



Sacramento Regional Transit District

# FISCAL YEAR 2021 BUDGET

For the period of July 1, 2020 to June 30, 2021



**Regional Transit**

1400 29th Street  
P.O. Box 2110  
Sacramento, CA 95812-2110  
916-321-2800 • [sacrt.com](http://sacrt.com)

# Fiscal Year 2021 Budget

*For the period of July 1, 2020 to June 30, 2021*



**Sacramento Regional Transit District**

Prepared by the Finance Division



## Table of Contents



## Table of Contents

<b>General Manager/CEO’s Budget Message</b> .....	<b>6</b>
<b>Board of Directors</b> .....	<b>13</b>
Budget Adoption Resolution .....	15
Budget Presentation Award .....	16
<b>Executive Management Team</b> .....	<b>18</b>
Management & Budget Team .....	19
<b>Sacramento Regional Transit District Organizational Structure</b> .....	<b>21</b>
<b>District Overview</b> .....	<b>24</b>
District Profile .....	25
Sacramento Regional Transit District Service Area Map .....	30
Long-Term Financial Policies .....	32
Financial Policies .....	34
Budget Process .....	41
Voting System .....	44
Trends .....	46
Peer Comparison.....	50
<b>Strategic Plan</b> .....	<b>55</b>
FY 2020 Accomplishments .....	63
Employee Engagement .....	67
Organizational Alignment.....	68
Four Guiding Strategic Pillars .....	69
Success Outcomes.....	70
Performance Scorecard and Tactics.....	71
Strategic Priorities.....	75
SacRT Goals and Objectives in FY 2021 .....	82
<b>Operating Budget Summary</b> .....	<b>84</b>
Enterprise Fund Statement (Fund Balance) .....	85
Revenues .....	86
Expenses.....	94
Positions .....	105
Forecast.....	108



<b>Division Budgets .....</b>	<b>111</b>
General Manager/Chief Executive Officer .....	112
Planning and Engineering.....	117
Transit Operations .....	119
Integrated Services and Strategic Initiatives .....	124
Finance/Chief Financial Officer.....	128
Security, Safety and Customer Satisfaction.....	132
<b>Capital Improvement Program.....</b>	<b>136</b>
Major Capital Projects.....	137
Revenues & Expenses .....	139
Debt Service .....	140
Capital Improvement Funding by Category .....	141
Impact of Capital Improvements on Operating Budget .....	142
Five-Year Capital Improvement Plan .....	143
Capital Improvement Revenues and Expenditures.....	145
Capital Project Expenditure Plan .....	150
Capital Project Funding Addition Descriptions.....	155
<b>Statistical Section.....</b>	<b>159</b>
Demographic and Economic Indicators .....	160
Principal Employers .....	161
<b>Appendix .....</b>	<b>162</b>
Glossary of Terms .....	163
List of Acronyms .....	181





## General Manager/CEO Budget Message

## General Manager/CEO's Budget Message

I am pleased to present to you the annual operating and capital budget for Fiscal Year 2021 (FY 2021). The disruptive impact of the COVID-19 pandemic leading into this year represents a significant challenge to SacRT and public transit across the nation. However, with strategic planning efforts emphasizing safety and customer first initiatives, improvements in innovation, expanded services, and cost control measures for new and existing services. SacRT has created a blueprint for post-pandemic success. This budget represents our commitment to these goals and our continued efforts to improve the future of public transit in the Sacramento region.

### **High Performing Transit District**

In order to better focus on the needs of the region, SacRT has updated our Strategic Plan (see page 55), and it was adopted by the Board of Directors on October 26th, 2020. This strategic plan details SacRT's strategic initiatives, outlining the highest priority projects that teams and individuals within the agency will work on over the 2020-21 fiscal year. It articulates strategic priorities for operational excellence, for an elevated customer experience, for an engaged workforce, and for a valuable partnership with the Sacramento community. SacRT staff strive to balance the delivery of a high-quality customer experience with value to taxpayers and will continue to do all that we can to get our customers where they want to go, when they want to go – as safely and as efficiently as possible.

**Customers First** – SacRT has embraced a customer-centric culture, placing customer interests first in all plans, decisions, investments and actions. We continue to build upon our commitment to ensuring operational excellence in order to improve the rider experience for everyone. Understanding some of the financial challenges for new and existing riders, SacRT continues to find program offerings to ensure fares are equitable for disadvantaged riders.

**Clean, Safe, & Convenient Experience** – SacRT's commitment to operating a clean and safe light rail and bus system is of the utmost importance, especially in the wake of the COVID-19 pandemic. SacRT continues to be innovative in providing a **clean and safe environment** for customers and employees, and adds front-line employees as appropriate (i.e., cleaners, transit agents, and ambassadors), to enhance the customer experience.

**Maintaining Strong Partnerships** – SacRT has developed strong partnerships with rider and community groups, and continues to engage with the public to fully understand the mobility needs and desires of the region's diverse communities.

## General Manager/CEO's Budget Message Continued

**System-Wide Route Optimization** – With the completion of SacRT's comprehensive route optimization study, SacRT Forward was implemented in September 2019. The new bus network improved frequency, provided more weekend service and better connectivity. As the region continues to develop and travel patterns change, it is vital that SacRT continues to align the system's bus network to best serve the needs of the community. With this goal in mind, SacRT has developed scenarios based on frequency and coverage needs and incorporated innovative approaches such as on-demand microtransit services and partnerships with mobility providers to bridge the first and last mile trip barriers.

**Financial Stability** – SacRT is dedicated to strengthening our finances and continues to tap innovative revenue sources to fund maintenance and capital investments. SacRT has relentlessly optimized business practices to bring our financial house in order and is well on the way to achieving financial stability, despite having the lowest level of transit sales tax support of any large metropolitan area in California.

### **Innovation and Service Expansions**

**Microtransit Expansions** – SacRT is among the first few transit agencies in the nation to implement microtransit on-demand service. SacRT's microtransit service, known as **SmaRT Ride**, is an innovative mobility solution that provides on-demand, curbside-to-curb service in specific boundary zones utilizing a smartphone app. With a total of nine active SmaRT Ride service zones, many of which serve disadvantaged communities, SacRT is the largest microtransit provider in the country, operating with 45 shuttles, including nine zero emission electric vehicles.

**RydeFreeRT** – SacRT became the first transit agency in the nation to offer an unrestricted **fare-free** transit program benefiting the region's students and youth. The program waives student/youth fares on bus, light rail, and on-demand transit across SacRT's entire 400-square mile service area. Approximately 220,000 students in grades TK through 12th, home-schooled students, and foster and homeless youth are eligible. Prior to the pandemic, ridership was up approximately 127% within a five-month period and due to the success, the program has continued for year 2.

**Partnerships & Annexations** – In an effort to promote a more cohesive regional transit network, SacRT continues to pursue partnerships and annexations of smaller providers throughout the region. This has resulted in increased efficiencies, more predictable fares, seamless transfers between routes and making the region more competitive for state and federal funding opportunities.



## General Manager/CEO's Budget Message Continued

**Zero Emission Buses** – The first Zero Emission Buses (ZEBs) in SacRT's history were deployed this past year including six shuttle buses to bolster microtransit service and twelve new 40' transit bus to support Causeway Connection service. In the next five years SacRT is scheduled to replace half of the current bus fleet and is anticipating that a minimum of 25% of these replacements will be ZEBs. SacRT will be undertaking a **Zero Emission Vehicle** study with a goal of maximizing the number of ZEB replacements and will also be adding charging station infrastructure which is vital to the success of this program.

**Light Rail Vehicle Replacements** – On April 15, 2020, SacRT signed the notice to proceed to purchase the first 20 new low-floor light rail vehicles (LRVs), the first order in nearly a decade, from Siemens Mobility, Inc. The new LRVs will allow SacRT to retire the oldest light rail vehicles in the fleet, as they have reached the end of their useful lives. As part of this project, SacRT will also be modernizing most of our light rail stations to accommodate the LRVs, which will be easier to navigate for people with disabilities as well as for those with bicycles, strollers and luggage. The contract between SacRT and Siemens Mobility includes options for an additional 56 LRVs which if funded would allow SacRT to retire all the LRV's which have reached the end of their 30-year useful life.



**New Service** – SacRT and Yolo County Transit District (YCTD) launched the first service collaboration by operating **express bus** service between University of California - Davis, Downtown Sacramento, and University of California - Davis Medical Center thanks to an award provided by Electrify America. This new service improves frequencies from once per hour to every 20 minutes and replace the diesel-powered buses with zero emission buses. SacRT also coordinated with Yolobus to launch service to the Sacramento International Airport for the first time in agency history.

**ADA Paratransit Service** – In June 2020, SacRT brought our ADA paratransit and non-ADA paratransit service in house, called SacRT Go, to improve customer satisfaction, increase operational effectiveness and generate fiscal efficiencies. SacRT Go paratransit services is door-to-door, shared-ride transportation for individuals who are unable to use SacRT's bus and light rail system (also referred to as Fixed Route), either all of the time or some of the time, because of a disabling condition. Preliminary reports are already showing a higher than average rides-per-hour efficiency calculation.

**Wearing is Caring** – In response to the COVID-19 outbreak, SacRT has adapted to serve as a health and human service agency partnering with the California State Transportation Agency to deploy Wi-Fi buses to assist with distance learning, telehealth and telework efforts in digital desserts. SacRT has also ramped up cleaning and sanitizing efforts and launched a **Wearing is Caring campaign** to raise awareness about the importance of mask wearing to prevent the spread of the virus.

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

### **Operating Budget**

The FY 2021 Operating and Capital budgets were approved by the Sacramento Regional Transit District (SacRT) Board of Directors on June 8, 2020. Both are conservative budgets that control costs but provide resources necessary for SacRT to continue to enhance operations and quality of service. The Operating Budget was balanced with revenues equal to expenses of \$200 million, which is 3.8% greater than the previous fiscal year. This increase is below the average annual increase of the last few years and is in response to the forecasted impacts of COVID-19 on many of SacRT's revenue streams. Even with these limitations, SacRT continues to add services where needed while continuously evaluating current services to ensure resources are allocated in the most efficient and effective manner.

### **Capital Budget and Program**

The FY 2021 Capital budget includes a total of \$789.4 million comprised of \$195.8 million of new funding and \$593.6 million of funding carried forward from previous years. The \$195.8 million of new funding is comprised of \$4.3 million of State funding, and \$191.5 million of funding to be determined. Major projects included for new funding during FY 2021 include bus replacement and expansions, light rail system modernization and expansion, and route optimization.

### **Outlook**

This budget and associated plan are SacRT's commitment to providing exceptional service to the people of the Sacramento region. There are many unknowns as COVID-19 has brought unprecedented challenges to communities, impacting budgets, business, and quality of life everywhere. However, due to strong fiscal policies and visionary leadership from the Board of Directors and extraordinary teamwork and partnership from all staff and community partners, I am confident SacRT will emerge from the pandemic stronger and nimbler than before. SacRT will accomplish this through regional leadership and by providing quality service in a respectful, innovative, and sustainable manner. SacRT will continue to focus on customer service and provide safe, clean, and reliable transportation service that meets the needs of an increasing mobile region. To prepare for future needs, SacRT will build and continuously develop a highly skilled transportation workforce and will continue to challenge itself to meet the growing transportation needs of the Sacramento region.

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

## General Manager/CEO's Budget Message Continued

### Acknowledgements

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

Sincerely,



Henry Li  
General Manager/CEO



This page intentionally left blank





## Board of Directors



---

## Board of Directors

**Steve Hansen, Chair**  
City of Sacramento

**Steve Miller, Vice Chair**  
City of Citrus Heights

**Linda Budge**  
City of Rancho Cordova

**Jeff Harris**  
City of Sacramento

**Kerri Howell**  
City of Folsom

**Pat Hume**  
City of Elk Grove

**Rick Jennings II**  
City of Sacramento

**Patrick Kennedy**  
County of Sacramento

**Don Nottoli**  
County of Sacramento

**Jay Schenirer**  
City of Sacramento

**Phil Serna**  
County of Sacramento

## Board of Directors Alternates

**Steve Detrick**  
City of Elk Grove

**Mike Kozlowski**  
City of Folsom

**David Sander**  
City of Rancho Cordova

**Jeff Slowey**  
City of Citrus Heights



### Budget Adoption Resolution

RESOLUTION NO. 20-06-0060

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

June 8, 2020

#### ADOPT THE FY 2021 OPERATING AND CAPITAL BUDGETS AND VOTE ALLOCATIONS

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

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

THAT, the Sacramento Regional Transit District's FY 2021 Operating Budget of \$200.3 million and Capital Budget of \$195.8 million as set forth in attached Exhibit A, are hereby approved.

THAT, the following voting distribution for FY 2021 as tabulated in the "Schedule of Weighted Voting Distribution" in the attached Exhibit A, is hereby approved.

Jurisdiction	Votes
County of Sacramento	37
City of Sacramento	32
City of Rancho Cordova	9
City of Citrus Heights	10
City of Elk Grove	3
City of Folsom	9
Total	100

  
 STEVE HANSEN, Chair

ATTEST:

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Sacramento Regional Transportation District**

**California**

For the Fiscal Year Beginning

**July 1, 2019**

A handwritten signature in black ink that reads "Christopher P. Morill". The signature is written in a cursive style.

Executive Director



This page intentionally left blank



## Executive Management Team



---

## Executive Management Team

**Henry Li**

General Manager/CEO

**Carmen Alba**

VP, Operations (Acting)

**Brent Bernegger**

VP, Finance/Chief Financial Officer

**Laura Ham**

VP, Planning and Engineering

**Lisa Hinz**

VP, Security, Safety, and Customer Satisfaction

**Shelly Valenton**

VP, Integrated Services and Strategic Initiatives

**Olga Sanchez-Ochoa**

General Counsel

## Management & Budget Team

**Jason Johnson**

Director, Office of Management & Budget

**Erik Reitz**

Grants Manager

**Carol Cherry**

Senior Grants Analyst

**Joe Paglieroni**

Senior Grants Analyst

**Nadia Mokhov**

Senior Financial Analyst

**Judy Wong**

Senior Financial Analyst

This page intentionally left blank



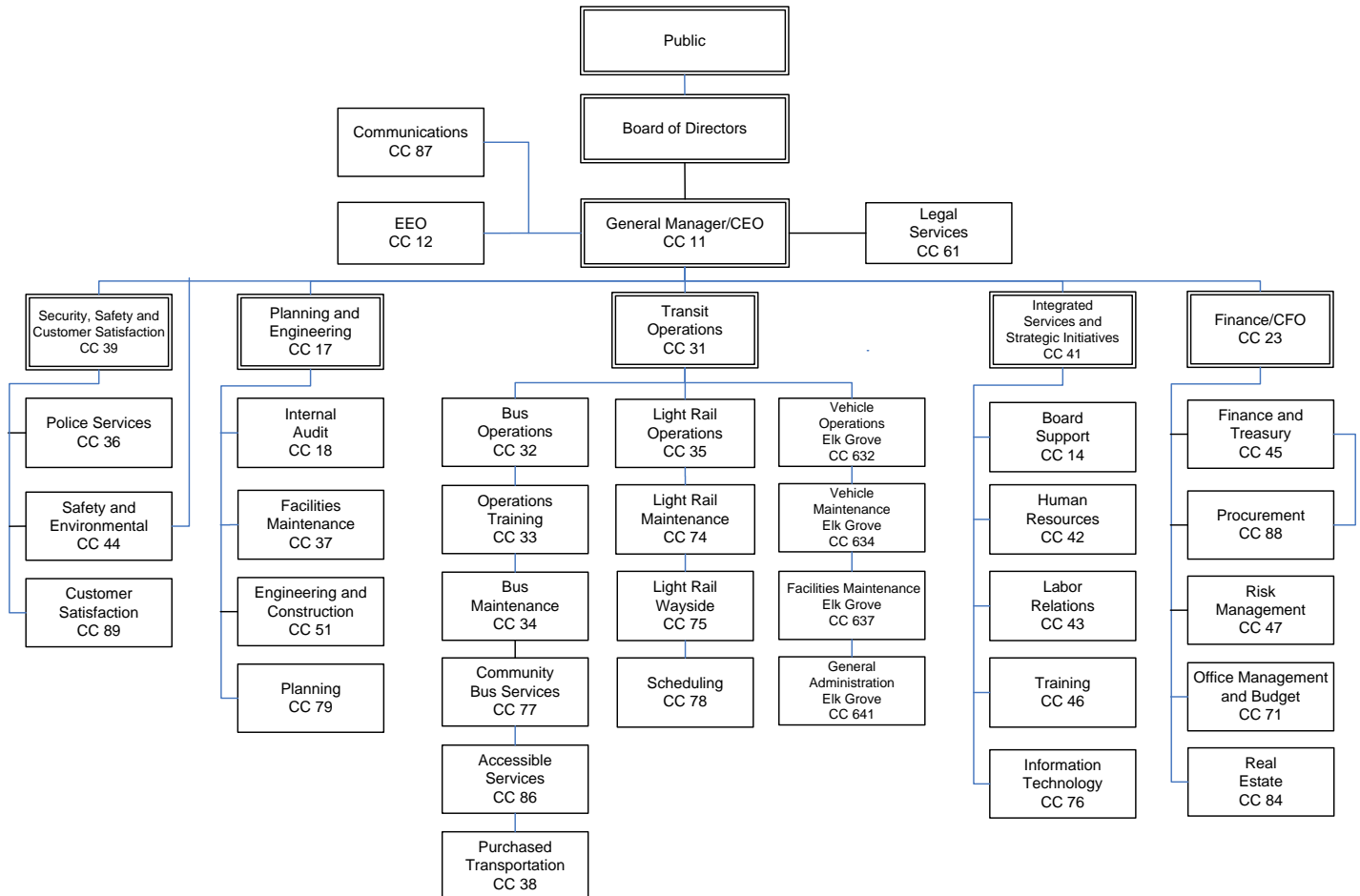


## Organizational Structure



# Sacramento Regional Transit District Organizational Structure

## Cost Center Based



CC = Cost Center

This page intentionally left blank



## District Overview







**District Profile continued**

**Population**

The Sacramento Area Council of Governments (SACOG) estimates population increases in Sacramento County (28.3%) and the six-county region (32.2%) through 2035.

	<b>2019</b>	<b>2035</b>	<b>Changes</b>	<b>%</b>
Sacramento County	1,546,174	1,983,967	437,793	28.3%
Six-County Region <sup>1</sup>	2,532,700	3,348,641	815,941	32.2%

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

Source: 2019 from State of California, Employment Development Department, and Labor Force & Employment Data  
2035 from SACOG, Data for Regional Analysis.

**Climate**

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

	<b>January</b>	<b>July</b>	<b>Annual Average</b>
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"

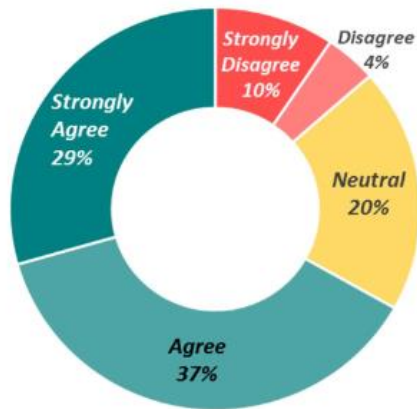
## District Profile continued

### Customers



## Alternative Energy Sources

*Do you agree SacRT should explore Cleaner Alternate Energy Sources (like solar, compressed natural gas, or electric)?*

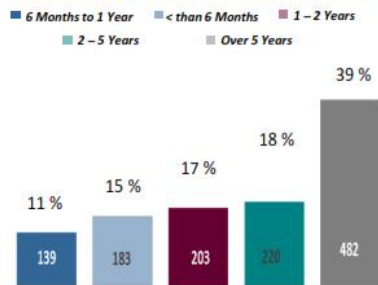


- 66% Agreed that SacRT should explore cleaner alternate energy sources
- 14% Disagreed that SacRT should explore cleaner alternate energy sources
- 20% responded Neutral

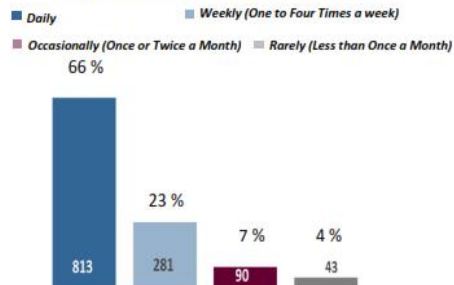


## Demographic Data

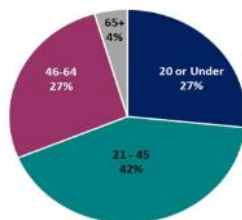
### 1. How long have you been riding SacRT?



