6,416	106,000	46,585	159,000
A002	Louis Orlando Transit Center	0	465,807	399,803	21,890	887,500
F018	Rancho Cordova Landscaping	0	-	180,000	45,000	225,000
F019	Rancho Cordova Utility Building Enhancements	0	-	200,000	50,000	250,000
R323	Retrofit Light Rail Vehicle (LRV) Hoist	0	3,750	29,250	-	33,000
TE07	Transit Enhancements	0	199,544	20,717	-	220,261
R175	Watt Avenue Station Improvements	0	195,306	117,194	-	312,500
<b>Facilities Program Total</b>			<b>24,464,168</b>	<b>17,754,622</b>	<b>46,260,472</b>	<b>88,479,262</b>





## Capital Project Expenditure Plan continued

Program	Project Name	Tier	Expended Through FY 2013	FY 2014 Budget Expenditures	Future Expenditures	Total Project Cost through FY 2014
<b>Equipment Program</b>						
B020	Shop Equipment - Bus	I	81	120,912	3,504,007	3,625,000
<b>Equipment Program Total</b>			<b>81</b>	<b>120,912</b>	<b>3,504,007</b>	<b>3,625,000</b>
<b>Transit Technologies Programs</b>						
G240	Additional Fare Vending Machines/Spares	0	547,510	652,490	-	1,200,000
T017	Audio Light Rail Passenger Information Signs	0	-	177,900	1,008,350	1,186,250
T014	Connect Card Data & Communications Systems	0	55	640,940	563,005	1,204,000
T004	Connect Card Light Rail Platform Preparations	0	688,995	914,005	-	1,603,000
T021	Connect Card-- Mobile Access Routers	0	-	800,000	-	800,000
G075	ERP System Disaster Response	I	-	245,000	-	245,000
G035	Fiber/50-Fig Installation, Maintenance, & Repair	0	204,876	25,000	247,534	477,410
T022	Handheld Smart Card Reader	0	-	116,000	-	116,000
A004	Transportation Security Enterprises (TSE) Demo Project	0	16,983	27,954	15,063	60,000
964	Trapeze Implementation (TEAMS)	I	1,612,192	100,000	526,917	2,239,109
<b>Transit Technologies Program Total</b>			<b>3,070,611</b>	<b>3,699,289</b>	<b>2,360,869</b>	<b>9,130,769</b>
<b>Transit Security &amp; Safety</b>						
T011	Anti-Terrorism Directed Patrols	0	144,032	240,880	-	384,912
T018	Building Access System Upgrade	0	-	111,507	-	111,507
B133	Bus Lot Improvements	0	100,129	230,984	308,887	640,000
T008	Completion Fiber Optics Communications Backbone	0	1,563	185,733	230,604	417,900
T005	CPUC General Order 172 - LRV Camera	0	-	305,482	-	305,482
T009	Data Center Redundancy & Reliability	0	-	53,709	-	53,709
H021	Enhancement of Emergency Power Generation	0	109,275	320,725	-	430,000
T010	Light Rail Facility Hardening	0	-	75,904	94,880	170,784
T006	LRV System AVL Equipment	0	-	222,792	178,233	401,025
T001	LRV Video Surveillance System Upgrade	0	6,556	394,509	124,285	525,350
T020	Operations Computer Systems Upgrades	0	-	205,000	-	205,000
H023	Rail Infrastructure Hardening, Surveillance and Monitoring #1	I	282,095	2,814	-	284,909
T007	Rail Infrastructure Hardening, Surveillance and Monitoring #2	0	22,000	189,333	105,667	317,000
T012	RT - Emergency Preparedness Drills	0	16,443	11,865	-	28,308
T013	RT - Staff Security Training - Overtime/Backfill	0	1,394	63,585	-	64,979
T019	Video Surveillance System Enhancement	0	-	145,000	-	145,000
<b>Transit Security &amp; Safety Total</b>			<b>683,487</b>	<b>2,759,822</b>	<b>1,042,556</b>	<b>4,485,865</b>
<b>Planning/Studies Program</b>						
M003	Sacramento Regional Transit Internship Program	0	-	33,020	-	33,020
A001	Watt Ave/Hwy 50 Plan Review	0	39,178	50,822	-	90,000
<b>Planning/Studies Program Total</b>			<b>39,178</b>	<b>83,842</b>	<b>-</b>	<b>123,020</b>
<b>Other Programs</b>						
M004	Revenue Bond, Series 2012 Payment	I	1,442,221	3,595,214	149,969,395	155,006,830
<b>Other Program Total</b>			<b>1,442,221</b>	<b>3,595,214</b>	<b>149,969,395</b>	<b>155,006,830</b>
<b>Total</b>			<b>\$ 471,152,254</b>	<b>\$ 153,885,583</b>	<b>\$ 452,953,874</b>	<b>\$ 1,077,991,711</b>

