



Sacramento Regional Transit District

# FISCAL YEAR 2015 BUDGET

For the period of July 1, 2014 to June 30, 2015



**Regional Transit**

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# Fiscal Year 2015 Budget

*For the period of July 1, 2014 to June 30, 2015*



**Sacramento Regional Transit District**

Prepared by the Finance Division



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# General Manager/CEO Budget Message

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## General Manager/CEO's Budget Message

As the Sacramento Regional Transit District (RT) approaches FY 2015, transportation remains a key issue in the region due to the tremendous impact of increased traffic congestion on the regional economy, environment and quality of life. The Sacramento region must maintain a quality transit system 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, in FY 2013, RT was able to increase service by 8 percent. RT implemented major service improvements that extended night service, improved service frequencies, and restructured bus routes to better serve riders. In FY 2014, as well as FY 2015, the budget goal was 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 revenue sources in the year ahead to determine when RT's future service restoration improvements can be achieved.

RT's FY 2014 operating results projected a cumulative operating reserve of \$4.6 million. The FY 2015 Operating and Capital budgets were approved by the RT Board of Directors on June 23, 2014. Both are steady-state conservative budgets that control costs. The Operating budget was balanced with revenues equal to expenses of \$147.5 million.

### Strategic Initiatives

FY 2015 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 that will open in September 2015; the continued implementation of the Bus Maintenance Facility 2 (BMF2) expansion; and the UTDC Light Rail Vehicle Retrofit. In addition, RT is gearing up for the replacement of the first 30 of 96 Compressed Natural Gas (CNG) buses, with new CNG buses beginning to enter service in late spring 2015.

RT is moving forward on a number of regional projects that are currently in various stages of project development. RT is collaborating with the Sacramento Area Council of Governments (SACOG), City of Sacramento, City of West Sacramento, and Yolo County Transit District (YCTD) on the planning and development of the future Downtown/Riverfront Streetcar Project that would connect multiple key destinations in West Sacramento and downtown Sacramento, including Raley Field, Sacramento Valley Station, the planned downtown Sacramento Entertainment and Sports Center, Memorial Auditorium, State Capitol and Sacramento Convention Center.

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## General Manager/CEO's Budget Message continued

Streetcar projects have demonstrated economic benefits and pedestrian mobility improvements nationally, and will provide similar benefits locally. A federal Small Starts application has been submitted to FTA, and the draft environmental document (EIS/EIR) will be released in early spring 2015.

RT is also collaborating with the City of Sacramento on the new downtown Sacramento Entertainment and Sports Center. Demolition began on the site in late summer 2014, with construction expected to be complete by fall 2016. RT is working with the owners, developers, city staff and elected officials with the goal of providing enhanced transit service for the expected 17,000 attendees anticipated to visit the new facility.

RT is beginning a two-year effort to develop an environmental document for the Green Line to the Airport light rail extension project, which will extend light rail from its present terminus at the 7th & Richards/Township 9 Station (opened in 2012) north from downtown Sacramento to the Natomas communities and 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 interregional rail service in the Central Valley and participating in early implementation of High-Speed Rail planning efforts.

RT will begin work on two potential light rail stations that have been funded by SACOG for planning and environmental clearance with the goal of moving both into construction within the next couple of years. Working with the Sacramento Housing and Redevelopment Agency (SHRA), RT has begun the planning, design and environmental clearance efforts for the future Dos Rios light rail station on the Blue Line, located between the Alkali Flat/La Valentina Station and the American River. This new station would become the cornerstone for a major redevelopment of the 1940's era Dos Rios/Twin Rivers development, transforming it into a mixed-income, mixed-use development, funded in part with federal HUD funds. A second station, Horn Road, is entering project development on the Gold Line, where RT is working with the City of Rancho Cordova. This station was deferred in the original Gold Line construction. As redevelopment and community services have advanced, interest in the future Horn Road Station has rekindled. Recognizing this opportunity, RT partnered with the City of Rancho Cordova to obtain a SACOG grant for advancing the project development efforts.

RT is also working with its partners on improving the regional rail connectivity via the San Joaquin interregional rail service in the Central Valley. Representing the Sacramento region, RT is one of an 11-member Joint Powers Authority, which is focused on increasing San Joaquin service and enhancing the rider experience. The San Joaquin service has the 5th highest ridership in the nation. These efforts, along



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

with coordination in the early implementation of High-Speed Rail planning efforts, will benefit the traveling public as the state's population continues to grow.

RT's 10-Year Short-Range Transit Plan (SRTP) was approved by the RT Board of Directors on November 10, 2014. RT will continue to implement the SRTP and work towards restoring, restructuring and "renewing" transit service in the Sacramento region as the economy improves and funding becomes available. Over the next year, RT will also be re-assessing and fine-tuning its long-range Transit Master Plan (TransitAction) for the entire service area.

### **Capital Program**

During this past year, RT staff updated and the RT 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 FY 2015 - FY 2019 CIP was approved by the RT Board of Directors in September 2014. The CIP is updated annually as part of the Operating and Capital budget process.

The FY 2015 Capital Budget includes \$51 million of projected funding for projects. Most of the new FY 2015 projected funding supports two major projects: the 40-foot CNG Bus Replacement procurement project (\$26.6 million) and the Downtown/Riverfront Streetcar Project (\$5.6 million).

### **Service Levels**

In FY 2015, RT plans to operate 554,972 revenue hours of bus service and 218,670 revenue hours of light rail service. These service levels reflect the continuation of Phase I TransitRenewal service improvements that were added in September 2012. Due to revenue instability, no service additions are programmed in the FY 2015 Operating Budget.

### **Strategic Outlook**

In balancing resources and expenses, the FY 2015 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 16 of this budget document.

As we move forward in this new fiscal year, RT will remain focused on system safety and 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.

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

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

RT is currently in the process of updating its Strategic Plan and projects it to be completed and approved by the RT Board of Directors in January 2015.

### **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 and Budget department. RT staff acknowledges and appreciates the guidance and leadership of the RT Board of Directors.

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

Sincerely,



Michael R. Wiley  
General Manager/CEO



## Board of Directors



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## **Board of Directors**

**Phillip R. Serna, Chair**  
County of Sacramento

**Jay Schenirer, Vice Chair**  
City of Sacramento

**Linda Budge**  
City of Rancho Cordova

**Steve Cohn**  
City of Sacramento

**Steve Hansen**  
City of Sacramento

**Pat Hume**  
City of Elk Grove

**Roberta MacGlashan**  
County of Sacramento

**Kevin McCarty**  
City of Sacramento

**Steve Miller**  
City of Citrus Heights

**Andy Morin**  
City of Folsom

**Don Nottoli**  
County of Sacramento

## **Board of Directors Alternates**

**Steve Detrick**  
City of Elk Grove

**Susan Frost**  
City of Citrus Heights

**David Sander**  
City of Rancho Cordova





### Budget Adoption Resolutions

RESOLUTION NO. 14-06- 0071

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

June 23, 2014

#### APPROVING THE SACRAMENTO REGIONAL TRANSIT DISTRICT FY 2015 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 2015 Operating Budget of \$147.5 million and Capital Budget of \$51.0 million as set forth in attached Exhibit A is hereby approved.


THAT, the following voting distribution for FY 2015 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

  
PHILLIP R. SERNA, Chair

ATTEST:

MICHAEL R. WILEY, Secretary

By:   
Cindy Brooks, Assistant Secretary

## Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Sacramento Regional Transit District for the Annual Budget beginning July 01, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This was the 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

**Tim Spangler**

Chief Counsel

**Les Tyler**

Acting, 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

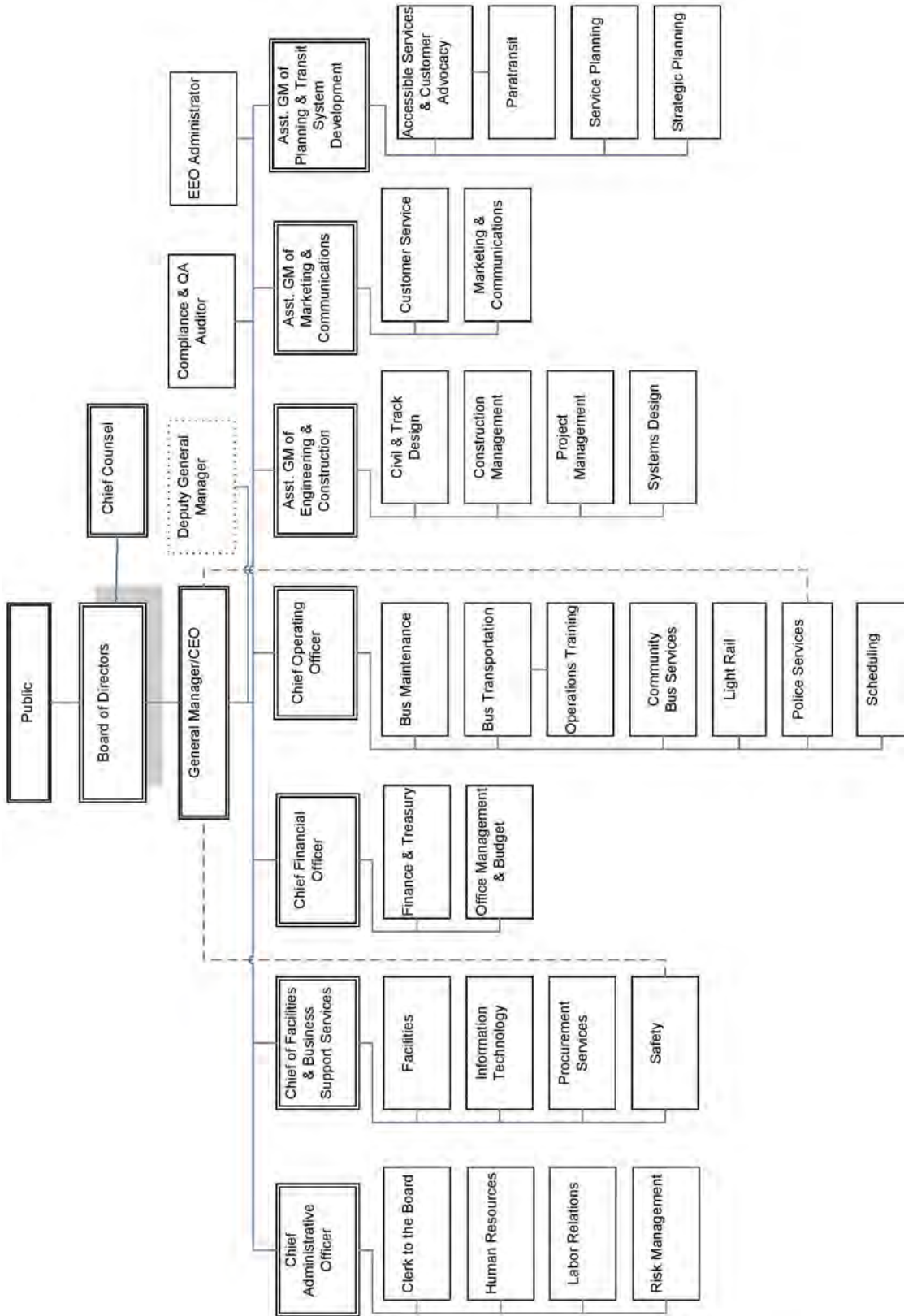




## Organizational Structure



# Regional Transit Organizational Structure







## District Overview

## District 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





## District Profile continued

### Population

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

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

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

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

### Employment

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

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

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

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

### Climate

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

	January	July	Annual Average
Average High	55	94	74
Average Low	41	61	49
Average Precipitation	4.2"	0.1"	18.0"
Prevailing Wind/Speed	SE @ 7.2 mph	SSW @ 8.9 mph	SW @ 7.8 mph
Possibility of Sunshine	48%	97%	78%

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

## District Profile continued

### Customers

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

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

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



## District Profile continued

### Highlights

<b>Sacramento Regional Transit District</b>	Constructs, operates, and maintains a comprehensive mass transportation system that serves 418 square miles in Sacramento County
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<b>Bus Service</b>	
Power	Compressed Natural Gas, Diesel, Gasoline
Routes	69
Schedule	4:41 am to 11:38 pm daily
Stops	3,145
Vehicles	199 - 40' CNG Buses 13 - 27' Gasoline Buses 2 - 25' Hybrid Gasoline/Electric Buses 6 - 32' CNG Buses 3 - 28' Diesel Buses
Annual Ridership	14,500,000

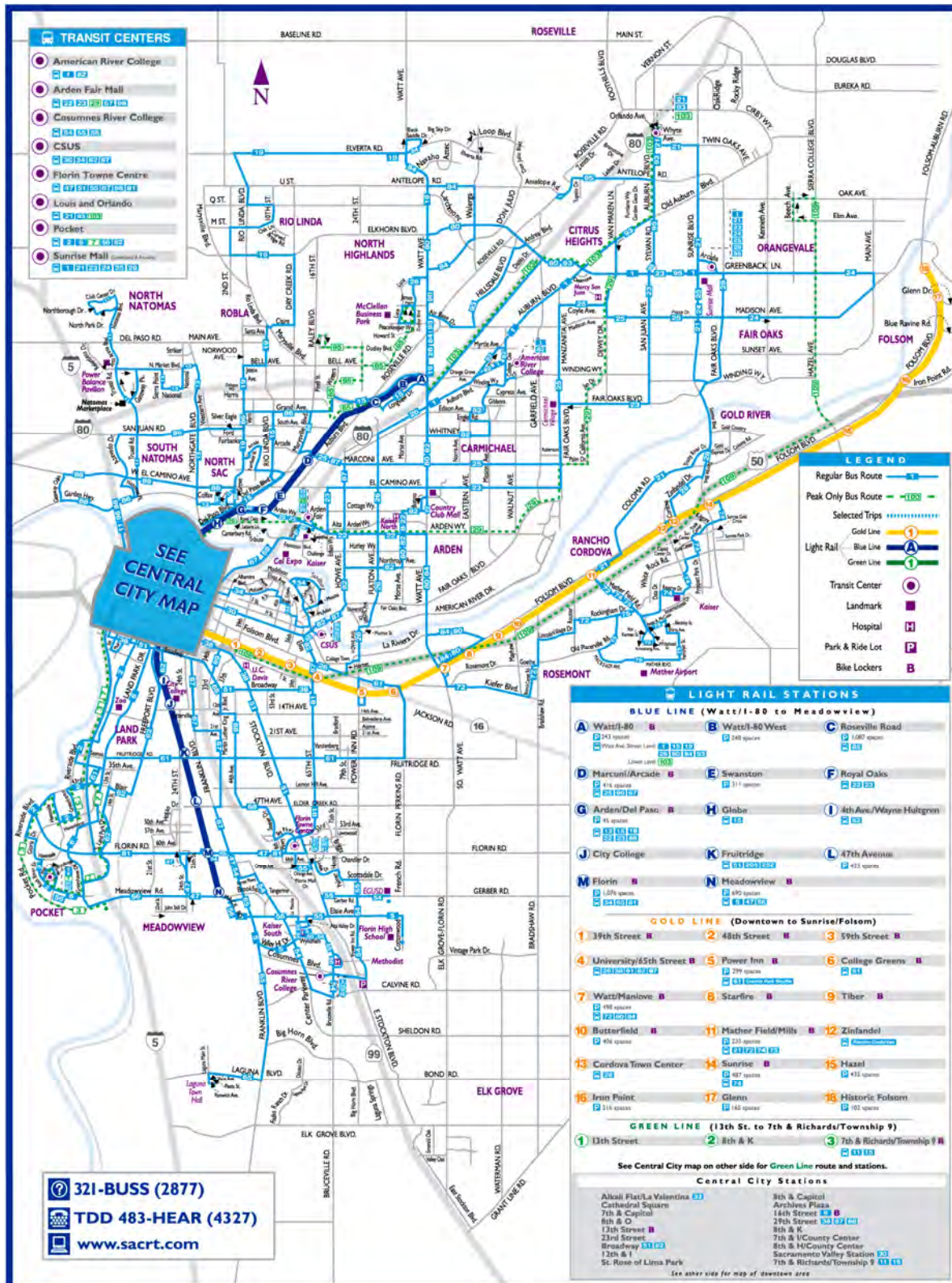
<b>Light Rail Service</b>	
Power	Electrical
Miles	38.6
Schedule	3:53 am to 12:47 am daily
Stops	50
Vehicles	76
Annual Ridership	14,200,000

<b>Paratransit</b>	
ADA Passenger Trips Provided	323,161
ADA Vehicle Revenue Miles	3,171,315
Vehicles	131

<b>Passenger Amenities/ Customer Service</b>	
Transfer Centers	31
Park & Ride	18
Annual Customer Service Calls	233,317
Customer Info Line	(916) 321-2877
Website	www.sacrt.com

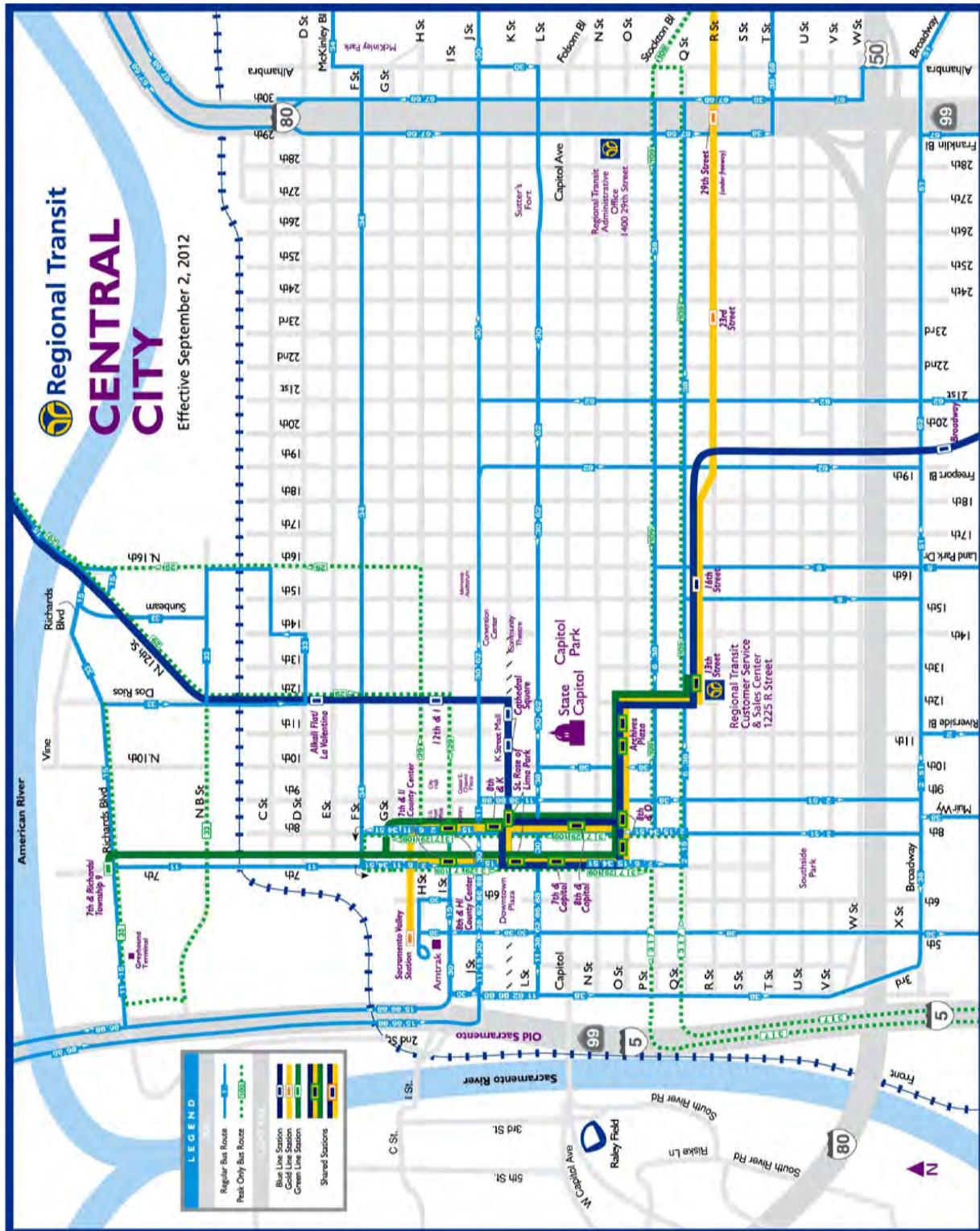
<b>History</b>	
Apr 1, 1973	Began operations by acquiring the assets of Sacramento Transit Authority
1973	Completed new maintenance facility and purchased 103 new buses
1987	Opened the 18.3-mile light rail system, linking the northeastern Interstate 80 and southeastern Highway 50 corridors with Downtown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

*Note: An updated Strategic Plan will go to the RT Board of Directors for approval in December 2014.*

## 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.

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## 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 the majority of eligible Section 5307 and 5337 formula federal grant funds for capital maintenance projects to minimize the time between appropriation and drawdown of federal funds.
- RT will continue to establish a fare structure with due consideration for
  - Consistency and equity throughout the District
  - Ease of use and simplicity
  - Maintaining or increasing ridership and fare revenues
  - Acceptability and marketability of fare structure to customers and the general public
  - Enforceability of fare payment
  - Meeting Fare Revenue Recovery ratio target established by the Board



## 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.

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## 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 (all subject to available funding):
  - Major improvements in capital projects;
  - New multi-functional transfer centers that will provide easy and convenient interchange between modes and services;
  - Major investments in operations to provide a comprehensive network with high-frequency services and longer operating hours;

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## 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.

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## Long-Term Financial Policies continued

### Debt Service

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

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

### Current Debt

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

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

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



## 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;
  - 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	\$5,000,000 to \$200,000,000
Light Rail	Up to \$5,000,000	\$5,000,000 to \$200,000,000
*Property:		
Flood	Up to \$250,000	\$250,000 to \$10,000,000
Perils	Up to \$100,000	\$100,000 to \$250,000,000
Collision	Up to \$500,000	\$500,000 to \$250,000,000

\* Includes revenue and non-revenue vehicles.