### 2. How often do you ride SacRT?



### 16. Age



### 15. Gender



### District Profile continued

#### Highlights

<b>Sacramento Regional Transit District</b>	Constructs, operates, and maintains a comprehensive mass transportation system that serves Sacramento County, Citrus Heights, Carmichael, Fair Oaks, Elk Grove, Folsom and Rancho Cordova.
---	--

<b>Bus Service</b>	
Power	CNG, Diesel, Gasoline, Electric
Routes	63
Schedule	4:59 am to 11:15 pm daily
Stops	3,100+
Vehicles	192 - 40' CNG Buses 47 – Electric, Gasoline shuttles and Diesel small buses
Annual Ridership	8,574,932

<b>Light Rail Service</b>	
Power	Electrical
Miles	44.9
Schedule	3:49 am to 12:59 am daily
Stops	52
Vehicles	97
Annual Ridership	8,988,806

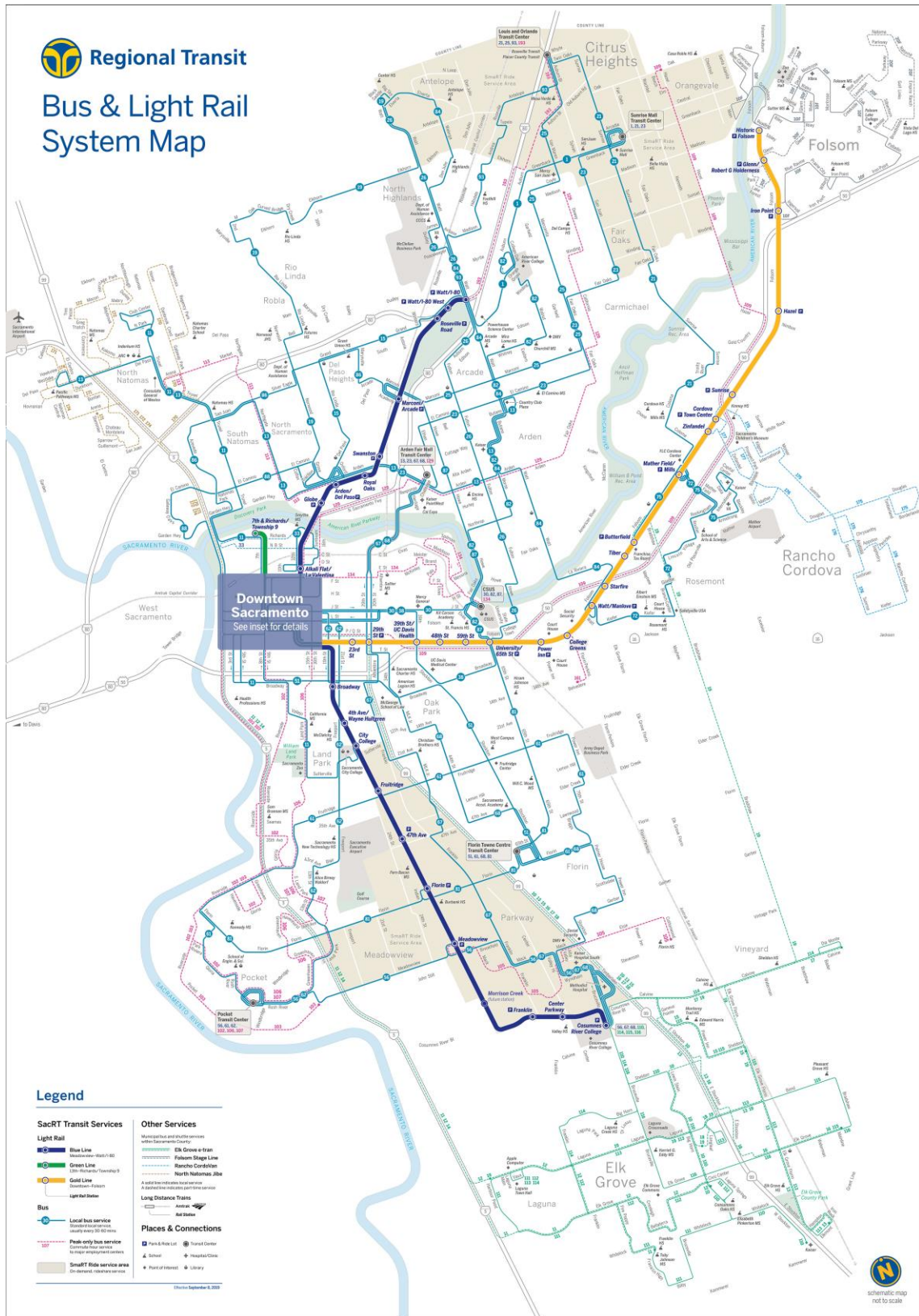
<b>Paratransit</b>	
ADA Passenger Trips Provided	282,909
ADA Vehicle Revenue Miles	3,427,446
Vehicles	101

<b>Passenger Amenities/ Customer Service</b>	
Transfer Centers	32
Park & Ride	22
Annual Customer Service Calls	118,961
Customer Info Line	(916) 321-2877
Website	<a href="http://www.sacrt.com">www.sacrt.com</a>

<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
Sep 2015	Extended light rail from Meadowview to Cosumnes River College
February 2018	Started Microtransit/SmarRT Ride services
January 2019	Annexed Citrus Heights and Folsom services
July 2019	Starting Elk Grove services under contract
June 2020	Started SacRT Go paratransit service

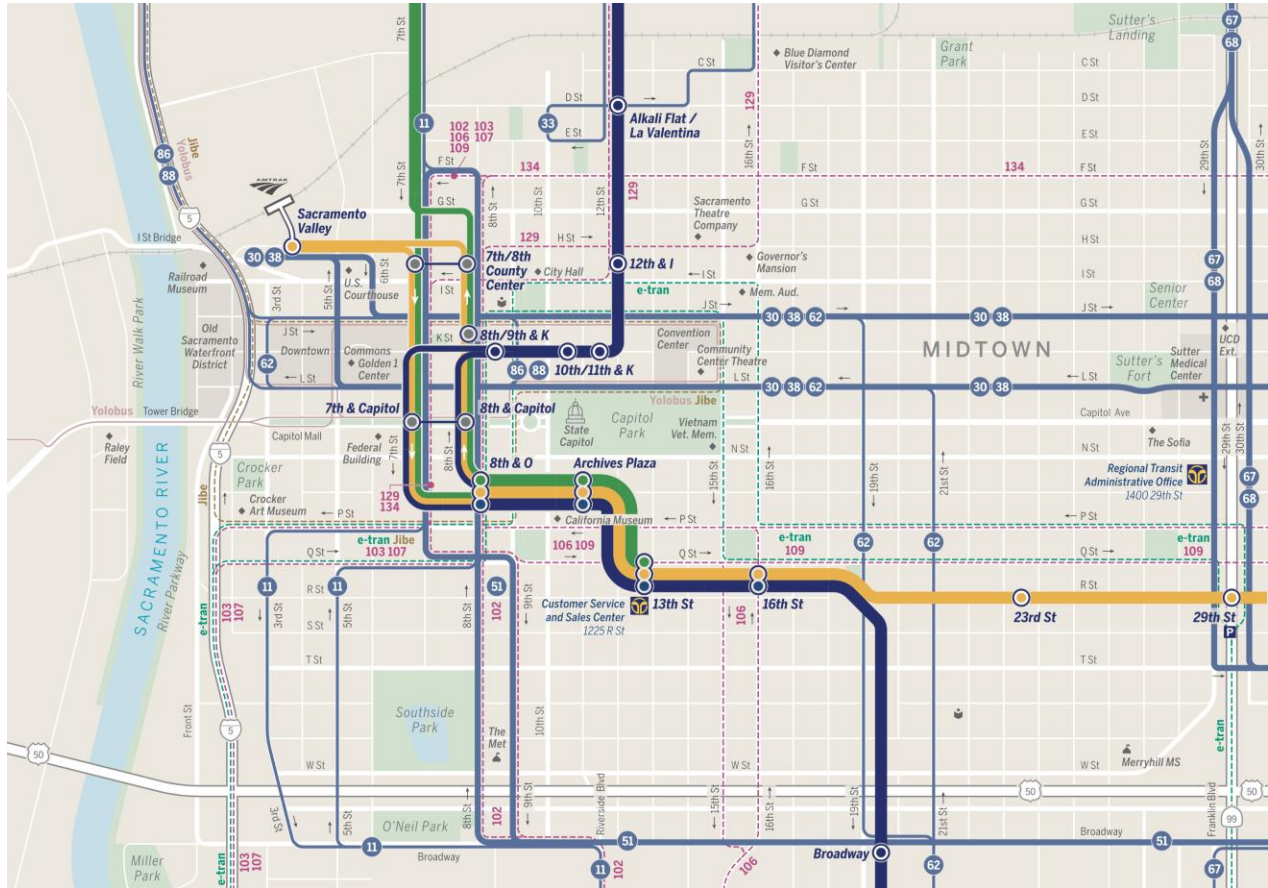
This page intentionally left blank

### Sacramento Regional Transit District Service Area Map





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



### Legend

#### SacRT Transit Services

##### Light Rail

- Blue Line**  
Meadowview-Watt/1-80
- Green Line**  
13th-Richards/Township 9
- Gold Line**  
Downtown-Folsom
- Light Rail Station**

##### Bus

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

#### Other Services

Municipal bus and shuttle services within Sacramento County:

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

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

##### Long Distance Trains

- Amtrak**
- Rail Station**

#### Places & Connections

- P** Park & Ride Lot
- TC** Transit Center
- S** School
- H** Hospital/Clinic
- Pi** Point of Interest
- L** Library

Effective September 8, 2019



## Long-Term Financial Policies

### Fiscal Sustainability Policy

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

### Comprehensive Reserve Policy

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

### Farebox Recovery Policy

- Protect and maximize available public funding by, at minimum, meeting the farebox recovery ratio required by the California Transportation Development Act as amended, and other funding and grant provisions each and every year.
  - Help SacRT consistently pay ordinary operating costs with current revenues, without accessing multi-year reserves to balance the budget.
-

### **Long-Term Financial Policies continued**

- Help SacRT maintain a favorable bond rating, and reasonable interest rates, recognizing that rating services and lenders rely heavily on SacRT's fare revenue trends to determine financial health and credit risk.
- Determine the appropriate target for the farebox recovery ratio in creating a sustainable customer service, considering contributions to operating costs, capital, debt capacity and repayment, grant applications and conditions, and other obligations.
- Determine the time period over which the target farebox recovery ratio will be met considering financial capacity needs, ridership growth, cost control measures, average fare changes required, and impact to fare paying riders.
- Comply with applicable laws and funding regulations, some of which set minimum farebox recovery ratio standards.

### **Fare Change Policy**

- Support long-term financial planning, by providing a predictable and consistent fare change practice, resulting in sustainable transit services to the public.
- Provide sufficient fare revenues to meet, in conjunction with other available operating and capital funds: customer service needs; local match for capital; fiscal obligations (including debt); and grant requirements each and every year.
- Consider changes in customer income and ability to pay, approximating general pay and benefit increases, providing customers greater predictability of modest fare changes to ease personal budgeting.
- Consider the costs of competing modes of transportation (e.g., mileage and parking costs of automobiles), and other factors valued by potential customers of transit.
- Maximize ridership while meeting financial requirements and other SacRT goals.
- Support attainment of farebox recovery targets in a consistent and predictable manner; while providing transit services below cost to the public.
- Consider equity and affordability for disadvantaged populations, discounting strategy for target populations and the ability to attract new riders.
- Comply with applicable laws and funding regulations, including Federal Title VI and California funding regulations which set minimum farebox recovery standards.

## Financial Policies

### Accounting

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

### Revenues

- SacRT will continuously explore additional sources of revenue to help balance the budget, such as identifying on an annual basis excess capital property and equipment, including real property, and will make an ongoing attempt to sell such property to enhance revenue.
  - SacRT will use the majority of eligible Section 5307 and 5337 formula federal grant funds for capital maintenance projects to minimize the time between appropriation and drawdown of federal funds.
  - SacRT will continue to establish a fare structure with due consideration for
    - Consistency and equity throughout the District
    - Ease of use and simplicity
    - Maintaining or increasing ridership and fare revenues
    - Acceptability and marketability of fare structure to customers and the general public
    - Enforceability of fare payment
    - Meeting Fare Revenue Recovery ratio target established by the Board
  - When appropriate, the Board will actively pursue legislation that would help ensure the continued accomplishment of SacRT's goals and mission statement. The Board will support efforts to ensure that legislative intent is realized in allocation of state financial resources to public transit. The Board will actively oppose legislation that would limit or diminish revenue.
-

## Financial Policies continued

### Expenditures

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

### Budget

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

## Financial Policies continued

### Budget continued

- SacRT will provide conservative revenue estimates that take into consideration recent experience and reflect reasonable future growth.
- A budget will be prepared that contains essential programs and projects needed to support the goals and objectives of the District, responds to citizen demand, and reflects administrative evaluation of current needs.
- SacRT uses a single fund, the Enterprise Fund, to account and budget for operating and capital transactions.
- SacRT uses a single fund, an Enterprise fund, to account for all departments for budgeting and accounting purposes, for both operating and capital transactions.

### Grants

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



---

## Financial Policies continued

### Debt Service

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

#### Debt Service policy:

- Bond refinancing or Certificates of Participation (COPs) will not be issued to support current operating expenditures.
- Capital projects funded through the issuance of bonds or COPs shall be financed for a period not to exceed the expected useful life of the project.
- The District doesn't have a set debt limit. Before bonded long-term debt is issued, the need for issuing debt instruments and the fiscal impact on the annual operating budget should be analyzed.

### Current Debt

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

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

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

## Financial Policies continued

### Capital Improvement Program

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

### Capitalized Assets

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

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

## Financial Policies continued

### Compensated Absences

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

### Risk Management and Self-Insurance

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

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

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

\* Includes revenue and non-revenue vehicles.

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

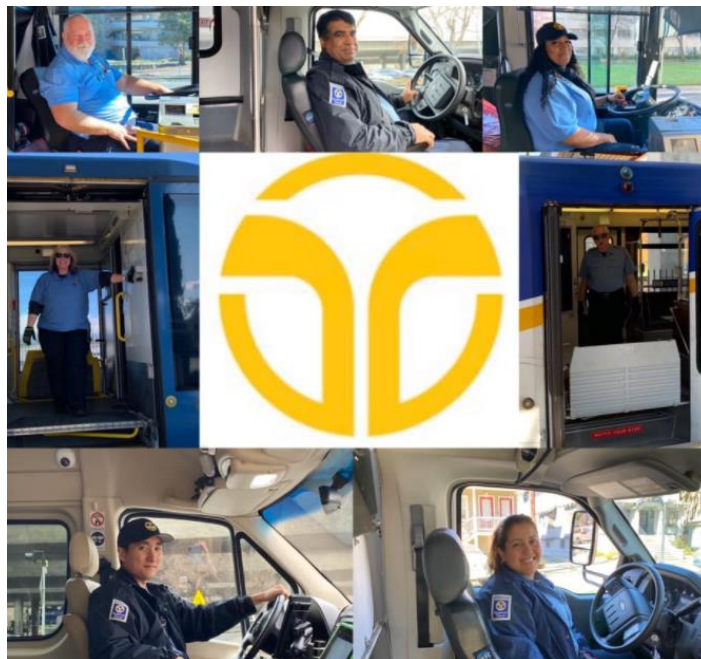
## Financial Policies continued

### Cost Allocation

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

Departments	Bus Operations cost - cc32	Bus Maintenance cost cc34	Light Rail cost cc35+74+75	Community Bus Services cost cc77	Facilities cc37	Police Serv cc36	Paratransit cc38	Acces Serv cc86
<b>Modes</b>								
<b>Bus</b>	100%	Bus RM/Total Bus RM	0%	0%	10%	4%	0%	0%
<b>CBS fixed</b>	0%	CBS fixed RM/Total Bus RM	0%	CBS fixed RH/Total Bus RH	0%	0%	0%	0%
<b>SmaRT Ride</b>	0%	SmaRT ride RM/Total Bus RM	0%	SmaRT ride RH/Total Bus RH	0%	0%	0%	0%
<b>SacRT GO</b>	0%	SacRT GO RM/Total Bus RM	0%	SacRT GO RH/Total Bus RH	0%	0%	100%	100%
<b>LR</b>	0%	0%	100%	0%	30%	95%	0%	0%

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



## Budget Process

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

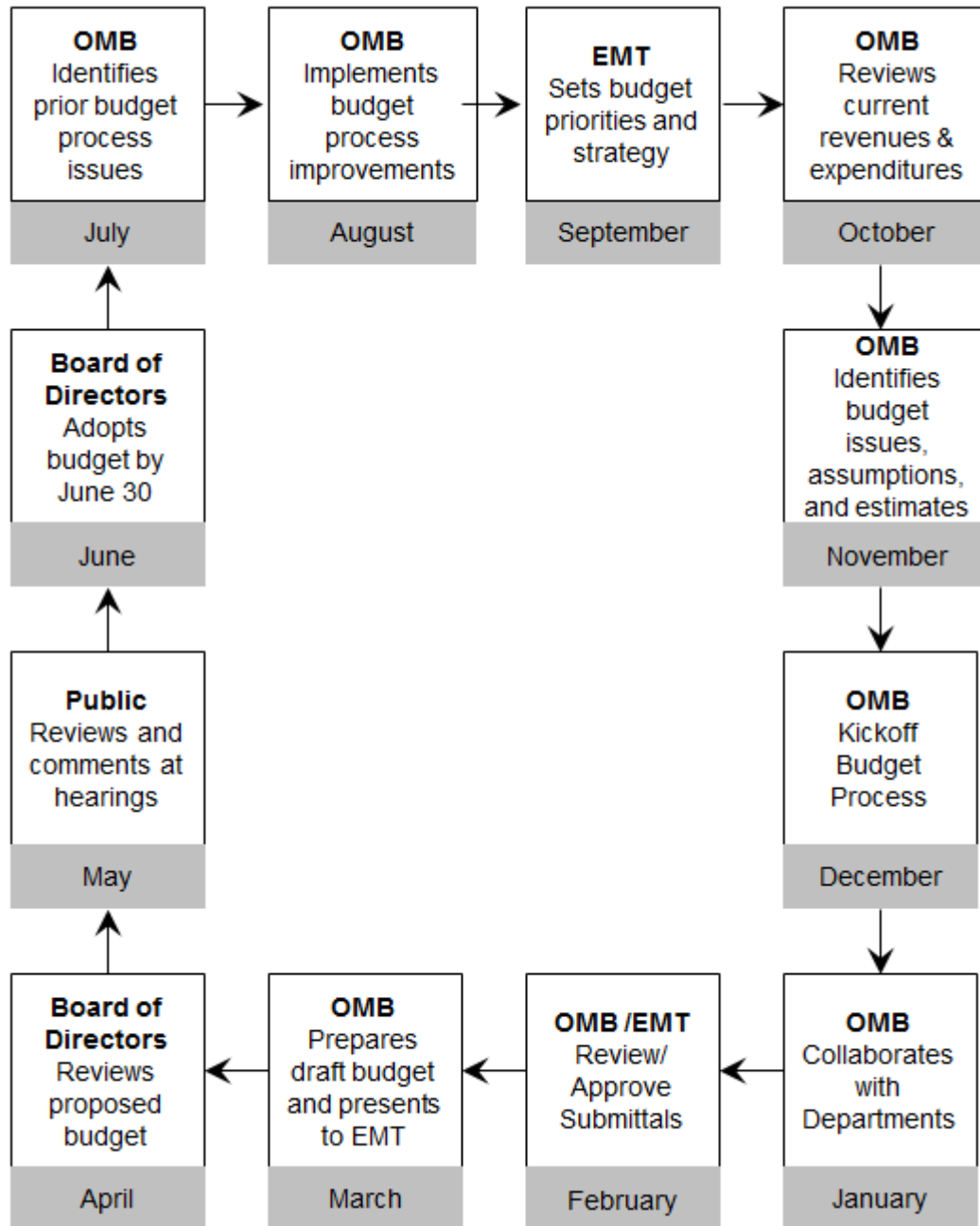
## Budget Amendments

Any proposed change to the total amount of the District Operating Budget, whether increasing or decreasing it, shall be approved by resolution of the Board of Directors, except as relates to minor fund transfers. Minor fund transfers are defined as transfers between the operating and capital budgets that are less than 20 percent of a total project budget or \$50,000 per project per fiscal year, not to exceed a total of \$250,000 per fiscal year.

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



### Budget Process continued





### Budget Process continued

#### FY 2020-2021 Budget Calendar

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

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

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

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

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

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

Dates	Tasks	Assigned To
Jan 10	Complete SAP HR Master update	Human Resources
Jan 16	Capital project request forms due for CPC review	Project Managers
Jan 17	Wage assumptions due	Labor Relations
Feb 3	Preliminary pension, OPEB, and medical assumptions due	Human Resources
Feb 3	Budget, Goal Setting and CIP Kickoff	OMB
Feb 14	Budget Documents Provided on Headways	OMB
Feb 14	Insurance premiums and liability/worker's comp. estimates	Risk
Feb 24	Labor recovery allocations spreadsheets due	Departments
Feb 28	Preliminary labor reports provided	OMB
Mar 4	All documents due	Departments
Mar 16-20	General Manager Budget Review	OMB/General Manager
Mar/Apr	Departments Draft Budget Review with OMB	OMB/Departments
Apr 13	Preliminary Operating and Capital Budget presented to Board (60 day required review and comment per CPUC Sec. 102205)	Board
Apr - May	Final Adjustments	OMB
May 5	5-year CIP due to General Manager	CFO/OMB/Grants
May 11	Budget public input Board Hearing	Board
May 18	Budget with updates from Board/public input due to GM	CFO/OMB
Jun 8	Board adoption of the Operating and Capital Budget	Board

## Voting System

SacRT is governed by an eleven-member Board of Directors. Six entities (5 cities and 1 county) make appointments to SacRT’s Board. Ten directors are appointed by “member entities” and represent jurisdictions annexed into SacRT’s district. One director is appointed by the “participating entity” and represents the jurisdiction that contracts with SacRT to receive transit service.

In January 2006, the SacRT 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 SacRT. Assembly Bill 2137 established the new weighted voting system.

The system creates 100 voting shares. SacRT 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 SacRT 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 effective for FY 2020 and for the FY 2021 Abridged Budget is shown in the table below. A detailed FY 2021 Schedule of Weighted Voting is shown on the next page.

### Weighted Voting Shares by Jurisdiction

Jurisdiction	Status	Shares - FY 2020 Budget	Shares – FY 2021 Budget
County of Sacramento	Annex	37	37
City of Sacramento	Annex	32	32
City of Rancho Cordova	Annex	9	9
City of Citrus Heights	Annex	10	10
City of Elk Grove	Contract	3	3
City of Folsom	Annex	9	9
<b>Total</b>		<b>100</b>	<b>100</b>



### Voting System continued Weighted Voting Distribution Schedule

Fiscal Year 2021 Schedule of Weighted Voting Distribution  
Base Values\*

**Federal Financial Information**

Code Section:	<u>FY 20 Federal Funds Available in the Sacramento MSA<sup>1</sup></u>	39,734,676	1. Federal Funds are draft only and subject to change based on SACOG's approval of the apportionments prior to final budget adoption.					
102205(b)(6)								
102205(b)(7)	<u>Allocation of Federal Funds to jurisdictions other than RT</u>	4,654,362						
102205(b)(8)	<u>FY 20 Federal Funds Available for use in RT Service Area:</u>	35,080,314						

**Jurisdiction Specific Values**

	City of Sacramento	County of Sacramento	Rancho Cordova	Citrus Heights	Folsom	Elk Grove	Totals:	
102205(b)(10) <u>Population:**</u>	508,172	594,216	74,471	88,095	79,835	174,025	1,518,814	
<u>Proportionate Population:</u>	33.46%	39.12%	4.90%	5.80%	5.26%	11.46%	100%	
<u>Member:</u>	Yes	Yes	Yes	Yes	Yes	No		
102100.2, 102100.3	4	3	1	1	1	1	11	
	<u>Federal Funds Attributed to Entity (Total Federal Funding x Share of Population):</u>							
102105.1(d)(2)(D)	11,737,873	13,723,419	1,718,935	2,034,658	1,845,225	4,020,204	35,080,314	
102105.1(d)(2)(A), 102205(b)(3)	<u>FY 21 State TDA Funds Made Available to RT:</u>	25,595,823	28,288,616	3,752,020	4,438,350	4,068,403	0	66,143,212
102105.1(d)(2)(B), 102205(b)(4)	<u>FY 20 Funds Provided Under Contract:</u>	115,000	-	450,000	0	0	350,000	915,000
102105.1(d)(2)(C), 102205(b)(5)	<u>FY 20 Other Local Funds</u>	0	0	0	0	0	0	0
102105.1(d)(2)	<u>Total Financial Contribution:</u>	37,448,696	42,012,035	5,920,955	6,473,008	5,913,628	4,370,204	102,138,526
102105.1(d)(2)	<u>Proportionate Financial Contribution:</u>	36.66%	41.13%	5.80%	6.34%	5.79%	4.28%	100%