\* All project expenditures are subject to available funding.



# Statistical Section



## Demographic and Economic Indicators Last Ten Fiscal Years

	Population <sup>1,2</sup>		Personal Income <sup>1,2</sup> (In Thousands)		Per Capital Personal <sup>1</sup> Income		Unemployment Rate <sup>3</sup>	
	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region
2004	1,348,932	2,158,889	\$ 45,282,367	\$ 75,034,013	\$ 33,569	\$ 34,756	5.6%	5.8%
2005	1,360,816	2,189,899	47,563,421	79,258,385	34,952	36,193	5.0%	5.2%
2006	1,369,563	2,218,269	50,165,916	84,523,505	36,629	38,103	4.8%	4.9%
2007	1,381,161	2,245,937	52,572,684	88,921,252	38,064	39,592	5.4%	5.6%
2008	1,394,438	2,273,938	54,078,812	92,217,442	38,782	40,554	7.2%	7.3%
2009	1,408,601	2,298,630	52,150,896	88,617,448	37,023	38,552	11.3%	11.5%
2010	1,422,094	2,321,806	52,811,960	90,288,160	37,137	38,887	12.7%	12.9%
2011	1,436,105	2,343,732	54,861,602	94,097,732	38,202	40,149	12.1%	12.3%
2012	1,433,525	2,342,801	Not available	Not available	Not available	Not available	10.6%	10.9%
2013	1,445,806	2,360,844	Not available	Not available	Not available	Not available	9.0%	9.4%

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

1. 2004-2011 U.S. Department of Commerce, Bureau of Economic Analysis, *CAI-3 Personal income population, per capital personal income*.

2. 2012-2013 State of California, Department of Finance, E-1 City, County and State Population Estimates, 2012-2013.

3. State of California, Employment Development Department, Labor Force & Employment Data

## Principal Employers Current Year and Nine Years Ago

Employer	Fiscal Year 2013			Fiscal Year 2004		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
State of California	69,469	1	11.23%			
Sacramento County	10,634	2	1.72%			
UC Davis Health System	9,985	3	1.61%			
Sutter Health Sacramento Sierra Region	6,507	4	1.05%	6,405	4	1.04%
Intel Corporation	6,000	5	0.97%	7,000	2	1.13%
Dignity Health	5,756	6	0.93%	6,002	5	0.97%
U.S. government	5,750	7	0.93%			
Kaiser Permanente	5,696	8	0.92%	7,694	1	1.24%
Elk Grove Unified School District	5,535	9	0.89%			
San Juan Unified School District	4,700	10	0.76%			
Raley's Inc.				6,632	3	1.07%
SBC Communications				5,180	6	0.84%
Hewlett-Packard				4,500	7	0.73%
Wal-Mart				3,220	8	0.52%
EDS				2,870	9	0.46%
Health Net of California				2,000	10	0.32%
<b>Total</b>	<u>130,032</u>		<u>21.01%</u>	<u>51,503</u>		<u>8.32%</u>

Sources: Fiscal Year 2013, Sacramento Business Journal  
 Fiscal Year 2004, Sacramento Area Commerce and Trade Organization

# Appendix



## GLOSSARY OF TERMS AND ABBREVIATIONS

### A

#### Absenteeism

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

#### Accessible Service

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

#### Accessibility

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

#### Accidents

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

#### Accidents per 100,000 Miles

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

#### Accountability

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

#### Accounting

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

## Glossary continued

### Accounting Cycle

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

### Accrual Basis of Accounting

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

### Accrued Expense

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

### Accrued Revenue

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

### Activity Center

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

### Americans with Disability Act (ADA)

Federal law passed in 1990 that prohibits discrimination in service facilities and employment against individuals with disabilities.