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

## 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.

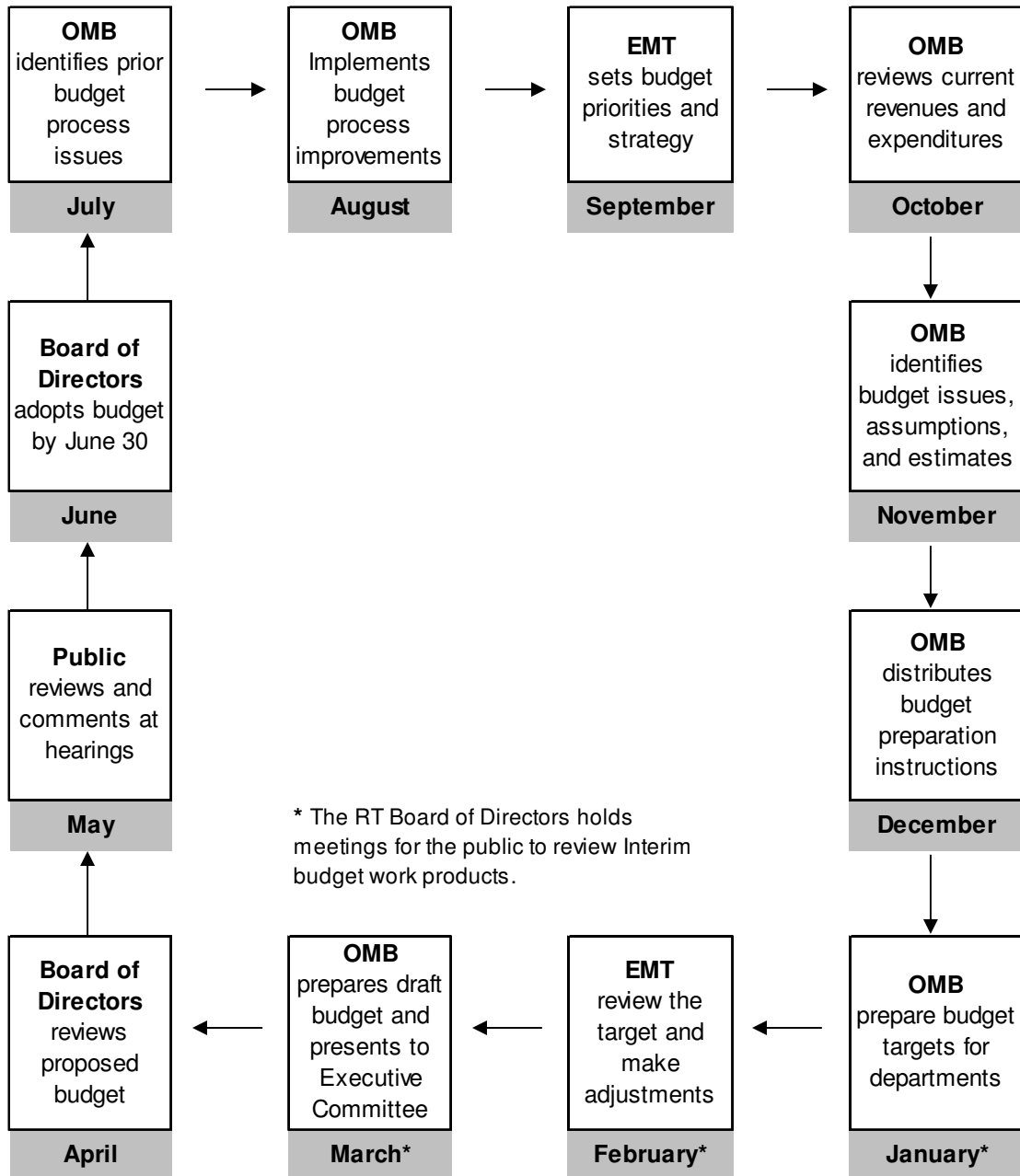
In December, OMB distributes budget preparation instructions to departments for development of detailed spending plans. In January, OMB prepares budget targets for the departments. In February, departments review the targets and make adjustments and OMB updates the revenue estimates. In March, OMB prepares 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 2014 and for FY 2015 is shown in the table below. A detailed FY 2015 Schedule of Weighted Voting is shown on the next page.

### Weighted Voting Shares by Jurisdiction

Jurisdiction	Status	Shares - FY 2014 Budget	Shares – FY 2015 Budget
County of Sacramento	Annex	42	42
City of Sacramento	Annex	37	37
City of Rancho Cordova	Annex	9	9
City of Citrus Heights	Contract	5	5
City of Elk Grove	Contract	4	4
City of Folsom	Contract	3	3
<b>Total</b>		<b>100</b>	<b>100</b>



## Voting System continued

### Weighted Voting Distribution Schedule

**Fiscal Year 2015 Schedule of Weighted Voting Distribution**

Base Values\*

**Federal Financial Information**

Code Section:		
102205(b)(6)	<u>FY 14 Federal Funds Available in the Sacramento MSA</u>	35,165,861
102205(b)(7)	<u>Allocation of Federal Funds to jurisdictions other than RT</u>	3,149,160
102205(b)(8)	<u>FY 14 Federal Funds Available for use in RT Service Area:</u>	32,016,701

**Jurisdiction Specific Values**

	City of Sacramento	County of Sacramento	Rancho Cordova	Citrus Heights	Folsom	Elk Grove	Totals:
102205(b)(10) <u>Population:**</u>	473,509	564,657	66,927	84,345	72,294	159,074	1,420,806
<u>Proportionate Population:</u>	33.33%	39.74%	4.71%	5.94%	5.09%	11.20%	100.00%
<u>Member:</u>	Yes	Yes	Yes	No	No	No	
102100.2, 102100.3	4	3	1	1	1	1	11
102105.1(d)(2)(D)	10,670,138	12,724,084	1,508,145	1,900,646	1,629,086	3,584,602	32,016,701
102105.1(d)(2)(A), 102205(b)(3)	17,429,891	19,812,477	2,463,586	0	0	0	39,705,954
102105.1(d)(2)(B), 102205(b)(4)	0	0	0	2,980,243	1,551,850	288,034	4,820,127
102105.1(d)(2)(C), 102205(b)(5)	0	0	0	0	0	0	0
102105.1(d)(2) <u>Total Financial Contribution:</u>	28,100,029	32,536,561	3,971,731	4,880,889	3,180,936	3,872,636	76,542,782
102105.1(d)(2) <u>Proportionate Financial Contribution:</u>	36.71%	42.51%	5.19%	6.38%	4.16%	5.06%	100.00%

Voting Calculation

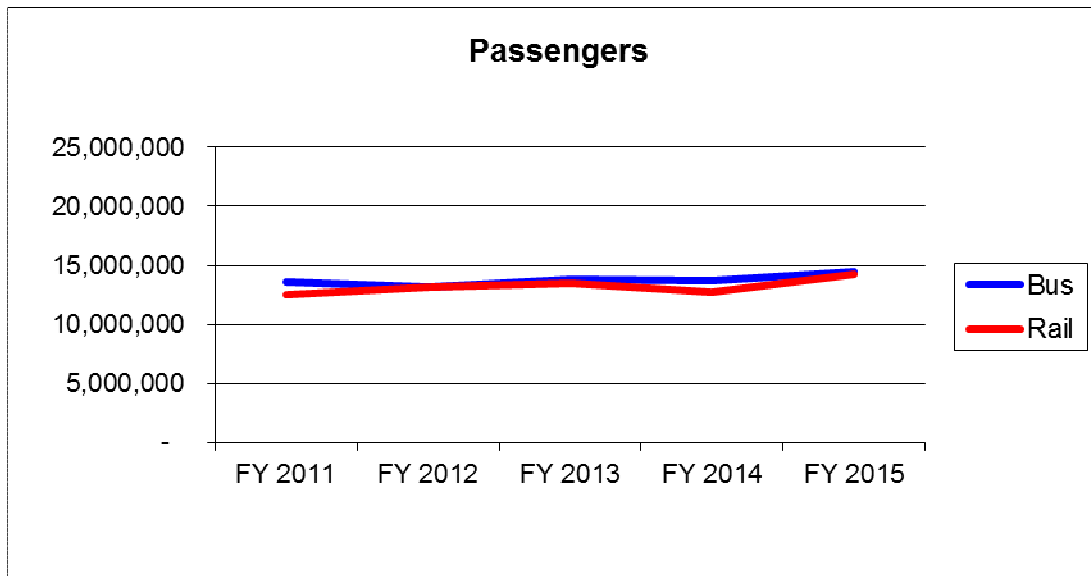
	City of Sacramento	County of Sacramento	Rancho Cordova	Citrus Heights	Folsom	Elk Grove	Totals:
102105.1(d)(1) <u>Incentive Shares (5 for member jurisdictions)</u>	5	5	5	0	0	0	15
102105.1(d)(2) <u>Financial Contribution Shares (Proportionate Financial Share x Remainder of 100 shares):</u>	31.2048	36.1315	4.4106	5.4202	3.5324	4.3005	85.0000
102105.1(d)(3) <u>Total Shares:</u>	36.2048	41.1315	9.4106	5.4202	3.5324	4.3005	100.0000
102105.1(d)(4)(i) <u>Shares After Rounding:</u>	36	41	9	5	3	4	98
102105.1(d)(4)(i), 102105.1(d)(4)(ii) <u>Share Adjustment (To Ensure 100 Shares):</u>	37	42	9	5	3	4	100
102105.1(d)(7) <u>Distribution of Shares Among Members (Assuming All Members Present to Vote):***</u>							
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	100

\* In addition to the funding identified above, RT projects the following funds for operating purposes: \$35,831,238 - Measure A

\*\* Population as measured by the population statistics used by SACOG to allocate TDA funds for the same fiscal year for which the budget is adopted.

\*\*\* If, in any vote allocation, any member would have more than 15 votes, that jurisdiction will be given an additional seat and the votes will be reallocated to the larger number of members.

## Trends



	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Budget</b>	<b>FY 2015 to FY 2014</b>	
						<b>Amount</b>	<b>Percent</b>
Bus	13,617,462	13,145,864	13,788,156	13,665,561	14,500,000	834,439	6.1%
Rail	12,543,866	13,192,601	13,513,471	12,710,476	14,200,000	1,489,524	11.7%
<b>Total</b>	<b>26,161,328</b>	<b>26,338,465</b>	<b>27,301,627</b>	<b>26,376,037</b>	<b>28,700,000</b>	<b>2,323,963</b>	<b>8.8%</b>

In FY 2011, the Bus and rail ridership decreased by 20.5% compared to FY 2010 levels due to 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.

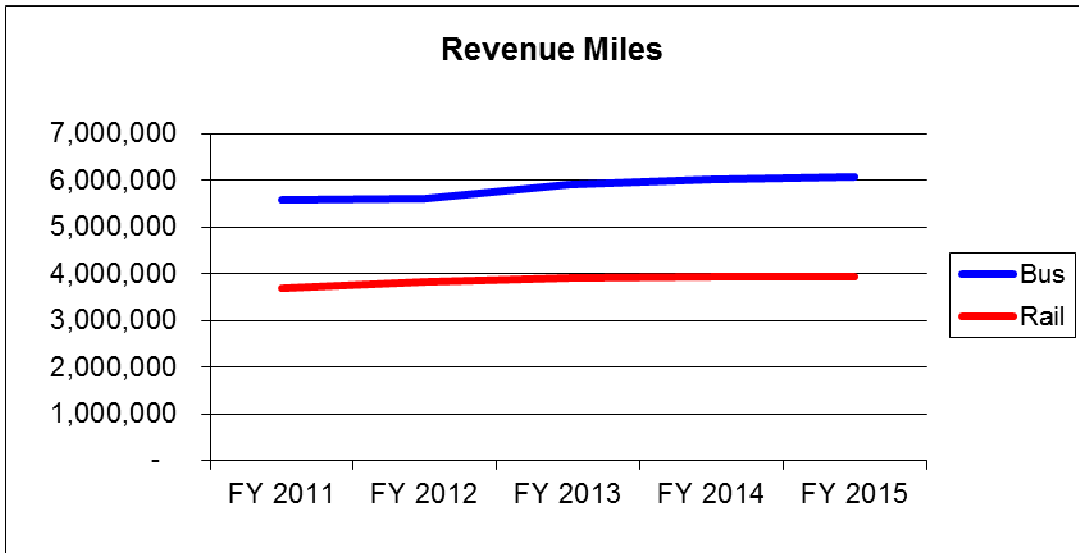
In FY 2013, RT successfully implemented the first phase of TransitRenewal, a comprehensive operational analysis of the RT bus and light rail system that will restore, restructure and "renew" transit service through FY 2017. As a result, bus and rail ridership increased 4.9% and 2.4% respectively.

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

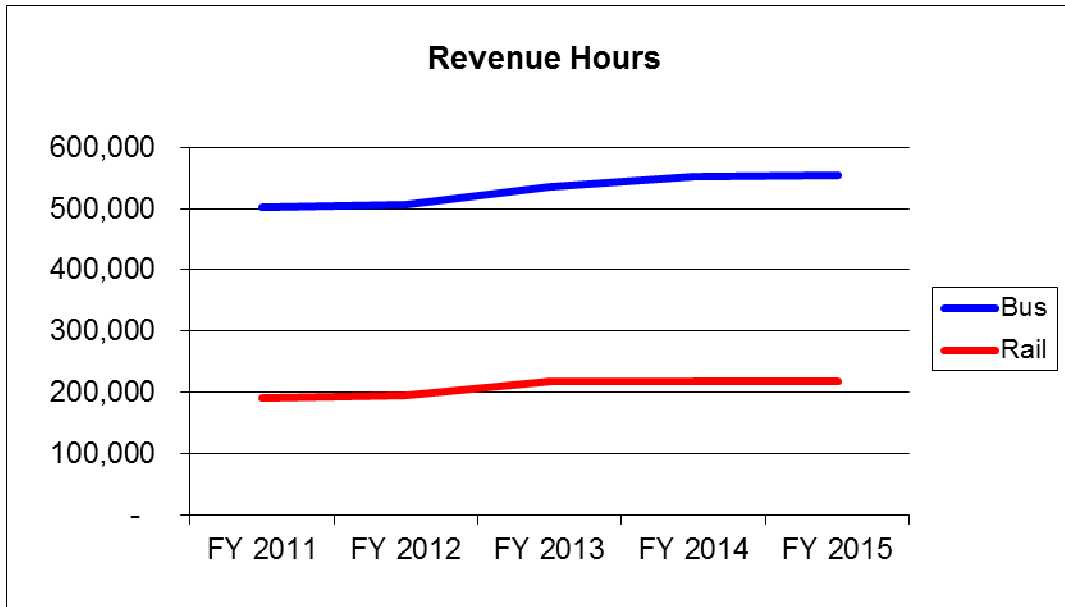
In FY 2015, total ridership is projected to increase by 0.4% compared to FY 2014.



### Trends continued



	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2015 to FY 2014	
						Amount	Percent
Bus	5,589,657	5,617,899	5,910,234	6,034,989	6,067,718	32,729	0.5%
Rail	3,696,693	3,822,585	3,921,415	3,947,241	3,946,238	(1,003)	0.0%
<b>Total</b>	<b>9,286,350</b>	<b>9,440,484</b>	<b>9,831,649</b>	<b>9,982,230</b>	<b>10,013,956</b>	<b>31,726</b>	<b>0.3%</b>



	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2015 to FY 2014	
						Amount	Percent
Bus	501,189	505,966	534,807	552,250	554,972	2,722	0.5%
Rail	191,111	195,769	217,229	218,644	218,670	26	0.0%
<b>Total</b>	<b>692,300</b>	<b>701,735</b>	<b>752,036</b>	<b>770,894</b>	<b>773,642</b>	<b>2,748</b>	<b>0.4%</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.

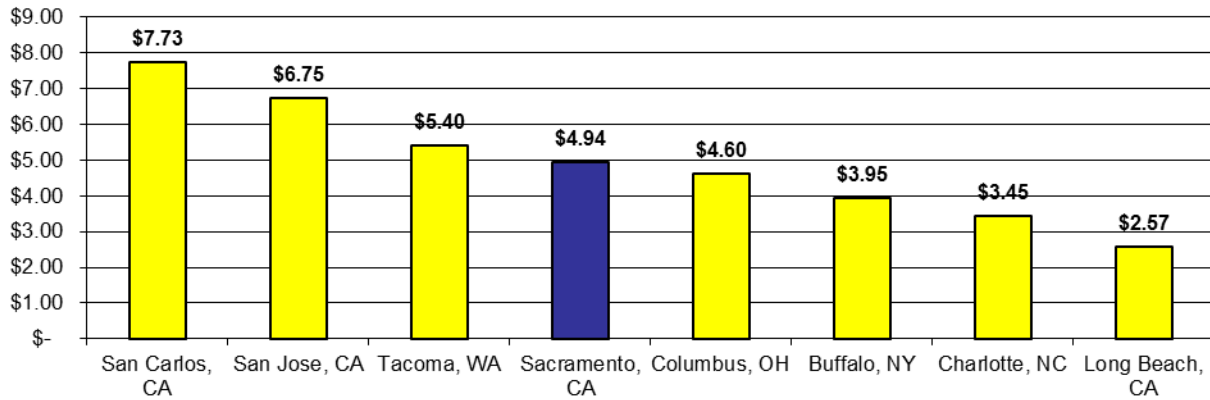
In FY 2014, bus and rail revenue hours increased 3.3% and 0.7% respectively due to a full year of the first phase of TransitRenewal implemented in September 2012 and a full year of Citrus Heights City Ride service as well as other minor bus service adjustments completed in January 2014.

In FY 2015, bus and rail revenue hours are projected to increase 0.5% for bus and stay flat for rail due to minor service adjustments planned for January and April of 2015.