**Voting Calculation**

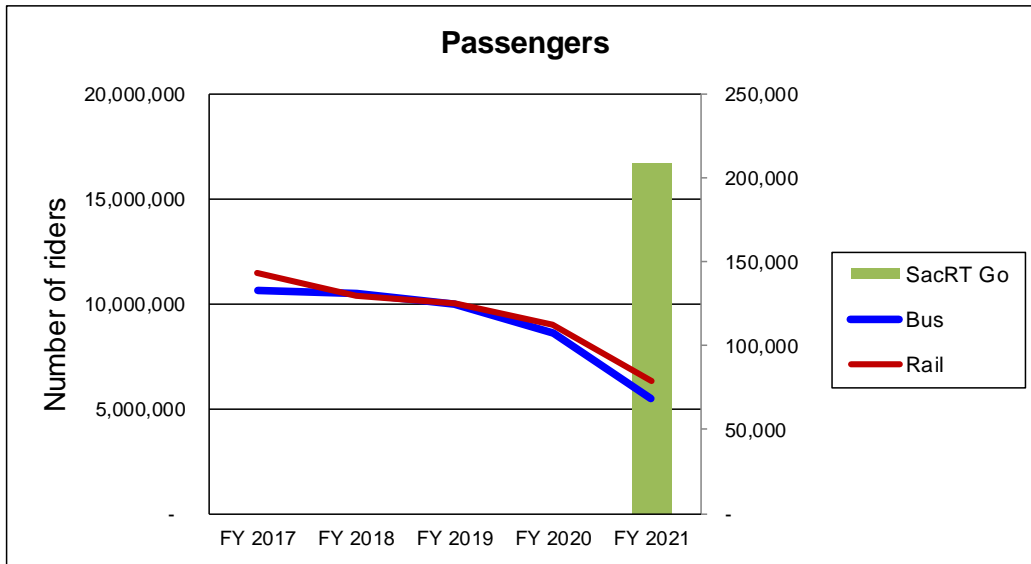
	City of Sacramento	County of Sacramento	Rancho Cordova	Citrus Heights	Folsom	Elk Grove	Totals:	
102105.1(d)(1)	<u>Incentive Shares (5 for member jurisdictions)</u>	5	5	5	5	5	0	25
102105.1(d)(2)	<u>Financial Contribution Shares (Proportionate Financial Share x Remainder of 100 shares):</u>	27.4950	30.8475	4.3500	4.7550	4.3425	3.2100	75
102105.1(d)(3)	<u>Total Shares:</u>	32.4950	35.8475	9.3500	9.7550	9.3425	3.2100	100
102105.1(d)(4)(i)	<u>Shares After Rounding:</u>	32	36	9	10	9	3	99
102105.1(d)(4)(i), 102105.1(d)(4)(ii)	<u>Share Adjustment (To Ensure 100 Shares):</u>	32	37	9	10	9	3	100
	<u>Distribution of Shares Among Members (Assuming All Members Present to Vote):***</u>							
102105.1(d)(7)	Member 1	8	13	9	10	9	3	
	Member 2	8	12	N/A	N/A	N/A	N/A	
	Member 3	8	12	N/A	N/A	N/A	N/A	
	Member 4	8	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>	32	37	9	10	9	3	100

\* In addition to the funding identified above, RT projects the following funds for operating purposes: \$52,587,997 - 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



### Passengers

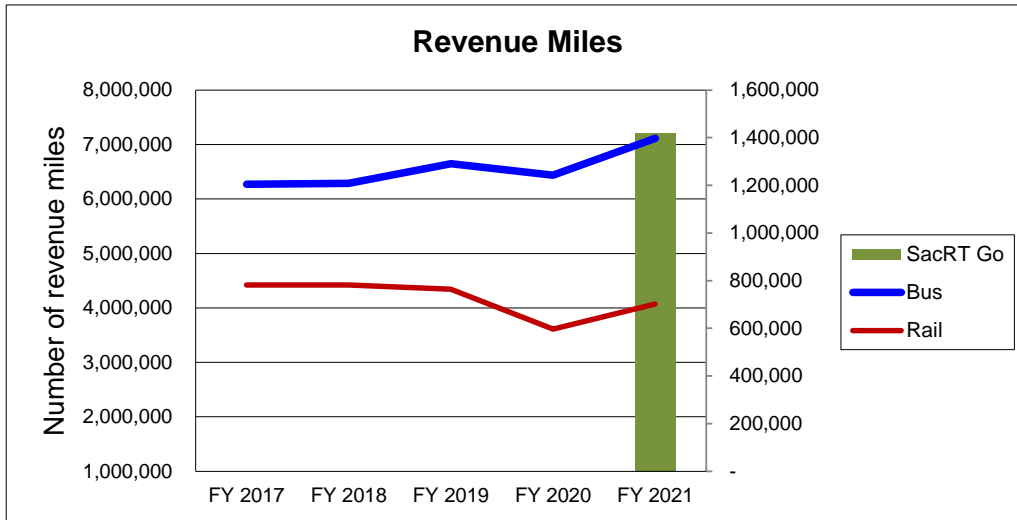
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
Bus	10,608,037	10,517,620	10,008,281	8,574,932	5,484,152	(3,090,780)	-36.0%
Rail	11,442,465	10,372,688	9,980,850	8,988,806	6,327,914	(2,660,892)	-29.6%
SacRT Go					208,860	208,860	
<b>Total</b>	<b>22,050,502</b>	<b>20,890,308</b>	<b>19,989,131</b>	<b>17,563,738</b>	<b>12,020,926</b>	<b>(5,542,812)</b>	<b>-31.6%</b>

In FY 2019, total ridership decreased 4.3%. Light Rail ridership decreased 3.8%. Bus ridership decreased 4.8%. There are multiple reasons that cause ridership to decline. Employment statistics are very strong (better than prior to the 2008 economic downturn statistics). Gas prices were relatively low (less than \$4.00 per gallon). Cars are becoming more affordable, and driver licenses are easier to obtain, creating more alternatives for a formerly transit-dependent population.

In FY 2020, total ridership decreased 12.1%. Light Rail and Bus ridership decreased 9.9 and 14.3% respectively. Main reason for ridership decline is COVID-19 pandemic and Stay at Home order issued in March 2020 by Sacramento County and California governor.

In FY 2021, total ridership is projected to decrease 31.6% due to the continuation of the COVID-19 pandemic and State and Local Stay at Home orders. Light Rail is projected to decrease 29.6%. Bus is projected to decrease 36.0%. SacRT has started providing paratransit services (SacRT Go) since June 28, 2020.

### Trends continued



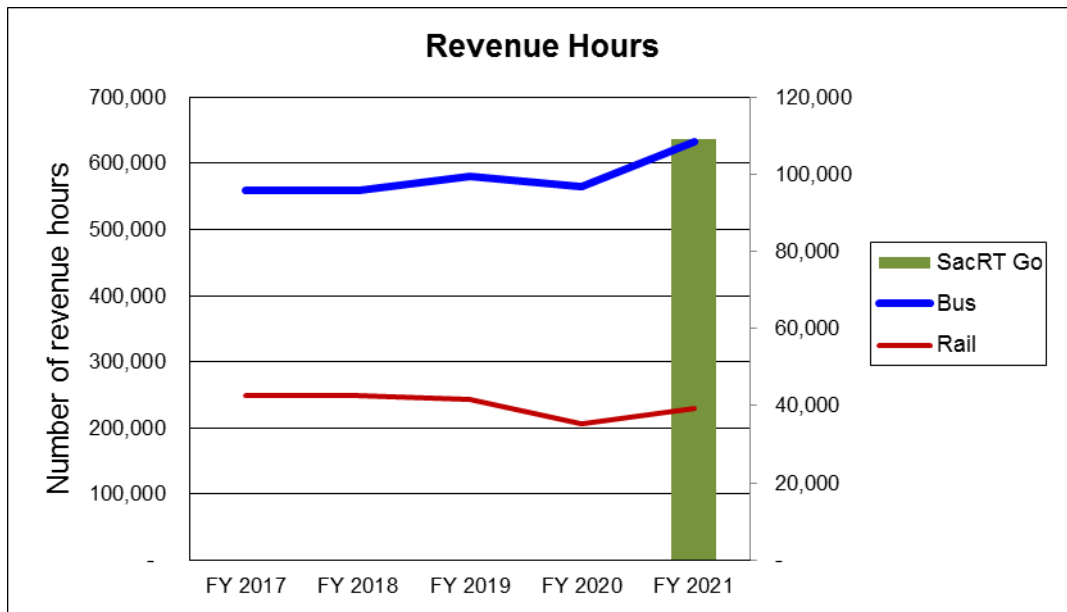
### Revenue Miles

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021 Amount	FY 2020 to FY 2021 Percent
Bus	6,268,752	6,287,708	6,645,970	6,438,930	7,115,020	676,090	10.5%
Rail	4,421,880	4,418,237	4,343,974	3,610,107	4,072,062	461,955	12.8%
SacRT Go					1,418,528	1,418,528	
<b>Total</b>	<b>10,690,632</b>	<b>10,705,945</b>	<b>10,989,944</b>	<b>10,049,037</b>	<b>12,605,610</b>	<b>2,556,573</b>	<b>25.4%</b>





### Trends continued



### Revenue Hours

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021 Amount	FY 2020 to FY 2021 Percent
Bus	558,534	559,161	580,948	564,082	632,890	68,808	12.2%
Rail	248,913	248,656	243,241	206,957	229,609	22,652	10.9%
SacRT Go					109,118	109,118	
<b>Total</b>	<b>807,447</b>	<b>807,817</b>	<b>824,189</b>	<b>771,039</b>	<b>971,617</b>	<b>200,578</b>	<b>26.0%</b>



## Trends continued

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

In FY 2019, bus revenue hours increased 3.9%. In FY 2019, SmaRT Ride on-demand service has been expanded to include South Sacramento/Franklin Blvd zone in addition to Citrus Heights and Orangevale/Antelope zones annualized service.

In FY 2020, due to the COVID-19 pandemic, SacRT reduced service in response to lower demand for transit services due to Stay at Home orders. Rail revenue hours decreased 14.9%, and bus revenue hours decreased 2.9%.

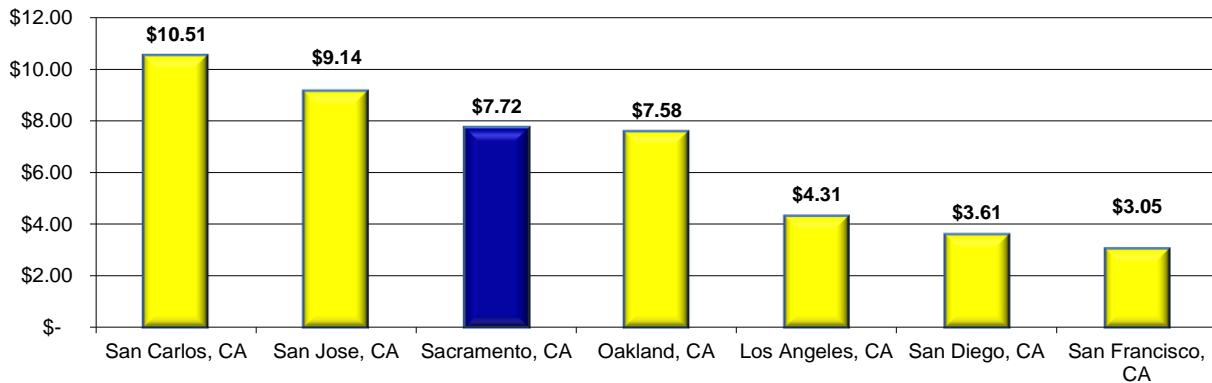
In FY 2021, SacRT plans to restore service level to pre-COVID-19 levels. Bus revenue hours are projected to increase 12.2%, and light rail revenue hours are projected to increase 10.9%. SacRT also plans to operate 109,118 revenue hours of paratransit service (SacRT Go).



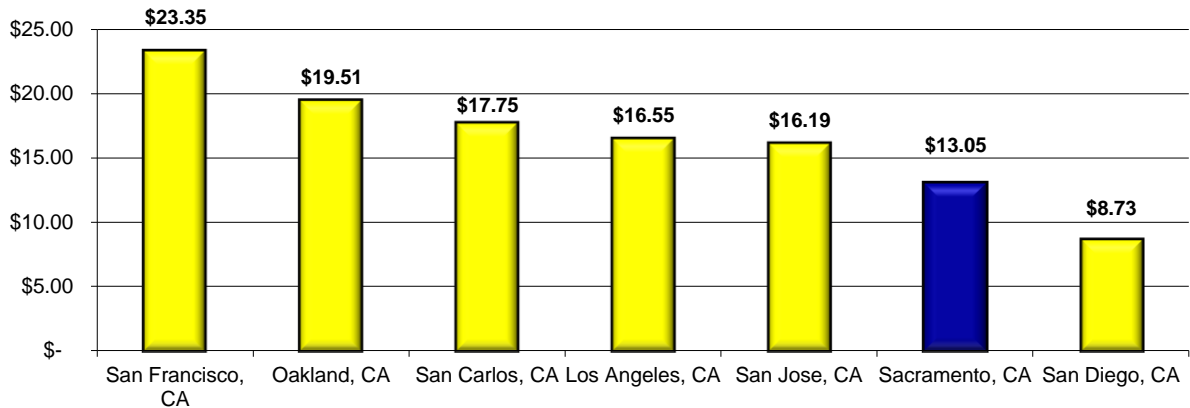
## Peer Comparison

Peer comparison is a useful tool for benchmarking performance against comparable agencies. The peer comparison presented in this report incorporates publicly available data from the National Transit Database (NTD). Transit agencies that receive funds from the Federal Transit Administration (FTA) are required to report operating data to the NTD. About 850 agencies are included in the database. Due to an extensive validation process, the NTD data lags by approximately 2-3 years. The peer comparison analysis in this document is based on data from the 2018 NTD report, which is the most recent year available at time of publication.

### 2018 Bus Cost Per Passenger

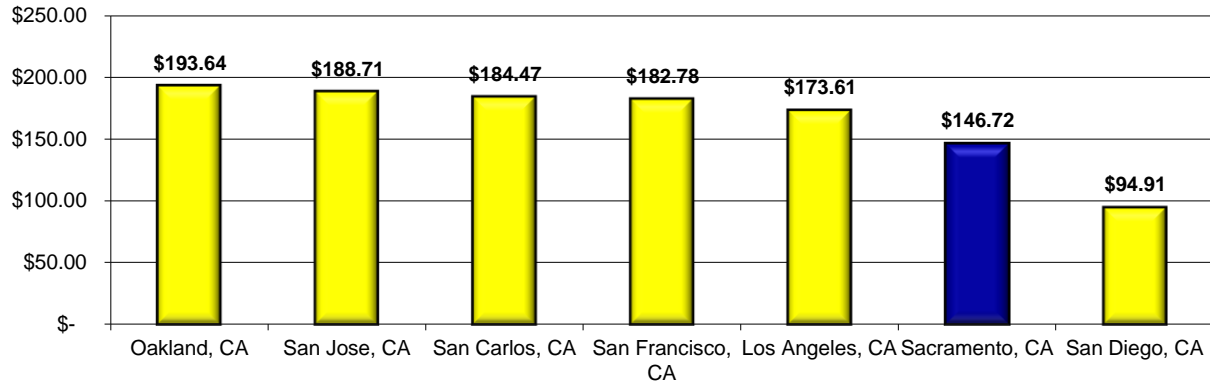


### 2018 Bus Cost Per Revenue Mile



### Peer Comparison continued

#### 2018 Bus Cost Per Revenue Hour



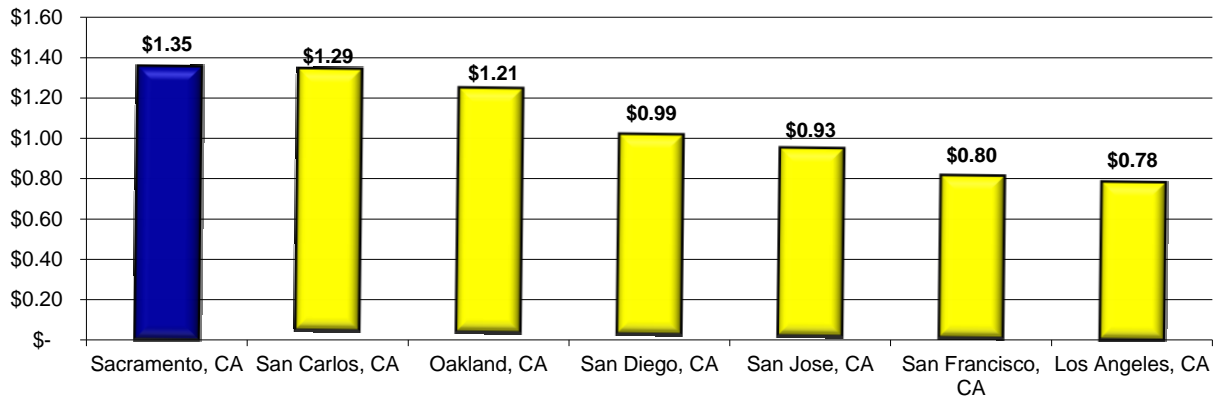
**RIDE THE NEW  
BUS NETWORK  
FOR FREE!**

SUNDAY, SEPTEMBER 8 - WEDNESDAY, SEPTEMBER 11

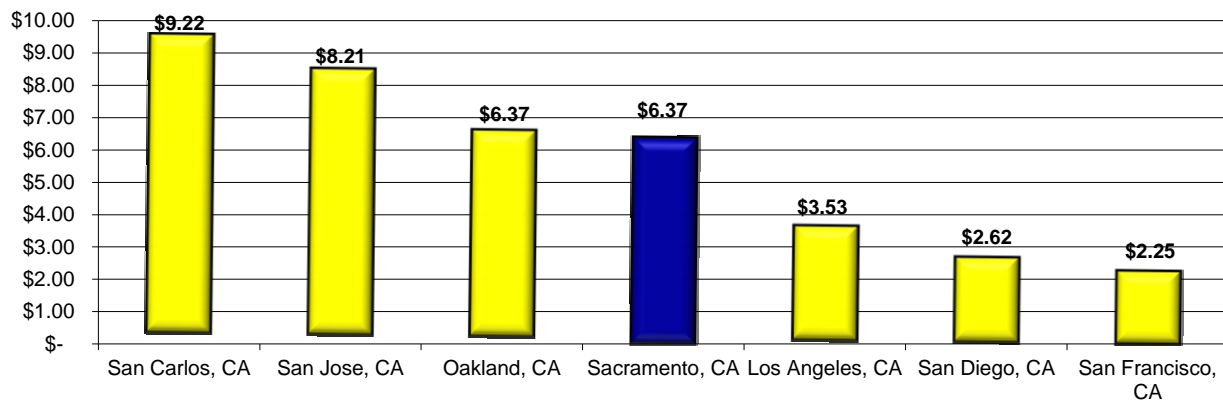


**Peer Comparison continued**

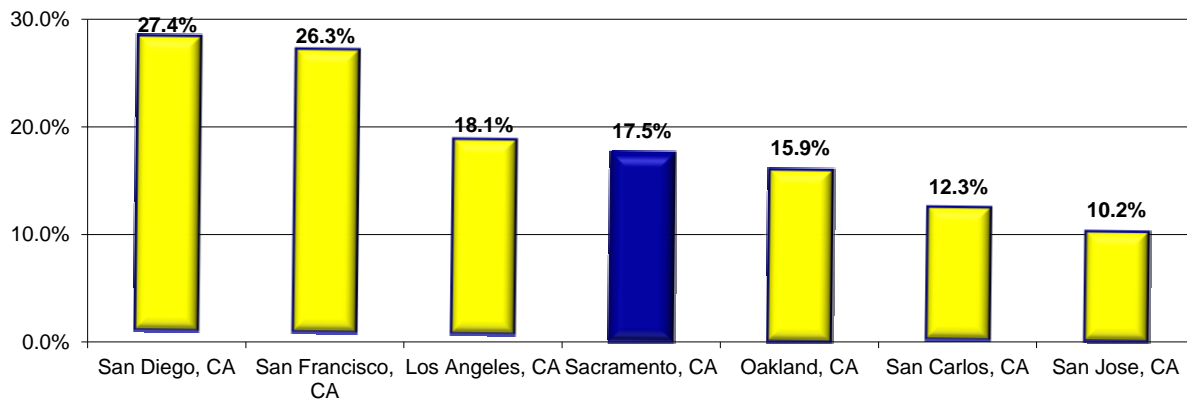
**2018 Bus Average Fare Per Passenger**



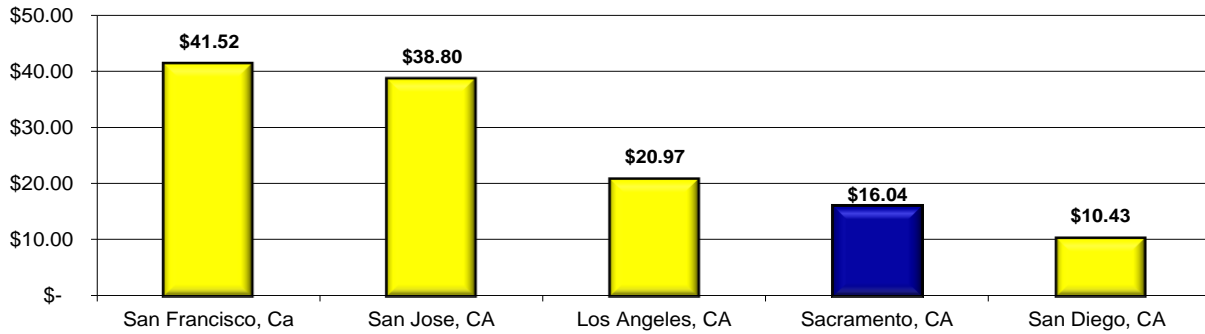
**2018 Bus Subsidy Per Passenger**



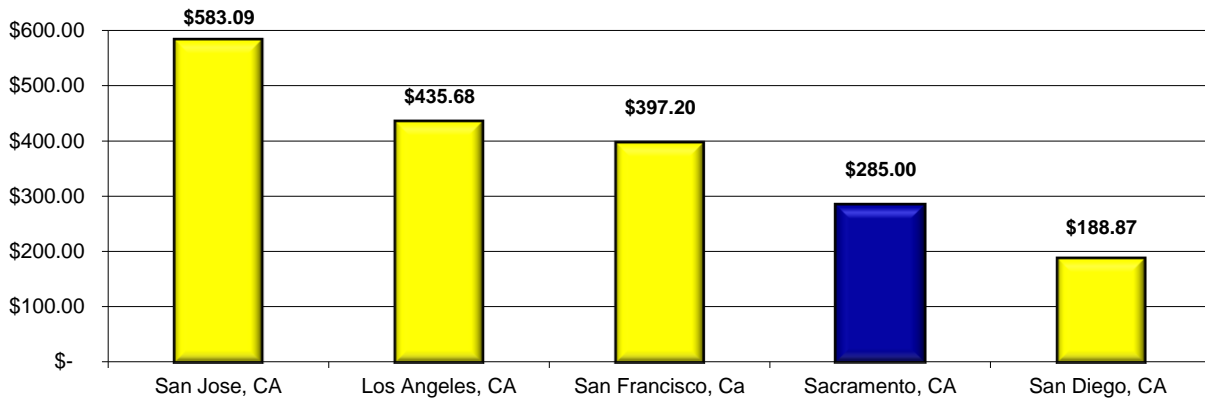
**2018 Bus Farebox Recovery Ratio**



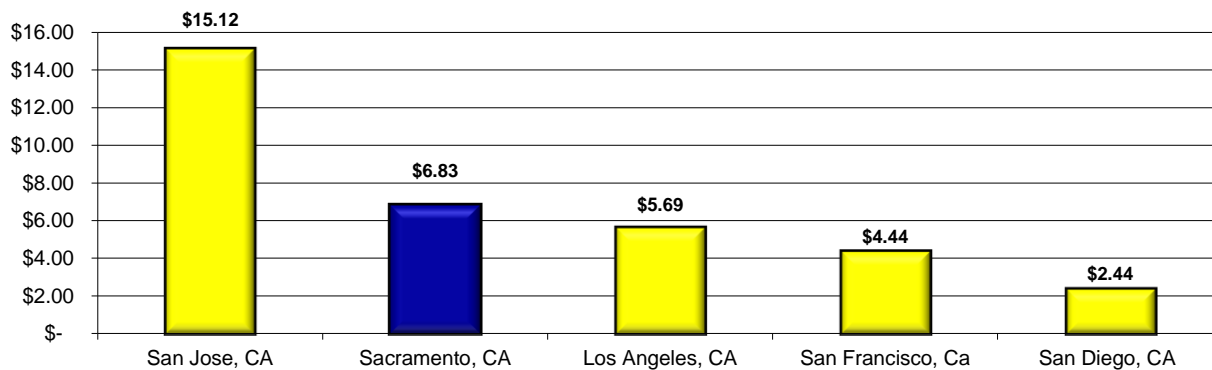
**Peer Comparison continued**  
**2018 Rail Cost Per Revenue Mile**