### ADA Trip Denials

The percentage of trip requests for service that Paratransit cannot provide.

### Advertising Revenue

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

## Glossary continued

### 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.



## Glossary continued

### 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.

### 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.

## Glossary continued

### Budget cont.

- *Line Item* - Any budget that focuses on items to be bought. May be used to refer to budgeting at the general ledger account level or at the expense category level.
- *Monthly Expenditure* - The monthly planned breakdown of the appropriation, which is the basis for monthly status reports and variance analysis. It can be modified according to the delegation of authority as the year progresses.
- *Performance* - The level of financial/schedule compliance of accomplished tasks as compared with the Adopted Budget.
- *Posted Budget* - The financial plan approved by the Board of Directors, which is then recommended for 60 days of public review and input.
- *Program/Project* - A financial plan broken down by individual activities. Program/Project numbers carry forward for the list of the activity. Each Program/Project is included in the RT Adopted Budget.
- *Requested Budget* - The financial plans submitted to the Office of Budget by each Department in response to the Budget Call (budget request).

### Budget Resolution

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

### Budgeting

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

### Budget Process

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

### 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.

---

## Glossary continued

### C

#### Capital Assets

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

#### Capital Expenditure

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

#### Capital Maintenance

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

#### Capital Outlay (See Capital Expenditure)

#### Capital Project

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

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

The capital projects are prioritized based on the need and funding availability in five funding tiers:

Tier 0 projects are fully funded

Tier I high priority projects established by the RT Board that are not fully funded

Tier II projects are contingent upon revenue being available

Tier III projects are identified as opportunity-based and are unfunded based upon current revenue projections, but there is potential for State and other funding sources to promote these projects

Tier IV projects are longer term future projects, planned for completion from 2015 to 2040, contingent upon adequate future revenues becoming available

## Glossary continued

### Certificate of Participation (COP)

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

### Charters

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

### Circulator (Routes)

Routes serving neighborhoods or specific areas.

### Commendations Per Million Passengers

Frequency of the total number of commendations received per 1,000,000 passengers served.

### Commercial Paper

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

### Complaints Per Million Passengers

The frequency of the total number of complaints received per 1,000,000 passengers served.

### Congestion Mitigation and Air Quality Improvement Program (CMAQ)

U.S. Department of Transportation grant program to provide funding for surface transportation and other related projects that contribute to air quality improvements and congestion mitigation.

### Contingency

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

## Glossary continued

### 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.

### Crimes Committed Per Million Passengers

The frequency of crimes reported by transit customers per 1,000,000 riders.

## 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.

## Glossary continued

### E

#### Employee Availability Days

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

#### Enterprise Fund

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

#### Enterprise Resource Planning (ERP)

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

#### Environmental Impact Statement (EIS)

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

#### Expenditure

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

#### Expense Category

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

#### Express (Routes)

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

## 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 fare revenues by total operating expenses minus purchased transportation.

#### Fare Revenue (See Farebox Revenue)

#### Favorable Variance

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

#### Federal

United States Government

#### Federal Transit Administration (FTA)

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

#### Financial Analysis

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

#### Fiscal Year

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

#### Final Design

This phase of a project begins after the environmental document is approved. It includes the preparation of detailed engineering plans, specification, and



## Glossary continued

### Final Design cont.

estimates for approved transportation projects in addition to right-of-way acquisition, utility relocation and construction contract advertisement and award.

### Financial Forecasting Model

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

### Finding of No Significant Impact (FONSI)

A report issued by the federal government which determines whether or not a proposed action is or is not a major federal action significantly affecting the quality of the human environment within the meaning of the *National Environmental Policy Act of 1969* (NEPA).

### Fixed Costs

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

### Fixed Assets

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

### Forecast

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

### FTE (Full-Time Equivalent)

Numeric equivalent of one person, occupying one employment position for one year (equivalent of 2080 hours).