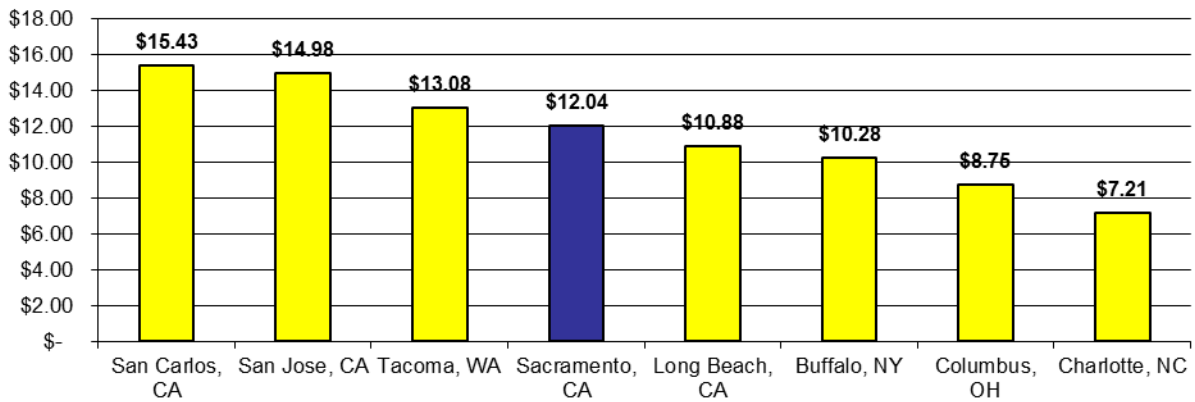


## Peer Comparison

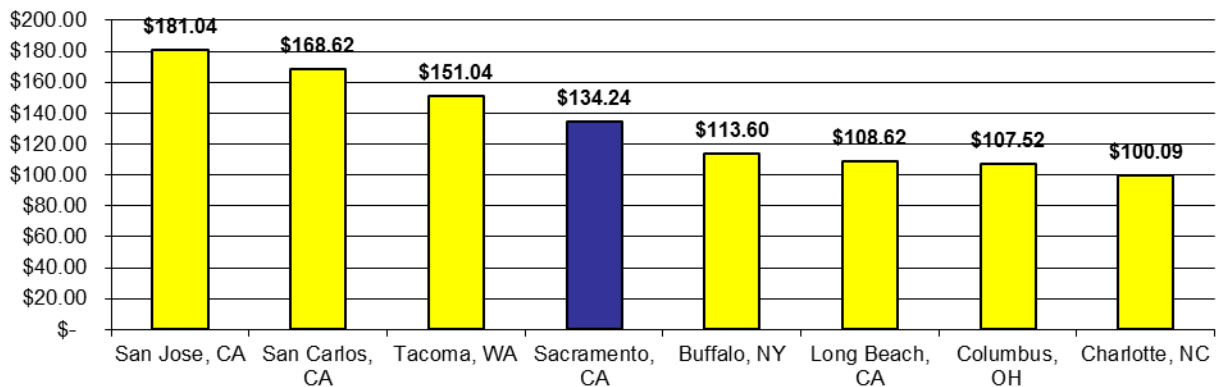
### 2012 Bus Cost Per Passenger



### 2012 Bus Cost Per Revenue Mile

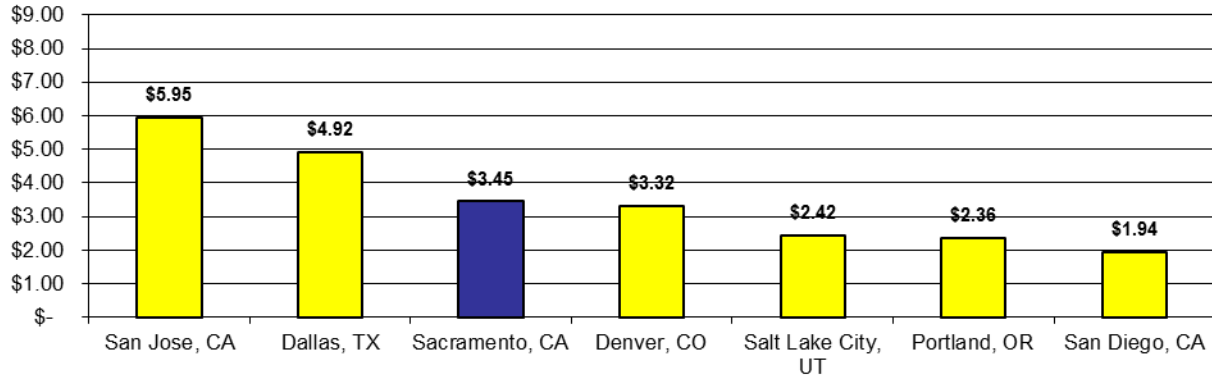


### 2012 Bus Cost Per Revenue Hour

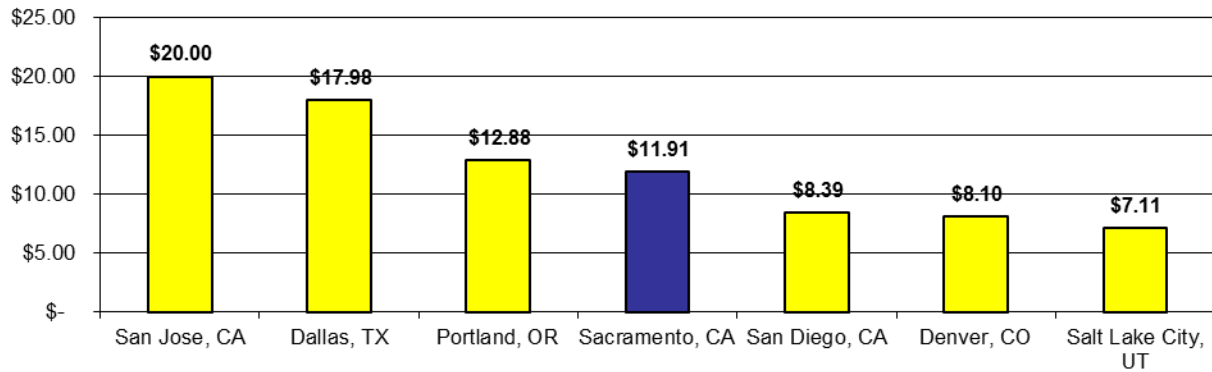


## Peer Comparison continued

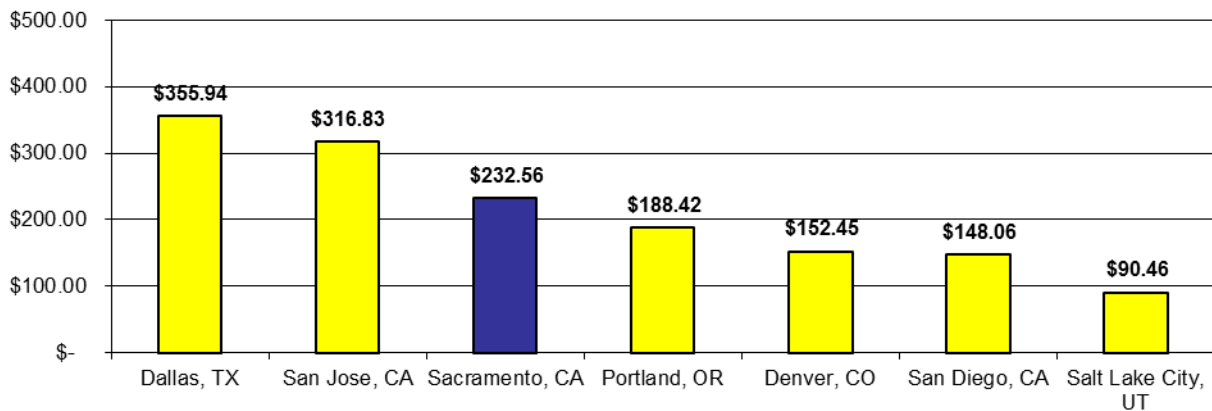
### 2012 Rail Cost Per Passenger



### 2012 Rail Cost Per Revenue Mile



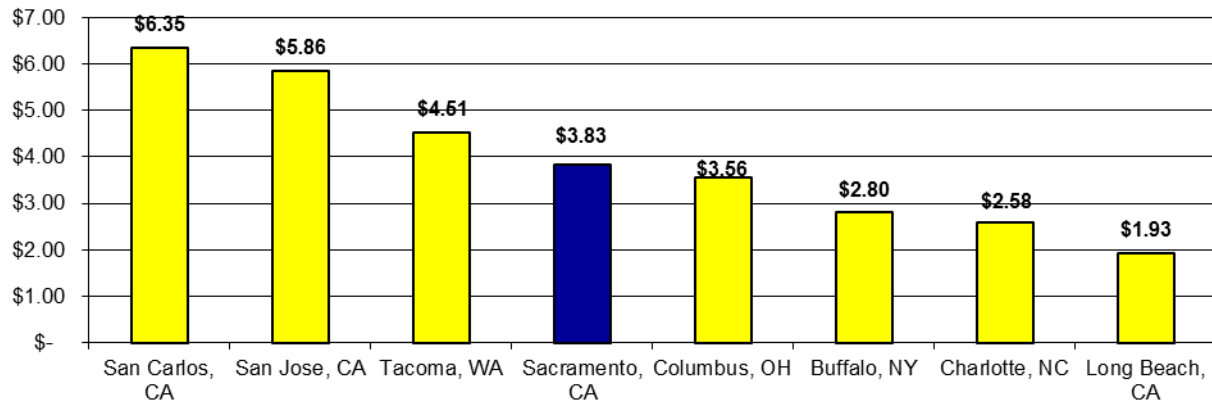
### 2012 Rail Cost Per Revenue Hour



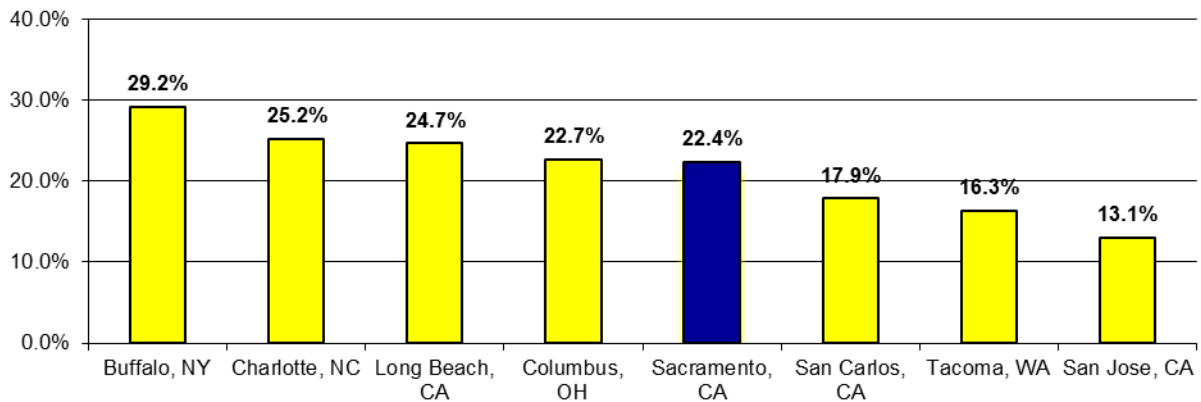


## Peer Comparison continued

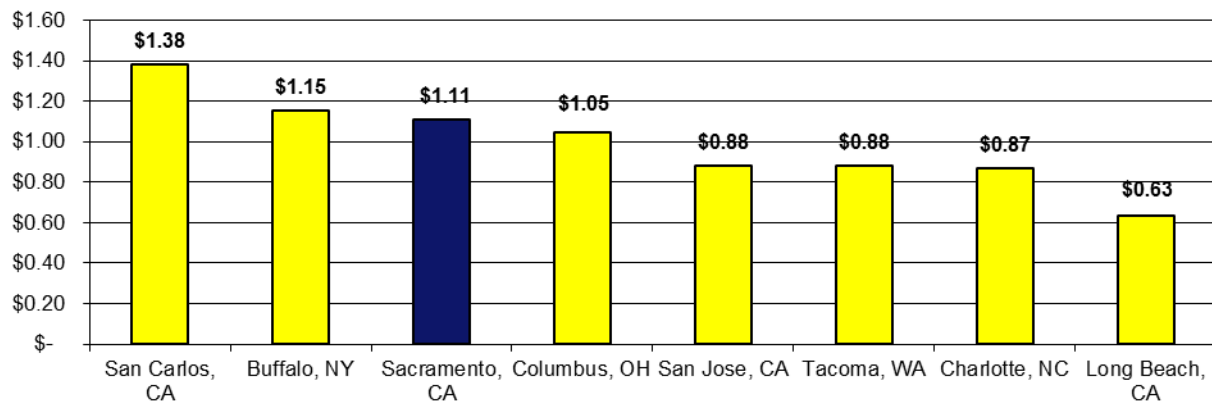
### 2012 Bus Subsidy Per Passenger



### 2012 Bus Farebox Recovery Ratio

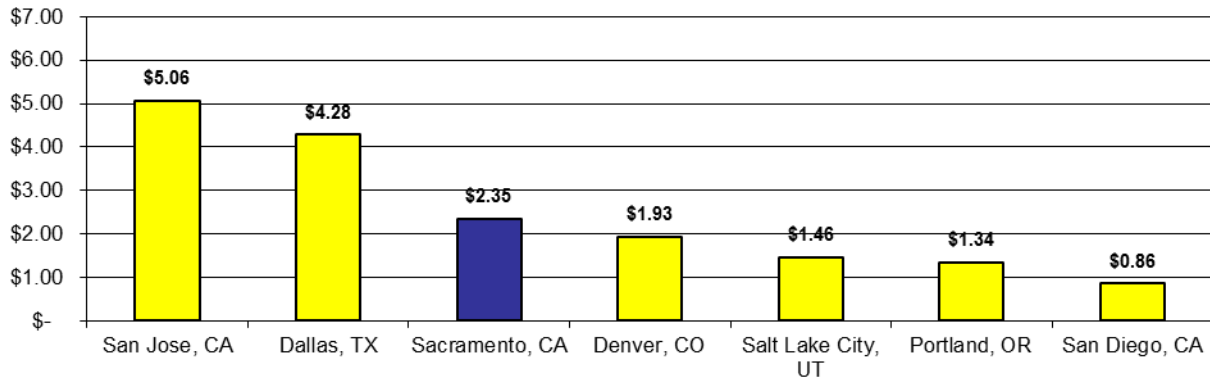


### 2012 Bus Average Fare Per Passenger

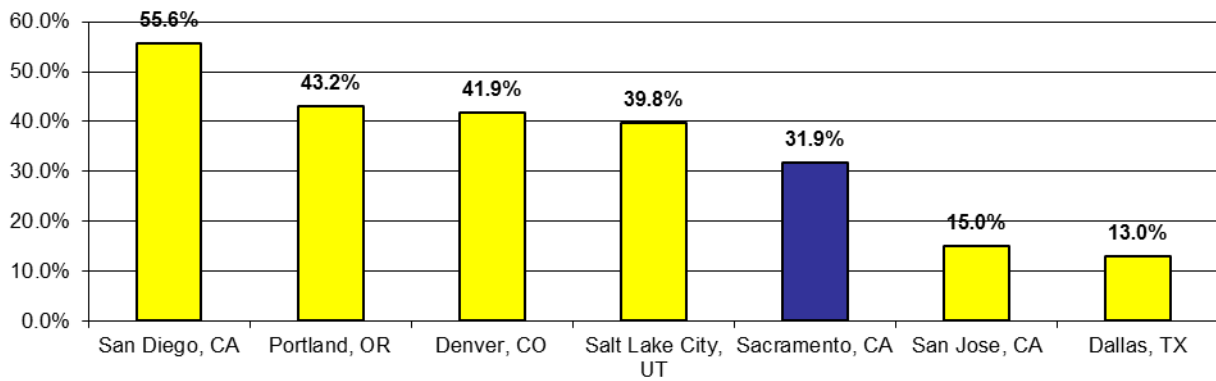


## Peer Comparison continued

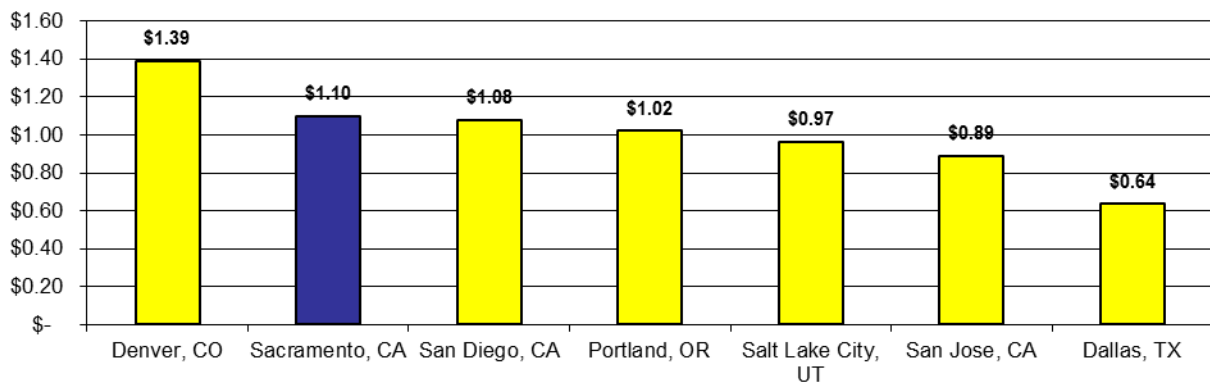
### 2012 Rail Subsidy Per Passenger



### 2012 Rail Farebox Recovery Ratio



### 2012 Rail Average Fare Per Passenger





## Operating Budget Summary



## Operating Budget Summary

### Enterprise Fund Statement (Fund Balance)

(Whole Dollars)

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
<b>Operating Revenues</b>					
Fare Revenue	\$ 28,967,228	\$ 28,964,148	\$ 29,758,679	\$ 29,156,920	\$ 31,434,224
Contracted Services	4,361,810	5,244,807	5,606,614	5,529,534	5,555,542
State & Local	58,109,166	69,131,857	71,275,441	75,295,809	77,198,028
Federal	<sup>1</sup> 23,331,369	24,453,331	28,970,328	28,977,723	30,173,615
Other	4,064,536	2,598,039	3,442,696	2,917,841	3,120,292
Total Operating Revenue	118,834,110	130,392,183	139,053,758	141,877,828	147,481,701
<b>Capital Revenue Contributions</b>					
State & Local	36,481,569	33,473,886	35,836,495	18,899,423	22,108,142
Federal	3,538,233	10,015,897	9,331,167	48,511,721	27,676,524
Total Capital Revenue	40,019,802	43,489,783	45,167,662	67,411,144	49,784,666
<b>Operating Expenses</b>					
Salaries & Benefits	78,690,374	81,751,427	87,714,523	94,017,608	95,045,703
Professional Services	20,068,613	20,165,034	23,646,936	24,933,407	25,923,183
Materials & Supplies	7,915,146	9,119,204	9,692,489	10,251,244	9,856,500
Utilities	5,741,319	5,587,066	5,638,681	5,645,787	5,872,900
Insurance & Liability	6,540,245	6,353,496	7,909,686	8,343,014	8,603,540
Other	1,790,169	1,773,809	1,784,320	2,029,245	2,179,875
Total Operating Expenses	120,745,866	124,750,036	136,386,634	145,220,305	147,481,701
Operating Expenses For Capital	<sup>2</sup> 1,017,398	1,387,265	1,235,199	2,199,119	4,000,000
<b>Non-Operating Expenses</b>					
Depreciation & Amortization	31,288,071	31,442,344	31,430,082	34,032,082	34,000,000
Interest Expense	288,132	210,559	364,903	1,068,566	500,000
Total Non-Operating Expenses	31,576,203	31,652,903	31,794,986	35,100,648	34,500,000
Beginning Balance, July 1	770,051,975	775,566,419	791,658,180	806,462,782	833,231,682
Ending Balance, June 30	<sup>3</sup> \$ 775,566,419	\$ 791,658,180	\$ 806,462,782	\$ 833,231,682	\$ 844,516,348
% Change in Ending Fund Balance		2.07%	1.87%	3.32%	1.35%

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

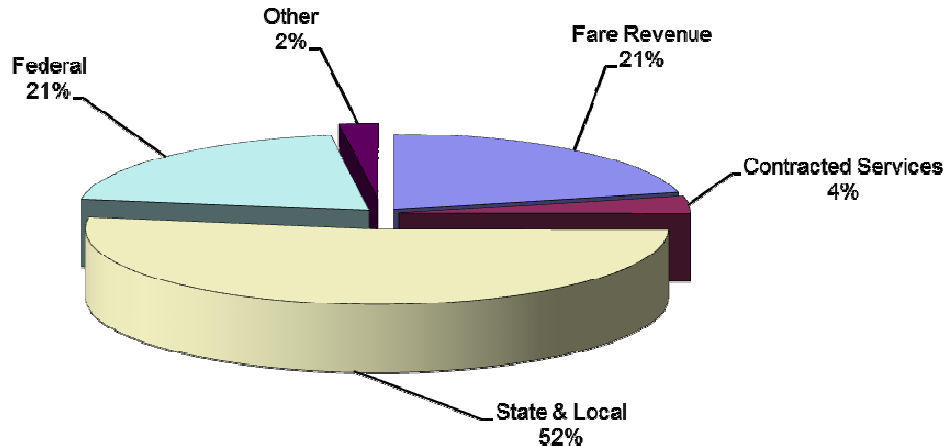
<sup>2</sup> Operating expense related to capital projects and paid with capital grant funding

<sup>3</sup> The FY 2015 Budgeted Ending Balance of \$844.5 million is 1.35% more than FY 2014 Projected.



## Revenues

### Operating Revenues by Funding Source



(Dollars in Thousands)

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
Fare Revenue	\$ 28,967	\$ 28,964	\$ 29,759	\$ 29,157	\$ 31,434	\$ 2,277	7.8%
Contracted Services	4,362	5,245	5,607	5,530	5,556	26	0.5%
State & Local	58,109	69,132	71,275	75,296	77,198	1,902	2.5%
Federal	23,331	24,453	28,970	28,978	30,174	1,196	4.1%
Other	4,065	2,598	3,443	2,918	3,120	202	6.9%
<b>Subtotal</b>	<b>118,834</b>	<b>130,392</b>	<b>139,054</b>	<b>141,878</b>	<b>147,482</b>	<b>5,604</b>	<b>3.9%</b>
Operating Reserve*	\$ 1,912	\$ (5,642)	\$ (2,667)	\$ 3,342	\$ 0	\$ (3,342)	
<b>Total</b>	<b>\$ 120,746</b>	<b>\$ 124,750</b>	<b>\$ 136,387</b>	<b>\$ 145,220</b>	<b>\$ 147,482</b>	<b>\$ 2,261</b>	<b>1.6%</b>

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

## Revenues continued

### Fare Revenue

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

- The FY 2015 Adopted Budget proposes \$31.4 million in Fare revenue, an increase of \$2.3 million (7.8%) from the FY 2014 Projected Revenue (\$29.1 million).
- This reflects a projected increase in ridership due to residual increase in ridership after the Fix-50 project and the implementation of the Connect Card in the winter of this year.

### 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 2015 Adopted Budget proposes \$5.6 million in Contracted Services revenue, an increase of \$0.02 million (0.5%) from the FY 2014 Projected Revenue (\$5.5 million).
- This reflects a 3% increase in Citrus Heights contract funding.



## Revenues continued

### State & Local

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

#### California Transportation Development Act

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

#### Measure A

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

### Measure A cont.

#### 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 2015 Adopted Budget proposes \$77.2 million in state and local funding revenue, an increase of \$1.9 million (2.5%) from the FY 2014 Projected Revenue of \$75.3 million.
- This reflects a 5.1% increase in sales tax growth estimates for Measure A and 4.0% LTF revenues over the FY 2014 Revised Budget.
- This includes a reduction to the State Transit Assistance Revenue of \$1.6 million compared to the FY 2014 Projected Revenue. The projected State wide allocation for this funding source is estimated to be lower than FY 2014 projections.
- This also reflects a transfer of STA funds to capital in the amount of \$3.7 million for Revenue Bond payment for FY 2015.
- This includes \$1.3 million in prior year LTF funds, which is the difference between RT's projected LTF revenue for FY 2014 and the FY 2014 Findings of Apportionments developed by SACOG.



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## Revenues continued

### Federal

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

- The FY 2015 Adopted Budget proposes \$30.2 million in federal funding, an increase of \$1.2 million (4.1%) from the FY 2014 Projected Revenue of \$29.0 million.
- Section 5307 Urbanized Area federal funding is projected to increase by \$0.2 million due to a higher allocation to Region and RT.
- Section 5337 State of Good Repair funding is projected to increase by \$0.3 million due to higher allocation to the Region, and due to the elimination of transfer to Capital of \$240,000 for Light Rail profiling in FY 2015, compared to FY 2014.
- This also reflects \$0.7 million in JARC-type project funding.

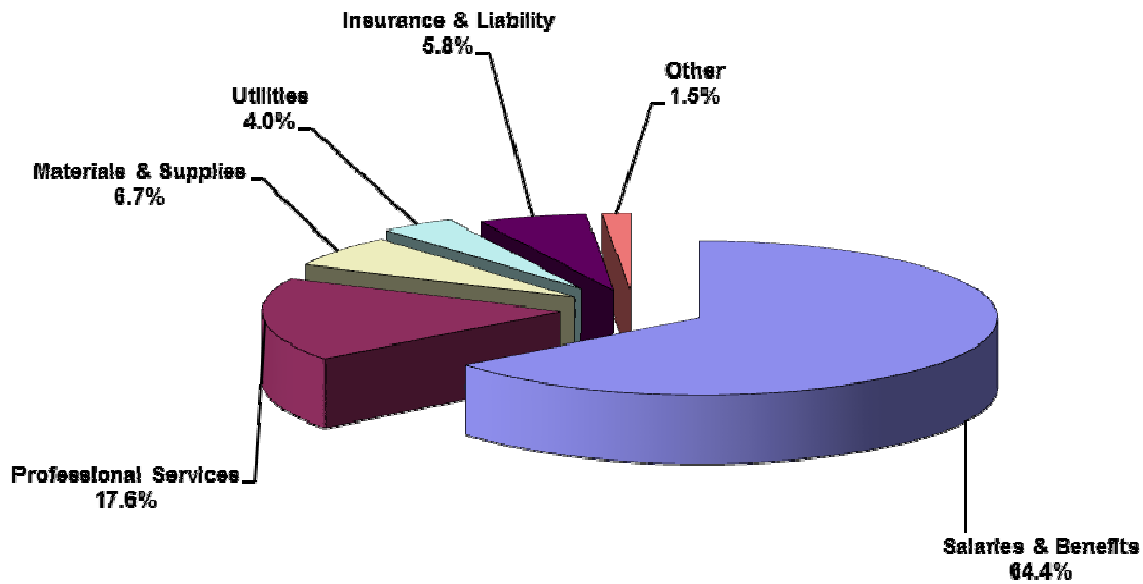
### Other

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 2015 Adopted Budget proposes \$3.1 million in other revenue, which is an increase of \$0.2 million (6.9%) to the FY 2014 Projected Revenue (\$2.9 million).
- This increase represents an increase in RT's compressed natural gas rebate due to the BMF 2 Facilities CNG fueling and the sale of fuel to private vendors.