**2018 Rail Cost Per Revenue Hour**



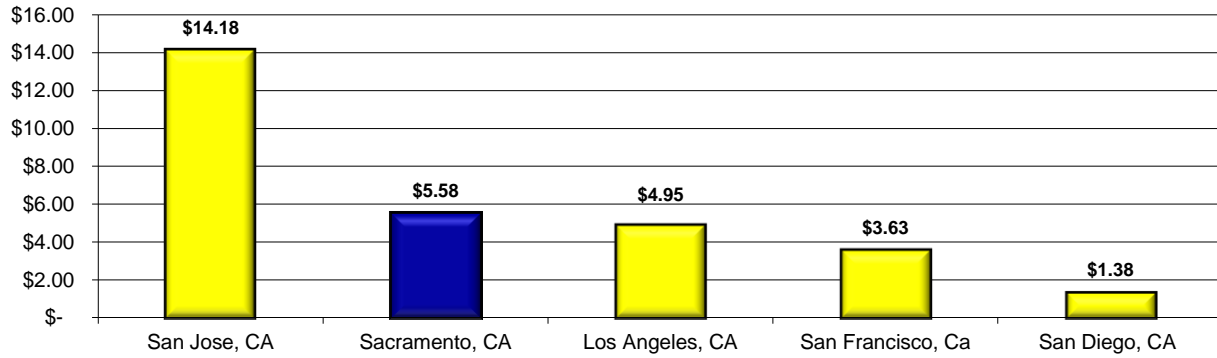
**2018 Rail Cost Per Passenger**



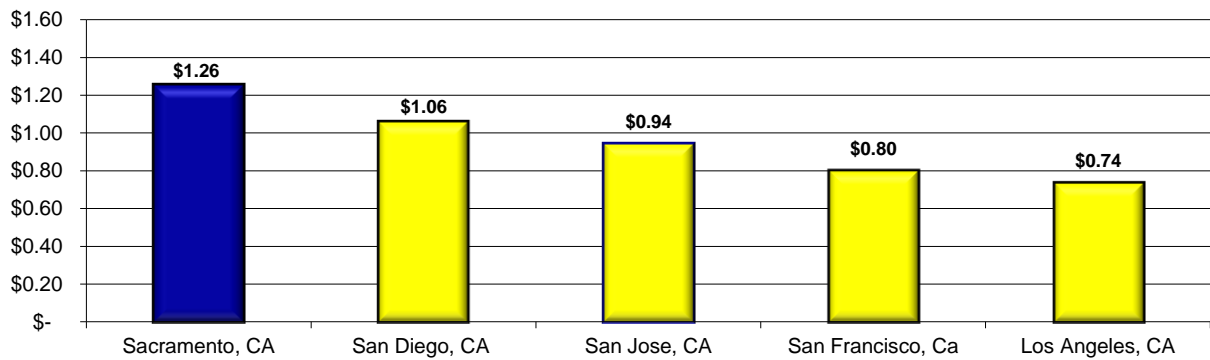


### Peer Comparison continued

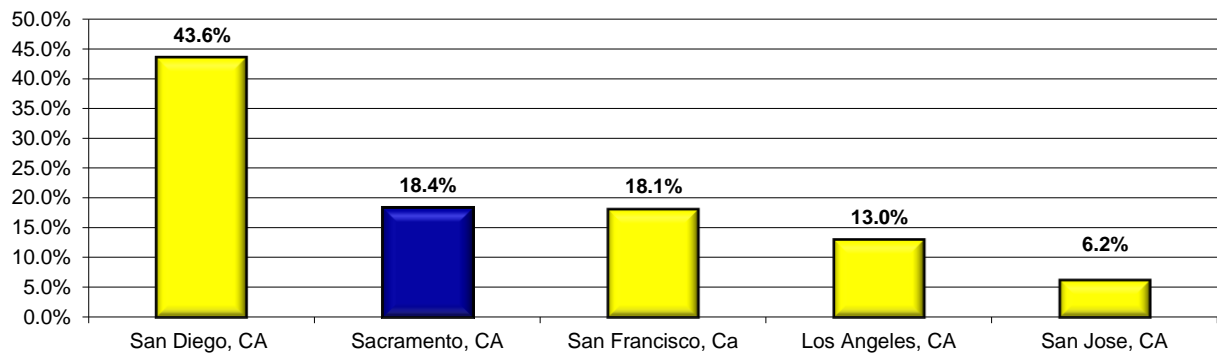
#### 2018 Rail Subsidy Per Passenger

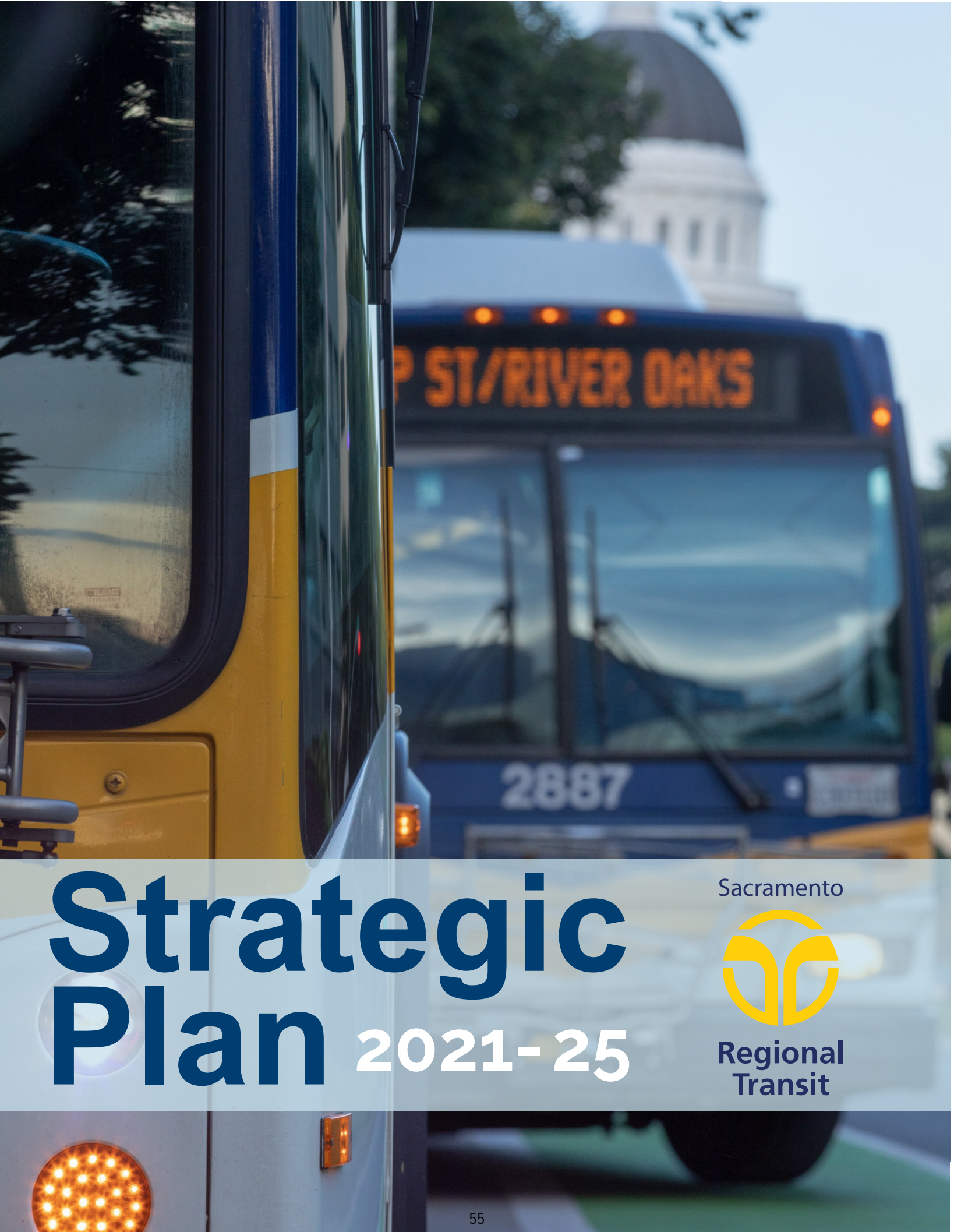


#### 2018 Rail Average Fare Per Passenger



#### 2018 Rail Farebox Recovery Ratio





# Strategic Plan 2021-25

Sacramento



Regional  
Transit



## Strategic Plan

# 1

## Introduction

General Manager /  
CEO Henry Li

### We Are Moving Sacramento



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

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

This strategic plan details SacRT's aspirations and the steps for attaining goals. It articulates the agency's vision for operational excellence, for an

elevated customer experience, for a valuable partnership with the Sacramento community, and for an engaged workforce.

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

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

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

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

Sincerely,

Henry Li  
General Manager / CEO

The following information details a new strategic plan for SacRT as we start the fiscal year 2021. It is important to note that this plan has not yet been finalized at the time of budget adoption, but it is expected to be completed during the fiscal year. Please note that several of the strategic plan items presented in this document are provided as examples of the tools SacRT will use to achieve its goals and measure our progress toward them during this period of transition.

**6** WHY we are driven to do what we do

## 2 Mission, Vision & Values

---

### Mission

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





---

## Vision

A leader in providing mobility options for our community.

## Values

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

### Collaboration

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

### Respect

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

### Trust

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

### Diversity

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

### Innovation

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

### Excellence

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





### Introduction

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

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

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

This strategic plan is crafted for personnel at all levels of the organization as well as SacRT stakeholders in the community. Its contents convey with great clarity objectives for the fiscal year and how SacRT will work to achieve them.

The plan introduces a comprehensive performance scorecard that SacRT management and division leaders will monitor and report on every quarter over the course

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

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

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

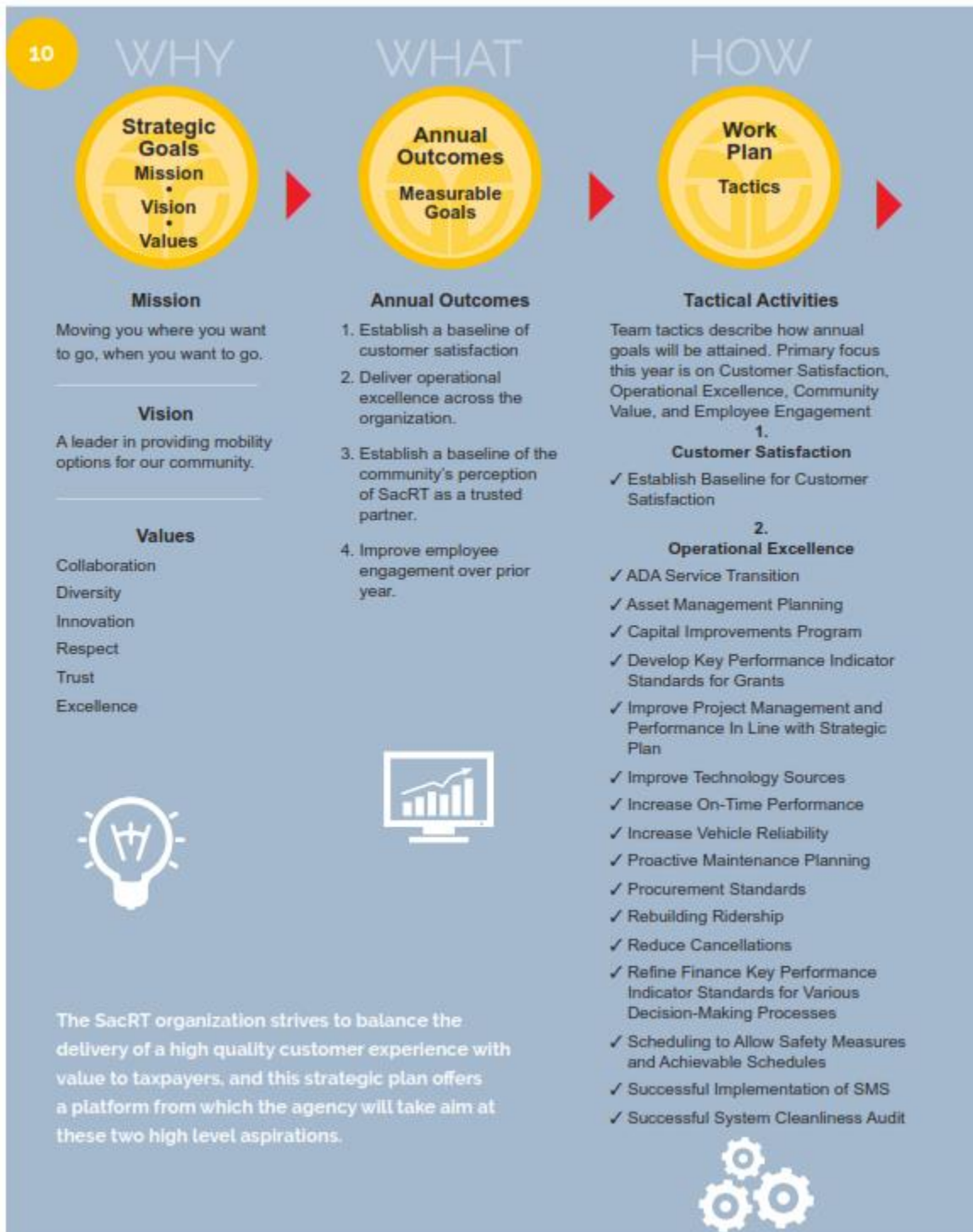


<div style="background-color: #003366; color: white; padding: 10px; font-size: 2em; font-weight: bold;">1</div> <div style="background-color: #003366; color: white; padding: 5px; font-weight: bold;">WHY?</div>	<p><b>Mission Statement</b> Moving you where you want to go, when you want to go.</p> <p><b>Vision Statement</b> A leader in providing mobility options for our community.</p>	<p><b>Values</b> Collaboration Diversity Innovation Respect Trust Excellence</p>
---	--	--

<div style="background-color: #003366; color: white; padding: 10px; font-size: 2em; font-weight: bold;">2</div> <div style="background-color: #003366; color: white; padding: 5px; font-weight: bold;">WHAT?</div>	<p><b>Annual Objectives</b></p> <p>It will be a successful year for Sacramento Regional Transit if we:</p> <ol style="list-style-type: none"> <li>1. Establish a baseline of customer satisfaction.</li> <li>2. Deliver operational excellence across the organization.</li> <li>3. Establish a baseline of the community's perception of SacRT as a trusted partner.</li> <li>4. Improve employee engagement over the prior year.</li> </ol>
--	---

<div style="background-color: #003366; color: white; padding: 10px; font-size: 2em; font-weight: bold;">3</div> <div style="background-color: #003366; color: white; padding: 5px; font-weight: bold;">HOW?</div>	<p>With clarity of goals, strategic priorities were identified to help narrow focus on areas of service and operations that most closely align with stated goals. Then, a work plan was developed to encompass projects and programs that SacRT teams will strive to complete over the coming year.</p> <ol style="list-style-type: none"> <li>1. Customer Satisfaction</li> <li>2. Operational Excellence</li> <li>3. Community Value</li> <li>4. Employee Engagement</li> </ol>
---	---

<div style="background-color: #003366; color: white; padding: 10px; font-size: 2em; font-weight: bold;">4</div> <div style="background-color: #003366; color: white; padding: 5px; font-weight: bold;">WHO?</div>	<p>Performance in operational areas will be measured over the course of the year with a quarterly agency performance scorecard.</p> <p>The performance scorecard is comprised of metrics that are significant to the quest for service excellence and value to taxpayers and which tie directly to the four strategic priorities identified. With the scorecard – and the Division level performance scorecards, all members of the workforce can see how their efforts support the success of the entire agency.</p>
---	---



HOW
WHO
11



**Work Plan Tactics**



**Performance Scorecard Performance Metrics**

**Tactical Activities**

Focused team tactics organized according to the four strategic priority areas of the Strategic Plan:

3. **Community Value**
  - ✓ Communications Plan and Marketing Campaign
  - ✓ Economic Impact in Station Areas (TOD) and Community Benefit
  - ✓ Establish Baseline Goals for Police Services Perception with Customers and Employees
  - ✓ Long Range Plan
4. **Employee Engagement**
  - ✓ Employee Engagement and Implementation Program
  - ✓ Employee Retention
  - ✓ Reduce Risks (Workers Compensation Claims, Accidents, Claims)



This Strategic Plan introduces the SacRT Scorecard, a new tool to measure and monitor performance in key areas identified as essential to success for SacRT.

**Quarterly Scorecard Metrics** to measure performance according to each of the four strategic priority areas.

1. **Customer Satisfaction**
  - ▶ Customer Perception of SacRT's Value
  - ▶ Overall Customer Satisfaction
  - ▶ On-Time Performance Satisfaction
  - ▶ System Cleanliness Satisfaction
2. **Operational Excellence**
  - ▶ Rebuild Ridership Trust
  - ▶ System Cleanliness
  - ▶ Operating Cost Per Vehicle Revenue Hour
  - ▶ On-Time Performance
  - ▶ In-Service Failures
  - ▶ Preventable Accidents
3. **Community Value**
  - ▶ Community Perception of SacRT's Value to the Region
  - ▶ Community Perception of Economic Impact to Sacramento Region
  - ▶ Social Media Engagement
  - ▶ Community Perception of Transit Accessibility
  - ▶ Economic Impact in Station Areas (TOD) and Community Benefit
4. **Employee Engagement**
  - ▶ % Agree They Receive Timely Feedback on Performance from Supervisor
  - ▶ % Agree Teamwork is Encouraged and Practiced
  - ▶ % Agree They Receive Enough Training to be Their Best at Work
  - ▶ % Agree They are Overall Happy at Work
  - ▶ % Agree They Have a Good Working Relationship with Those Around Them

## FY 2020 Accomplishments

# 5 FY2019-2020 Highlights

### July 2019

SacRT General Manager/CEO Henry Li received the 2019 Outstanding Public Transportation Manager Award from the American Public Transportation Association (APTA). This prestigious and highly competitive award, described by APTA as the equivalent of an Oscar award to the industry, is presented to a manager who has made outstanding contributions to the advancement of public transportation in North America.



### July 1, 2019

SacRT successfully implemented contract terms with the City of Elk Grove to operate e-tran and e-van transit services.

SacRT's new Transit Ambassador program launched, which is focused on customer service, resulting in light rail fare evasion dropping from 20% in 2016 to below 4%, and below 1% following the implementation of the RydeFreeRT program in October 2019.

### July 18, 2019

SacRT successfully hosted the first SacRT Transit Academy with 55 participants. Courses were designed to educate and engage riders, business owners, and community leaders about SacRT's planning process and how transit shapes our region during four strategic sessions with the goal of preparing the next generation of transit advocates that can support SacRT in the community.



### September 8, 2019

Staff successfully completed the installation of APCs in September 2019 on all of SacRT's 97 light rail vehicles to provide more accurate monthly ridership data for reporting to the National Transit Database.



## FY 2020 Accomplishment continued

### September 8, 2019

Successfully launched SacRT Forward. The new bus network provides improved frequency, more weekend and evening service, and better routing to serve activity, employment and education centers. Launch day was smooth and ridership increased overall, with bus ridership trending up by 21% by February 2020 and 7% trending system-wide through March (pre- COVID-19).



### October 1, 2019

Launched the RyderFree RT program, making SacRT the first transit agency in the nation to offer fare-free transit for youth in transitional kindergarten through 12th grade. SacRT's ridership was up approximately 125% (pre-COVID-19) as a result of this and other initiatives.



### October 3, 2019

SacRT and UC Davis Health announce their partnership to rename the 39th Street light rail station. The new station name is now the 39th Street/UC Davis Health Station. This is SacRT's first station-naming collaboration.

### November 21, 2019

SacRT closed on the purchase sale agreement of its first transit oriented development (TOD) property at the University/65th Street transit center. The sale of the property represents a historic endeavor for SacRT, progressing investment in joint development that has been 30 years in the making.



## FY 2020 Accomplishment continued

### January 5, 2020

SacRT's new Route 142 airport express service successfully launched, serving the Sacramento International Airport seven days a week every 20 or 30 minutes combined with Yolobus downtown/airport routes 42A and 42B. This is the first time SacRT has provided service to the airport in the agency's history.



### January 6, 2020

SacRT successfully launched six additional SmarT Ride service areas (making a total of nine zones). New corner-to-corner service includes Arden, Carmichael, Downtown- Midtown-East Sacramento, Gerber-Calvine, Folsom, and North Sacramento. SmarT Ride successfully transitioned software scheduling app to Via Transportation, which has improved productivity. Bolstered the microtransit program, SmarT Ride, by increasing the total number of SmarT Ride zones to nine throughout Sacramento County, making it the largest program of its kind in the nation.

SacRT completed the Customer Service and Sales Center Lobby Expansion to add an additional 266 square feet of lobby space, additional seating, a numbering system, and two additional service windows. Customers can come into the lobby, out of the elements, and receive friendly service from one of the five customer service windows.



### February 25, 2020

SacRT was presented the First Place AdWheel Award for Comprehensive Outreach Campaign by the American Public Transportation Association (APTA) for its outreach and communications efforts to ensure riders customers and the public were aware of the SacRT's newly re-designed imagined bus network, called SacRT Forward. The AdWheel Awards recognize excellence in the public transportation industry by honoring the top marketing and communications professionals in the nation.



### March 2020

SacRT worked with members' agencies, the American Public Transportation Association (APTA) and California Transit Association (CTA) to successfully advocate the inclusion of \$25 billion in emergency public transportation funding in response to the coronavirus outbreak. SacRT received \$95 million to fill anticipated budget gaps.

### April 6, 2020

SacRT, Yolobus, UC Davis, City of Sacramento, Electrify America, and SACOG partnered to launch a new public intercity express bus service using 12 zero emission electric buses called the Causeway Connection. (continued...)





## FY 2020 Accomplishment continued

Electrify America invested approximately \$14 million to purchase zero-emission buses and install charging infrastructure to support a frequent UC Davis to UC Davis Medical Center ZEV shuttle and for three zero emission buses for the Franklin SmarT Ride service.

### April 22, 2020

SacRT announced a major replacement of their aging light rail fleet by issuing a notice to proceed on the purchase of 20 low-floor light rail vehicles from local manufacturer, Siemens Mobility, Inc. This is the first time in 20 years that SacRT has purchased new light rail vehicles.

### April 24, 2020

The California State Transportation Agency (CalSTA) awarded SacRT grants to help fund two major projects. SacRT will receive \$23.6 million as part of a nearly \$600 million Light Rail Modernization and Expansion of Low-Floor Fleet Project and an additional \$3.9 million to support connectivity and planning at Sacramento Valley Station (SVS) to prepare for future development at the Railyards.

### May 1, 2020

SacRT announced a partnership with the California State Transportation Agency (CalSTA) and the City of Sacramento to support Governor Newsom's distance learning efforts. SacRT rolled out 10 buses used as super-hotspots to provide Wi-Fi to areas of the city of Sacramento that need to access high speed Wi-Fi for distance learning, telehealth and telework as part of a pilot project, the first in the nation.