### Full-time Authorized Employee

An employee working full-time or occupying one FTE position.

## Glossary continued

### 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 Accounting Standards Board (GASB)

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

### Government Finance Officers Association (GFOA)

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

## Glossary continued

### H

#### Headcount

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

#### High Occupancy Vehicle (HOV)

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

#### Hub Miles

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

### I

#### Indirect costs

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

#### Infrastructure

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

#### Intelligent Transportation Systems (ITS)

Technology designed to improve transit services through advanced vehicle operations, communications, customer service, and market development.

#### Intergovernmental Agreement (IGA)

An agreement between two or more governmental entities regarding joint funding of a project or joint provision of a specific service.

## Glossary continued

### Intern

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

### International Brotherhood of Electrical Workers (IBEW)

The union representing mechanics and other maintenance employees.

### Investment Income

Interest from investing any available working capital.

## J

### Job Access and Reverse Commute Program (JARC)

Federal Transit Administration grant program to develop transportation services designed to transport welfare recipients and low income individuals to and from jobs and to develop transportation services for residents of urban centers and rural and suburban areas to suburban employment opportunities.

### Joint Development

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

### Joint Venture (Service)

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

---

## 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 three 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.

## Glossary continued

### Local (Routes)

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

### Lost Service Maintenance Road Call

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

## M

### Marginal Cost

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

### Materials and Supplies (costs)

Any cost resulting from the acquisition of materials and supplies, either for operation and maintenance of vehicles and facilities, or for administration.

### 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.

## Glossary continued

### N

#### Net Assets

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

#### New Freedoms

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

#### Notice to Proceed (NTP)

Formal notification to contractor indicating readiness for work to be scheduled to begin a particular contract.

### O

#### Object Classification

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

#### Objective(s)

Quantifiable, measurable statements describing how the stated goals of a program will be reached.

#### Office of Management and Budget (OMB)

One of two divisions within the RT Finance department that is primarily responsible for preparing and monitoring the annual budget and all grants administration and management.

## Glossary continued

### 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 an RT revenue service vehicle.



## Glossary continued

### Other Expenses

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

### Other Income

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

### Outside Services (costs)

Cost of hiring firms or individuals not employed by RT to perform specific assigned tasks or functions.

### Overhead

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

### Overtime

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

## 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.

## Glossary continued

### Pass through to recipients

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

### Passenger (See Boardings)

### Peak Vehicles (See Vehicles - Peak)

### Performance Measure

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

### Permanent Part-Time Employee

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

### Preliminary Engineering (PE)

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

### Principal

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

### Privatization

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

### Program

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

## Glossary continued

### 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.

## Glossary continued

### Regional (Routes)

Routes connecting outlying areas of the District to downtown Sacramento and other employment centers.

### Represented Employee

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

### Retained earnings

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

### Revenue

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

### Revenue Service

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

### Revenue Vehicles (See Vehicles - Revenue)

### Ridership

Total number of riders, passengers or boardings.

### Risk

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

## Glossary continued

### S

#### Salaried Employee

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

#### Sales Tax

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

#### Self-Insurance

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

#### Service Hours

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

#### Service Miles

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

#### Small Bus

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

#### Station

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

#### Stock-out

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

#### Subrogation

Recovery of part or all of third party insurance settlements.

## Glossary continued

### Subsidy

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

### Supervisory Control and Data Acquisition (SCADA)

A centralized system to control signals, systems, and substations on RT's light rail system. The system also provides real-time train location data to a control center.

### Support Vehicles (see Vehicles - Support)

### Swap

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

## I

### Temporary Employee

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

### Ticket Vending Machines (TVM)

Automated sales units which vend fares for light rail service routes.

### Tort

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

### Transit Bus

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

## Glossary continued

### Transit Center

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

### Transit Oriented Development

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

### Transportation Infrastructure Financing and Innovation Act (TIFIA)

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

### Trip

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

1. *Linked* - One way movement regardless of the number of vehicles used from origin to final destination.
2. *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.

### Unfavorable Variance

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

## Glossary continued

### Urban Land Institute (ULI)

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

## V

### Vacancy Savings

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

### Variance

The difference between planned costs and actual costs.