## Expenses

### Operating Expenses by Expense Category

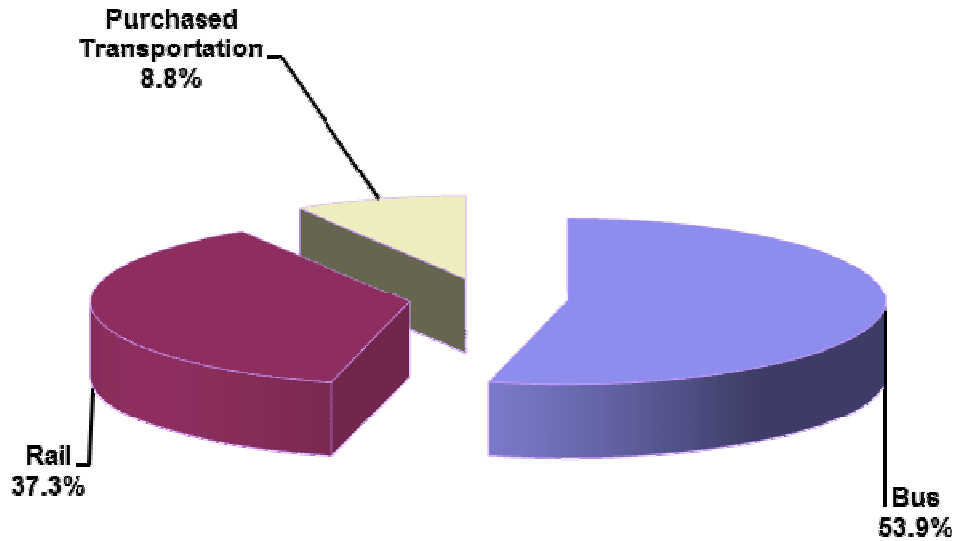


(Dollars in Thousands)

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
Salaries & Benefits	\$ 78,690	\$ 81,751	\$ 87,715	\$ 94,018	\$ 95,046	\$ 1,028	1.1%
Professional Services	20,069	20,165	23,647	24,933	25,923	990	4.0%
Materials & Supplies	7,915	9,119	9,692	10,251	9,857	(395)	-3.9%
Utilities	5,741	5,587	5,639	5,646	5,873	227	4.0%
Insurance & Liability	6,540	6,353	7,910	8,343	8,604	261	3.1%
Other	1,790	1,774	1,784	2,029	2,180	151	7.4%
<b>Total Expenses</b>	<b>\$ 120,746</b>	<b>\$ 124,750</b>	<b>\$ 136,387</b>	<b>\$ 145,220</b>	<b>\$ 147,482</b>	<b>\$ 2,261</b>	<b>1.6%</b>

## Expenses continued

### Operating Expenses by Mode

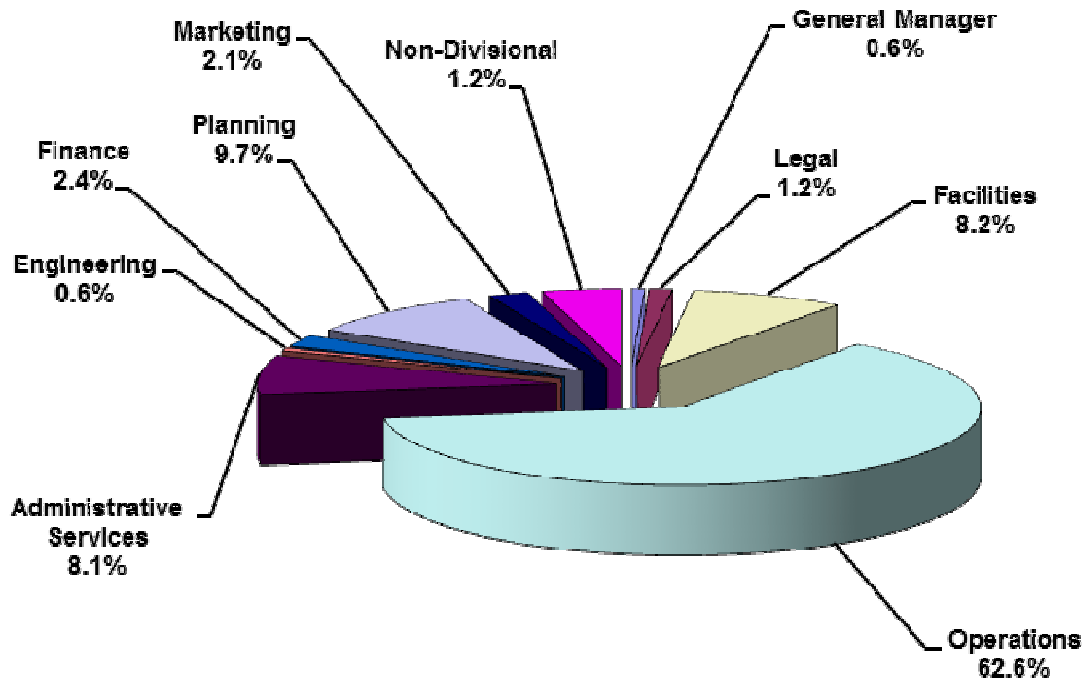


(Dollars in Thousands)

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
Bus	\$ 67,668	\$ 68,252	\$ 73,333	\$ 78,454	\$ 79,511	\$ 1,057	1.3%
Rail	43,468	46,163	50,626	54,417	54,978	560	1.0%
Purchase Transportation	9,611	10,335	12,427	12,349	12,993	644	5.2%
<b>Total Expenses</b>	<b>\$ 120,746</b>	<b>\$ 124,750</b>	<b>\$ 136,387</b>	<b>\$ 145,220</b>	<b>\$ 147,482</b>	<b>\$ 2,261</b>	<b>1.6%</b>

## Expenses continued

### Operating Expenses by Division



(Dollars in Thousands)

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
General Manager	\$ 646	\$ 779	\$ 666	\$ 657	\$ 1,036	\$ 380	57.8%
Legal	1,237	1,302	1,424	1,737	1,967	230	13.2%
Facilities	10,972	10,893	11,574	12,943	13,265	321	2.5%
Operations	80,815	83,837	89,604	95,924	100,997	5,073	5.3%
Administrative Services	10,468	9,918	11,772	12,087	13,021	934	7.7%
Engineering	668	749	797	800	1,035	235	29.4%
Finance	3,115	3,182	3,405	3,798	3,924	126	3.3%
Planning	11,207	12,288	14,815	14,840	15,689	849	5.7%
Marketing	2,498	2,624	3,094	3,321	3,428	106	3.2%
Non-Divisional	(881)	(823)	(763)	(887)	(6,880)	(5,993)	675.4%
<b>Total Expenses</b>	<b>\$ 120,746</b>	<b>\$ 124,750</b>	<b>\$ 136,387</b>	<b>\$ 145,220</b>	<b>\$ 147,482</b>	<b>\$ 2,261</b>	<b>1.6%</b>

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## Expenses continued

### Salaries & Benefits

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

- The FY 2015 Adopted Budget proposes \$95.0 million for salaries and benefits, an increase of \$1.0 million (1.1%) from the FY 2014 Projected Cost (\$94.0 million). Labor increased by \$0.6 million (1.1%) from the FY 2014 Projected Cost (\$54.4 million). This reflects various District position salary adjustments including 13 fully funded and 14 partially funded positions for Blue Line to Cosumnes River College Light Rail extension, five new Rail Laborer positions and one Administrator position for RT's two Pension Plans.
- Fringe Benefits increased by \$3.0 million (6.6%) from the FY 2014 Projected Cost (\$48.1 million). This reflects a \$1.4 million (8.6%) increase in pension costs and a \$1.5 million (13.1%) increase in Medical costs.
- Capital recovery and indirect costs have increased by \$2.6 million over FY 2014 Projected Cost. This represents labor charged to capital projects, which reduces the operating budget labor costs.
- The Fiscal Year 2015 Adopted Budget includes 1017 Funded positions, which is an increase of 5 positions from the Fiscal Year 2014 Revised Budget of 1012 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 2015 Adopted Budget proposes \$25.9 million for Professional Services, an increase of \$1.0 million (4.0%) from the FY 2014 Projected Cost of \$24.9 million.
- This reflects an increase in Purchased Transportation of \$0.6 million, based on increase demand and ridership.



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## Expenses continued

### Materials & Supplies

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

- The FY 2015 Adopted Budget proposes \$9.9 million for materials and supplies, a decrease of \$0.4 million (3.9%) from the FY 2014 Projected Cost of \$10.3 million.
- This reflects a projected increase to CNG fuel costs due to the new Cap and Trade taxes on carbon fuels. This tax is projected to be approximately 17% on CNG fuels.
- This also reflects a projected decrease in bus, rail, and fare vending machine parts.

### Utilities

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

- The FY 2015 Adopted Budget proposes \$5.9 million for Utilities, an increase of (\$0.2) million (4.0%) from the FY 2014 Projected Cost (\$5.6 million).
- This reflects an increase in traction power costs and general facility electric costs.

### 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 2015 Adopted Budget proposes \$8.6 million for Insurance & Liability, an increase of \$0.3 million (3.1%) from the FY 2014 Projected Cost (\$8.3 million).
- This reflects an increase of \$1.6 million in the projected claims reserves for Property and Liability for FY 2015, per RT's most recent actuary report completed in February 2014.
- In addition it reflects a reduction of \$1.4 million in the projected claims reserves for Workers' Compensation for FY 2015, per RT's most recent actuary report completed in February 2014.
- Also, there is an additional decrease of \$0.06 million in insurance premium costs in FY 2015.

## Expenses continued

### Other

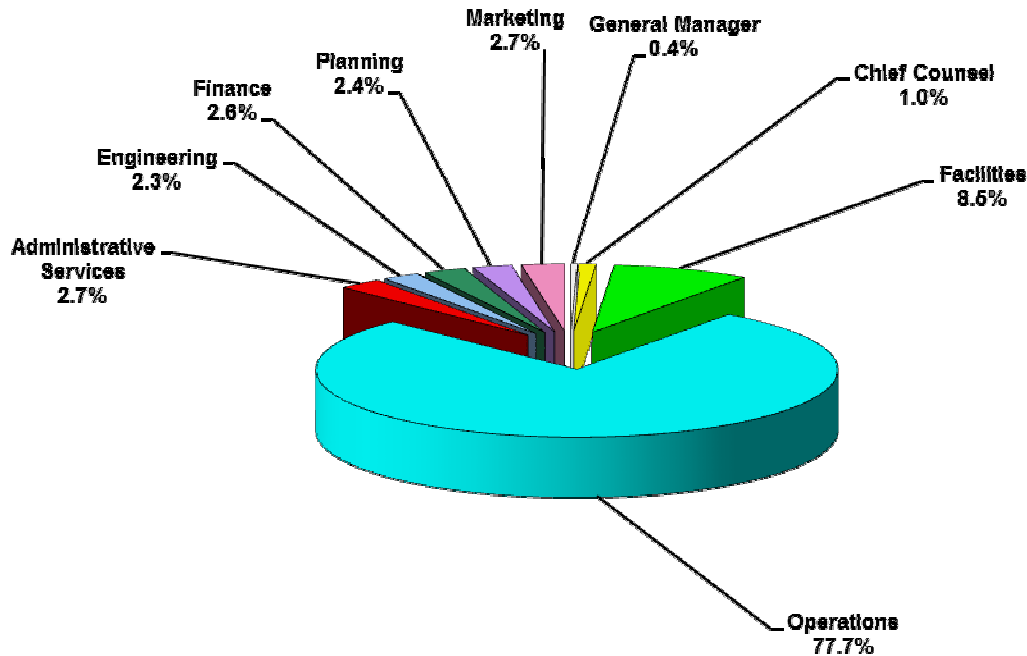
This category includes, but is not limited to, travel and training, seminars, dues and subscriptions, awards and ceremonies, building leases, equipment leases, taxes, freight, advertising, legal notices, and bad debt.

- The FY 2015 Adopted Budget proposes \$2.2 million for other expenditures, an increase of \$0.2 million (7.4%) from the FY 2014 Projected Cost (\$2.0 million).
- This includes a decrease in interest expense of \$0.1 million in FY 2015 due to the temporary resolution of the Federal 13c issue, which required RT to incur additional interest expense in FY 2014, that is not expected in FY 2015.
- This also includes \$0.2 million in GM's contingency.
- Small increases in other accounts make up the remaining difference.



## Positions

The Fiscal Year 2015 Budget includes 1,017 fully or partially funded positions, which is an increase of 5 funded positions from the Fiscal Year 2014 projection of 1,012 funded positions.



Division	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015
General Manager	3	3	4	4	4	0
Chief Counsel	10	10	10	10	10	0
Facilities	73	74	82	87	86	-1
Operations	719	720	775	783	790	7
Administrative Services	21	21	25	26	27	1
Engineering	24	21	22	24	23	-1
Finance	25	26	27	27	26	-1
Planning	21	21	25	24	24	0
Marketing	26	25	27	27	27	0
<b>Total</b>	<b>922</b>	<b>921</b>	<b>997</b>	<b>1,012</b>	<b>1,017</b>	<b>5</b>

<sup>1</sup> Change in funded position count is due to adjustments in RT's labor force.

## FY 2015 Position Changes and Additions

Changes reflected in the FY 2015 preliminary budget are as follows:

- Light Rail department added five Rail Laborer positions due to roadway worker protection required by CPUC General Order 175;
- Light Rail department added 14 positions in preparation for Blue Line to Cosumnes River college Light Rail extension opening. Out of 14 positions, eight positions are Light Rail Train Operators. Employees in these positions need to be trained before the new light rail extension begins operation with a projected start date of September 2015. The cost for these positions will be charged to the Blue Line to Cosumnes River College project in FY 2015.
- Human Resources department has one additional position for Pension Administration, approximately 80% of this position cost will be paid for by the pension plans and 20% by RT's operating budget;
- Evaluation of staffing needs in various departments has resulted in the reduction of 15 funded positions.





## Forecast

### Revenues & Expenses

(Dollars in Thousands)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>Revenues</b>					
Fare Revenue	\$ 31,434	\$ 35,678	\$ 39,245	\$ 41,208	\$ 42,669
Contracted Services	5,556	5,783	5,990	6,200	6,510
Other	3,120	3,276	3,375	3,476	3,559
State & Local	77,198	79,574	82,650	86,404	90,916
Federal	30,174	32,501	32,963	33,431	33,003
<b>Total</b>	<b>147,482</b>	<b>156,812</b>	<b>164,223</b>	<b>170,719</b>	<b>176,657</b>
<b>Expenses</b>					
Salaries & Benefits	95,046	100,927	105,577	109,952	114,509
Professional Services	25,923	27,527	28,795	29,989	31,231
Materials & Supplies	9,857	10,467	10,949	11,403	11,875
Utilities	5,873	6,236	6,524	6,794	7,076
Insurance & Liability	8,603	9,135	9,556	9,952	10,365
Other	2,180	2,315	2,422	2,522	2,626
<b>Total</b>	<b>147,482</b>	<b>156,607</b>	<b>163,823</b>	<b>170,612</b>	<b>177,057</b>
<b>Potential Reserve</b>	<b>\$ -</b>	<b>\$ 205</b>	<b>\$ 400</b>	<b>\$ 107</b>	<b>\$ (400)</b>

### Service Plan

(Revenue Hours)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>Service Plan</b>					
Fixed Route Bus	528,659	533,417	533,417	533,417	538,751
Community Bus Service	26,313	26,550	26,550	26,550	26,815
Light Rail	218,670	239,933	253,356	255,268	255,268

Source: RT's Financial Forecasting Model



## Forecast continued

### Forecast Assumptions

Assumptions are the same as the October 30, 2014 Financial Forecasting Model (FFM).

- Bus Service - Restoration of reduced service started in Fiscal Year (FY) 2013 with implementation of first phase of TransitRenewal.
- Rail Service - Restoration of reduced service started in FY 2013. Blue Line revenue service date is projected to be September 2015.
- Paratransit Service - Grows 3.1% in FY 2016, 4.0% in FY 2017-2019.<sup>1</sup>

Specific revenue assumptions:

- Measure A increases 5% annually, and Local Transportation Fund (LTF) increases 4.1% in FY 2016, 3.6% in FY 2017, 3.5% in FY 2018 and 5% thereafter. Regional Transit (RT) continues to receive these revenues from smaller cities excluding Folsom, Isleton and Galt.
- Sacramento Transit Authority (STA): \$8.9 million in FY 2015 and increases 4.2% every year. Payments for debt service appear as reductions in revenue and are transferred to the capital section where the debt service cost also appears.
- Federal Section 5307 and 5337 State of Good Repair increase 1% per year in FY 2016, 1.5% in FY 2017 - 2018, and 5% per year thereafter.
- Federal Section 5307 Jobs Access and Reverse Commute is projected at \$0.67 million in FY 2015 and growing at the same rate as Section 5307 Federal Revenue.
- \$6 million Congestion Mitigation/Air Quality (CMAQ) funds used for operating subsidy during the first three years of operation of Blue Line (FY 2016-2018).
- Fare revenue (average fare) - Increases in 2016 and 2017 (10% each year). In addition, increases in Fare Revenue are proportional to increases in ridership (rail and bus passenger trips gradually increase over the ten years). In addition, Fare Revenue calculations take into account ridership deflection when fares increase.
- Number of Park and ride lots with paid parking fees are the same throughout the forecast.

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

## Forecast continued

### Specific Cost Assumptions:

- Consumer Price Index at 2.5% per year.
- RT unit labor costs increase 3.0% in FY 2016, 2.2% in FY 2017, 2.5% in FY 2018, 3% in FY 2019.
- Materials/service unit costs increase at 2.5% in FY 2016, 1.5% in FY 2017, 2.0% in FY 2018, 2.5% in FY 2019.
- Paratransit unit costs increase 2.5% in FY 2016, 2.9% in FY 2017 – 2018, and 3.0% in FY 2019.
- Includes operating costs for Blue Line future revenue service.
- Revenue bond debt service expense shown as reduction of operating revenue, not an operating cost.



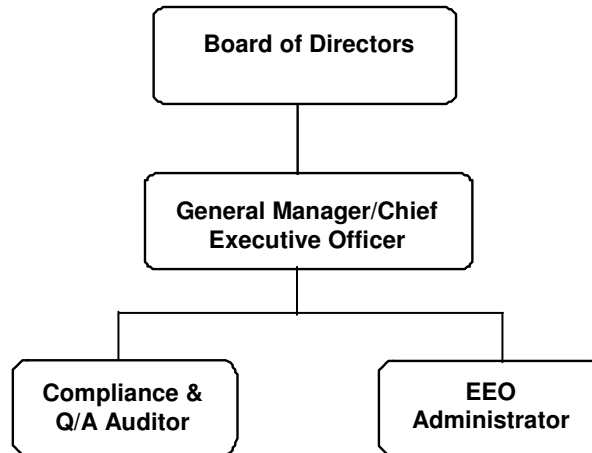


## Division Budgets

## Division Budgets

### Office of the General Manager

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



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

### FY 2014 Accomplishments

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

- Achieved District-wide ridership of 27.9 million.
- Continued to keep the Blue Line to CRC construction on schedule and under budget.
- Achieved a farebox recovery ratio of 22% for all of FY 2014.
- Continued to pursue a ballot measure to increase local funding to expand transit in Sacramento County.
- Established new banking services and a new and expanded line of credit.



## Office of the General Manager continued

### FY 2014 Accomplishments cont.

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

- Enhanced passenger communication and availability of customer information and expanded the Transit Service Disruption Subscription service to light rail.
- Continued to enhance RT's Passenger Security program. Achieved RT's fare inspection rate of 10.5%. The number of crimes reported per thousand customers did not exceed .01. Implemented mid-day LRV Security detail and suspicious package inspection program.

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

- Continued further design and environmental work on the Green Line to the Airport. Continued work on environmental clearance for improvements to Sacramento Valley Station.
- Achieved 12,271 miles between road calls for rail and 10,826 miles between road calls for bus.
- Achieved an on-time reliability rate of 80.4% for bus and 98.6% for light rail.

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

- Maintained employee unscheduled absence rate of 8.4%.
- Started the new Manager/Supervisor training program for all affected employees (to be completed by February 2015).



## Office of the General Manager continued

### FY 2015 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 and all steps are completed for a grand opening in September 2015.
- End FY 2015 within budget on expenditures and at or over budget on revenues. Achieve a fare box recovery ratio of at least 23.4% for all of FY 2015.
- Continue to pursue a public education campaign with the Sacramento Transportation Authority regarding the existing Measure A funding program and evaluate a possible 2016 ballot measure to increase local funding to expand transit in Sacramento County.
- Work with the California Transit Association (CTA) and other transportation advocates to maximize available funding for transit improvements and service from California's new Cap and Trade revenue.
- 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.
- 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.
- Conduct public workshops and develop an implementation plan for the final recommendations from the Security peer review.



## Office of the General Manager continued

### FY 2015 Goals cont.

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

- Complete install of the remaining dynamic messaging signs at the four light rail stations once the fiber backbone is complete and initiate a real time next train arrival and passenger messaging system.
- Continue further design and environmental work on the Green Line to the Airport. Complete the environmental clearance for improvements to Sacramento Valley Station.
- Work with the Downtown River Front Street Car partners to complete environmental clearance and design of the street car project. Secure all necessary funding to begin construction by April 2016.
- Complete midlife overhaul of the first eleven UTDC rail cars by June 2015.
- Install a public access CNG fueling station at the 29<sup>th</sup> Street bus maintenance facility.
- Fully implement the electronic fare card program.
- 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.
- Achieve an on-time reliability rate of 80% or better for bus and 98% or better for light rail.

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

- Employee unscheduled absence will not exceed 7.5%.
- Complete the new Manager/Supervisor training program for all affected employees by February 2015.

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

- Successfully complete labor negotiations for new labor agreements with the AFSCME Supervisor group and AEA.



Office of the General Manager continued

**PERFORMANCE MEASURES / STATISTICS**

<b>Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs</b>									
	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2015 to FY 2014		
							Amount	Percent	
<b>Efficiencies Measures</b>									
Cost Per Passenger									
Bus	\$ 4.29	\$ 4.94	\$ 5.26	\$ 5.42	\$ 5.46	\$ 5.48	\$ 0.02	0.4%	
Rail	\$ 2.91	\$ 3.43	\$ 3.43	\$ 3.65	\$ 4.03	\$ 3.87	\$ (0.16)	(4.0%)	
Cost Per Revenue Mile									
Bus	\$ 10.73	\$ 12.10	\$ 12.28	\$ 12.36	\$ 13.06	\$ 13.10	\$ 0.04	0.3%	
Rail	\$ 10.95	\$ 11.41	\$ 12.13	\$ 12.36	\$ 13.68	\$ 13.93	\$ 0.25	1.8%	
Cost Per Revenue Hour									
Bus	\$ 120.14	\$ 134.92	\$ 136.37	\$ 136.29	\$ 141.88	\$ 143.27	\$ 1.39	1.0%	
Rail	\$ 216.22	\$ 222.80	\$ 234.24	\$ 218.33	\$ 244.11	\$ 251.42	\$ 7.31	3.0%	
Subsidy Per Passenger	\$ 2.69	\$ 3.08	\$ 3.56	\$ 3.68	\$ 3.74	\$ 3.74	\$ -	0.0%	
<b>Effectiveness Measures</b>									
Farebox Recovery Ratio	25.6%	26.1%	25.1%	24.1%	21.9%	23.4%	\$ 0.02	6.8%	

<b>Strategic Plan Goal #2: Provide Total Quality Customer Service</b>									
	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2015 to FY 2014		
							Amount	Percent	
<b>Effectiveness Measures</b>									
Total Ridership									
Bus	17,579,268	13,617,462	13,126,207	13,490,564	14,365,941	14,500,000	134,059	0.9%	
Rail	15,480,652	12,543,866	13,627,808	13,785,510	13,499,150	14,200,000	700,850	5.2%	
Total	33,059,920	26,161,328	26,754,015	27,276,074	27,865,091	28,700,000	834,909	3.0%	
Average Weekday Ridership									
Bus	53,112	43,294	45,909	47,224	50,185	50,417	232	0.5%	
Rail	55,147	47,736	46,955	47,408	46,009	48,667	2,658	5.8%	
Total	108,259	91,030	92,864	94,632	96,194	99,084	2,890	3.0%	
Passengers Per Mile									
Bus	2.17	2.45	2.33	2.28	2.39	2.39	-	0.0%	
Rail	3.90	3.33	3.54	3.39	3.39	3.60	0.21	6.2%	

<b>Strategic Plan Goal #4: Be a Great Workplace, Attract and Retain a Qualified, Talented and Committed Workforce</b>									
	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2015 to FY 2014		
							Amount	Percent	
<b>Quality Measures</b>									
Employee Availability Days									
ATU All	208	207	208	210	206	210	4.43	2.2%	
IBEW	225	225	222	222	216	225	8.73	4.0%	
AEA	234	232	233	233	229	230	0.76	0.3%	
AFSCME - Supervisor	225	229	222	221	223	225	1.92	0.9%	
AFSCME - Admin Tech				233	229	225	(4.33)	(1.9%)	
MCEG	234	234	231	229	227	235	7.93	3.5%	



## Office of the General Manager continued

### Expenses

#### By Expense Category (Whole Dollars)

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 462,900	\$ 533,757	\$ 552,510	\$ 585,209	\$ 703,723	\$ 118,514	20.3%
Professional Services	45,936	215,418	91,858	47,990	99,000	51,010	106.3%
Materials & Supplies	977	698	1,140	606	1,500	894	147.3%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	135,731	29,133	20,033	22,866	232,180	209,314	915.4%
<b>Total</b>	<b>\$ 645,545</b>	<b>\$ 779,005</b>	<b>\$ 665,542</b>	<b>\$ 656,672</b>	<b>\$ 1,036,403</b>	<b>\$ 379,731</b>	<b>57.8%</b>

#### By Department

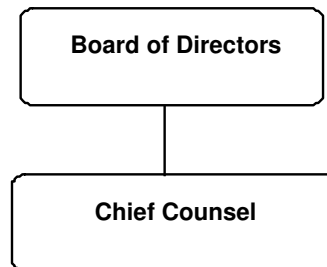
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
General Manager	\$ 489,794	\$ 604,960	\$ 482,201	\$ 457,463	\$ 700,848	\$ 243,385	53.2%
Equal Employment Opportunity	107,349	130,221	136,528	148,784	184,912	36,128	24.3%
Board of Directors	48,402	43,825	46,813	50,425	54,100	3,675	7.3%
Quality Assurance	-	-	-	-	96,543	96,543	0.0%
<b>Total</b>	<b>\$ 645,545</b>	<b>\$ 779,005</b>	<b>\$ 665,542</b>	<b>\$ 656,672</b>	<b>\$ 1,036,403</b>	<b>\$ 379,731</b>	<b>57.8%</b>

#### Positions

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
General Manager	2	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	1	1	1	0	0.0%
<b>Total</b>	<b>3</b>	<b>3</b>	<b>4</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.