### June 2020

SacRT was awarded \$24 million in TIRCP. Over the last two cycles SacRT received a total of \$110 million in TIRCP and SCCP funding to support light rail modernization and the purchase of up to 28 new low-floor light rail vehicles. The District also served on the Mayors Commission on Climate Change and helped craft the final recommendations to help the region reach a goal of carbon neutrality by 2045. The mobility recommendations in the report rely heavily on transit to reach their goals.

### June 28, 2020

In a major undertaking, SacRT worked collaboratively with Paratransit Inc. to seamlessly transition the service of complimentary ADA paratransit from the contractor to service in-house.



## Employee Engagement

Since we started this effort, staff has engaged in a thoughtful, collaborative and vetted process:

- Board retreat - July 2019
- Full-day EMT workshop - November 2019
- EMT and Director workshops - December 2019 and March 2020
- Meeting with the Board Chair - February (Chair's strategic priorities); March 2020 (strategic planning activities); Chair and Vice Chair – September 2020 (Strategic Plan draft)
- Employee town halls - March and September 2020
- Series of workshops and meetings with Divisions – March to July

**Held over 20 meetings with Division leadership, quarterly manager meetings, and multiple townhall meetings to successfully engage over 350 employees in the process and the discussions.**





## Organizational Alignment



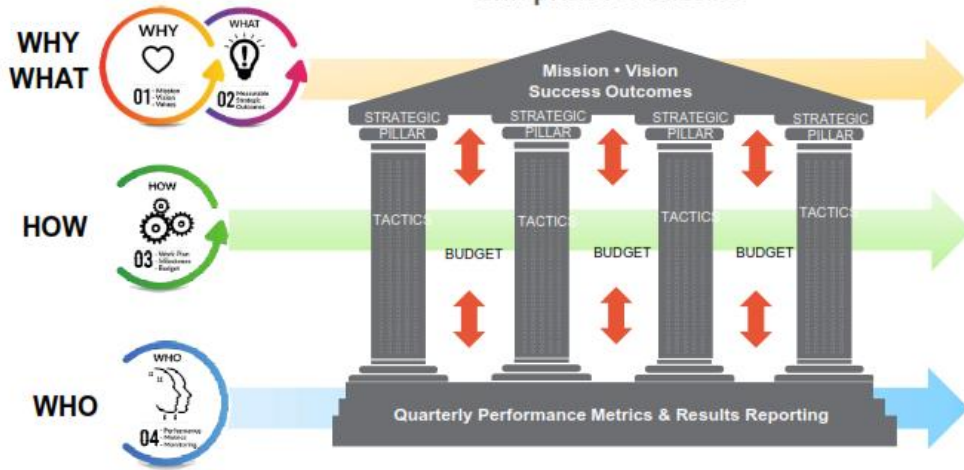
### Organizational Alignment

Key Questions Success Planning Seeks To Answer



### Strategic Alignment of Why, What, How & Who


Blueprint for Success



## Four Guiding Strategic Pillars



## Success Outcomes

 <h1>SacRT Success Outcomes</h1>	
STRATEGY	DESCRIPTION
<b>CUSTOMER SATISFACTION</b>	<p>Ensuring that SacRT customers have access to high quality mobility options that they actively and increasingly use is a priority for SacRT. We want to ensure that our system provides customers with mobility options that get them where they want to go, when they want to go there.</p> <p><b>This set of metrics provides insight on our performance as it pertains to our ability to deliver high quality transportation services.</b></p>
<b>OPERATIONAL EXCELLENCE</b>	<p>SacRT is dedicated to providing innovative mobility solutions and developing and implementing programs that provide best in class service that puts customers first. As public transportation service continues to evolve, SacRT is committed to providing the highest standards in transportation by implementing industry best practices and ensuring clean, safe, reliable, and convenient service for our customers.</p> <p><b>This set of metrics helps monitor aspects of operations that are most critical to the delivery of high quality transportation service.</b></p>
<b>COMMUNITY VALUE</b>	<p>SacRT is committed to expanding regional partnerships and providing excellent public transit service to promote SacRT as our region's premier public transit agency. SacRT will continue to promote programs and incentive options that will encourage more people to try transit, build our ridership, demonstrate our value and economic impact as a community partner, and educate the public about the benefits of transit and how local funding is important to create a world class public transit system.</p> <p><b>This set of metrics gauge our success at delivering value to the entire community.</b></p>
<b>EMPLOYEE ENGAGEMENT</b>	<p>SacRT is dedicated to providing a positive and collaborative workplace that enables us to build a strong workforce of highly satisfied and performing individuals. We recognize that the work our employees do every day, in every single position, has a potentially significant impact on the quality of life in the Sacramento region. Our employees are foundational to our success and we are committed to hiring the best people and supporting them throughout their careers at SacRT.</p> <p><b>This set of metrics measures organizational performance as it pertains to engaging members of the workforce.</b></p>

## Performance Scorecard and Tactics

### Performance Scorecard

#### Measuring What Matters

The SacRT Scorecard is a new tool to measure and monitor performance in key areas identified as essential to success for SacRT. This section of the Strategic Plan describes **WHO** within SacRT is contributing to achievement of the goals.

An important objective of the scorecard is to share with employees and stakeholders how SacRT is performing each quarter of the year in achieving its goals and outcomes. Another is to increase the understanding about contributions to organizational performance for every member of the workforce in ways they may not have ordinarily considered.

#### Organizational Scorecard

The scorecard system is being developed to measure performance at the organizational level as well as at the Division level, which provides more granular personal ownership and accountability. The performance scorecard is comprised of metrics that are significant to the quest for service excellence and value to taxpayers and which tie directly to the four strategic priorities identified. Performance in operational areas will be measured over the course of the year with a quarterly agency performance scorecard.

The scorecard provides measures of performance in each of SacRT's four strategic priority areas:

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

#### Division Scorecards

Cascading from the organizational scorecard are Division level performance scorecards, each populated with metrics that monitor how the divisions are performing over the year and providing a guidepost for employees in each Division to understand how their work contributes to the organization's overall success.

The measurement system aims to increase every staff member's understanding of their contribution to the overall performance of the organization. Similarly, these scorecards provide a way to measure the health and performance of every division in their effort to accomplish the goals and objectives of SacRT.

### How to Read the Scorecard

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



## Performance Scorecard and Tactics continued

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

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

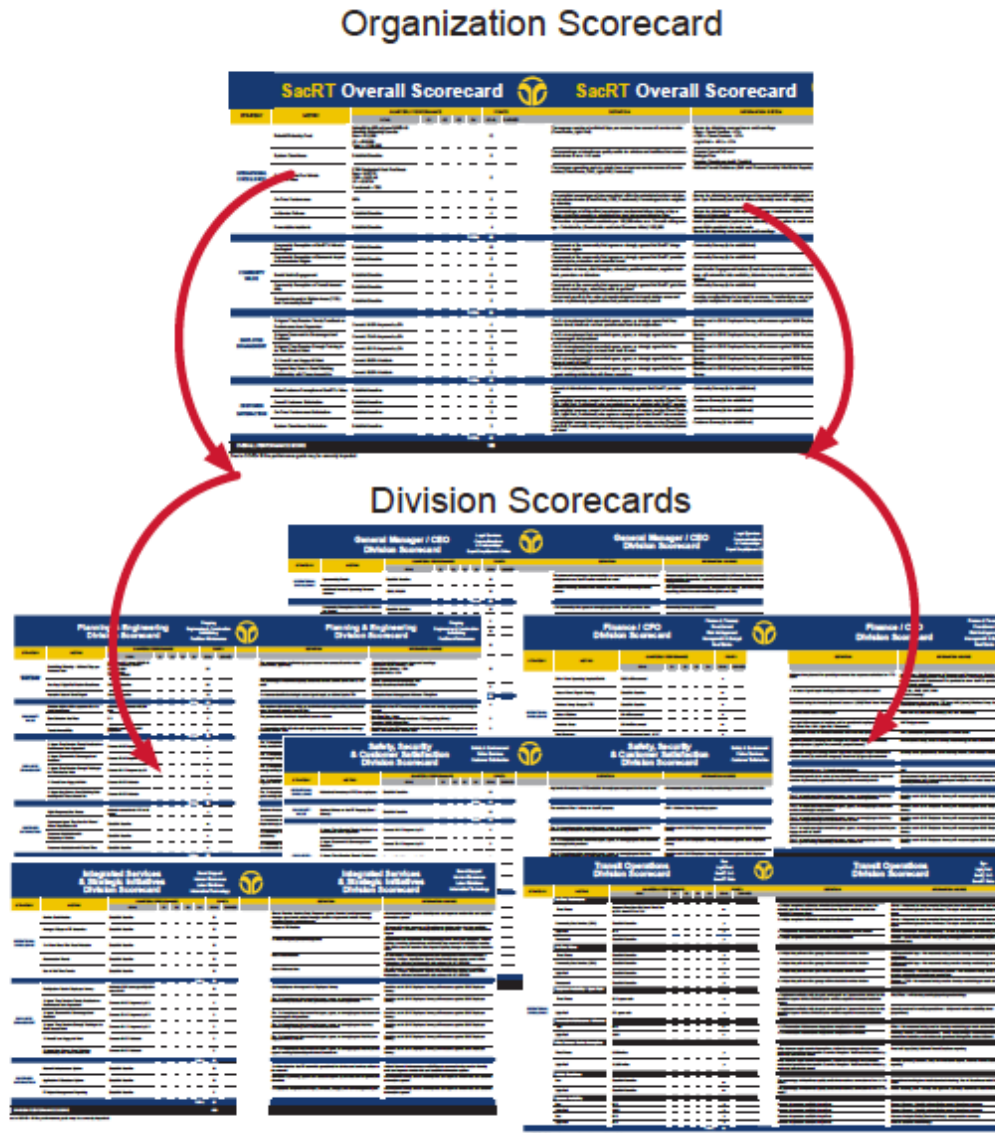
The Performance Goal column reflects the actual performance number SacRT teams will strive to achieve. Each metric has a clear definition, information system identified for collecting the data, and a metric owner responsible for reporting on the metric results each quarter.

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

STRATEGY	METRIC	QUARTERLY PERFORMANCE				POINTS		DEFINITION	INFOR- MATION SYSTEM
		GOAL	Q1	Q2	Q3	Q4	GOAL		
OPERATIONAL EXCELLENCE	Build Ridership T	Rebuild to 65% of pre-COVID-19 Monthly Ridership Levels*: Bus – 612,000 LR – 566,000 Total – 1,198,000						12	
	System Cleanliness	Establish Baseline						8	
	Operating Cost Per Revenue Hour	FY20 Budgeted Cost P: Bus – \$152.70 CBS – \$152.46 LR – \$297.91 Paratransit – TBD						6	
	On-Time Performance	85%						6	
	In-Service Failures	Establish Baseline						4	
	Preventable Accidents	Establish Baseline						4	
	<b>TOTAL</b>							<b>40</b>	
COMMUNITY VALUE	Community Perception of SacRT's Value to the Region	Establish Baseline						10	
	Community Perception of Economic Impact to Sacramento Region	Establish Baseline						5	
	Social Media Engagement	Establish Baseline						5	
	Community Perception of Transit Accessibility	Establish Baseline						5	
	Economic Impact in Station Areas (TOD) and Community Benefit	Establish Baseline						5	
<b>TOTAL</b>							<b>30</b>		
EMPLOYEE ENGAGEMENT	% Agree They Receive Timely Feedback on Performance from Supervisor	Current: 64.9% Improve by 5%						4	
	% Agree Teamwork is Encouraged and Practiced	Current: 70.4% Improve by 5%						3	
	% Agree They Receive Enough Training to be Their Best at Work	Current: 60.1% Improve by 2%						3	
	% Overall I am Happy At Work	Current: 66.5% Maintain						3	
	% Agree they Have a Good Working Relationship with Those Around Them	Current: 96.5% Maintain						2	
<b>TOTAL</b>							<b>15</b>		
CUSTOMER SATISFACTION	Customer Perception of SacRT's Value	Establish baseline						6	
	Overall Customer Satisfaction	Establish baseline						5	
	On-Time Performance Satisfaction	Establish baseline						2	
	System Cleanliness Satisfaction	Establish baseline						2	
<b>TOTAL</b>							<b>15</b>		
<b>OVERALL PERFORMANCE SCORE</b>								<b>100</b>	

## Performance Scorecard and Tactics continued

Cascading from the organizational scorecard are individual Division level performance scorecards, each populated with metrics that monitor how the divisions are performing:



- Overall Performance Scorecard and 6 Division Scorecards
- 24 Tactics
- Metrics and Tactics aligned with the 4 strategic pillars

## Sample Organization Tactic

### Customer Satisfaction

WORK PLAN TACTICS



Baseline for Customer Satisfaction	
STRATEGIC PRIORITY	QUARTERLY MILESTONES
Customer Satisfaction	Q1
DESCRIPTION	<ul style="list-style-type: none"> <li>• Hold Project Kickoff meeting with internal team – Determine which Strategic Plan metrics are currently available and which will need to be included in a customer survey.</li> <li>✓ Develop scope of work for firm specializing in outreach and/or customer surveying and solicit bids. Statement of work should include Make Award.</li> <li>• Establish a Service Level Agreement (SLA) for the call center and ADA SacRT GO call center.</li> <li>✓ Determine the average number of days (baseline) to close a feedback and set goal.</li> <li>✓ Determine a baseline for call wait times. Reduce by 20 seconds.</li> </ul>
TEAM	Q2
<p>Owner   Jamie Poole-Canevari Team Members   Lisa Hinz, Dennis Selenis, Laura Ham, Sarah Karber</p>	<ul style="list-style-type: none"> <li>• Develop a customer survey questionnaire pertaining to satisfaction with key elements of service, such as on-line performance, cleanliness, frequency, real-time information, etc.</li> <li>✓ Finalize survey methodology.</li> <li>• Report SLA's results and make adjustments (if necessary).</li> <li>• Promote cross training whenever possible to promote first call resolution and decrease response times for feedback.</li> </ul>
IMPACTED METRICS	Q3
<ol style="list-style-type: none"> <li>1. Customer Service – Customer Service Call Wait Times</li> <li>2. Customer Service – Customer Requests Resolved</li> <li>3. Customer Service – Time to Resolve Requests</li> <li>4. Customer Service – % Customers Satisfied with Drivers/Operators/customer service</li> <li>5. Planning – Customer Satisfaction with Frequency of Service</li> <li>6. Planning – Customer Satisfaction with Travel Time</li> <li>7. Safety – Customer Perception of Safety/Security on the Bus/LR Vehicle</li> <li>8. Safety – Customer Perception of Safety/Security at the Bus Stop/LR Station</li> <li>9. All Customer Survey Related Metrics</li> </ol>	<ul style="list-style-type: none"> <li>• Meet to review and discuss the results of the outreach and focus groups conducted in Q2.</li> <li>• Conduct baseline Customer Survey.</li> <li>• Create department meetings to discuss customer feedback.</li> <li>• Get feedback from operators/include sessions for them to share their feedback on what they think would help with Customer Service.</li> <li>• Review Reporting and make adjustments.</li> <li>• Schedule outreach in the most effective and convenient manner for potential participants, which may be a mix of focus groups, one-on-one meetings, and/or telephone interviews to solicit a diverse and comprehensive set of customer perspectives.</li> </ul>
	Q4
	<ul style="list-style-type: none"> <li>• Review survey results.</li> <li>• Meet to discuss results and develop a plan to improve where needed.</li> <li>• Develop strategies to communicate customer service information more effectively inter-department such as an employee newsletter or a post call survey via the call center.</li> <li>• Share results internally and communicate what SacRT plans to do with external audiences.</li> </ul>

## What's Next?

HOW we will achieve our goals

### WORK PLAN

#### Engaged Hearts and Minds

This section of the Strategic Plan describes **HOW** SacRT aims to achieve its annual goals. It outlines in detail numerous tactics that will unite in focus the SacRT workforce.

The march to organizational success rests in great part on the completion of these tactics, each of which has been thoughtfully developed to align directly with at least one of the four Strategic Priorities:

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

Each tactic has an owner who serves as project manager, and is responsible

for oversight of a team charged with completing the tactic. Embodying our core value of Collaboration, many of the teams are cross-functional, spanning one or more Divisions.

Tactic owners have developed the detailed tactic outlines presented on the following pages. Each worksheet provides scope of work and quarterly milestones.

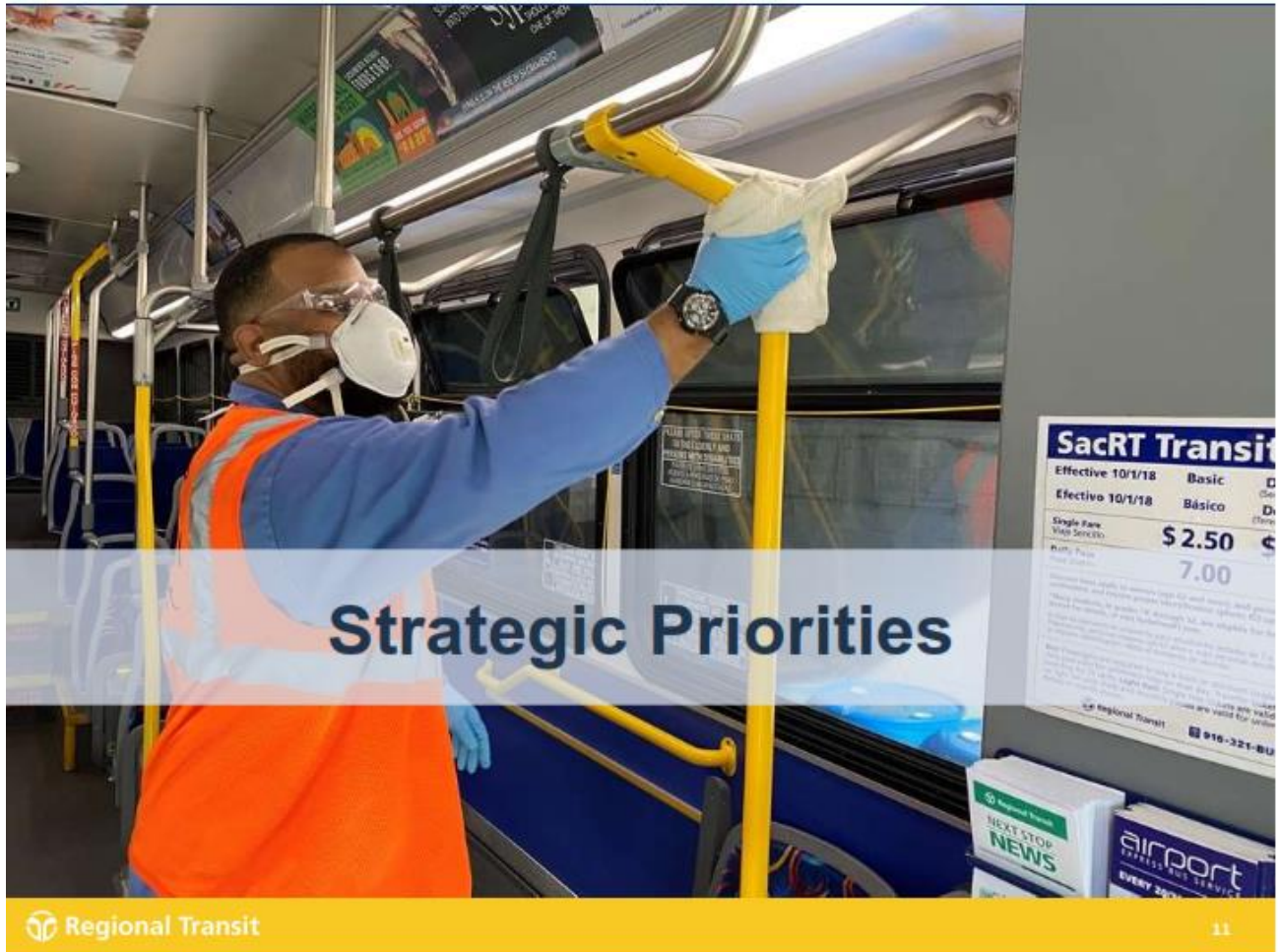
The SacRT leadership team will review progress of each tactic at least on a quarterly basis to ensure that projects are advancing as planned. If roadblocks are experienced, teams can make tactical adjustments to avoid negative impacts to the overall Strategic Plan.