### Variable Cost

Cost that fluctuates with the level of operational activity.

### Vehicles

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

## W

### Working Capital

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



## List of Acronyms

ADA	Americans with Disabilities Act
AD&D	Accidental Death & Disability
AEA	Administrative Employee Association
AFSCME	American Federation of State, County & Municipal Employees
ALJ	Administrative Law Judge
APC	Advanced Process Control
APTA	American Public Transit Association
ATU	Amalgamated Transit Union
AVL/MDT	Automatic Vehicle Locator and Mobile Data Terminal
BMF-2	Bus Maintenance Facility 2
CAFR	Comprehensive Annual Financial Report
CBD	Central Business District
CBS	Community Bus Service
CCO	Contract Change Order
CIP	Capital Improvement Program
CMAQ	Congestion Mitigation and Air Quality Improvement Program
CNG	Compressed Natural Gas
COP	Certificate of Participation
CSUS	California State University, Sacramento
CTC	California Transportation Commission
CTEP	Countywide Transportation Expenditure Plan (Measure A)
CPTED	Certified Crime Prevention Through Environmental Design
CRC	Consumers River College
DART	Disaster Assistance Response Team
DAT	Drug and Alcohol Testing
DDA	Disposition Development Agreement
DEIS	Draft Environmental Impact Statement
DMV	Department of Motor Vehicle
DNA	Downtown-Natomas-Airport project
DHS	Department of Homeland Security
EA	Environmental Assessment
EEO	Equal Employment Opportunity
EIS	Environmental Impact Statement
EIR	Environmental Impact Report
EMT	Executive Management Team
ERP	Enterprise Resource Planning
ESS	Employee Self Service
FEIS	Final Environmental Impact Statement
FMLA	Family and Medical Leave Act
FONSI	Finding of No Significant Impact
FFGA	Full Funding Grant Agreement
FTA	Federal Transit Administration
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles

## List of Acronyms continued

GASB	Governmental Accounting Standards Board
GM/CEO	General Manager/Chief Executive Officer
HOV	High Occupancy Vehicle
IBEW	International Brotherhood of Electrical Workers
ICS	Integrated Communication System
IOD	Irrevocable Offers of Dedication
JARC	Jobs Access and Reverse Commute
KPI	Key Performance Indicator
LILO	Lease In Lease Out
LRT	Light Rail Transit
LRV	Light Rail Vehicle
LSS	Limited Stop Express Services
LTF	Local Transportation Fund
LTD	Long-Term Disability
MCEG	Managerial and Confidential Employees Group
MIS	Management Information System
MRO	Medical Review Officer
MTP	Master Transit Plan
NEC	Northeast Corridor Project
NEO	New Employee Orientation
NEPA	National Environmental Policy Act
NIMS	National Incident Management Service
NTD	National Transit Database
NTP	Notice to Proceed
OCIP	Owner Controlled Insurance Program
OPS	Operations
PE	Preliminary Engineering
PPO	Preferred Provider Organization
PTA	Public Transportation Account
QDRO	Qualified Domestic Relations Order
RAMP	Real Estate Acquisition Management Plan
RFP	Request for Proposal
RFQ	Request for Quotation
ROW	Right-of-Way
RT	Regional Transit
RTPS	Real-time Polling Service
SACOG	Sacramento Area Council of Governments
SEMS	Standardized Emergency Management System
SHP	Sexual Harassment Prevention
SHRA	Sacramento Housing Redevelopment Agency
SILO	Sale in Lease Out
SOP	Standard Operating Procedure
SPD	Summary Plan Description
SRTP	Short Range Transit Plan
SSCP2	South Sacramento Corridor Phase 2
STA	Sacramento Transportation Authority

### List of Acronyms continued

STA	State Transportation Assistance
STIP	State Transportation Improvement Program
TCRA	Traffic Congestion Relief Act
TCRT	Transit Crime Reduction Team
TCRP	Traffic Congestion Relief Program
TDA	Transportation Development Act
TMP	Transit Master Plan
TOD	Transit Oriented Development
TSI	Transportation Security Incident
TVM	Ticket Vending Machine
ULI	Urban Land Institute
VTT	Video Tele-training