- 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 2014 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.
- Developed legislative solution to PEPRA/13(c) funding impasse and initiated required legal challenge to USDOL administrative decision, preserving approximately \$50 million in federal funding for RT.

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

- Completed acquisition of 45 of the 55 parcels needed for the SSCP2 Right of Way Acquisition project.
- Secured a favorable Determination Letters of tax exempt status from the Internal Revenue Service for the ATU, IBEW and Non-Represented Employee's Retirement Plans.



## Office of the Chief Counsel continued

### FY 2014 Accomplishments cont.

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

- Completed the project to Amend and Restate the ATU, IBEW and Non-Represented Employee's Retirement Plans as required by the Internal Revenue Code.
- Participated in review of Entertainment and Sports Complex issues and environmental documents and provided feedback regarding the legal sufficiency thereof.
- Prepared Contract with Gillig, L.L.C. for acquisition of up to 96 new CNG buses to replace half of RT's existing bus fleet.
- Reviewed RFP and resulting Contract for FTA New Starts, Environmental and Engineering Services to further RT's objectives of completing the Green Line to the Airport.
- Completed the long-awaited Northeast Corridor Exchange (pending since 2007) to establish RT's ownership to the parcels used to straighten the "Lumberjack curve." The property exchanges allowed RT to obtain the needed property for no "out of pocket" costs.





## Office of the Chief Counsel continued

### Expenses

#### By Expense Category (Whole Dollars)

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 1,152,090	\$ 1,201,144	\$ 1,218,440	\$ 1,595,672	\$ 1,671,243	\$ 75,571	4.7%
Professional Services	30,775	44,361	140,862	76,959	230,000	153,041	198.9%
Materials & Supplies	49,779	53,021	61,047	62,151	57,000	(5,151)	(8.3%)
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	4,707	3,102	3,545	2,660	8,800	6,140	230.9%
<b>Total</b>	<b>\$ 1,237,351</b>	<b>\$ 1,301,628</b>	<b>\$ 1,423,894</b>	<b>\$ 1,737,441</b>	<b>\$ 1,967,043</b>	<b>\$ 229,603</b>	<b>13.2%</b>

#### By Department

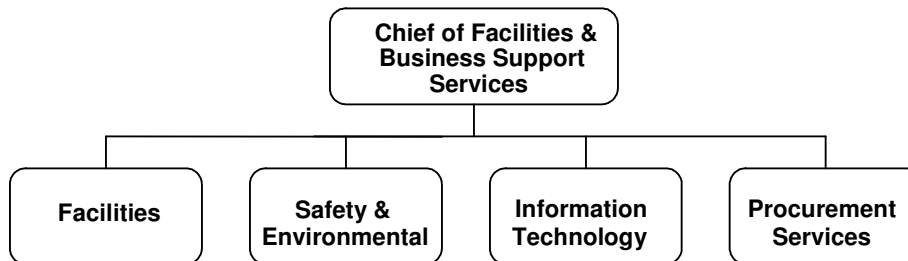
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Chief Counsel	\$ 1,237,351	\$ 1,301,628	\$ 1,423,894	\$ 1,737,441	\$ 1,967,043	\$ 229,603	13.2%
<b>Total</b>	<b>\$ 1,237,351</b>	<b>\$ 1,301,628</b>	<b>\$ 1,423,894</b>	<b>\$ 1,737,441</b>	<b>\$ 1,967,043</b>	<b>\$ 229,603</b>	<b>13.2%</b>

#### Positions

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Chief Counsel	10	10	10	10	10	0	0.0%
<b>Total</b>	<b>10</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. Manages all real property for the district.
- 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 (Central Procurement) acquires goods, services, and assets.

### FY 2014 Accomplishments

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

- All departments stayed within budget.
- Completed the SAP upgrade on time and within the project budget.
- Procurement had no audit findings during the FTA Triennial Audit.
- Continued to maintain RT infrastructure in spite of the very tight budgets.
- Conducted 100% audit of all P-card (Credit Card) transactions.
- Registered and certified to earn carbon credits for our fueling system and bus fleet. Also began earning credits in the final quarter of the fiscal year.

## Facilities & Business Support Services continued

### FY 2014 Accomplishments cont.

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

- Implemented limited on line sales.
- Completed the design of the new Luis-Orlando transit center on behalf of Roseville.
- Added features to the customer phone application.

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

- Began providing fueling service to other agencies and private sector at 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 (Annual Service).
- Completed the detectable warning tile installation at and near rail crossings within the city of Sacramento including additional areas not originally within our funding limits. Because of running the project under budget, the project was expanded to include additional crossings.
- Funded and purchased the remaining digital message signs to complete the system. Final installation will occur in FY 2015.
- Moved the final application off of the AS400 (archaic computer system).
- Maintained 100% reliability of the CNG fueling systems. For twelve years staff has provided 100% reliability of the CNG fueling systems. As the systems have aged, this accomplishment has become more significant. No system in the country has performed better than RT's.
- Began implementation of the expanded no smoking policy at light rail stations and bus stops.
- Installed cameras and Wi-Fi in the bus storage lots under the freeway.
- Received funding to update the RT facility security system.
- Purchased the equipment to install a public/other agency fueling station at the 29th Street Bus Maintenance Facility on the concrete area adjacent to 29th street.

## Facilities & Business Support Services continued

### FY 2014 Accomplishments cont.

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

- Completed improvements to the lighting in the north bus parking lot.
- Updated all of RT's safety documentation to conform with new federal and state requirements.

### FY 2015 Goals

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

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

***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).
- Improve the bus stop amenities.
- Implement the electronic fare card program (Connect Card).
- Improve bicycle access and coordination with our bus and rail systems.



## Facilities & Business Support Services continued

### FY 2015 Goals cont.

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

- 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.
- Complete the installation 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. Outfit the facility for maintenance of 35 buses.
- Complete the 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.
- Purchase a bucket truck for facilities to enhance the responsiveness and independent ability to maintain station lighting.
- Transition to renewable bio-gas for the CNG bus fleet. This transition should be done as a budget saving using the CARB guidelines and credit savings.
- Install and implement audio version of the digital sign system for the vision impaired.

#### ***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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
Salaries & Benefits	\$ 6,459,343	\$ 6,849,236	\$ 7,528,699	\$ 8,719,005	\$ 9,136,809	\$ 417,804	4.8%
Professional Services	1,720,625	1,319,141	1,495,466	1,435,391	1,501,390	65,999	4.6%
Materials & Supplies	349,260	343,639	375,538	410,304	357,500	(52,804)	(12.9%)
Utilities	1,558,461	1,535,427	1,457,921	1,677,757	1,537,900	(139,857)	(8.3%)
Insurance & Liability	(2,676)	(4,851)	(4,130)	(9,654)	-	9,654	(100.0%)
Other	887,264	850,312	720,307	710,524	731,200	20,676	2.9%
<b>Total</b>	<b>\$ 10,972,277</b>	<b>\$ 10,892,904</b>	<b>\$ 11,573,802</b>	<b>\$ 12,943,327</b>	<b>\$ 13,264,799</b>	<b>\$ 321,472</b>	<b>2.5%</b>

#### By Department

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
Chief of Facilities	\$ 119,136	\$ 151,147	\$ 153,819	\$ 186,561	\$ 183,993	\$ (2,568)	(1.4%)
Facilities Maintenance	6,583,660	6,304,898	6,209,537	6,792,404	6,877,931	85,527	1.3%
Safety	556,795	547,077	586,441	629,671	672,524	42,853	6.8%
Information Technology	1,470,441	1,552,910	2,154,037	2,522,711	2,598,120	75,408	3.0%
Procurement	2,242,244	2,336,871	2,469,967	2,811,979	2,932,231	120,252	4.3%
<b>Total</b>	<b>\$ 10,972,277</b>	<b>\$ 10,892,904</b>	<b>\$ 11,573,802</b>	<b>\$ 12,943,327</b>	<b>\$ 13,264,799</b>	<b>\$ 321,472</b>	<b>2.5%</b>

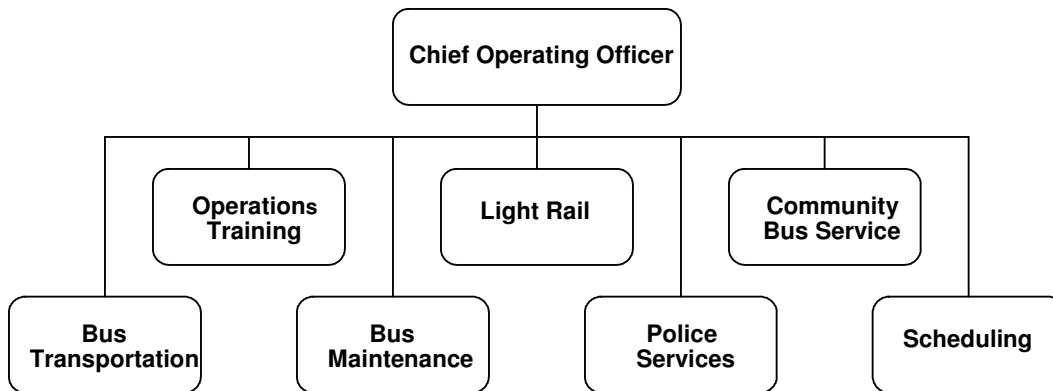
#### Positions

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
Chief of Facilities	1	1	1	1	1	0	0.0%
Facilities Maintenance	34	34	37	40	39 <sup>1</sup>	-1	(2.5%)
Safety	4	4	4	4	4	0	0.0%
Information Technology	10	11	15	16	16	0	0.0%
Procurement	24	24	25	26	26	0	0.0%
<b>Total</b>	<b>73</b>	<b>74</b>	<b>82</b>	<b>87</b>	<b>86</b>	<b>-1</b>	<b>(1.1%)</b>

<sup>1</sup> Unfunded 1 Facilities Maintenance Mechanic

## 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 and 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 2014 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.
- 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 2014 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 2015 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 by 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 achieve a high level of service reliability through effective maintenance programs, by exceeding RT's goals with respect to miles between mechanical failures for both Bus and Rail, and through RT's on-time performance indicator for both bus and rail.
- 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 2015 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 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2015 to FY 2014	
							Amount	Percent
<b>Reliability Measures</b>								
On-Time Performance								
Bus	86.2%	85.3%	83.3%	81.2%	80.4%	80.0%	(0.4%)	
On-Time Departures								
Rail	97.8%	96.2%	97.1%	96.7%	98.6%	97.0%	(1.6%)	
Completed Trips								
Bus	99.8%	99.9%	99.9%	99.8%	99.8%	99.8%	0.0%	
Rail	99.8%	99.9%	99.9%	99.6%	99.8%	99.8%	0.0%	
Miles Between Service Calls								
Bus	11,149	10,850	10,931	9,368	10,585	9,500	(1,085)	(10.3%)
Rail	24,868	26,617	19,512	8,878	12,271	12,000	(271)	(2.2%)
<b>Quality Measures</b>								
Accidents Per 100,000 Miles								
Bus	0.9	1.0	0.6	0.2	0.3	1.2	0.86	252.9%
Rail	0.7	1.3	1.1	1.5	1.2	2.2	0.98	80.3%
Crimes Committed Per Million Passengers	18.4	18.7	8.0	9.5	9.7	20.0	10.30	106.2%
Percent of passengers inspected	10.55%	12.30%	12.00%	9.51%	10.47%	12.00%	1.53%	14.6%
Cited passengers without proper fare	15,236	22,183	22,000	22,637	23,581	22,500	(1,081.00)	(4.6%)
Light Rail Fare evasion	0.89%	1.42%	1.20%	1.60%	1.67%	1.50%	-0.17%	(10.2%)

<b>Strategic Plan Goal #4: Be a Great Workplace; Attract and Retain a Qualified, Talented and Committed Workforce</b>								
	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2015 to FY 2014	
							Amount	Percent
<b>Quality Measures</b>								
Employee Availability Days <sup>1</sup>								
ATU operators	208.10	206.00	208.58	210.28	205.82	209.00	3.18	1.5%
Lost Time Injuries Per 100 Employees	0.62	0.67	0.79	0.8	0.8	0.8	-	0.0%



## Operations continued

### Expenses

#### By Expense Category (Whole Dollars)

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 62,596,495	\$ 64,318,664	\$ 68,478,785	\$ 72,774,866	\$ 77,747,877	\$ 4,973,011	6.8%
Professional Services	7,040,734	7,007,534	7,814,059	9,283,822	9,389,891	106,069	1.1%
Materials & Supplies	7,235,078	8,407,002	9,007,536	9,588,892	9,214,950	(373,942)	(3.9%)
Utilities	4,182,858	4,051,639	4,180,760	3,968,030	4,335,000	366,970	9.2%
Insurance & Liability	(414,338)	(210,433)	(151,261)	(5,388)	-	5,388	(100.0%)
Other	174,235	262,886	273,723	313,946	309,150	(4,796)	(1.5%)
<b>Total</b>	<b>\$ 80,815,062</b>	<b>\$ 83,837,292</b>	<b>\$ 89,603,603</b>	<b>\$ 95,924,169</b>	<b>\$ 100,996,868</b>	<b>\$ 5,072,699</b>	<b>5.3%</b>

#### By Department

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Chief Operating Officer	\$ 458,008	\$ 520,683	\$ 568,554	\$ 573,816	\$ 537,317	\$ (36,499)	(6.4%)
Bus Transportation	32,554,457	32,690,689	34,524,008	36,739,786	38,253,402	1,513,617	4.1%
Operations Training	327,833	454,128	927,959	1,035,517	1,121,627	86,110	8.3%
Bus Maintenance	13,774,379	14,028,537	14,549,084	15,616,273	16,785,149	1,168,877	7.5%
Light Rail	24,548,524	26,509,727	28,396,795	29,756,668	31,479,334	1,722,667	5.8%
Police Services	7,074,095	7,170,234	7,983,236	9,355,488	9,679,030	323,542	3.5%
Community Bus Service	1,693,792	1,959,342	2,215,758	2,285,215	2,646,984	361,770	15.8%
Scheduling	383,974	503,952	438,209	561,407	494,024	(67,383)	(12.0%)
<b>Total</b>	<b>\$ 80,815,062</b>	<b>\$ 83,837,292</b>	<b>\$ 89,603,603</b>	<b>\$ 95,924,169</b>	<b>\$ 100,996,868</b>	<b>\$ 5,072,699</b>	<b>5.3%</b>

#### Positions

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Chief Operating Officer	3	3	3	3	3	0	0.0%
Bus Transportation	380	379	393	393	383	-10	(2.5%)
Operations Training	3	3	14	14	14	0	0.0%
Bus Maintenance	101	101	102	102	102	0	0.0%
Light Rail	189	192	205	218	236	18	8.3%
Police Services	20	19	21	16	15	-1	(6.3%)
Community Bus Service	20	19	33	33	33	0	0.0%
Scheduling	3	4	4	4	4	0	0.0%
<b>Total</b>	<b>719</b>	<b>720</b>	<b>775</b>	<b>783</b>	<b>790</b>	<b>7</b>	<b>0.9%</b>

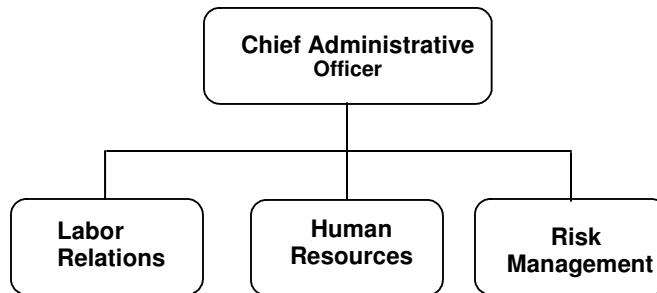
<sup>1</sup> Unfunded 10 Bus Operators

<sup>2</sup> Add 1 Light Rail Assistant Mechanic, 1 Maintenance Supervisor – Light Rail, 1 Maintenance Supervisor – Wayside, 8 Light Rail Operators, 5 Rail Laborers, 1 Senior Rail Maintenance Worker, and 1 Transportation Supervisor

<sup>3</sup> Unfunded 1 Transit Officer

## 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 2014 Accomplishments

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

- Completed Negotiations of the Collective Bargaining Agreement with the Amalgamated Transit Union (ATU) – New expiration: 03/31/2017
- Completed Negotiations of the Collective Bargaining Agreement with the International Brotherhood of Electrical Workers (IBEW) – New expiration: 03/31/2018
- Completed Negotiations of the Collective Bargaining Agreement with the American Federation of State, County and Municipal Employees (AFSCME) – Administrative/Technical Unit – New expiration: 12/31/2017
- Continuing Negotiation of the new terms and conditions of the Collective Bargaining Agreement with the American Federation of State, County and Municipal Employees (AFSCME) – Supervisor Unit: Contract expired 12/31/2013
- Continuing Negotiations of the new terms and conditions with the Administrative Employees Association (AEA) – Agreement expired June 30 2014
- Provided Safety and Service awards to eligible employees.
- Hired new Sr. Labor Relations Analyst (02/2014)

## Administrative Services continued

### FY 2014 Accomplishments cont.

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

Recruiting:

- Continued progress toward identifying ways to fill underutilized positions.
- Worked collaboratively with Transportation on staffing efforts, ensuring adequate candidate pools and timely staffing of all upcoming classes.
- Identified vendor to provide background check program for all levels within the organization. (being held due to Background Check SOP)
- Worked with IT to explore the implementation of the SAP Applicant Tracking Program, reviewed numerous vendors and programs. (pending due to funding.)
- While our ultimate goal is the SAP Applicant Tracking Software, our interim goal was 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. (ongoing).
- Continued to work collaboratively with appropriate departments to develop an HR page on the RT website. (not yet completed).

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

- Secured new five (5) year contract for Medical Review Officer – expires 06/30/2019
- Secured new five (5) year contract for Substance Abuse Professional – expires 06/30/2019
- Secured new five (5) year contract for Laboratory Services – expires 6//30/2019
- Successfully passed the Federal Transit Administration (FTA) and Department of Transportation (DOT) Drug and Alcohol Testing Program audit with full compliance (1/2014)
- Monitored Contractors and Sub-recipients' Drug and Alcohol Program for compliance with Federal Transit Administration (FTA) and Department of Transportation (DOT). FTA audit yielded compliance results.



## Administrative Services continued

### FY 2014 Accomplishments cont.

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

- Provided Substance Abuse Awareness Training for new employees.
- Provided Drug and Alcohol “refresher” training to all Supervisors.
- Monitored and reported monthly on employee availability with continued emphasis on improving employee attendance. Established attendance control committee.
- Unemployment Claims and Appeals
  - 24 - Total Claims Filed
  - 13 - RT Account Relieved
  - 9 - RT Account Charged Uncontested
  - 2 - RT Account Charged Contested
  - 0 - Pending
  - 2 - Appeal Hearings
  - 1 - Favorable Appeals
- Arbitrations:
  - 2 - ATU, Prevailed – 1,
  - 2 – ATU, Averted
  - 1 - IBEW, Pending
- With the guidance of our consultants, Risk selected an OCIP insurer and negotiated the terms of coverage. On August 1, 2013, RT bound the OCIP policy and an earnest effort followed to finalize an administration plan and claim procedures. To date there has been only one workers’ compensation claim with minimal lost time and one liability claim which was denied after there was a determination of no liability.
- Risk worked with an appraiser from the property insurer (Travelers) this year. The schedule of values was examined and where there was a question about the insurable value of buildings or contents therein, the location was inspected by the appraiser. The appraiser prepared valuation reports which were used to set insurance limits with confidence.
- Recovered \$238,400 in third party recoveries.
- Effectively worked with appropriate departments to identify dangerous conditions, hazards and reduce accident, injury and illness claims against RT. This is demonstrated by a 5.4% decrease in Workers’ Compensation claims filed and a 8% decrease in General Liability claims filed.

## Administrative Services continued

### FY 2014 Accomplishments cont.

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

##### Training/Development:

- Effective 9/2013, re-implemented the One-Day New Employee Orientation.
- Revitalized New Manager Training as part of the larger Manager Training that began in July 2014.

##### Compensation:

- Completed Salaried Positions compensation survey and develop a plan to implement changes across the groups.
- Participated in all benchmarking opportunities, ensuring RT receives informal information regarding both classification and compensation practices of partner transit agencies.
- Continued to expand JET team to include review of new position requests prior to the formal placement within the job band. (not yet completed).
- Continued cross training of recruitment staff and transition work to HR administrator. (not yet completed).

##### Benefits:

- Finalized all team cross training, ensured each benefits task as a primary and secondary team member.
- Fully implemented ACA, ensured all applicable provisions were met within all established timelines.
- Continued to develop a wellness program that encourages employees to begin taking action towards healthier living.
- Determined with EMT that “Health Fair” and Enrollment Fair” should be separated; continued to reformat “Wellness Fair.”
- Continued to benchmark benefits that were available and determined if any supplemental benefits should be considered.

## Administrative Services continued

### FY 2014 Accomplishments cont.

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

##### Pension Plan:

- Developed procedures for processing disability retirements.
- Developed procedures for processing pension underpayments.
- Developed procedures for processing pension overpayments finalized process document for the calculation of retiree pensions.
- Continued to develop QDRO and Joinder FAQs for distribution as necessary. (not yet completed)
- Revised and had all Boards adopt Retirement Board Bylaws.
- Completed RFP for Custodian Services and retained current vendor.
- Completed RFP for Actuary Services, extended contract with current vendor.