#### Preparing the Organization

- Continuing to create a culture of ownership
- Developing performance management systems for quarterly tracking
- Setting up information systems
- First quarter results



## Strategic Priorities



## PILLAR: Community Value

### Strategic Focus: Community Engagement

#### Public-Private Partnerships

- Pursue opportunities that elevate SacRT beyond traditional transportation
- Foster and develop innovative public-private partnerships

#### Government Affairs/Advocacy

- Advocate for transit supportive policies and additional funding
- Develop engagement strategies
- Continue to aggressively pursue all grant opportunities
- Build up grassroots advocacy efforts

## PILLARS: Community Value & Customer Satisfaction

### Strategic Focus: Rider and Community Engagement

#### SacRT Transit Academy – Year 2

- Educate and engage residents, business and community leaders about SacRT's planning process and how transit shapes our communities

#### Social Media

- Set actionable social goals to be
- Find innovative ways to share initiatives

#### News Media

- Build and foster media relationships through trust and transparency Track media stories

#### Customer Feedback on Service Implementation

- Seek public input regarding service through surveys, engagement and tracking feedback

#### Social Justice/Title VI

- Equity and inclusion through public participation plan

## PILLARS: Community Value & Customer Satisfaction

### Strategic Focus: Sustainable Transportation Model

#### *Service Promotion*

#### **SacRT Forward, RydeFreeRT, SmarT Ride, etc.**

- Promote and monitor services and programs, and continue to seek public feedback on service levels

#### **Mobility-as-a-Service (MaaS)**

- Collaborate with regional transportation partners

#### **COVID-19 Impacts**

- Awareness of the benefits of having fewer single occupancy vehicles
- Preparation for a future where telecommuting is commonplace
- Rethinking how to better serve the public's transportation needs
- Greater understanding of the role of equity in transportation
- Understanding effectiveness of cleanliness/sanitizing protocols

## PILLARS: Operational Excellence & Employee Engagement

### Strategic Focus: Operations

#### **Light Rail, Fixed Route, Community Bus Service, Paratransit**

- Operator Availability
- On-Time Pullout
- On-Time Performance, Schedule Adherence
- Equipment Availability, Spare Ratio
- In-Service Failures, Miles Between Service Interruption
- Vehicle Cleanliness
- Employee Engagement



## PILLARS: Operational Excellence & Employee Engagement

### Strategic Focus: Safety Culture

#### COVID-19 Response

- System-wide cleaning measures
- Temperature checks/Flu Shots
- Identifying and establishing best practices
- Securing PPEs during the pandemic and beyond

#### Safety Culture

- Establishing a Safety-First Culture

#### OCC (Operations Control Center)

- Phase 1- Go Live on Sunday, May 16, 2021
- Communication Hub for all SacRT Operations/Police
- Establishing a footprint for SCADA technology

#### Community Engagement with Homeless Population

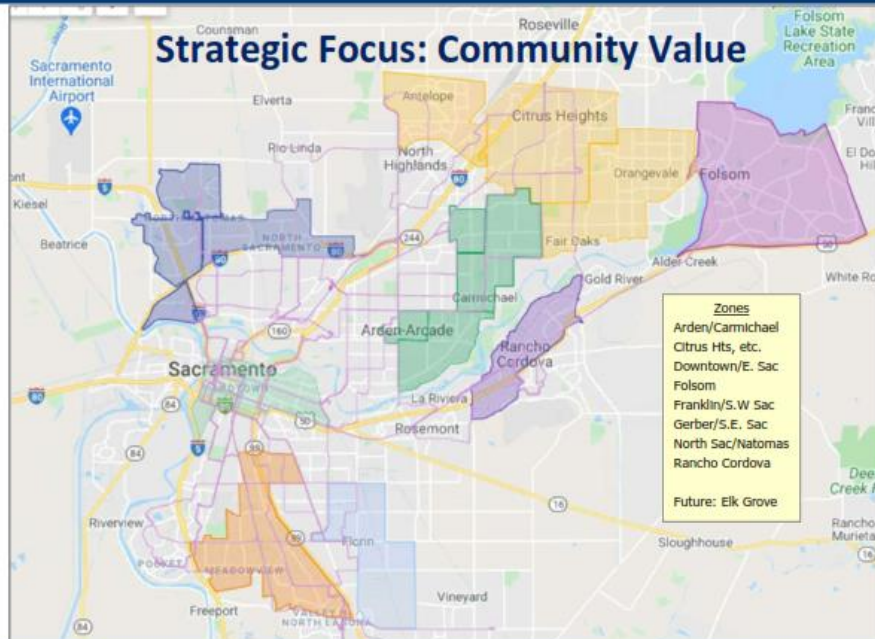
- Work with Navigator

## PILLAR: Operational Excellence

### Strategic Focus: Community Value, Major Capital and Planning Projects

- Light Rail Modernization / Folsom 15-minute Service
- Green Line to the Airport
- Elk Grove Light Rail Extension
- Sac Valley Station Loop/Railyard (MLS Stadium)
- Downtown Riverfront Streetcar
- Watt I-80 Transit Center Improvements
- Dos Rios Light Rail Station
- Morrison Creek Light Rail Station
- Horn Road Light Rail Station
- Zero Emission Vehicle Planning
- High Frequency Bus (BRT) Study
- SacRT Forward – Phase 2
- Long Range Plan
- Facilities Plan

## PILLARS: Operational Excellence & Customer Satisfaction



## PILLARS: Community Value & Operational Excellence

### Strategic Focus: Regional Collaboration

#### Elk Grove Annexation

- Successful contract arrangement
- Significant progress towards annexation

#### West Sacramento Representation

- O&M agreement with Downtown Riverfront Streetcar

#### Enhanced Partnership with Other Transit and Regional Rail Providers

- Services – e.g., YCTD - Causeway Connection, Airport Route
- Fares – Connect Card, Zip Pass, etc.
- Mutual Aid
- San Joaquin JPA Sacramento extension of Valley Rail Program
- Network Integration Plan

## PILLAR: Operational Excellence

### Strategic Focus: Business Process Optimization

- Updated and streamlined Policies and Standard Operating Procedures (SOPs)
- IT infrastructure modernization strategy
- IT Disaster Recovery Plan
- Compliant records retention process
- Successful audit in all areas (FTA DBE, Triennial, CPUC, PTASP, FMA, etc.)
- Fare Collection Process
- Other (business efficiencies)

## PILLAR: Employee Engagement

### Strategic Focus: Engagement, Training, Labor Relations

- Strategic planning
- Employee survey and focus groups
- Training and professional development
- Succession planning
- Crisis management and employee assistance
- Labor Relations including new CBAs

## PILLARS: Operational Excellence & Employee Engagement

### Strategic Focus: Real Estate/ Facilities

#### Major Facility and State of Good Repair Initiatives

- Administrative Building Relocation or Upgrade
- Bus Operation & Maintenance Facility Expansion
- Zero Emission Vehicle/Multi-fuel Infrastructure Plan
- Light Rail Operation & Maintenance Facility Expansion
- Other Safety and Operational Needs

## PILLARS: Community Value & Operational Excellence

### Strategic Focus: Fiscal Sustainability

#### Local Funding:

##### Existing

#### Local Support Makes a Difference

Have you ever wondered why public transit service is so great in Los Angeles, Portland, San Diego and San Francisco? Here's what our peer agencies receive in local funding compared to Sac RT.



##### Future

Seek alternative ways to increase local support:

Possible options:

- Future Measure with the STA Board

If no STA action:

- A citizens' initiative and support



## SacRT Goals and Objectives in FY 2021

### Sacramento Regional Transit District (SacRT) General Manager/CEO Fiscal Year 2021 Performance Objectives & Goals

#### SacRT Major Objectives and Goals in FY 2021\*

**OPERATIONAL EXCELLENCE** – SacRT is dedicated to providing innovative mobility solutions and developing and implementing programs that provide best in class service that puts customers first. As public transportation service continues to evolve, SacRT is committed to providing the highest standards in transportation by implementing industry best practices and ensuring operational excellence for our customers.

1. SacRT will leverage funding and staff resources to accelerate the achievement of priority goals and initiatives to achieve operational excellence.
2. Develop and implement policies that will increase customers per revenue hour across our system and improve on-time performance of service delivery in line with peer agency standards.
3. Implement industry innovations and identify operational efficiencies to reduce operating cost per vehicle revenue hour.
4. Continue repair and replacement policies of vehicle fleet to reduce in-service failures to improve service across the system.
5. Reduce preventable accidents to improve rider safety, system performance, and fiscal responsibility.
6. Continue to improve vehicle cleanliness, provide exceptional security, and maintain vehicles in a state of good repair to meet customer expectations.
7. Deliver outstanding trip experiences for all users of the transportation system.

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

1. Enhance our community through increased mobility options and access to opportunities and jobs. Incorporate system enhancements that increase the percentage of jobs easily accessible by public transit.
2. Demonstrate SacRT's contribution to meeting our region's Air Quality and Congestion Relief goals and pursue opportunities and partnerships to further meet our greenhouse gas reduction goals.
3. Provide opportunities for increased economic activities within and around station areas and service routes.
4. Continue to develop our relationships with transit oriented development (TOD) partners and examine various surplus properties to determine if they qualify for projects that would encourage transit use and potentially increase our ridership.
5. Strengthen community pride for SacRT through ongoing successful stakeholder interactions.

## SacRT Goals and Objectives in FY 2021 continued

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

1. Continue to develop marketing strategies and campaigns to improve outreach efforts and meaningful engagements with customers.
2. Implement policy initiatives that will improve our customer perception of strategic metrics such as on-time performance and cleanliness.
3. Conduct a comprehensive customer satisfaction survey of active transit riders to establish a baseline for our satisfaction goals and identify areas for service improvement.
4. Develop and implement innovative technology solutions that increase our ability to provide customers with accurate and timely system information.
5. Actively engage in promotion of our security enhancement efforts across the district to highlight the incredible work our security and safety teams perform on a daily basis.

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

1. Create an environment that fosters and promotes workplace safety, operational performance excellence and high employee morale.
2. Invest in programs and initiatives that support employee growth and success.
3. Develop a meaningful vision and direction for SacRT that empowers employees to understand their role in advancing SacRT's operational success through performance excellence.
4. Cultivate a work place that inspires our team to recommend SacRT as a great place to work.
5. Maintain and encourage open communication with our employees which improves productivity, increases morale, promotes new ideas and increases performance that benefits the entire system.
6. Maintain and foster a strong safety culture to ensure the wellbeing of SacRT's employees and customers.
7. Remain diligent in implementing policies and providing management that support the safe operation of its buses and trains and the timely investment in maintaining a state of good repair for its operations infrastructure.

*\* SacRT has embarked on a new strategic plan that is currently being finalized, which is reflected in the draft goals and objectives presented above. The five year plan is currently being developed by SacRT. The new emphasis is on the "four pillars" approach established by working sessions with staff and will be used for regularly tracking key performance indexes and the status of priority projects throughout the year. I believe this will ensure focus on execution of key initiatives and will uphold stronger accountability to the Board and public. We are looking forward to presenting to the Board a draft of the strategic plan for your input and feedback and telling you more about our collaborative approach to this process.*





## Operating Budget Summary



## Operating Budget Summary

### Enterprise Fund Statement (Fund Balance)

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget
<b>Operating Revenues</b>					
Fare Revenue	\$ 30,487,098	\$ 27,276,231	\$ 25,428,432	\$ 20,998,877	\$ 12,176,775
Contracted Services	6,260,028	6,420,062	3,730,930	7,125,076	6,380,312
State & Local	86,911,255	93,339,133	104,030,786	114,879,837	73,103,817
Federal	34,467,184	37,059,773	35,750,251	35,080,314	103,790,314
Other	4,356,609	5,006,280	8,551,220	16,417,255	4,876,400
Total Operating Revenue	<u>162,482,175</u>	<u>169,101,479</u>	<u>177,491,619</u>	<u>194,501,359</u>	<u>200,327,618</u>
<b>Capital Revenue Contributions</b>					
State & Local	58,243,209	16,803,544	24,306,783	27,812,124	4,338,064
Federal	9,013,013	4,132,518	2,371,128	4,558,370	-
To Be Determined	-	-	-	-	191,481,061
Total Capital Revenue	<u>67,256,222</u>	<u>20,936,062</u>	<u>26,677,910</u>	<u>32,370,494</u>	<u>195,819,125</u>
<b>Operating Expenses</b>					
Salaries & Benefits	106,940,491	109,150,499	116,540,238	128,291,451	142,875,152
Professional Services	26,422,530	22,331,018	22,775,931	22,129,623	16,501,918
Materials & Supplies	8,932,459	9,308,799	10,843,913	11,490,270	12,962,800
Utilities	6,619,184	6,994,536	6,761,302	6,820,547	7,827,600
Insurance & Liability	9,316,895	9,299,744	14,011,316	9,930,823	14,916,501
Other	2,091,513	2,844,876	3,262,270	3,045,851	5,243,647
Total Operating Expenses	<u>160,323,072</u>	<u>159,929,472</u>	<u>174,194,970</u>	<u>181,708,565</u>	<u>200,327,618</u>
Operating Expenses For Capital	<sup>1</sup> 6,178,067	5,579,532	4,942,701	6,920,514	3,000,000
<b>Non-Operating Expenses</b>					
Depreciation & Amortization	44,009,095	43,125,921	43,359,261	42,739,264	43,000,000
Interest Expense	(71,304)	131,667	131,667	2,399,392	2,224,600
Total Non-Operating Expenses	<u>43,937,791</u>	<u>43,257,588</u>	<u>43,490,928</u>	<u>45,138,656</u>	<u>45,224,600</u>
GASB Adjustment	<sup>2</sup> (2,008,284)	(20,758,892)	(961,756)	(4,185,262)	
Impairment Loss				(15,375,413)	
Prior Year Adjustment				(35,245,195)	
Special Item: Transfer of Operations			5,390,442		
Services Funded by Others	<sup>3</sup> (6,161,752)	(7,324,632)	(4,447,642)	(74,255)	
Beginning Balance, July 1	830,205,246	841,334,668	794,522,093	776,044,066	714,268,059
Ending Balance, June 30	<u>\$ 841,334,668</u>	<u>\$ 794,522,093</u>	<u>\$ 776,044,066</u>	<u>\$ 714,268,059</u>	<u>\$ 861,862,584</u>
% Change in Ending Fund Balance	1.34%	-5.56%	-2.33%	-7.96%	20.66%

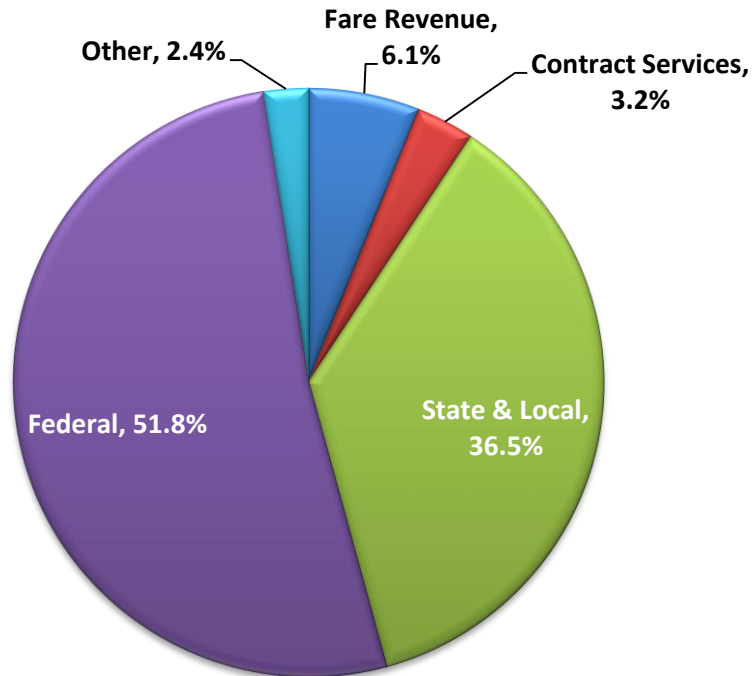
<sup>1</sup> Operating expense related to capital projects and paid with capital grant funding.

<sup>2</sup> Cumulative effect of GASB adjustments.

<sup>3</sup> Street Car costs are funded by others.

## Revenues

### Operating Revenues by Funding Source



(Dollars in Thousands)

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021 Amount	Percent
Fare Revenue	\$ 30,487	\$ 27,276	\$ 25,428	\$ 20,999	\$ 12,177	\$ (8,822)	-42.0%
Contracted Services	6,260	6,420	3,731	7,125	6,380	(745)	-10.5%
State & Local	86,911	93,339	104,031	114,880	73,104	(41,776)	-36.4%
Federal	34,467	37,060	35,750	35,080	103,790	68,710	195.9%
Other	4,357	5,006	8,551	16,417	4,876	(11,541)	-70.3%
<b>Subtotal</b>	<b>\$ 162,482</b>	<b>\$ 169,101</b>	<b>\$ 177,492</b>	<b>\$ 194,501</b>	<b>\$ 200,328</b>	<b>\$ 5,826</b>	<b>3.0%</b>
Operating Reserve *	\$ (2,159)	(9,172)	(3,297)	(12,793)	-		
<b>Operating Revenue</b>	<b>\$ 160,323</b>	<b>\$ 159,929</b>	<b>\$ 174,195</b>	<b>\$ 181,709</b>	<b>\$ 200,328</b>	<b>\$ 5,826</b>	<b>3.2%</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 the revenues from carrying passengers. This is money paid by the transit riders to use transit services, but also includes special transit fares from Los Rios and CSUS Student pass programs.

The FY 2021 Budget proposes \$12.2 million in Fare Revenue, a reduction of \$8.8 million (42.0%) from the FY 2020 Projected Revenue of \$21.0 million.

- This Fare Revenue reduction reflects COVID-19 impact on ridership drop.

### Contracted Services

This category includes contracts with the cities of Elk Grove, Rancho Cordova, as well as North Natomas shuttle services. These cities and service areas purchase SacRT transit services.

The FY 2021 Budget proposes \$6.4 million in Contracted Services revenue, a reduction of \$0.7 million (10.5%) from the FY 2020 Projected Revenue of \$7.1 million.

- This reflects a reduction in Elk Grove, Rancho Cordova and North Natomas contracted services due to COVID-19 pandemic.
- This also reflects a reduced level of new UC Davis Causeway Connection service compared to what was planned originally.

### State & Local

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



## Revenues continued

### California Transportation Development Act

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

### Measure A

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

Voters overwhelmingly approved the new Measure A, with more than 75 percent of voters in favor of it. The new Measure A includes the continuation of the one-half percent sales tax through 2039 and introduces a countywide development impact fee program (development impact fee) to be adopted and implemented by each participating jurisdiction and remitted to STA for reallocation.

### Percentage breakdown of Developer Fees:

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



## Revenues continued

Percentage breakdown of Sales Tax:

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

The FY 2021 Budget proposes \$73.1 million in state and local funding revenue, a reduction of \$41.8 million (36.4%) from the FY 2020 Projected Revenue of \$114.9 million.

- This budget reflects an estimated 40.8% reduction in Sales tax based revenues, Measure A and TDA-LTF.
- This budget includes \$1.8 million in LCTOP Cap & Trade funding, which is 48.4% reduction compared to FY 2020 Projected Revenue.
- This budget also includes Measure A and TDA-LTF for paratransit service.

**PLEASE PRACTICE  
SOCIAL DISTANCING**  
ESPECIALLY WITH OPERATORS WHEN POSSIBLE!



- SacRT encourages riders to practice social distancing on bus and light rail
- Maintain a distance of six feet from others and operators when possible



Visit [SacRT.com](http://SacRT.com) or call 916-321-BUSS(2877) for more on COVID-19 precautions.

## Revenues continued

### Federal

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

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

The FY 2021 Budget proposes \$103.8 million in federal funding, an increase of \$68.7 million (195.9%) from the FY 2020 Projected Revenue of \$35.1 million.

- This budget includes \$68.0 million in the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funding to offset revenue losses and cover expenditures incurred due to the impacts of COVID-19. The CARES Act is a law to address the economic fallout of the 2020 coronavirus pandemic in the United States.
- This budget includes \$1.1 million in Job Access/Reverse Commute funding, which is the same level of funding as in FY 2020.
- Section 5307 Urbanized Area and Section 5337 State of Good Repair federal funding are budgeted at the same level as last year.
- This budget includes \$0.7 million in Congestion Mitigation and Air Quality Improvement funds (CMAQ) for Causeway Connection new service to UC Davis.



## Revenues continued

### Other

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

The FY 2021 Budget includes \$4.9 million in other revenue, which is a reduction of \$11.5 million (70.3%) from the FY 2020 Projected Revenue of \$16.4 million.

- This includes \$0.6 million in ECOS settlement revenue for Folsom late-night service.
- This includes \$0.3 million in Investment income.
- This includes \$1.5 million for the sale of Low Carbon Credits through the State Cap and Trade program, which is a reduction of \$0.9 million over the FY 2020 Projected Revenue.
- This reflects a reduction of \$0.2 million in Advertising revenue.
- This reflects a reduction of \$9.3 million in Miscellaneous Income. This reduction is due to SacRT receiving in FY 2020 light rail accident claim payout and retro CNG tax rebate payments for 2017-2019.





## Revenues continued

### FY 2020 to FY 2021 Revenue Comparison

Category Group	GL Description	FY 2020 Projected	FY 2021 Budget	Variance
<b>Revenue</b>		<b>194,501,359</b>	<b>200,327,618</b>	<b>5,826,259</b>
<hr/>				
<i>Fare Revenue</i>		<i>20,998,877</i>	<i>12,176,775</i>	<i>(8,822,102)</i>
<hr/>				
	<i>Farebox Revenue</i>	<i>4,682,233</i>	<i>1,454,848</i>	<i>(3,227,385)</i>
	410920 Cash Fares	4,687,398	1,454,848	(3,232,550)
	410921 FVM Audit Adj/Refund	(5,165)	-	5,165
	<i>Transfer Agreements</i>	<i>(263,067)</i>	<i>(400,000)</i>	<i>(136,933)</i>
	410925 Transfer Agreements	(263,067)	(400,000)	(136,933)
	<i>Sales</i>	<i>12,352,247</i>	<i>8,385,910</i>	<i>(3,966,337)</i>
	410301 Prepaid Sales	-	8,385,910	8,385,910
	410310 MTO Net Sales	81,277	-	(81,277)
	410315 FPP Gross Sales	9,845,134	-	(9,845,134)
	410316 FPP Sales Discounts	(4,483,829)	-	4,483,829
	410317 FPP Return Discounts	33,220	-	(33,220)
	410318 FPP Sales Adjustment	(561,579)	-	561,579
	410319 FPP Actual Returns	(1,366,790)	-	1,366,790
	410320 FPP Accrual Returns	(30,500)	-	30,500
	410350 Connect Fare Sales	7,829,797	-	(7,829,797)
	410360 Mobile Ap Fare Sales	-	-	-
	410370 MAPP Passenger Fares	1,299,025	-	(1,299,025)
	410371 MAPP Passenger Fares	(34,075)	-	34,075
	410903 Ticket Exchange Ref	(259,433)	-	259,433
	<i>Special Fare Services</i>	<i>4,225,036</i>	<i>2,739,017</i>	<i>(1,486,019)</i>
	410204 CSUS - Students	854,017	854,017	-
	410205 Los Rios - Student	2,214,155	1,800,000	(414,155)
	410210 K-12 Ryde Free	894,715	-	(894,715)
	420918 Special Services	262,149	85,000	(177,149)
	<i>Miscellaneous Revenue</i>	<i>2,428</i>	<i>(3,000)</i>	<i>(5,428)</i>
	410105 Adult Daily	2,231	-	(2,231)
	410601 Commissions	197	(3,000)	(3,197)
	410930 Folsom Revenues	-	-	-
<hr/>				
	<i>Contracted Services</i>	<i>7,125,076</i>	<i>6,380,312</i>	<i>(744,764)</i>
<hr/>				
	<i>Contract Services</i>	<i>7,125,076</i>	<i>6,380,312</i>	<i>(744,764)</i>
	420919 City Services	-	-	-
	420920 Folsom	-	-	-
	420921 Citrus Heights	-	-	-
	420922 Elk Grove	6,494,119	5,910,937	(583,182)
	420923 Rancho Cordova	481,885	225,000	(256,885)
	420924 McClellan TMA	-	-	-
	420925 North Natomas TMA	89,488	28,750	(60,738)
	420926 UC Davis	59,583	215,625	156,042



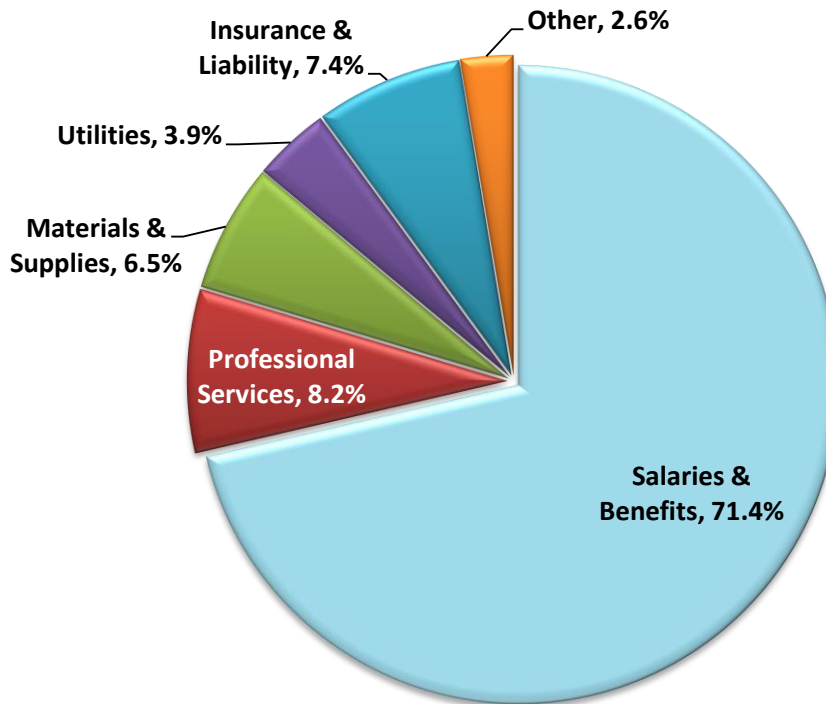
### Revenues continued

Category Group	GL Description	FY 2020 Projected	FY 2021 Budget	Variance
<i>Other Income</i>		16,417,255	4,876,400	(11,540,855)
<i>Advertising</i>		1,246,978	1,040,000	(206,978)
430915	Ads shelters	216,377	164,000	(52,377)
430916	Ads LR Stations	50,000	36,000	(14,000)
430919	Ads Bus Vehicles	575,000	480,000	(95,000)
430920	Advertising LR Vehic	375,000	360,000	(15,000)
431100	Naming Rights	30,600	-	(30,600)
<i>Miscellaneous Income</i>		13,989,386	3,021,400	(10,967,986)
430913	ID Sales	49,740	63,000	13,260
430914	Fines	12,771	27,000	14,229
450710	CNG Revenue	619,538	-	(619,538)
450922	Other Revenue	9,972,890	719,400	(9,253,490)
450923	ECOS Revenue	696,918	600,000	(96,918)
450926	Bike Locker	540	2,000	1,460
450930	Telephone Comm	-	-	-
450935	Parking Lot Fees	19,972	-	(19,972)
450939	RIN Credits-Biofuels	229,572	140,000	(89,572)
450925	Discount	300	-	(300)
470952	Low Carbon Credit	2,387,145	1,470,000	(917,145)
<i>Real Estate Income</i>		480,648	495,000	14,352
441140	RE Lease	437,148	495,000	57,852
441145	R.E. Processsing Fee	35,500	-	(35,500)
441146	RE Sales	8,000	-	(8,000)
<i>Investment Income</i>		700,243	320,000	(380,243)
450924	Interest Income	135,257	-	(135,257)
450942	Interest Inc Dev Fee	-	-	-
450943	Interest Invested Fd	539,844	320,000	(219,844)
450944	Interest Income Misc	25,142	-	(25,142)
<i>State and Local Subsidy</i>		114,879,837	73,103,817	(41,776,020)
<i>State and Local Assistance</i>		114,879,837	73,103,817	(41,776,020)
470930	MSA - RT General	43,466,841	26,972,574	(16,494,267)
470931	MSA - Neighborhood St	3,247,205	2,975,000	(272,205)
470932	MSA: SacRT GO	-	2,414,425	2,414,425
470934	LTF	51,729,305	32,531,554	(19,197,751)
470940	Other Local Grant Rv	12,778,564	6,377,026	(6,401,538)
470942	STA-SB1 RT	-	-	-
470943	STA-SB1 SGR	-	-	-
470945	Cap and Trade LCTOP	3,657,922	1,833,238	(1,824,684)
<i>Federal Subsidy</i>		35,080,314	103,790,314	68,710,000
<i>Federal Assistance</i>		35,080,314	103,790,314	68,710,000
460941	Fed 5307 Prev Maint	21,752,774	21,752,774	-
460942	Federal Access Jobs	1,106,565	1,106,565	-
460947	Fed 5337 Good Repair	12,220,975	12,220,975	-
460948	Federal CMAQ SL	-	-	-
460949	Federal SECAT	-	-	-
460951	Federal CMAQ UCD	-	710,000	710,000
460956	CARES Act	-	68,000,000	68,000,000