### FY 2015 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 American Federation of State, County and Municipal Employees (AFSCME) Local 146 Supervisor Unit – Contract expired 12/31/2013.
- Complete the new terms and conditions with the Administrative Employees Association (AEA) - expired 6/30/2014.
- Monitor and report monthly on employee availability and continue emphasis on improving employee attendance.
- Maintain a professional and productive working relationship with all bargaining units and their representatives.
- Provide Substance Abuse Awareness Training for new employees.
- Train Supervisors on implementation of the Prescription/Over-the-Counter policy.
- Develop and negotiate a “universal” attendance policy for all departments (exclusive of Operators).

## Administrative Services continued

### FY 2015 Goals

***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.
- Continue progress toward identifying ways to fill underutilized positions
- Participate in the upcoming AAP creation to ensure classifications are appropriately identified in the AAP job groups
- Implement Background check program, including Background Check SOP for all levels within the organization by December 2014
- Work with IT to explore the implementation of the SAP applicant tracking program. A viable solution will be identified by June 15.
- 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, electronic storage. All to be included in applicant tracking program.
- Work collaboratively with appropriate departments to develop an HR page on RT website.
- Work collaboratively with appropriate departments to install equipment in HR Conference room to allow FaceTime and Skype interviewing.
- Prepare RFP process for DOT Examination service provider for both pre-employment and recertification programs. Current contract expires 6/2015.
- Hire Senior HR Analyst no later than March 2015.

## Administrative Services continued

### FY 2015 Goals cont.

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

##### Training/Development:

Effective June 2015, 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 initiative through ELA Consulting Group should be completed by February 2015.
  - Once ELA/Wilson training is complete, identify additional training modules that are needed and source appropriate vendor.

##### Compensation:

- Continue to participate in all benchmarking opportunities, ensuring RT receives informal information regarding both classification and compensation practices of partner transit agencies
- Explore with the JET the possibility of reviewing the entire salaried classification job banding to ensure accuracy of placement.
- Complete cross training of recruitment staff and transition work to other HR staff members.

##### Benefits:

- 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
- Continue to benchmark benefits that are available and determine if any supplemental benefits should be considered

## Administrative Services continued

### FY 2015 Goals cont.

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

##### Pension Plan:

Develop process plans 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.
- Provide Drug and Alcohol Training for Supervisors.
- Continue Common Practices meetings to ensure consistency in the application of Collective Bargaining Agreements across departments.





## Administrative Services continued

### FY 2015 Goals cont.

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

##### **District Insurance**

###### OCIP

- The construction activity at the south line project is in full swing and the exposure is hitting its peak. Risk will continue to work with the Contractor, OCIP Administrator and Insurers to deploy, sustain and manage loss control and loss prevention techniques.

###### Contract Insurance

- Staff will finalize the updates to the contract insurance requirements. We have been working with our broker (Aon) and RT legal department to review current insurance levels and language used to better reflect the changes in the insurance industry. These guidelines are designed to protect the interests and finances of the District. Liability limits 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 have also been reviewed and evaluated.

###### Excess Insurance

- In coordination with the broker (Aon) we will work to review RT's portfolio and marketing strategy. We will provide underwriters with a more inclusive look of the data that drives our results including detailed loss runs, demographic studies, ridership analysis, etc. Our goal will be to better position the District for leverage in negotiations in an increasingly hardening market.

## Administrative Services continued

### FY 2015 Goals cont.

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

##### **Claims Handling**

- Risk is 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 incident/accident investigation for general liability, workers compensation claims, as well as identifying trends, exposures and recommending remedial actions.
- Work with IT to enhance the software capable to tracking accident data and performing trending analysis.

##### **Administration**

- Will go out to bid for vendor to perform actuarial study of general liability and workers' compensation claims reserves, October 2014.
- Will go out to bid for Third Party Administrator of the Workers' Compensation claims program, spring of 2015.





## 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 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Budget</b>
Positions Filled/Recalled								
Operators	20	9		32	37	51	56	20
Support - Maintenance & Facilities	14	13	10	10	8	20	25	48
Support - Other	33	20	9	9	15	32	22	20
<b>Total</b>	<b>67</b>	<b>42</b>	<b>19</b>	<b>51</b>	<b>60</b>	<b>103</b>	<b>103</b>	<b>88</b>

<b>Employee Relations</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Budget</b>
Service Awards Eligibility								
<i>By Years of Service - All Employee Groups</i>								
5 years	13	17	26	21	11	14	10	26
10 years	5	14	14	17	14	19	25	14
15 years	1	1	4	6	6	13	14	4
20 years	10	6	2	5	2	1	3	2
25 years	1		6	1	21	11	13	6
30 years		8	3	2	1	0	4	3
35 years			1	1	0	5	3	1
40 years							1	
Safety Awards Eligibility								
<i>By Years of Award</i>								
01 - 09 years	317	355	326	299	215	211	217	217
10 - 19 years	92	104	103	106	115	119	121	121
20 - 29 years	41	42	40	39	38	34	28	28
30 - 39 years	6	8	9	9	6	6	5	5

\*\*Data for FY13 & FY14 Safety Awards represent actual eligibility for 2012 & 2013 Award Recipients respectively.

\*\*The 2012 Safety Awards were paid out of the FY 2014 Budget. The 2013 Safety Awards will be paid out of the FY 2015 Budget.

<b>Risk Management</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Budget</b>
Case Load								
<i>Workers Compensation Claims</i>								
Open	180	142	144	138	147	148	140	150
Close	172	161	183	154	123	127	134	152
Litigated	39	30	33	14	7	17	12	22
<i>General Liability Claims</i>								
Open	296	270	311	252	190	258	236	270
Close	410	251	312	251	220	256	266	290
Litigated	20	20	32	32	19	22	14	23
<i>Property Recovery Claims</i>								
Open	108	107	144	59	78	83	84	98
Close	123	120	145	84	67	63	75	99
Recoveries	\$ 309,367	\$ 183,308	\$ 161,397	\$ 372,193	\$ 180,907	\$ 981,517	238,401	Nonbudgeted
Insurance Renewals	\$2,872,224	\$2,711,451	\$2,409,078	\$2,428,526	\$2,334,462	\$2,885,710	\$ 2,839,938	\$ 2,926,300



## Administrative Services continued

### Expenses

#### Expenses By Category (Whole Dollars)

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
Salaries & Benefits	\$ 2,665,024	\$ 2,561,039	\$ 2,756,265	\$ 2,740,572	\$ 3,425,524	\$ 684,952	25.0%
Professional Services	727,701	672,309	819,962	853,518	845,175	(8,343)	(1.0%)
Materials & Supplies	10,428	9,171	12,152	8,737	12,000	3,263	37.3%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	6,957,260	6,568,780	8,065,076	8,358,108	8,603,540	245,432	2.9%
Other	107,579	107,054	118,084	126,514	134,845	8,331	6.6%
<b>Total</b>	<b>\$ 10,467,991</b>	<b>\$ 9,918,353</b>	<b>\$ 11,771,539</b>	<b>\$ 12,087,449</b>	<b>\$ 13,021,084</b>	<b>\$ 933,635</b>	<b>7.7%</b>

#### By Department

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
Chief Admin Officer	\$ 294,439	\$ 439,627	\$ 535,354	\$ 473,374	\$ 525,728	\$ 52,354	11.1%
Human Resources	1,773,112	1,517,461	1,619,261	1,624,367	1,957,919	333,552	20.5%
Employee Relations	508,426	431,691	483,173	515,589	745,391	229,802	44.6%
Training	150	1,430	8,681	5,955	10,000	4,045	67.9%
Risk Management	7,891,863	7,528,143	9,125,071	9,468,163	9,782,046	313,883	3.3%
<b>Total</b>	<b>\$ 10,467,991</b>	<b>\$ 9,918,353</b>	<b>\$ 11,771,539</b>	<b>\$ 12,087,449</b>	<b>\$ 13,021,084</b>	<b>\$ 933,635</b>	<b>7.7%</b>

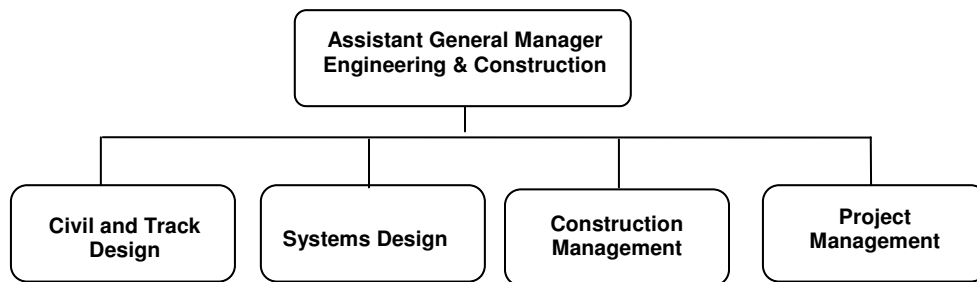
#### Positions

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
Chief Admin Officer	2	3	3	3	3	0	0.0%
Human Resources	12	10	13	13	14 <sup>1</sup>	1	7.7%
Employee Relations	3	3	4	5	5	0	0.0%
Training	0	0	0	0	0	0	0.0%
Risk Management	4	5	5	5	5	0	0.0%
<b>Total</b>	<b>21</b>	<b>21</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>1</b>	<b>3.8%</b>

<sup>1</sup> Add 1 Pension and Retiree Services Administrator

## Engineering & Construction

This division implements capital projects in support of the operating divisions through design and construction, and provides technical support for ongoing 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 2014 Accomplishments

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

- Worked with Legal and Finance staff to ensure the flow of funding for the Blue Line to Cosumnes River College.
- Worked with Downtown Riverfront Streetcar team, and RT Grants and Planning Department staff to apply for grant monies for further environmental and engineering design activities.

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

- Provided ongoing technical support to other departments and divisions in support of their efforts to complete ongoing operating, maintenance, planning functions, and capital projects. (i.e. Bus Maintenance Facility 2 Improvements, Green Line to the Airport and the UTDC retrofit project).
- Provided ongoing assistance and support to the Finance Division related to the Capital Improvement Plan, reporting required for capital projects and the associated grants and funding.

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

- Executed contract for Civil, Track, Structures, Stations, and Systems for Blue Line to Cosumnes River College light rail extension project.
- Provided management services for the Downtown Riverfront Streetcar Project. Including, assistance with the successful application to the Federal Transit Administration to enter Project Development
- Provided engineering and technical support for the Green Line to the Airport project.
- Completed construction of the Cosumnes River Boulevard and Morrison Creek aerial structures for the Blue Line to Cosumnes River College light rail extension project.
- Executed the Settlement Agreement with the Green Line to the River District Contractor to closeout costs on the contract.
- Began construction of Civil, Track, Structures, Stations and Systems for the Blue Line to Cosumnes River College light rail extension project.



## Engineering & Construction continued

### FY 2014 Accomplishments cont.

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

- Provided leadership and management training opportunities for staff.
- Continued to provide a variety of cost-effective opportunities for individuals as well as group training sessions through the use of webinars, including staff from other departments.
- 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.
- Evaluated opportunities to promote staff as professional development and experience dictate.

***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 2015 Goals

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

- Work with City of Sacramento, City of West Sacramento, Yolo County Transportation District, Sacramento Area Council of Governments, and Finance staff to ensure the flow of funding for the Downtown Riverfront Streetcar project.
- Work with Sacramento Transportation Authority staff and regional transportation agencies to implement an educational campaign for to build awareness of the existing ½ - cent transportation sales tax.

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

- Provide ongoing technical support to other departments and divisions in support of their efforts to complete ongoing operating, maintenance, planning functions, and capital projects. (i.e. Bus Maintenance Facility 2 Improvements, Green Line to the Airport and the UTDC Retrofit project).
- Provide ongoing assistance and support to the Finance Division related to the Capital Improvement Plan, reporting required for capital projects and the associated grants and funding.

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

- Submit information necessary for the Downtown Riverfront Streetcar project to enter the Federal Transit Administration’s Small Starts Grant Agreement process.
- Provide ongoing 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.
- Substantially complete construction activities of the Civil, Track, Structures, Stations and Systems contract for the Blue Line to Cosumnes River College Light Rail Extension project.

## Engineering & Construction continued

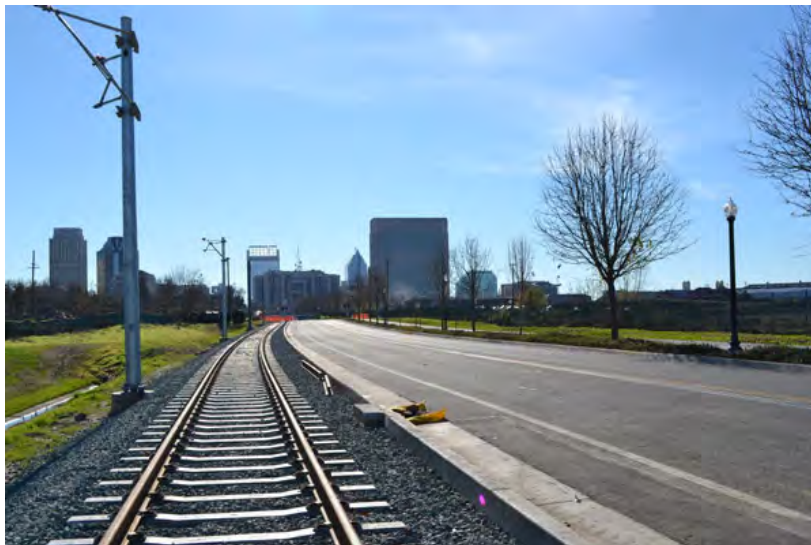
### FY 2015 Goals cont.

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

- Provide ongoing 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.

***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 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
Salaries & Benefits	\$ 655,146	\$ 735,650	\$ 780,588	\$ 785,665	\$ 1,010,201	\$ 224,536	28.6%
Professional Services	-	-	(220)	-	1,000	1,000	0.0%
Materials & Supplies	4,650	5,340	5,776	1,887	7,500	5,613	297.6%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	8,092	8,327	10,776	12,030	16,000	3,970	33.0%
<b>Total</b>	<b>\$ 667,888</b>	<b>\$ 749,318</b>	<b>\$ 796,920</b>	<b>\$ 799,581</b>	<b>\$ 1,034,701</b>	<b>\$ 235,120</b>	<b>29.4%</b>

#### By Department

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
AGM of Engineering	\$ 186,276	\$ 219,117	\$ 297,944	\$ 231,456	\$ 316,697	\$ 85,241	36.8%
Systems Design	88,366	89,697	73,018	65,622	121,550	55,928	85.2%
Civil & Track Design	284,784	317,611	309,169	297,901	395,531	97,630	32.8%
Construction Management	108,463	122,892	116,788	79,801	140,769	60,968	76.4%
Project Management	-	-	-	124,801	60,154	(64,647)	(51.8%)
<b>Total</b>	<b>\$ 667,888</b>	<b>\$ 749,318</b>	<b>\$ 796,920</b>	<b>\$ 799,581</b>	<b>\$ 1,034,701</b>	<b>\$ 235,120</b>	<b>29.4%</b>

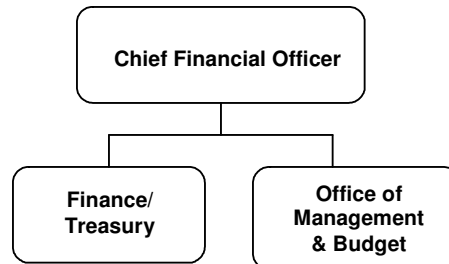
#### Positions

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
AGM of Engineering	6	6	7	6	5 <sup>1</sup>	-1	(16.7%)
Systems Design	5	3	3	4	4	0	0.0%
Civil & Track Design	7	7	7	8	8	0	0.0%
Construction Management	6	5	5	4	4	0	0.0%
Project Management	0	0	0	2	2	0	0.0%
<b>Total</b>	<b>24</b>	<b>21</b>	<b>22</b>	<b>24</b>	<b>23</b>	<b>-1</b>	<b>(4.2%)</b>

<sup>1</sup> Unfunded 1 Senior Administrative Assistant

## 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 2014 Accomplishments

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

- Received unqualified independent audit report on FY 2012-13 Comprehensive Annual Financial Report.
- Received Certificate of Achievement for Excellence in Financial Reporting from Government Finance Officers Association for FY 2012-13 Comprehensive Annual Financial Report.
- Completed FY 2012-13 Comprehensive Annual Financial Report by November 30, 2013.
- Received Distinguished Budget Presentation Award from Government Finance Officers Association for the FY 2013-14 Budget.
- Published Vital Statistics, KPR's and Internal Financial Reports on time and in advance in accordance with the monthly close schedule.
- Participated in the ongoing conversations of pension reform measures with other RT Divisions to help contain escalating pension costs.

## Finance continued

### FY 2014 Accomplishments cont.

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

- 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.
- Finalized the updated transfer agreement with Placer County.

***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.

### FY 2015 Goals

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

- Receive unqualified independent audit report on 2013-14 Comprehensive Annual Financial Report.
- Receive Certificate of Achievement for Excellence in Financial Reporting from Government Finance Officers Association for 2013-14 Comprehensive Annual Financial Report.
- Complete 2013-14 Comprehensive Annual Financial Report by November 30, 2014.
- Receive Distinguished Budget Presentation Award from Government Finance Officers Association for FY 2015 Budget.
- Publish Vital Statistics and Internal Financial Reports on time and in advance in accordance with the monthly close schedule.
- Participate in the ongoing conversations of pension reform measures with other RT Divisions to help contain escalating pension costs.



## Finance continued

### FY 2015 Goals cont.

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

- Continue to perform all grant reporting and requirements for all Federal, State and Local funding sources.
- Close out three FTA grants during the fiscal year.
- Update transfer agreement with Placer County.

***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 2015-2019.
- Continue to improve RT’s subrecipient monitoring and oversight program.
- Develop a pilot program whereby RT will install new FVM machines with credit card purchasing capabilities.
- Oversee the 2015 FTA Triennial Review; coordinate with all RT departments to compile data for submission to the FTA.

## Finance continued

### PERFORMANCE MEASURES / STATISTICS

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 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	7,567	7,118	7,431	8,129	8,939	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 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 2,259,251	\$ 2,560,169	\$ 2,767,212	\$ 2,943,382	\$ 3,104,286	\$ 160,904	5.5%
Professional Services	379,350	66,957	71,591	149,956	171,850	21,894	14.6%
Materials & Supplies	215,843	260,334	170,678	139,388	153,550	14,162	10.2%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	(52)	-	52	0.0%
Other	260,890	294,952	395,914	565,128	494,300	(70,828)	(12.5%)
<b>Total</b>	<b>\$ 3,115,335</b>	<b>\$ 3,182,412</b>	<b>\$ 3,405,396</b>	<b>\$ 3,797,803</b>	<b>\$ 3,923,986</b>	<b>\$ 126,183</b>	<b>3.3%</b>

#### By Department

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Chief Financial Officer	\$ 624,094	\$ 360,976	\$ 363,378	\$ 454,387	\$ 483,194	\$ 28,807	6.3%
Finance/Treasury	1,803,939	1,973,752	2,160,197	2,417,232	2,472,849	55,617	2.3%
Office of Mgmt & Budget	687,303	847,684	881,821	926,184	967,943	41,760	4.5%
<b>Total</b>	<b>\$ 3,115,335</b>	<b>\$ 3,182,412</b>	<b>\$ 3,405,396</b>	<b>\$ 3,797,803</b>	<b>\$ 3,923,986</b>	<b>\$ 126,183</b>	<b>3.3%</b>

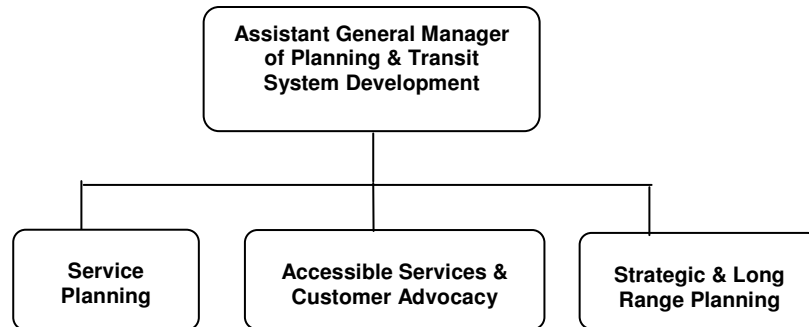
#### Positions

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Chief Financial Officer	2	2	2	2	2	0	0.0%
Finance/Treasury	16	17	18	18	17	-1	(5.6%)
Office of Mgmt & Budget	7	7	7	7	7	0	0.0%
<b>Total</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>27</b>	<b>26</b>	<b>-1</b>	<b>(3.7%)</b>

<sup>1</sup> Unfunded Accounts Payable Clerk

## 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.
- The Service Planning Department formulates recommendations for service changes to RT's bus and light rail systems based on area conditions, community input and resource availability. The Service Planning Department oversees data collection, compilation and analysis for managerial accounting purposes such as productivity tracking used for performance monitoring and reporting requirements. The Service Planning Department also leads efforts concerning Title VI monitoring, service agreements, fare changes, RT's Strategic Plan, and the TransitRenewal Plan.
- 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 leading and/or participating in service-area wide major transit project(s) development, coordination on and technical assistance for key community projects with transit interface and benefits, and identifying and pursuing as applicable grants planning activities, as well as participating with/providing technical assistance to other RT Divisions for non-planning grants (e.g., vehicle procurements) . As applicable depending upon required renewals, Strategic and Long Range Planning also leads and/or participates in developing strategic goals and updating TransitAction (RT's Long Range Plan) and the Short Range Transit Plan (SRTP) for the District.

## Planning & Transit System Development continued

### FY 2014 Accomplishments

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

- Led successful efforts to be awarded two Community Design Grants (CDG) for the Dos Rios and Horn Stations(s) planning and design development. Also included sitting on the CDG review and evaluation panel.
- Worked with California Transit Association and the GM/CEO to develop input for future Cap & Trade expenditure guidance and with RT Operations on future electric-powered buses funded through Cap & Trade.
- Worked with partners to identify grant opportunities to pursue (e.g., worked with SABA and Walk Sacramento on ATP grants).
- Worked with Facilities to advance a transit oriented development/excess properties disposition process and move towards getting it in place.
- Provided multiple levels and iterations of vehicle procurement information including fleet needs, fleet retirements, specific responses to FTA and SACOG regarding questions, and technical inputs for grant applications to help ensure that RT's fleet needs are met long-term.
- Began process of communicating to SACOG the fleet needs identified in their fiscally constrained MTP and its required air quality conformity analysis and the need to focus longer term on funding needs for RT to meet their own goals.
- Implemented an annual service agreement for ADA complementary paratransit services, which included a modification in the annual budget development process in order to ensure the timely implementation of the annual agreement.



## Planning & Transit System Development continued

### FY 2014 Accomplishments cont.

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

- Worked with Service Planning, Finance, Facilities, Engineering and the GM/CEO to either lead or provide input and information on various planning and community engagement needs.
- Partnered with City of Sacramento, SACOG, Caltrans, Elk Grove, Rancho Cordova, as well as various stakeholder groups to develop comprehensive solutions to problems and issue that not only addressed their needs, but ultimately met the needs and served in the best interest of RT.
- Partnered with SMAQMD, CCJPB, City of Sacramento, West Sacramento, Davis and SACOG to advance the BikeShare program for the region.
- Provided facilitation and staff support services to develop and enact a work plan for the Mobility Advisory Council (MAC), for which MAC's purpose is to solicit input from individuals and organizations that represent/serve persons with disabilities and seniors regarding RT's services.
- Recruited one new member to the MAC in the at-large category representing persons with disabilities.
- Responded to 369 passenger service reports and received 6729 total customer contacts in RT's Customer Advocacy department, providing a centralized operation to manage, track, resolve, and analyze customer complaints, commendations and suggestions. With the addition of another staff person, the department has been successful in implementing its goal to respond to more live calls in order to resolve issues at the point of contact. Customers have also elected to use RT's website to file customer feedbacks electronically. The department was able to investigate several issues in the field, in order to provide a higher quality information to customers and more detailed investigation results to RT departments and customers.
- Administered 46 Americans with Disabilities Act (ADA) related passenger service reports, with an average processing time of 20 days, to ensure prompt and detailed review of customer service issues pertaining to RT's customers with disabilities, and facilitate full and equal access to RT's public transit system.
- Analyzed 2927 applications to determine eligibility for ADA paratransit service, with an average processing time of 3 days in order to provide persons with disabilities prompt access to RT's ADA paratransit services.



## Planning & Transit System Development continued

### FY 2014 Accomplishments cont.

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

- Developed an Arena/ESC strategy that was implemented and is now operational by working with our transportation partners to ensure RT’s interests and needs were communicated and achieved.
- Advanced the Green Line towards preparation of the Draft EIS and advanced conceptual engineering. Selected consultant team, have begun technical work, strategized with EMT members over various aspects of the project and develop strategies to successfully expedite the SITF Segment and continue with the Airport Extension Segment.
- Worked with Sacramento County and others to develop transit concepts for future Jackson Corridor development. Participated with ULI-TOD Committee and SACOG on the Sustainable Communities Strategy (SCS) design development efforts within RT service area (Folsom Boulevard).
- 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). Participated in ongoing technical and policy discussions with members of the JPA.
- Completed a revised Bus Fleet Management Plan (BFMP) for the SRTP Update.
- Began the process for developing Dos Rios and Horn Stations as future stations to serve new and expanding markets.
- The Accessible Services department coordinated extensive discussions with RT’s ADA paratransit provider regarding fleet needs for ADA paratransit services, analyzed data pertaining to the usage of vehicles in the delivery of ADA paratransit service, and supported the development of a comprehensive ADA paratransit fleet plan. This fleet plan was utilized to justify a CARB funding request for 11 CNG replacement paratransit vehicles, which will be procured in FY 2014-2015.

## Planning & Transit System Development continued

### FY 2014 Accomplishments cont.

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

- Provided ongoing technical and management activities to support staff needs.
- Provided various training opportunities and activities to staff in the areas of transit planning, joint development/ROW, and environmental assessments.
- Recruited an Accessible Services Administrator to fill one vacancy and provide support to the Accessible Services Department and RT's ADA paratransit eligibility certification program. Provided staff training and support within the limited fiscal resources available; staff training included a Mental Health First Aid training and Communications Skills for Women.

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

- Enhanced and/or maintained relationships with our transportation partners.
- Provided services to internal and external customers in a technically sound and ethical manner.
- Provided support in the delivery of a comprehensive Title VI and Environmental Justice training to all RT Executive Management, Senior Management, and key staff.
- Accomplished the federally-required zero percent trip denial rate for ADA paratransit service.

## Planning & Transit System Development continued

### FY 2015 Goals

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

- Continue to work with Finance and other partners to identify potential grant sources and either lead or provide support on pursuits as appropriate and consistent with the “Roles & Responsibilities” white paper.
- Support with technical information the Dedicated Transit Funding effort.
- Re-start and work with Finance to refine development of revised Countywide Development Impact Fee program and tools.
- Continue collaborative effort with Finance and Rail Operations to develop funding strategy and plan for LRV replacements.
- Develop TOD Program to generate land sales for reinvestment in RT infrastructure.
- Revise 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 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. Program goals for FY 2014-2015 goals for the trip-by-trip eligibility enforcement program include the assessment of pass usage and social service agency management of paratransit service for conditionally-eligible clients. The Accessible Services department will also develop a capital project to provide for travel path assessments and mobility training for conditionally eligible riders; this aspect of the program will be implemented if funds are identified.

## Planning & Transit System Development continued

### FY 2015 Goals cont.

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

- 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.
- 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.
- Recruit new members to MAC to enhance representation and diversity on the MAC for individuals and organizations that represent/serve persons with disabilities and seniors.
- Analyze applications to determine eligibility for ADA paratransit service in 5 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.

## Planning & Transit System Development continued

### FY 2015 Goals cont.

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

- The Customer Advocacy department will be available by phone, on line and in person to respond to RT's customers. Customer Advocacy will respond to contacts in one business day or less, with a written response for formal passenger service reports (complaints, commendations, and suggestions) in 21 days or less. On-line requests for information will receive a detailed response within 2 days. Formal complaints alleging ADA or Title VI discrimination will be responded to in writing within 21 days or less, but not to exceed the 30 day processing time allowable under RT's ADA and Title VI complaint policies; appeals of Title VI or ADA issues will also be administered by the department. The department will manage, track, resolve, and analyze customer feedback to provide advocacy support and advise on RT's policies, programs and facilities as appropriate. The department will continue to enhance its advocacy role, 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.
- A new goal for the Customer Advocacy Department in FY 2014-2015 is to provide assistance in the implementation of the Connect Card. Customer Advocacy will play a critical role in the implementation of this program, including addressing customer concerns regarding the program, resolving errors in purchasing of fare media, and general outreach and support to RT's customers.

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

- Continue to advance the Green Line through the preparation of the Draft EIS/R and advanced conceptual engineering, as well as a New Starts application by engaging the various stakeholders, consultants and internal & external Agencies. Position the SITF project for early implementation.
- 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.
- Provide support as necessary to Engineering to advance the Sacramento Streetcar project through *Project Development* phase consistent with MAP-21.

## Planning & Transit System Development continued

### FY 2015 Goals cont.

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

- Update (as appropriate) and adopt a 5-Year Short Range Transit Plan (SRTP), consistent with new thinking with SACOG.
- Continue to refine/revise the 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.
- 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.
- Work with City, SHRA, etc. on the Dos Rios Station project and the Twin Rivers Housing project as applicable. Advance the Dos Rios Station to 50% design and prepare a SACOG Community Design Grant application for the next phases(s).
- Work with City of Rancho Cordova on the Horn Station project. If appropriate, advance the Horn Station to 50% design and prepare a SACOG Community Design Grant application for the next phases(s).
- Lead with our Sacramento-oriented transportation partners on matters associated with the San Joaquin JPA, the Northern CA Interim Rail improvements, Central Valley High Speed Rail CA, and the High Speed Rail Authority (CHSRA).
- 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 potential candidates).
- Coordinate with SMAQMD and Partners and provide input on the “BikeShare” program moving towards implementation and on the “transit/bike” 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.
- Facilitate the procurement and delivery of 11 CNG replacement paratransit vehicles, which will be placed into RT’s ADA paratransit service fleet. These vehicles will replace older gasoline-fueled vehicles in the ADA paratransit fleet, enhancing service quality and comfort for RT’s passengers, while reducing emissions and operating costs.



## Planning & Transit System Development continued

### FY 2015 Goals cont.

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

- Expand exposure of Associate-level staff to transportation partners and technical areas.
- Coordinate staff and resources for staff training and attendance at events.
- 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.

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

- Enhance relationships with our transportation partners.
- Provide services to internal and external clients in a technically sound and ethical manner.
- Attain the federally-required zero percent trip denial rate for Americans with Disabilities Act (ADA) paratransit service.



## Planning & Transit System Development continued

### PERFORMANCE MEASURES / STATISTICS

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

Quality Measures	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2015 to FY 2014 Amount	Percent
Average Days To Respond to Passenger ADA Complaints <sup>1</sup>	19.3	19.6	20.8	15.1	18.3	30.0	11.70	63.9%
Average Days To Complete ADA Assessments <sup>2</sup>	15.7	5.6	5.8	7.5	3.3	21.0	17.70	536.4%
ADA Trip Denials	0.0%	0.0%	0.0%	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.

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
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 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 1,493,850	\$ 1,915,855	\$ 2,273,347	\$ 2,459,281	\$ 2,630,277	\$ 170,996	7.0%
Professional Services	9,699,737	10,354,663	12,514,443	12,363,324	13,035,377	672,053	5.4%
Materials & Supplies	4,824	7,700	10,789	5,614	9,500	3,886	69.2%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	8,946	10,078	16,070	11,530	14,000	2,470	21.4%
<b>Total</b>	<b>\$ 11,207,357</b>	<b>\$ 12,288,295</b>	<b>\$ 14,814,649</b>	<b>\$ 14,839,749</b>	<b>\$ 15,689,154</b>	<b>\$ 849,405</b>	<b>5.7%</b>

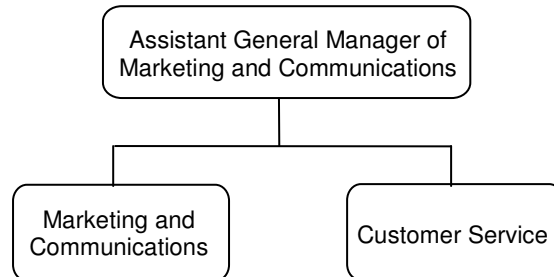
#### By Department

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
AGM of Planning	\$ 177,589	\$ 286,070	\$ 375,208	\$ 338,151	\$ 358,566	\$ 20,415	6.0%
Strategic Planning	25,479	118,485	394,186	370,095	560,148	190,053	51.4%
Service Planning	535,849	606,857	460,658	476,246	377,886	(98,360)	(20.7%)
Real Estate	-	-	-	-	-	-	0.0%
Purchased Transportation	9,610,760	10,334,921	12,427,257	12,349,422	12,993,377	643,955	5.2%
Accessible Services	857,680	941,963	1,157,340	1,305,835	1,399,177	93,342	7.1%
<b>Total</b>	<b>\$ 11,207,357</b>	<b>\$ 12,288,295</b>	<b>\$ 14,814,649</b>	<b>\$ 14,839,749</b>	<b>\$ 15,689,154</b>	<b>\$ 849,405</b>	<b>5.7%</b>

#### Positions

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2014 to FY 2015	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
AGM of Planning	1	2	2	2	2	0	0.0%
Strategic Planning	0	1	4	4	4	0	0.0%
Service Planning	10	8	7	6	6	0	0.0%
Real Estate	0	0	0	0	0	0	0.0%
Purchased Transportation	0	0	0	0	0	0	0.0%
Accessible Services	10	10	12	12	12	0	0.0%
<b>Total</b>	<b>21</b>	<b>21</b>	<b>25</b>	<b>24</b>	<b>24</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, and social media with an emphasis on programs designed to increase ridership and brand awareness. The department conducts community outreach, maintains the District's website, and produces electronic and print communications.
- The Customer Service department provides assistance to passengers and new customers through the Call Center, Sales Center and other customer service activities for the District.



## Marketing and Communications continued

### FY 2014 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.
- Successful passage of AB 206 and SB 788, both District-sponsored measures. AB 206 sought to develop legislation addressing the District's use of three-bike racks for RT buses. SB 788 sought to clarify CEQA exemption for transit service restoration.
- 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 233,317 calls with an average handle time of one minute and 57 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 260 calls in the following languages: Spanish, Russian, Farsi, Korean, Mandarin, Arabic, Cantonese, Hmong, Vietnamese, Hindi, Japanese, Laotian and Tagalog.
- On a scale of 1 (Poor) to 5 (Excellent), RT received an average Overall Quality of Service score of 4.08 as a result of Customer Service feedback forms.
- Started outreach campaign "Connect Card is Coming" to promote the Connect Card (regional smart card) project with partner transit agencies in the Sacramento region.
- 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.

## Marketing and Communications continued

### FY 2014 Accomplishments cont.

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

- Marketing staff and/or Customer Service Representatives participated in over 50 community festivals and fairs to increase transit awareness and build ridership.
- Continued to sponsor community events.
- Continued a regional marketing campaign (“My Line”) to help increase ridership and build brand awareness.
- Promoted January 2014 Service Improvements.
- Continued partnership with City Year Sacramento to conduct outreach in five low-performing schools.
- Incorporated and promoted new activities into the "Ride Transit October" campaign.
- Continued to promote the “See It - Hear It - Report It” anti-terrorism campaign.
- Hosted a groundbreaking ceremony for the start of construction on the Blue Line to Cosumnes River College light rail extension project.
- Continued major outreach campaign to promote the civil construction of the Blue Line to Cosumnes River College light rail extension project.
- Mitigated issues for residents and businesses during civil construction of the Blue Line to Cosumnes River College light rail extension project.
- Promoted the Title VI (Civil Rights) Program Update for public comment.
- Promoted RT service during Caltrans “Fix 50” Highway 50 construction project.
- Implemented and promoted new credit/debit card payment option in fare vending machines.
- Implemented and promoted RT’s “No Smoking” policy campaign.
- Partnered with Sacramento Republic Football Club (soccer) to help promote taking transit to the games for the inaugural season.
- Promoted the 6th annual “Season of Civil Rights ... It All Started on a Bus” campaign, and implemented a new art and poetry contest activity.
- Coordinated the 6th 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 15 percent.



## Marketing and Communications continued

### FY 2014 Accomplishments cont.

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

- Continued to promote RT's Mobile Web App program that tracks RT buses and light rail trains via iPhone, Android and tablet devices.
- Incorporated and promoted the use of Twitter in RT's social media program.
- Completed over 300 graphic design assignments.

### FY 2015 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.
- Develop 2015-2016 Legislative Platform/Agenda identifying the District's position on transit-related issues and provide regular updates in GM/CEO Executive Summaries and Reports.
- 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, specifically participating in the development of Cap and Trade program guidelines of interest to public transit.
- Successfully obtain Governor Brown's signature to enact District-supported legislation and pursue 2015-2016 Legislative Platform/Agenda, which identifies the District's position on transit-related issues and provide regular updates in GM/CEO 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 2015 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.
- Increase route specific marketing.
- Continue partnership with City Year Sacramento to conduct outreach in six low-performing schools.
- Incorporate and promote new activities into the "Ride Transit October" campaign.
- Implement and promote regional smart card program "Connect Card."
- Continue to promote the "See It - Hear It - Report It" anti-terrorism campaign.
- Implement a light rail safety campaign ("See Tracks? Think Train!").
- Update the Green Line to the Airport project logo.
- 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 extension project.
- Promote and host safety and security community meetings to help improve the safety and security of passengers while using the RT system.
- Develop and implement Human Trafficking campaign at light rail stations.
- Update station signage program.

## Marketing and Communications continued

### FY 2015 Goals cont.

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

- Promote Pre-Paid Ticket and Pass Exchange.
- Update Bus & Light Rail Timetable Book and System Map.
- Promote RT's 7th annual "Season of Civil Rights ... It All Started on a Bus" campaign.
- Host 7th annual State of RT Breakfast in partnership with the Sacramento Metro Chamber.
- Redevelop RT website.
- Continue to promote RT's "No Smoking" policy.
- 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***

<b>Quality Measures</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Projected</b>	<b>FY 2015 Budget</b>	<b>FY 2015 to FY 2014 Amount</b>	<b>Percent</b>
Number of customer contacts	13,209	9,281	8,358	6,216	6,240	7,500	1,260.00	20.2%
Number of passenger service reports processed	910	641	530	377	313	660	347.00	110.9%
Number of security related customer reports	90	114	91	94	107	100	(7.00)	(6.5%)
Percent of security related customer contact	0.68%	1.20%	1.09%	1.51%	1.71%	1.05%	-0.66%	(38.8%)



## Marketing and Communications continued

### Expenses

#### Expenses by Category (Whole Dollars)

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
Salaries & Benefits	\$ 1,827,590	\$ 1,899,047	\$ 2,121,193	\$ 2,301,327	\$ 2,496,014	\$ 194,687	8.5%
Professional Services	423,754	484,651	698,914	722,447	649,500	(72,947)	(10.1%)
Materials & Supplies	44,308	32,298	47,832	33,665	43,000	9,335	27.7%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	202,725	207,965	225,866	264,046	239,400	(24,646)	(9.3%)
<b>Total</b>	<b>\$ 2,498,377</b>	<b>\$ 2,623,961</b>	<b>\$ 3,093,807</b>	<b>\$ 3,321,484</b>	<b>\$ 3,427,914</b>	<b>\$ 106,430</b>	<b>3.2%</b>

#### By Department

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
AGM of Marketing	\$ 704,428	\$ 738,373	\$ 784,775	\$ 840,102	\$ 854,529	\$ 14,427	1.7%
Marketing	767,344	854,897	1,226,972	1,273,116	1,224,579	(48,537)	(3.8%)
Customer Relations	1,026,605	1,030,691	1,082,060	1,208,265	1,348,806	140,541	11.6%
<b>Total</b>	<b>\$ 2,498,377</b>	<b>\$ 2,623,961</b>	<b>\$ 3,093,807</b>	<b>\$ 3,321,484</b>	<b>\$ 3,427,914</b>	<b>\$ 106,430</b>	<b>3.2%</b>

#### Positions

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
AGM of Marketing	2	2	2	2	2	0	0.0%
Marketing	7	6	7	7	7	0	0.0%
Customer Relations	17	17	18	18	18	0	0.0%
<b>Total</b>	<b>26</b>	<b>25</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>0.0%</b>

**Non Divisional****Expenses****Expenses by Category**  
(Whole Dollars)

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget	FY 2014 to FY 2015	
						Amount	Percent
Indirect Cost Savings	\$ (881,316)	\$ (823,572)	\$ (762,778)	\$ (887,369)	\$ (1,480,743)	\$ (593,374)	66.9%
Salaries & Benefits	-	439	261	-	(5,399,506)	(5,399,506)	0.0%
Professional Services	-	-	-	-	-	-	NA
Materials & Supplies	-	-	-	-	-	-	NA
Utilities	-	-	-	-	-	-	NA
Insurance & Liability	-	-	-	-	-	-	NA
Other	-	-	-	-	-	-	0.0%
<b>Total</b>	<b>\$ (881,316)</b>	<b>\$ (823,133)</b>	<b>\$ (762,517)</b>	<b>\$ (887,369)</b>	<b>\$ (6,880,249)</b>	<b>\$ (5,992,880)</b>	<b>675.4%</b>

This category includes estimated savings for future vacancies for FY 2015 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 2015 Adopted Budget proposes \$6.9 million for non-divisional savings from vacancy and indirect costs for capital projects, an increase of \$6.0 million (675.4%) from the FY 2014 year-end projections (\$0.9 million).
- Savings of 6% vacancy factor used on all District positions for future vacancies for FY 2015 and Vacation/Sick Leave sellbacks are estimated at \$5.4 million.
- Indirect Savings from Capital Projects is estimated at \$1.5 million an increase of \$0.6 million (66.9%) from the FY 2014 year-end projection of \$0.9 million.



## Capital Improvement Program



## Capital Improvement Program

### Major Capital Projects

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

The FY 2015 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 December 2012. Project work is progressing and the forecasted operations startup 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 1.1 mile 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 Railyards Development, the Sacramento Valley Station (SVS) and the 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 \$1.0 Billion (year of expenditure dollars) including vehicles. The project is projected to be completed by approximately 2030 as shown in the MTP. An earlier completion date can be achieved if a new local/regional funding source is put in place sooner.

## Major Capital Projects continued

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

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

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

The 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 the design activities for the Vehicles. Support for system testing has been retained Siemens has completed 80% of the vehicle testing, 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 is projected to be completed by December 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 projected to be \$5.5 million. The design is complete but construction is not funded.

## Major Capital Projects 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 facility including a CNG facility building; renovate an existing structure into a second bus maintenance facility; construct a bus wash; construct an emergency control room; and complete site improvements. Phase 1 will support up to 125 buses. 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 commute 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 commute hours and three outbound LSS trains from the Sacramento Valley Station during evening peak commute hours. The express trains will only go one way and they will be followed by normal service. The estimated cost for this project is \$16.0 million and is projected to be completed by June 2020.

## Major Capital Projects continued

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

- **Connect Card Implementation**

This project will result in providing customers a regional Smart Card that can be used to pay for rides on all of the participating transit systems in the region. Currently, the Sacramento Area Council of Governments (SACOG) and RT are coordinating with a total of 8 Regional Agencies. SACOG has been assigned as the project coordinator and is responsible for the funding of this event. This project includes tap device equipment on the buses, tap and add fare devices at the light rail stations, and other retail equipment to allow customers to purchase their products via local retailers or the web. The estimated cost for the entire project is \$11.3 million and is projected to be completed during 2015.



## Revenues & Expenses

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

- The FY 2015 budget proposes \$51.1 million in capital grant funding, an increase of \$32.5 million from the FY 2014 Budget (\$32.5 million).
- The capital project funding for FY 2015 consists of \$27.7 million in Federal, \$19.9 million in State and \$3.5 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 increased from FY 2014 due to an overall increase availability of funding for capital projects. This resulted in a federal funding increase of \$16.9 million, a state funding increase of \$13.6 million, and a local funding increase of \$2.0 million.
- The FY 2015 budget proposes a spending plan of \$179.4 million, which consists of \$126.8 million for System Expansion Programs, \$36.7 million for Fleet Programs, \$1.5 million for Infrastructure Programs, \$4.7 million for Facility Programs, and \$2.5 million for Transit Technologies Programs. Transit Security & Safety, Planning and Other Programs make up the remaining difference.