## Expenses

### Operating Expenses by Expense Category

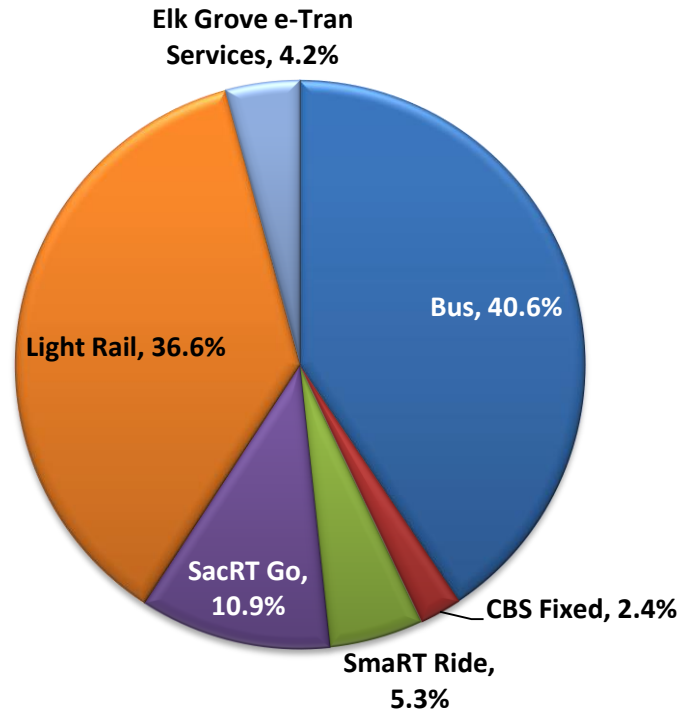


(Dollars in Thousands)

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
Salaries & Benefits	\$ 106,940	\$ 109,150	\$ 116,540	\$ 128,291	\$ 142,875	\$ 14,584	11.4%
Professional Services	26,423	22,331	22,776	22,137	16,502	(5,635)	-25.5%
Materials & Supplies	8,932	9,309	10,844	11,490	12,963	1,473	12.8%
Utilities	6,619	6,995	6,761	6,821	7,828	1,007	14.8%
Insurance & Liability	9,317	9,300	14,011	9,931	14,917	4,986	50.2%
Other	2,092	2,845	3,262	3,038	5,244	2,205	72.6%
<b>Total Expenses</b>	<b>\$ 160,323</b>	<b>\$ 159,929</b>	<b>\$ 174,195</b>	<b>\$ 181,709</b>	<b>\$ 200,328</b>	<b>\$ 18,619</b>	<b>10.2%</b>

## Expenses continued

### Operating Expenses by Mode

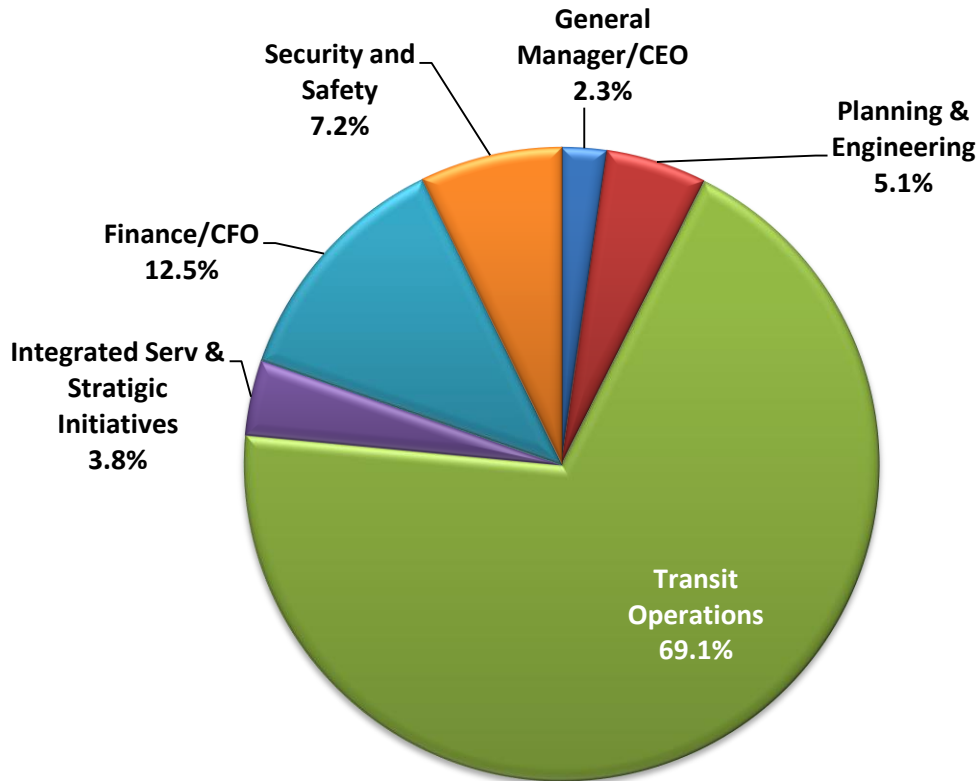


### (Dollars in Thousands)

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021 Amount	FY 2020 to FY 2021 Percent
Combined Bus	\$ 81,632	\$ 81,551	\$ 89,536	\$ 94,656	\$ -	\$ (94,656)	(100.0%)
Bus					81,535	81,535	N/A
CBS Fixed	-	-	-	-	4,761	4,761	N/A
SmaRT Ride	-	-	-	-	10,547	10,547	N/A
SacRT Go	-	-	-	-	21,766	21,766	N/A
Purchased Transportation	14,258	11,925	11,600	7,593	-	(7,593)	(100.0%)
Light Rail	64,433	66,454	73,059	72,725	73,386	661	0.9%
Elk Grove e-Tran Services	-	-	-	6,735	8,333	1,598	23.7%
<b>Total Expenses</b>	<b>\$ 160,323</b>	<b>\$ 159,929</b>	<b>\$ 174,195</b>	<b>\$ 181,709</b>	<b>\$ 200,328</b>	<b>\$ 18,619</b>	<b>10.2%</b>

## Expenses continued

### Operating Expenses by Division



(Dollars in Thousands)

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021 Amount	FY 2020 to FY 2021 Percent
General Manager/CEO	\$ 3,393	\$ 4,160	\$ 3,886	\$ 5,055	\$ 4,823	\$ (232)	(4.6%)
Planning & Engineering	2,646	2,841	2,621	10,337	10,736	399	3.9%
Transit Operations	119,061	116,325	123,777	125,807	144,845	19,038	15.1%
Integrated Serv & Strategic Initiatives	6,883	7,186	7,465	8,367	8,041	(326)	(3.9%)
Engineering & Facilities	872	658	889	-	-	-	N/A
Finance/CFO	15,893	17,374	23,159	18,608	26,119	7,511	40.4%
Communication	1,436	1,149	1,391	-	-	-	N/A
Security and Safety	10,677	10,696	11,315	13,764	15,128	1,364	9.9%
Non-Divisional *	(538)	(459)	(308)	(229)	(9,365)	(9,136)	3990.1%
<b>Total Expenses</b>	<b>\$ 160,323</b>	<b>\$ 159,929</b>	<b>\$ 174,195</b>	<b>\$ 181,709</b>	<b>\$ 200,328</b>	<b>\$ 18,619</b>	<b>10.2%</b>

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

## Expenses continued

### Salaries & Benefits

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

The FY 2021 Budget proposes \$142.9 million for salaries and benefits, an increase of \$14.6 million (11.4%) from the FY 2020 Projected cost of \$128.3 million.

- The Fiscal Year 2021 Budget includes 1,423 funded positions, which is an increase of 166 funded positions from the Fiscal Year 2020 Projected of 1,257 funded positions. See Positions section on page 106 for details.
- Straight time pay, overtime and personal service contract costs increased by \$5.9 million (7.9%) from the FY 2020 Projected cost of \$74.6 million. This reflects various District position salary adjustments and the cost of additional positions for SacRT new Paratransit service.
- Fringe Benefit costs increased by \$8.6 million (15.4%) from the FY 2020 Projected cost of \$55.8 million. This reflects an increase of \$0.8 million in FICA costs, \$0.9 million in pension costs, \$4.4 million in medical, dental, life and vision costs, and \$2.1 million in vacation and sick leave accrual, etc.
- Capital recovery and indirect savings have resulted in a reduction of \$0.1 million (5.2%) as compared to the FY 2020 Projected cost recovery. This represents labor charged to capital projects and other initiatives such as the Connect Card Consortium, which results in a reduction in costs.

### Professional Services

This category includes purchased transportation (Paratransit, Inc.) 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 2021 Budget proposes \$16.5 million for Professional Services, a reduction of \$5.6 million (25.5%) from the FY 2020 Projected cost of \$22.1 million.

- This reflects a \$6.8 million reduction in ADA paratransit cost due to elimination of Paratransit Inc. contract and moving the cost to Salaries & Benefits category.
- This reflects a \$0.1 million reduction in Outside services, Media Advertising and Information Technology each.
- This reflects a \$1.0 million increase in Security Services.
- This reflects the FY 2021 portion of multi-year contracts for professional services.

---

## Expenses continued

### Materials & Supplies

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

The FY 2021 Adopted Budget includes \$13.0 million for materials and supplies, an increase of \$1.5 million (12.8%) from the FY 2020 Projected cost of \$11.5 million.

- This budget reflects an increase of \$2.2 million in Gasoline cost due to paratransit vehicles fueling needs.
- This budget reflects an increase of \$0.2 million in CNG cost due to bus service restoration to pre-COVID-19 levels.

### Utilities

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

The FY 2021 Adopted Budget includes \$7.8 million for Utilities, an increase of \$1.0 million (14.8%) from the FY 2020 Projected cost of \$6.8 million.

- This budget includes \$0.5 million in electricity cost for electric bus charging.
- This budget reflects an increase of \$0.6 million in traction power due to rail service restoration to pre-COVID-19 levels.

### Insurance & Liability

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

The FY 2021 Adopted Budget includes \$14.9 million for Insurance & Liability, an increase of approximately \$5.0 million (50.2%) from the FY 2020 Proposed cost of \$9.9 million.

- This reflects a reduction of \$1.6 million in the projected claims reserves for Property and Liability for FY 2021 based on actuarial evaluation.
  - This also reflects an increase of \$3.4 million in the projected claims reserves for Workers' Compensation for FY 2021 based on actuarial evaluation.
  - The budget includes an increase in Excess Liability by \$2.3 million due to market condition and new paratransit service.
  - This also reflects the updated FY 2021 insurance premium costs, which increased due to challenging market conditions and fewer carrier options.
-



## Expenses continued

### Other

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

The FY 2021 Adopted Budget includes \$5.2 million for other expenditures, an increase of \$2.2 million (72.6%) from the FY 2020 Projected cost of \$3.0 million.

- The budget includes \$2.0 million in Contingency for unforeseen expenditures that may happen throughout the year.
- This budget includes \$0.75 million in Connect Card fees, which is SacRT's portion of running the Connect Card Regional Service Center. It should be noted that most of these costs are recovered via cost recovery in the salary and benefits section.
- Variances in other accounts make up the remaining difference.



## Expenses continued

### FY 2020 to FY 2021 Expenses Comparison

Category Group	GL Description	FY 2020 Projected	FY 2021 Budget	Variance
<b>Expenses</b>		<b>181,708,564</b>	<b>200,327,618</b>	<b>18,619,054</b>
<b>Wages</b>		<b>128,291,451</b>	<b>142,875,152</b>	<b>14,583,701</b>
<i>Labor/Fringes</i>		<i>128,291,451</i>	<i>142,875,152</i>	<i>14,583,701</i>
<i>Labor</i>		<i>74,640,435</i>	<i>80,536,476</i>	<i>5,896,041</i>
	510010 Straight Time	63,818,172	70,776,072	6,957,901
	510011 Overtime	9,198,989	8,655,792	(543,197)
	510025 Salary PSC	747,610	789,984	42,374
	510050 Supplemental Pension	41,707	41,712	5
	630015 Temporary Help	833,957	272,916	(561,041)
<i>Fringes</i>		<i>55,844,911</i>	<i>64,418,691</i>	<i>8,573,780</i>
	510017 Med Cost Pay	611,759	-	(611,759)
	520001 FICA	6,070,739	6,855,201	784,462
	520002 Pension	21,173,818	22,101,758	927,940
	520003 Medical	14,743,996	19,519,473	4,775,477
	520004 Dental	1,431,338	1,668,597	237,259
	520005 Life	245,359	289,092	43,734
	520007 Unemployment	340,685	200,000	(140,685)
	520008 Post Retirement	3,111,835	3,312,207	200,371
	520009 Vacation Accrual Exp	5,073,738	6,224,122	1,150,383
	520010 Sick Leave Accrl Exp	3,078,054	4,041,598	963,544
	520016 Vision Care	191,957	225,108	33,151
	520019 1/2 Percent ATU	336,523	431,016	94,493
	520050 Retirement 401/457	205,619	375,360	169,741
	520108 OPEB Implicit RateCR	(770,509)	(824,841)	(54,332)
<i>Capital Labor &amp; Fringes</i>		<i>(2,193,895)</i>	<i>(2,080,015)</i>	<i>113,880</i>
	550001 Project Labor Rollup	(1,132,434)	(1,117,328)	15,106
	550002 Project Indirect	(230,234)	(213,117)	17,117
	550003 Pension Contra	(274,547)	(214,794)	59,753
	550004 Connect Contra	(418,556)	(402,100)	16,456
	550005 Connect Indirect	(138,124)	(132,676)	5,448





### Expenses continued

Category Group	GL Description	FY 2020 Projected	FY 2021 Budget	Variance
<b>Other Expenditures</b>		<b>53,417,113</b>	<b>57,452,466</b>	<b>4,035,353</b>
<i>Services</i>		<i>22,136,979</i>	<i>16,501,918</i>	<i>(5,635,061)</i>
	<i>Professional &amp; Other Services</i>	<i>14,544,478</i>	<i>15,751,918</i>	<i>1,207,440</i>
	610014 Board Fees	19,500	20,000	500
	630001 Laundry	168,170	177,373	9,203
	630002 Consultants	6,250	6,250	-
	630003 Outside Service	2,432,575	2,237,404	(195,171)
	630005 Insurance Brokers	127,613	154,500	26,887
	630006 Arbitration	4,283	16,000	11,717
	630008 Management Fees	472,318	490,000	17,682
	630009 Legal Services	156,215	315,693	159,478
	630010 Physicals	166,872	177,383	10,511
	630011 Auditing	8,810	9,000	190
	630012 Timetables and Maps	80,239	70,000	(10,239)
	630016 Accident Board	2,400	2,400	-
	630017 LR Station Cleaning	-	-	-
	630018 Building grounds	481,430	456,367	(25,063)
	630019 Bus Stops	29,954	56,000	26,046
	630020 Revenue Vehicles	77,139	74,000	(3,139)
	630021 Contract Maintenance	1,132,515	1,151,246	18,731
	630022 LR Non Rev Vehicles	41,406	26,000	(15,406)
	630023 Non rev Vehicles	63,394	45,000	(18,394)
	630024 Service Maintenance	676,047	876,473	200,426
	630025 Landscaping	9,099	20,000	10,901
	630026 Radio maintenance	388,208	373,000	(15,208)
	630027 Custodial	145,955	166,000	20,045
	630029 Computer Maintenance	130,641	28,100	(102,541)
	630032 Mobile App Fees	70,916	75,000	4,084
	630038 Plants	-	-	-
	630039 PBID Related Expense	144,583	264,245	119,662
	630040 Work program	183,542	280,000	96,458
	630041 SAC Vocational Srvs	(30)	-	30
	630042 SAC Conservation Corp	-	-	-
	630045 Security Services	6,291,568	7,267,673	976,105
	630047 Printing	104,774	62,000	(42,774)
	630050 Weeds	45,930	43,000	(2,930)
	630056 Promo	88,482	70,000	(18,482)
	630057 Other Prod Serv	11,786	10,000	(1,786)
	630061 Record Destruc	2,471	5,000	2,529
	630065 Mngmnt Serv	4,192	13,000	8,808
	630070 Cloud Services	90,721	152,928	62,207
	630082 Board Support	5,635	6,800	1,165
	630083 Art Work	1,944	3,000	1,056
	630085 Media Advertising	385,305	300,000	(85,305)
	630089 Advocacy Services	159,000	130,000	(29,000)
	630090 Legal Notices	3,532	15,000	11,468
	630095 Employee Adv	48,038	27,000	(21,038)
	630096 Pre Empl Cost	56,292	52,000	(4,292)
	630097 Hazardous Materials	17,407	27,083	9,676
	690019 Advertising	7,357	-	(7,357)
	<i>Purchased Transportation</i>	<i>7,592,501</i>	<i>750,000</i>	<i>(6,842,501)</i>
	630091 Purch Transportation	7,592,501	750,000	(6,842,501)



### Expenses continued

Category Group	GL Description	FY 2020 Projected	FY 2021 Budget	Variance
<i>Supplies</i>		<i>11,490,270</i>	<i>12,962,800</i>	<i>1,472,530</i>
<i>Materials &amp; Supplies</i>		<i>11,490,270</i>	<i>12,962,800</i>	<i>1,472,530</i>
	640001 Tires	26,351	24,000	(2,351)
	640002 Gasoline	729,602	2,915,000	2,185,398
	640003 Diesel	151,715	115,000	(36,715)
	640004 CNG	1,886,739	1,800,000	(86,739)
	640005 SVS/SWP	8,824	17,700	8,876
	640006 Lubricants	141,907	105,000	(36,907)
	640007 Cleaning	36,551	87,000	50,449
	640008 Parts Rev Veh	2,452,677	2,340,000	(112,677)
	640009 Parts Non Rev	33,216	28,000	(5,216)
	640010 Parts LRV	3,397,091	3,400,000	2,909
	640011 Parts Farebox	81	500	419
	640012 Parts Fare Vend	318,057	380,000	61,943
	640013 Equipment Supplies	105,315	45,600	(59,715)
	640014 Parts Facilitiy	39,607	40,000	393
	640015 Building and Grounds	518,958	350,000	(168,958)
	640017 WaysideSpares/supply	317,575	300,000	(17,575)
	640020 Camera	5,402	12,000	6,599
	640021 Printing Tickets	153,780	110,000	(43,780)
	640022 Printed Materials	285	500	215
	640023 Copier Supplies	15,277	20,000	4,723
	640025 Office Supplies	137,982	118,900	(19,082)
	640026 Legal Research Mater	28,151	39,000	10,849
	640027 Small Tools	34,788	34,000	(788)
	640030 Equipment Items	1,151	-	(1,151)
	640031 Other Supplies	477,269	254,600	(222,669)
	640032 District Supplies	15,424	12,000	(3,424)
	640033 Consumables LR	239,018	204,000	(35,018)
	640037 Metro Tools	100,761	55,000	(45,761)
	640038 Office Furniture	59,266	20,000	(39,266)
	640040 District Postage	72,878	75,000	2,122
	640050 Connect Card Parts & Ec	40,515	50,000	9,485
	640051 DMS Parts & Equipment	8,069	10,000	1,931
	640101 Invent Value Adj Bus	(62,844)	-	62,844
	640102 Inv Gain or Loss Bus	444	-	(444)
	640103 Invent Val Adj Rail	(2,271)	-	2,271
	640104 Inv Gain or Loss LR	659	-	(659)
<i>Utilities</i>		<i>6,820,547</i>	<i>7,827,600</i>	<i>1,007,053</i>
<i>Utilities</i>		<i>6,820,547</i>	<i>7,827,600</i>	<i>1,007,053</i>
	650001 Natural Gas	85,692	83,000	(2,692)
	650002 Water	546,119	580,000	33,881
	650003 Electricity	927,781	860,000	(67,781)
	650004 Garbage	83,366	100,000	16,634
	650006 Telephone	661,768	600,000	(61,768)
	650007 LRV Traction	4,504,516	5,104,600	600,084
	650008 Electricity: Bus Chargin	11,305	500,000	488,695