## Debt Service

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

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



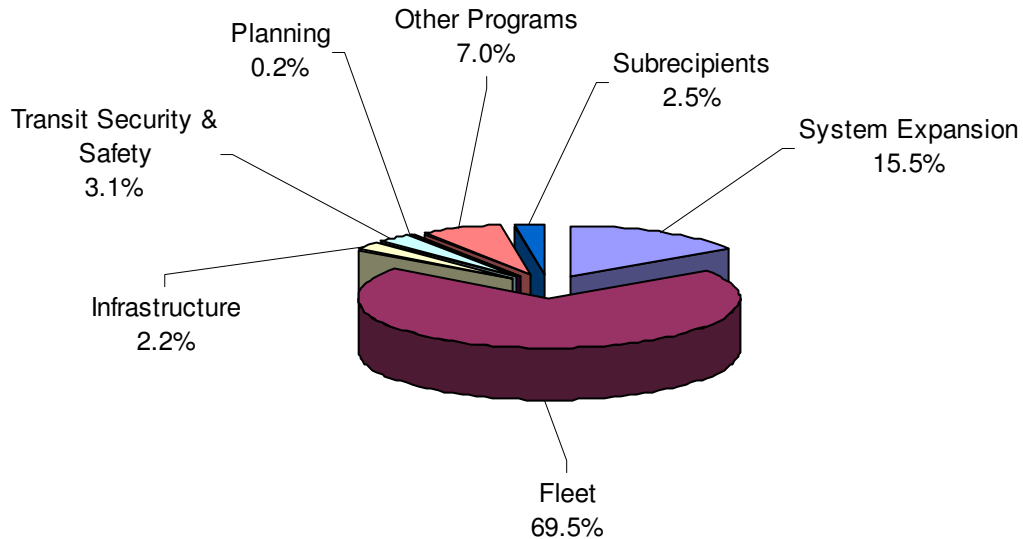
## FY 2015 Funding Additions to the Capital Improvement Program

ID	DESCRIPTION	TOTAL	FEDERAL	STATE	LOCAL
A006	Natoma Overhead Widening Project	\$ 60,000	\$ -	\$ 60,000	\$ -
A008	Regional Bike Share System	100,000	-	100,000	-
B139	40' CNG Bus Procurement	26,621,149	19,594,629	7,026,520	-
M002	University/65th Street Transit Center Relocation	1,061,531	-	-	1,061,531
M004	Revenue Bond, Series 2012 Payment	3,582,256	-	3,582,256	-
P000	Paratransit Vehicles Replacement	7,297,205	-	7,297,205	-
P007	Paratransit Vehicle Replacement - CNG" project	1,571,200	1,571,200	-	-
R055	Light Rail Station at Dos Rios	1,000,000	500,000	-	500,000
R135	Light Rail Station at Horn	500,000	500,000	-	-
R327	Green Line SITF HSR Connectivity Improvements (FD & Construction)	770,000	-	770,000	-
S010	Sacramento-West Sacramento Streetcar Starter Line	5,647,803	5,000,000	-	647,803
T024	Upgrade Data Back Up Systems	104,320	-	104,320	-
T025	Surveillance and Security Facilities Enhancement	252,000	-	252,000	-
T026	WiFi Security Systems Enhancement	144,350	-	144,350	-
T027	Video Surveillance System Upgrade	115,920	-	115,920	-
T028	LR Digital Messaging Control System	103,250	-	103,250	-
T029	Upgrade Bus Fleet Digital Video Recorders	342,987	-	342,987	-
TBD1	Antiterrorism Patrols	166,333	166,333	-	-
TBD2	Video Security System Upgrade	225,000	225,000	-	-
TBD3	Mobile Screening for Explosives	90,333	90,333	-	-
TBD4	Active Shooter Training	29,029	29,029	-	-
Q037	Section 5307 - Paratransit Inc. Travel Training (MM)	150,000	-	-	150,000
Q042	Section 5307 - Paratransit Inc. JARC	125,000	-	-	125,000
Q041	Section 5339 - Roseville Transit Louis and Orlando Transfer Pt.	993,480	-	-	993,480
<b>TOTAL</b>		<b>\$ 51,053,146</b>	<b>\$ 27,676,524</b>	<b>\$19,898,808</b>	<b>\$ 3,477,814</b>



## Capital Improvement Funding by Category

### FY 2015 Funding Additions by Category



(in Thousands)

Category	FY 2015	
	Proposed	
System Expansion	\$ 7,918	15.5%
Fleet	35,490	69.5%
Infrastructure	1,122	2.2%
Transit Security & Safety	1,574	3.1%
Planning	100	0.2%
Other Programs	3,582	7.0%
Subrecipients	1,268	2.5%
<b>Total</b>	<b>\$ 51,053</b>	<b>100.0%</b>



## Capital Improvement Funding by Category continued

### Impact of Capital Improvements on Operating Budget

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

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

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

Project Name	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Blue Line to Cosumnes River College	-	4,523,000	5,603,000	5,627,000	5,795,810

Footnotes:

<sup>1</sup> The operating budget impact for first year is a partial year for this project, the estimated completion date is: Blue Line to Cosumnes River College September 2015 (FY 2016);

<sup>2</sup> Operating cost shown above for this capital project consists of the following expense categories: Salaries and Benefits 64%, Professional Services 18%, Materials and Supplies 7%, Utilities 4%, Casualty and Liability 6%, and Other 1%

## Five-Year Capital Improvement Plan

On September 22, 2014, the RT Board of Directors adopted the updated Five-Year Capital Improvement Plan (CIP) that identified RT's critical capital funding priorities between FY 2015 and FY 2019. The CIP is updated annually as part of the annual budget process to reflect changing priorities and availability of funding. The FY 2014-2015 capital budget represents the one year capital spending plan for RT. RT staff plans to update the CIP in September 2015.

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

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

The process to determine which projects will be added or removed from the Capital Improvement Program (CIP) is administered by the Capital Program Committee (CPC). The CPC is comprised of 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 is 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 2019 to 2045, contingent upon adequate future revenues becoming available

## Five-Year Capital Improvement Plan continued

The FY 2015 Budget shows projects as adopted for funding in the CIP on the following page. The Capital Project Expenditure Plan lists RT's existing capital projects, shows historical expenditures, projected expenditures for FY 2015, and includes a capital expenditure projection for FY 2016 and beyond. RT forecasts capital project expenditures of approximately \$179.4 million in FY 2015.







## Capital Improvement Funding Additions

Program	Project Name	Tier	Funded Through FY 2014	FY 2015 Budget Funding	Future Funding Additions	Total Project Funding Through FY 2015
<b>System Expansion Programs</b>						
R327	Green Line SITF HSR Connectivity Improvements (FD & Construction)	I	\$ -	\$ 770,000	\$ 56,094,000	\$ 56,864,000
R055	Light Rail Station at Dos Rios	I	-	1,000,000	8,500,000	9,500,000
R135	Light Rail Station at Horn	I	100,000	500,000	3,168,000	3,768,000
S010	Sacramento-West Sacramento Streetcar Starter Line	I	1,634,780	5,647,803	-	7,282,583
<b>System Expansion Total</b>			<b>1,734,780</b>	<b>7,917,803</b>	<b>67,762,000</b>	<b>77,414,583</b>
<b>Fleet Programs</b>						
B139	40' CNG Bus Procurement	I	19,065,904	26,621,149	21,426,007	67,113,060
P000	Paratransit Vehicles Replacement	III	-	7,297,205	138,157,611	145,454,816
P007	Paratransit Vehicle Replacement - CNG" project	0	-	1,571,200	-	1,571,200
<b>Fleet Program Total</b>			<b>19,065,904</b>	<b>35,489,554</b>	<b>159,583,618</b>	<b>214,139,076</b>
<b>Infrastructure Programs</b>						
A006	Natoma Overhead Widening Project	II	143,750	60,000	-	203,750
M002	University/65th Street Transit Center Relocation	I	357,647	1,061,531	3,040,822	4,460,000
<b>Infrastructure Program Total</b>			<b>501,397</b>	<b>1,121,531</b>	<b>3,040,822</b>	<b>4,663,750</b>
<b>Transit Security &amp; Safety</b>						
TBD4	Active Shooter Training	II	-	29,029	-	29,029
TBD1	Antiterrorism Patrols	II	-	166,333	-	166,333
T028	LR Digital Messaging Control System	0	-	103,250	-	103,250
TBD3	Mobile Screening for Explosives	II	-	90,333	-	90,333
T025	Surveillance and Security Facilities Enhancement	0	-	252,000	-	252,000
T029	Upgrade Bus Fleet Digital Video Recorders	0	-	342,987	-	342,987
T024	Upgrade Data Back Up Systems	0	-	104,320	-	104,320
TBD2	Video Security System Upgrade	II	-	225,000	-	225,000
T027	Video Surveillance System Upgrade	0	-	115,920	-	115,920
T026	WiFi Security Systems Enhancement	0	-	144,350	-	144,350
<b>Transit Security &amp; Safety Total</b>			<b>-</b>	<b>1,573,522</b>	<b>-</b>	<b>1,573,522</b>
<b>Planning / Studies</b>						
A008	Regional Bike Share System	II	-	100,000	90,000	190,000
<b>Planning/Studies Total</b>			<b>-</b>	<b>100,000</b>	<b>90,000</b>	<b>190,000</b>
<b>Other Programs</b>						
M004	Revenue Bond, Series 2012 Payment	I	5,042,439	3,582,256	146,382,135	155,006,830
<b>Other Programs Total</b>			<b>5,042,439</b>	<b>3,582,256</b>	<b>146,382,135</b>	<b>155,006,830</b>
<b>Subrecipient</b>						
Q037	FFY15 Section 5307 - Paratransit Inc. Travel Training (MM)			150,000		150,000
Q042	FFY15 Section 5307 - Paratransit Inc. JARC			125,000		125,000
Q041	FFY15 Section 5339 - Roseville Transit Louis and Orlando Transfer Pt.			993,480		993,480
<b>Subrecipient Total</b>			<b>-</b>	<b>1,268,480</b>	<b>-</b>	<b>1,268,480</b>
<b>Total</b>			<b>\$ 26,344,520</b>	<b>\$ 51,053,146</b>	<b>\$ 376,858,575</b>	<b>\$ 454,256,241</b>

\* All project expenditures are subject to available funding.





### Capital Project Expenditure Plan

Program	Project Name	Tier	Expended Through FY 2014	FY 2015 Budget Expenditures	Future Expenditures	Total Project Cost through FY 2015
<b>System Expansion Programs</b>						
F	Amtrak/Folsom Light Rail Extension	0	\$ 267,949,605	\$ 361,098	\$ -	\$ 268,310,703
410	Blue Line to Cosumnes River College	0	135,225,445	114,774,555	20,000,000	270,000,000
R321	Green Line Draft & Final EIS/R for SITF Segment	0	9,210	2,738,690	756,100	3,504,000
R322	Green Line Draft Environmental Clearance and Proj Development	0	172,266	2,709,137	627,753	3,509,156
R055	Light Rail Station at Dos Rios	I	-	500,000	9,000,000	9,500,000
R135	Light Rail Station at Horn	I	-	600,000	3,168,000	3,768,000
404	Green Line to the River District (GL-1)	0	47,530,855	2,231,145	-	49,762,000
230	Northeast Corridor Enhancements (Phase 1)	I	25,408,884	1,202,322	13,388,794	40,000,000
R323	Retrofit Light Rail Vehicle (LRV) Hoist	0	2,727	30,273	-	33,000
S010	Sacramento-West Sacramento Streetcar Starter Line		15,958	1,618,822	5,647,803	7,282,583
<b>System Expansion Total</b>			<b>476,314,950</b>	<b>126,766,042</b>	<b>52,588,450</b>	<b>655,669,442</b>
<b>Fleet Programs</b>						
B139	40' CNG Bus Procurement	I	80,674	18,161,627	48,870,759	67,113,060
R001	CAF/Siemens Light Rail Vehicle Painting/Exterior Work	0	-	995,000	-	995,000
B136	Neighborhood Ride Hybrid Bus Purchase Project	0	149,912	60,088	-	210,000
B142	Neighborhood Ride Vehicle Replacement - 14 Vehicles	0	80	2,533,920	-	2,534,000
G225	Non-Revenue Vehicle Replacement	I	1,434,430	518,850	33,883,112	35,836,392
B141	Non-Revenue Vehicles - P1B Restricted	0	1,544,102	1,471,654	1,647,538	4,663,294
P006	Paratransit Vehicles Replacement - 50 Vehicles	0	4,163,759	171,241	-	4,335,000
R110	Siemens E & H Ramp Replacement	0	4,670	577,330	738,000	1,320,000
651	Siemens Light Rail Vehicle Mid-Life Overhaul	0	7,323,746	673,932	1,948,734	9,946,412
R085	UTDC Light Rail Vehicle Retrofit and Mid Life Refurbishment	I	8,957,375	11,573,249	12,619,921	33,150,545
<b>Fleet Program Total</b>			<b>23,658,748</b>	<b>36,736,891</b>	<b>99,708,064</b>	<b>160,103,703</b>
<b>Infrastructure Programs</b>						
G237	Across the Top System Modification	0	295,422	379,434	-	674,856
R280	Amtrak-Folsom Limited Stop Service	I	379,002	57,846	13,663,152	14,100,000
4017	Bus Stop Improvement Program	I	286,378	-	5,042,427	5,328,805
A003	Caltrans Camellia City Viaduct Rehab Deck	0	9,208	15,792	-	25,000
A005	City College Light Rail Station Pedestrian/Bicycle Crossing Project	0	5,759	69,241	-	75,000
A007	Easton Development Grade Crossing	II	4,136	45,864	-	50,000
R010	Light Rail Crossing Enhancements	I	404,610	95,390	3,000,000	3,500,000
A006	Natoma Overhead Widening Project	II	6,016	197,734	-	203,750
R330	Rail Profiling	0	-	300,000	-	300,000
R332	Metro LR Maint Building Concrete Repair and Structural Analysis	II	-	310,000	-	310,000
G238	Repairs per Biennial Bridge Inspection	I	80,857	55,000	1,633,315	1,769,172
M002	University/65th Street Transit Center Relocation	I	357,647	-	4,102,353	4,460,000
<b>Infrastructure Program Total</b>			<b>1,829,035</b>	<b>1,526,301</b>	<b>27,441,247</b>	<b>30,796,583</b>
<b>Facilities Programs</b>						
F017	2011 ADA Audit Repairs	II	-	30,000	-	30,000
R313	29th Street Light Rail Station Enhancements	0	95	186,905	93,500	280,500
4007	ADA Transition Plan Improvements	I	353,783	200,000	5,234,217	5,788,000
F014	Bike Racks	0	179	373,706	-	373,885
715	Bus Maintenance Facility #2 (Phase 1&2)	I	21,325,200	2,172,263	31,905,285	55,402,748
4005	Butterfield/Mather Mills LR Station Rehabilitation	0	101,862	32,627	-	134,489
Q029	Citrus Heights Bus Stop Improvements	0	438,632	-	-	438,632
Q030	Citrus Heights Transit Enhancements	II	35,748	506,076	958,176	1,500,000
4011	Facilities Maintenance & Improvements	I	2,681,072	109,427	18,785,621	21,576,120
F015	Facilities New Freedom Tasks-Add Mini-Hi's to Light Rail Stations	I	131	345,467	139,701	485,299
B134	Fulton Ave. Bus Shelters	0	-	169,435	-	169,435
R319	Light Rail Station Rehab Project	0	10,996	148,004	-	159,000
A002	Louis Orlando Transit Center	0	528,703	72,797	-	601,500
645	Major Light Rail Station Enhancements	I	5,184,474	-	30,000,000	35,184,474
F018	Rancho Cordova Landscaping	0	150	141,491	-	141,641
F019	Rancho Cordova Utility Building Enhancements	0	137	168,613	56,250	225,000
TE07	Transit Enhancements	0	216,037	4,224	-	220,261
R175	Watt Avenue Station Improvements	0	234,540	77,960	-	312,500
<b>Facilities Program Total</b>			<b>31,111,739</b>	<b>4,738,995</b>	<b>87,172,750</b>	<b>123,023,484</b>



### Capital Project Expenditure Plan continued

Program	Project Name	Tier	Expended Through FY 2014	FY 2015 Budget Expenditures	Future Expenditures	Total Project Cost through FY 2015
<b>Equipment Program</b>						
B143	Fare Box Replacements	I	-	946,215	2,855,176	3,801,391
N001	Replacement of Police Vehicle Mobile Data Computer Terminals	II	-	135,296	-	135,296
B020	Shop Equipment - Bus	I	97,348	23,652	3,469,640	3,590,640
<b>Equipment Program Total</b>			<b>97,348</b>	<b>1,105,163</b>	<b>6,324,816</b>	<b>7,527,327</b>
<b>Transit Technologies Programs</b>						
T017	Audio Light Rail Passenger Information Signs	0	117,142	1,169,108	100,000	1,386,250
T004	Connect Card Light Rail Platform Preparations	0	1,205,830	397,170	-	1,603,000
T021	Connect Card-- Mobile Access Routers	0	770,000	30,000	-	800,000
T022	Handheld Smart Card Reader	0	-	58,000	58,000	116,000
T023	Connect Card-Technical Support	0	24,306	55,694	-	80,000
G035	Fiber/50-Fig Installation, Maintenance, & Repair	I	205,004	48,067	224,339	477,410
T030	Revenue Center Security Camera Upgrade	I	-	4,000	41,097	45,097
T031	Smart Phone Ticketing	II	-	229,167	45,833	275,000
A004	Transportation Security Enterprises (TSE) Demo Project	0	22,059	37,941	-	60,000
964	Trapeze Implementation (TEAMS)	0	1,675,420	488,792	-	2,164,212
<b>Transit Technologies Program Total</b>			<b>4,019,761</b>	<b>2,517,939</b>	<b>469,269</b>	<b>7,006,969</b>
<b>Transit Security &amp; Safety</b>						
T011	Anti-Terrorism Directed Patrols	0	340,912	44,000	-	384,912
T018	Building Access System Upgrade	0	-	111,507	-	111,507
T008	Completion Fiber Optics Communications Backbone	0	193,200	224,700	-	417,900
T005	CPUC General Order 172 - LRV Camera	0	91,916	118,084	95,482	305,482
H021	Enhancement of Emergency Power Generation	0	270,091	287,909	-	558,000
T010	Light Rail Facility Hardening	0	16,171	154,613	-	170,784
T006	LRV System AVL Equipment	0	357	400,668	-	401,025
T020	Operations Computer Systems Upgrades	0	50,272	154,728	-	205,000
T007	Rail Infrastructure Hardening, Surveillance and Monitoring #2	0	187,714	129,286	-	317,000
T012	RT - Emergency Preparedness Drills	0	24,207	4,101	-	28,308
T013	RT - Staff Security Training - Overtime/Backfill	0	35,018	29,961	-	64,979
T019	Video Surveillance System Enhancement	0	28,012	116,988	-	145,000
TBD1	Antiterrorism Patrols	II	-	166,333	-	166,333
TBD2	Video Security System Upgrade	II	-	225,000	-	225,000
TBD3	Mobile Screening for Explosives	II	-	90,333	-	90,333
TBD4	Active Shooter Training	II	-	29,029	-	29,029
<b>Transit Security &amp; Safety Total</b>			<b>1,237,870</b>	<b>2,287,240</b>	<b>95,482</b>	<b>3,620,592</b>
<b>Planning/Studies Program</b>						
A001	Watt Ave/Hwy 50 Plan Review	0	88,500	1,500	-	90,000
A008	Regional Bike Share System	II	-	100,000	90,000	190,000
M003	Sacramento Regional Transit Internship Program	0	29,653	3,367	-	33,020
<b>Planning/Studies Program Total</b>			<b>118,153</b>	<b>104,867</b>	<b>90,000</b>	<b>313,020</b>
<b>Other Programs</b>						
4024	General Construction Management Support Services	II	367,600	11,376	3,106,024	3,485,000
4025	General Engineering Support Services	II	316,656	7,063	1,899,970	2,223,689
M004	Revenue Bond, Series 2012 Payment	I	5,042,438	3,582,256	146,382,136	155,006,830
<b>Other Program Total</b>			<b>5,726,694</b>	<b>3,600,695</b>	<b>151,388,130</b>	<b>160,715,519</b>
<b>Total</b>			<b>\$ 544,114,298</b>	<b>\$ 179,384,133</b>	<b>\$ 425,278,208</b>	<b>\$ 1,148,776,639</b>

\* All project expenditures are subject to available funding.



## Statistical Section

## Statistical Section

### Demographic and Economic Indicators Last Ten Fiscal Years

	Population <sup>1,2</sup>		Personal Income <sup>1,2</sup> (In Thousands)		Per Capital Personal <sup>1</sup> Income		Unemployment Rate <sup>3</sup>	
	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region
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, *CA1-3 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>	<b>130,032</b>		<b>21.01%</b>	<b>51,503</b>		<b>8.32%</b>

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



## Appendix



## Appendix

### Glossary Of Terms And Abbreviations

#### A

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

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

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

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

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

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

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

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

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

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

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

## Glossary continued

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

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

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

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

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

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

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

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

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

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

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

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

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

## Glossary continued

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

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

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

### **B**

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

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

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

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

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

## Glossary continued

### Budget:

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

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

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

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

## Glossary continued

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

### C

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

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

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

**Capital Outlay (See Capital Expenditure)**

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

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

## Glossary continued

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

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

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

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

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

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

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

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

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

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

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

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



## Glossary continued

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

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

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

### D

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

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

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

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

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

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

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

### E

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

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

## Glossary continued

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

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

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

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

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

## E

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

Farebox Recovery Ratio: The percentage of operating costs paid by transit riders, required by California Public Utilities Code Section 99268.2 and 99268.3, derived by dividing total 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.

## Glossary continued

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

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

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

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

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

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

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

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

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

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

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

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).

## Glossary continued

### G

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

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

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

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

### H

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

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

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

### I

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

## Glossary continued

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

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

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

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

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

Investment Income: Interest from investing any available working capital.

### J

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

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

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

### L

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

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

## Glossary continued

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

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

Light Rail Transit (LRT) (See Light Rail)

Light Rail Vehicle (See Vehicles – Light Rail)

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

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

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

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

## M

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

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



## Glossary continued

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

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

Miles (See Service Miles)

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

### N

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

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

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

### O

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

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

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

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

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

## Glossary continued

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

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

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

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

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

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

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

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

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

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

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

## Glossary continued

### P

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

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

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

Passenger (See Boardings)

Peak Vehicles (See Vehicles - Peak)

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

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

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

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

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

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

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

## Glossary continued

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

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

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

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

### Q

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

### R

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

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

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

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

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

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

Revenue Vehicles (See Vehicles - Revenue)

## Glossary continued

Ridership: Total number of riders, passengers or boardings.

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

### S

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

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

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

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

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

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

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

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

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

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

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

Support Vehicles (see Vehicles - Support)

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

## Glossary continued

### I

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

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

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

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

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

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

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

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

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

### U

Unallocated: Not appropriated for a specific purpose.

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



## Glossary continued

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

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

### V

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

Variance: The difference between planned costs and actual costs.

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

### Vehicles:

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

### W

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



## List of Acronyms

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

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## List of Acronyms continued

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

**List of Acronyms continued**

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
SABA	Sacramento Area Bicycle Advocates
SACOG	Sacramento Area Council of Governments
SCS	Sustainable Community Strategy
SEMS	Standardized Emergency Management System
SHP	Sexual Harassment Prevention
SHRA	Sacramento Housing Redevelopment Agency
SILO	Sale in Lease Out
SITF	Sacramento Intermodal Transportation Facility
SJJPA	San Jose Joint Powers Authority
SMAQMD	Sacramento Metropolitan Air Quality Management District
SOP	Standard Operating Procedure
SPD	Summary Plan Description
S RTP	Short Range Transit Plan
SSCP2	South Sacramento Corridor Phase 2
STA	Sacramento Transportation Authority
STA	State Transportation Assistance
STIP	State Transportation Improvement Program
TAP	TransitAction Plan
TCRA	Traffic Congestion Relief Act
TCRT	Transit Crime Reduction Team
TCRP	Traffic Congestion Relief Program
TDA	Transportation Development Act
TMP	Transit Master Plan
TOD	Transit Oriented Development
TSI	Transportation Security Incident
TVM	Ticket Vending Machine
ULI	Urban Land Institute
VTT	Video Tele-training



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