### Expenses continued

Category Group	GL Description	FY 2020 Projected	FY 2021 Budget	Variance
<i>Insurance/Liabilities</i>		9,930,823	14,916,501	4,985,678
<i>Casualty &amp; Liability</i>		9,930,823	14,916,501	4,985,678
	660004 PLPD Accrual	4,208,498	2,637,217	(1,571,281)
	660022 WC Accrual	1,794,747	5,174,924	3,380,177
	660027 Employment Practices	54,653	68,321	13,668
	660038 Recoveries	(253,164)	(101,000)	152,164
	660040 Crime	18,024	17,123	(901)
	660041 Boiler & Machinery	10,838	10,817	(21)
	660043 Excess WC	167,869	184,632	16,763
	660044 Excess Liability	3,154,398	5,461,225	2,306,827
	660047 Assault Pre	2,813	2,805	(8)
	660049 Property Pre	730,489	1,370,000	639,511
	660060 Pollution/UST Prem	8,487	8,274	(213)
	660062 Flood Premium	9,851	12,345	2,494
	660063 Privacy/Cyberliabiab	23,690	24,290	600
	660064 Fiduciary Insurance	(370)	45,528	45,898
<i>Other Expenses</i>		3,038,495	5,243,647	2,205,152
<i>Miscellaneous - Taxes</i>		352,092	355,150	3,058
	670001 Fuel Taxes	38,192	40,000	1,808
	670002 Highway Use	396	150	(246)
	670004 Property Taxes	313,504	315,000	1,496
<i>Miscellaneous - Leases</i>		343,897	388,900	45,003
	680001 Copier Lease	83,224	80,000	(3,224)
	680002 Properties Lease	237,062	304,000	66,938
	680003 Property Leases	23,611	4,900	(18,711)
<i>Other Employee Benefits</i>		398,489	392,584	(5,905)
	520020 Car Allowance	-	-	-
	630007 Training Materials	9,042	6,000	(3,042)
	630013 Uniforms	254,805	222,680	(32,125)
	630014 EAP	52,402	55,000	2,598
	630081 Drivers licenses	3,852	6,300	2,448
	630084 Tuition Reim	5,108	8,000	2,892
	690016 Continuing Education	2,699	4,000	1,301
	690023 Train Operations	-	16,400	16,400
	690025 Train Engr & Const	8,995	8,200	(795)
	690033 Training	61,147	65,504	4,357
	690056 Train Legal	-	500	500
	690057 Train Finance	39	-	(39)
	690058 Train Facilities Mgm	400	-	(400)
	690080 Penalties and Fines	-	-	-



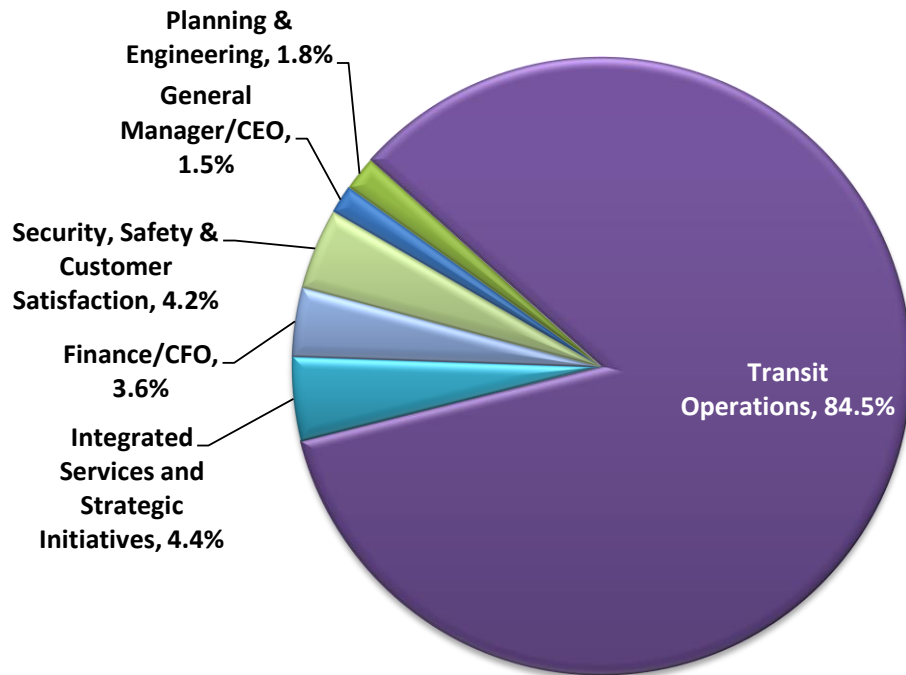
## Expenses continued

Category Group	GL Description	FY 2020 Projected	FY 2021 Budget	Variance
<i>Miscellaneous - Other</i>		1,944,017	4,107,013	2,162,996
685001	Freight Out	11,737	15,000	3,263
690001	Dues Subscr	243,993	177,143	(66,850)
690003	Bad Debt	12	-	(12)
690004	Bad Debt Return Cks	840	1,500	660
690005	Meals & Lodging	45,661	99,250	53,589
690006	Travel & Mileage	36,115	80,870	44,755
690010	Roadéo	-	9,500	9,500
690011	Recognitions	1,757	5,500	3,743
690014	Miscellaneous	140,285	90,150	(50,135)
690022	Conference & Seminar	33,288	65,900	32,612
690030	Awards Ceremonies	16,157	42,000	25,843
690034	Events & Sponsorship	196,286	120,000	(76,286)
690050	Contingency	-	2,000,000	2,000,000
690051	Budget Stabilization	-	-	-
690070	Investment Fees	10,198	10,200	2
690071	Banking Fees	185,894	210,000	24,106
690072	Interest Expense	300,680	430,000	129,320
690075	Connect Card Fees	707,616	750,000	42,384
690080	Penalties and Fines	13,500	-	(13,500)



## Positions

The Fiscal Year 2021 Budget includes 1,243 funded positions, which is an increase of 166 funded positions from the Fiscal Year 2020 projection of 1,257 funded positions.



Division	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021
General Manager/CEO	6	7	26	19	16	-3
Chief Counsel	12	11	6	0	0	0
Planning & Engineering	39	27	22	22	57	35
Transit Operations	779	792	937	1063	1196	133
Integrated Services and Strategic Initiative:	35	31	0	55	33	-22
Engineering & Facilities	48	46	48	0	0	0
Finance/CFO	22	26	48	45	47	2
Communications & Partnerships	27	28	30	0	0	0
Security, Safety & Customer Satisfaction	37	70	73	53	74	21
<b>Total</b>	<b>1,005</b>	<b>1,038</b>	<b>1,190</b>	<b>1,257</b>	<b>1,423</b>	<b>166</b>

## FY 2021 Position Changes and Additions

From FY 2020 to FY 2021, SacRT had a net increase of 166 funded positions. The changes reflected in the FY 2021 Proposed budget are as follows:

General Manager/CEO Division had a net decrease of 3 funded positions. The position change is as follows:

- Added 1 Senior Community Relations Officer.
- Unfunded 1 Deputy Director, Legal Services/Legal Counsel.
- Transferred 2 Senior Attorneys to Risk and Procurement and 1 Legal Secretary to Risk.
- Reallocated and upgraded from Director, Legal Services/Legal Counsel to General Counsel.

Planning and Engineering Division had a net increase of 35 funded positions. The position change is as follows:

- Transferred 1 AVP, Planning, Scheduling and Assessment to Operations Division.
- Reallocated 1 Assistant Planner to Planner.
- As result of GM reorg for FY 2021, 38 in Facilities were moved from Operations to Planning and Engineering Division.
- Funded 1 Administrative Technician.
- Unfunded 3 positions: 1 Facilities Maintenance Mechanic, 1 Schedule Analyst I and 1 Senior Strategic Planner.

Operations Division had a net increase of 133 funded positions. The position changes are as follows:

- Added and funded 178 positions: 174 paratransit positions, 1 Mechanic A, 1 Mechanic A Body/Fender, 1 Mechanic B and 1 Community Bus Services (CBS) Dispatcher.
- Created 1 AVP, Light Rail Operations and reallocated funding from VP, Operations. Added funding for VP, Operations.
- Moved 38 Facilities to Planning and Engineering Division.
- Unfunded 9 positions: 1 AVP, Innovative and Contract Services, 5 Transportation Supervisors, 2 Lineworker Technician – HLC, and 1 Reservationist part-time (Elk Grove).
- Transferred 1 AVP, Planning, Scheduling and Assessment and reclassified to AVP, Bus Operations from Planning and Engineering division.

## FY 2021 Position Changes and Additions continued

Integrated Services and Strategic Initiatives Division had a net decrease of 22 positions. The position changes are as follows:

- Added and funded 4 positions: 1 Sr. Manager, Strategic Projects and Performance, 1 Administrative Assistant I, 1 Manager, Labor Relations and 1 Sr. Manager, Cybersecurity and IT Project Management.
- Unfunded 4 positions: 1 Administrative Technician in HR, 1 Sr. Labor Relations Analyst, 1 IT Technician I and 1 Network Operations Technician.
- Transferred 21 in Customer Satisfaction to Security, Safety and Customer Satisfaction division.
- Transferred 1 Manager, Pension and Retiree Services to Finance division.
- Upgraded 3 positions: Director, Labor Relations to AVP, Human Resources and Labor Relations; Manager, Human Resources to Sr. Manager, Human Resources and Director, Information Technology/CIO to AVP, Technology, Innovation and Performance Monitoring.

Finance/Chief Financial Officer (CFO) Division had a net increase of 2 funded positions. The position changes are as follows:

- Added and funded 2 positions: 1 Retirement Services Analyst I, and 1 Sr. Procurement Analyst.
- Unfunded 5 positions: 1 Fare Prepayment Clerk, 1 Route Checker, 1 Capital and Project Control Budget Analyst, 1 Manager, Capital and Project Control and 1 Procurement Analyst II.
- Transferred 2 from Human Resources: 1 Manager, Pension and Retiree Services and 1 Retirement Services Analyst I.
- Transferred 3 from Legal in GM division: 1 Legal Secretary, 2 Senior Attorneys (1 in Risk and 1 in Procurement).
- Upgraded 2 positions: Director, Finance to AVP, Finance and Treasury and Manager, Electronic Fare & Collection Systems to Sr. Manager, Revenue and Analytics.

Security, Safety and Customer Satisfaction Division had a net increase of 22 funded positions:

- Added and funded 6 positions: 1 Customer Advocate I, 3 Customer Service Representatives, 1 Customer Service Supervisor and 1 Treasury Clerk.
- Unfunded 5 positions: 2 Manager, Police Services, 2 Transit Fare Inspectors, 1 Transportation Supervisor – Police Services.
- Transferred 21 Customer Satisfaction from Integrated Services and Strategic Initiatives division.



### Forecast

#### Revenues & Expenses

(Dollars in Thousands)

	FY 2020 Projected	FY 2021 Budget	FY 2022	FY 2023	FY 2024	FY 2025
<b>Revenues</b>						
Fare Revenue	\$ 20,999	\$ 12,177	\$ 19,756	\$ 21,159	\$ 21,714	\$ 22,284
Contracted Services	7,125	6,380	7,691	8,060	8,447	8,853
Other	16,417	4,877	5,040	5,210	5,442	5,627
State & Local	114,880	73,104	128,039	132,724	135,884	150,101
Federal	35,080	103,790	45,832	45,241	46,562	37,622
<b>Total</b>	<b>194,501</b>	<b>200,328</b>	<b>206,359</b>	<b>212,395</b>	<b>218,050</b>	<b>224,487</b>
<b>Expenses</b>						
Salaries & Benefits	128,291	142,874	146,947	151,139	155,451	159,887
Professional Services	22,137	16,502	16,972	17,457	17,955	18,467
Materials & Supplies	11,490	12,963	13,333	13,713	14,104	14,507
Utilities	6,821	7,828	8,051	8,281	8,517	8,760
Insurance & Liability	9,931	14,917	15,342	15,780	16,230	16,693
Other	3,038	5,244	5,394	5,547	5,706	5,868
<b>Total</b>	<b>181,708</b>	<b>200,328</b>	<b>206,036</b>	<b>211,911</b>	<b>217,955</b>	<b>224,174</b>
<b>Potential Surplus/Deficit</b>	<b>\$ 12,793</b>	<b>\$ -</b>	<b>\$ 322</b>	<b>\$ 484</b>	<b>\$ 95</b>	<b>\$ 313</b>

#### Service Plan

(Revenue Hours)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
<b>Service Plan</b>						
Fixed Route Bus	521,451	567,140	572,811	578,540	584,325	590,168
Community Bus Service	42,634	65,750	66,408	67,072	67,742	68,420
SacRT Go	0	109,118	111,300	113,526	115,797	118,113
Light Rail	206,957	229,609	229,609	242,234	242,234	242,234

Source: SacRT's Financial Forecasting Model



## Forecast continued

### Forecast Assumptions

To create a 5-year forecast, SacRT uses an internally developed Financial Forecasting Model (FFM). This is a service driven model. Cost is estimated based on the projected service level for bus, rail and purchased transportation. The model is designed to accept a variety of input variables including revenue growth assumptions, service level by mode, fare changes, ridership productivity and cost factors. The output of the model is a year-by-year summary of operating revenue and expenses, which yields the forecasted net change for the District each year.

- In FY 2021, bus revenue hours are projected to increase 8.8% due to service restoration after COVID-19 service reduction and due to annualized impact of expansion of Smart Ride service to the new geographical areas.
- In FY 2021, light rail train revenue hours are projected to increase 4.4% due to service restoration after COVID-19 service reduction.

#### Specific revenue assumptions:

- Measure A and Local Transportation Fund (LTF) increase 4.8% annually from FY 2023 to FY 2025. SacRT continues to receive these revenues from smaller cities excluding Isleton and Galt.
- State Transit Assistance Program (STA) includes \$17.4 million in FY 2022, and it increases 3.0% every year. Debt Service payment resumed in FY 2020. Payments for debt service appear as a reduction in revenue and are transferred to capital where the debt service cost also appears.
- Federal Section 5307 Urbanized Area and 5337 State of Good Repair increase 1.5% in FY 2022 – 2025 with exception of FY 2023, when Section 5337 State of Good Repair increases 4.4% due to South Line phase 2 light rail extension reaching 7 year anniversary, which makes additional funding available for preventive maintenance of this segment.
- Federal Section 5307 Jobs Access and Reverse Commute is projected at \$1.1 million in FY 2021 and growing at the same rate as Section 5307 Urbanized Area Federal Revenue.
- FY 2022 – 2024 Federal revenue includes the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funding to cover COVID-19 related cost and lost revenue.
- Fare revenue (average fare) – no fare increase was assumed in FY 2021 Budget. No fare increase is projected in the near future. Fare Revenue calculations take into account ridership deflection when fares increase.

#### Specific Cost Assumptions:

- Consumer Price Index at 2.5% per year.
- SacRT unit labor costs increase 2.5% in FY 2022 and thereafter until FY 2025.
- Materials/service unit costs increase at 2.0% in FY 2022 and thereafter until FY 2025.

This page intentionally left blank

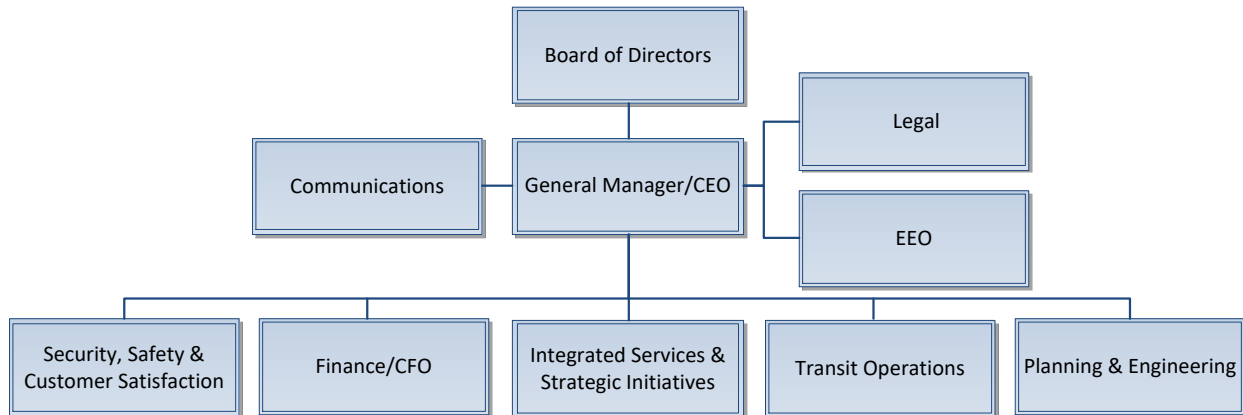


## Division Budgets

## Division Budgets

### General Manager/Chief Executive Officer

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



- General Manager/CEO guides and directs all activities of the District.
- Communications 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; and manages the Disadvantage Business Enterprise program.
- Legal prepares ordinances, contracts, policies, and other administrative documents; provides advisory services to staff and management; represents SacRT in court and administrative legal proceedings; and oversees litigation and complex transactions assigned to outside counsel.
- Equal Employment Opportunity administers the affirmative action and EEO programs to ensure SacRT operations and policies are in compliance with Federal and State regulations. This is accomplished by developing and recommending policies, administering the processing of complaints and investigations, preparing the EEO/AA plan and periodic progress reports, serving as liaison between the District and state and federal agencies, creating and delivering training, and assisting management in the collection and analysis of employment and program data.
- Transit Operations guides and directs the Bus and Light Rail Operations, Community Bus Services including SmartRT Rides, Bus and Light Rail Maintenance, Light Rail Wayside, Facilities Maintenance and Accessible Services including administrator paratransit contracts.

## General Manager/Chief Executive Officer continued

- *Integrated Services and Strategic Initiatives* provides executive direction and management over the areas of human resources, labor relations, information technology, and customer satisfaction; provides executive leadership and strategic direction in policy development and cross-divisional activities for assigned areas; serves as executive advisor to the negotiations team; plans, organizes, directs, and coordinates the full range of duties related to overseeing the expenditure of funds for goods, services, and capital assets.
- *Finance/Chief Financial Officer* division guides and directs the Finance, Office of Management and Budget, Procurement, Risk and Real Estate departments.
- *Planning and Engineering* division creates and manages the crucial link between external and internal resources by identifying key issues and concerns, and facilitates the development and implementation of key project objectives and resulting process improvements within the District's operations. The department provides leadership, strategic direction and supervision over the District's internal audit activities, district-wide initiatives, long, short-range and strategic planning.
- *Security, Safety & Customer Satisfaction* provides executive leadership, direction and management over contracted Police Officers, Sheriff Deputies and Security Guards as well as Transit Ambassadors and Transit officers. The Division encompasses the Security Operations Center, Safety and Environmental, and Customer Satisfaction departments.







## “WE KEEP SACRT RIDERS SAFE AND SECURE 365 DAYS A YEAR”

The Sacramento Regional Transit District received the national TSA Gold Standard Award for Security, the highest standard of excellence.

SacRT is keeping you safe on the go.



+



+





## General Manager/Chief Executive Officer continued

### Performance Measures/Statistics

As noted in the Strategic Planning section of this budget document, SacRT is in the process of updating the goals and objectives against which performance measures will be established. The performance measures and statistics in this section are those that have been historically used by the District and provide information relevant to current operations.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
<b>Efficiencies Measures</b>							
Cost Per Passenger*							
Combined Bus	\$ 7.64	\$ 8.03	\$ 8.98	\$ 11.03	\$ -	\$ (11.03)	(100.0%)
Bus					12.16	12.16	N/A
CBS fixed	-	-	-	-	31.84	31.84	N/A
SmaRT Ride	-	-	-	-	45.13	45.13	N/A
SacRT Go	-	-	-	-	80.63	80.63	N/A
Light Rail	5.53	6.20	6.72	8.07	8.97	0.90	11.2%
Cost Per Revenue Mile*							
Combined Bus	\$ 13.06	\$ 13.17	\$ 13.45	\$ 14.61	\$ -	\$ (14.61)	(100.0%)
Bus					10.38	10.38	N/A
CBS fixed	-	-	-	-	11.35	11.35	N/A
SmaRT Ride	-	-	-	-	11.82	11.82	N/A
SacRT Go	-	-	-	-	11.87	11.87	N/A
Light Rail	14.51	15.21	16.11	17.22	13.94	(3.28)	(19.0%)
Cost Per Revenue Hour*							
Combined Bus	\$ 146.67	\$ 148.74	\$ 153.87	\$ 167.25	\$ -	\$ (167.25)	(100.0%)
Bus					116.93	116.93	N/A
CBS fixed	-	-	-	-	133.52	133.52	N/A
SmaRT Ride	-	-	-	-	124.12	124.12	N/A
SacRT Go	-	-	-	-	154.34	154.34	N/A
Light Rail	257.70	270.26	288.18	305.29	247.30	(57.99)	(19.0%)
Subsidy Per Passenger	\$ 5.44	\$ 5.79	\$ 6.71	\$ 8.50	\$ 7.15	\$ (1.35)	(15.9%)
<b>Effectiveness Measures</b>							
Farebox Recovery Ratio	20.9%	18.5%	15.6%	12.9%	6.3%	-6.6%	(51.2%)

\*Direct cost factors for FY 2021

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
<b>Effectiveness Measures</b>							
Total Ridership							
Combined Bus	10,608,037	10,517,620	10,008,281	8,574,932	-	(8,574,932)	(100.0%)
Bus					5,187,629	5,187,629	N/A
CBS fixed	-	-	-	-	115,707	115,707	N/A
SmaRT Ride	-	-	-	-	180,816	180,816	N/A
SacRT Go	-	-	-	-	208,860	208,860	N/A
Light Rail	11,442,465	10,372,688	9,980,850	8,988,806	6,327,914	(2,660,892)	(29.6%)
Total	22,050,502	20,890,308	19,989,131	17,563,738	12,020,926	(5,542,812)	(31.6%)
Average Weekday Ridership							
Combined Bus	37,676	35,552	35,208	29,238	-	(29,238)	(100.0%)
Bus					17,101	17,101	N/A
CBS fixed	-	-	-	-	455	455	N/A
SmaRT Ride	-	-	-	-	712	712	N/A
SacRT Go	-	-	-	-	679	679	N/A
Rail	40,281	37,025	34,267	30,218	20,639	(9,579)	(31.7%)
Total	77,957	72,577	69,475	59,456	39,586	(19,870)	(33.4%)
Passengers Per Mile							
Combined Bus	1.69	1.67	1.50	1.33	-	(1.33)	(100.0%)
Bus					0.85	0.85	N/A
CBS fixed	-	-	-	-	0.36	0.36	N/A
SmaRT Ride	-	-	-	-	0.26	0.26	N/A
SacRT Go	-	-	-	-	0.15	0.15	N/A
Rail	2.59	2.35	2.40	2.49	1.55	-0.94	(37.8%)



## General Manager/Chief Executive Officer continued

### Expenses

#### By Expense Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
Salaries & Benefits	\$ 2,896,909	\$ 3,630,044	\$ 3,207,114	\$ 3,138,244	\$ 3,190,603	\$ 52,359	1.7%
Professional Services	490,588	381,715	541,586	1,419,549	1,228,000	(191,549)	(13.5%)
Materials & Supplies	55,451	64,507	62,383	41,651	58,000	16,349	39.3%
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	(49,548)	83,441	75,114	455,167	346,500	(108,667)	(23.9%)
<b>Total</b>	<b>\$ 3,393,400</b>	<b>\$ 4,159,707</b>	<b>\$ 3,886,196</b>	<b>\$ 5,054,611</b>	<b>\$ 4,823,103</b>	<b>\$ (231,508)</b>	<b>(4.6%)</b>

#### By Department

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
General Manager/CEO	\$ 614,693	\$ 1,241,790	\$ 1,098,180	\$ 1,268,862	\$ 927,929	\$ (340,933)	(26.9%)
Equal Employment Opportunity	\$ 164,537	\$ 168,796	\$ 164,731	\$ 359,958	\$ 417,962	58,003.76	16.1%
Legal	\$ 1,467,939	\$ 1,580,226	\$ 1,227,258	\$ 732,493	\$ 796,734	64,241.03	8.8%
Communication	\$ 1,146,230	\$ 1,168,896	\$ 1,396,028	\$ 2,693,298	\$ 2,680,478	(12,820.13)	(0.5%)
<b>Total</b>	<b>\$ 3,393,400</b>	<b>\$ 4,159,707</b>	<b>\$ 3,886,196</b>	<b>\$ 5,054,611</b>	<b>\$ 4,823,103</b>	<b>\$ (231,508)</b>	<b>(4.6%)</b>

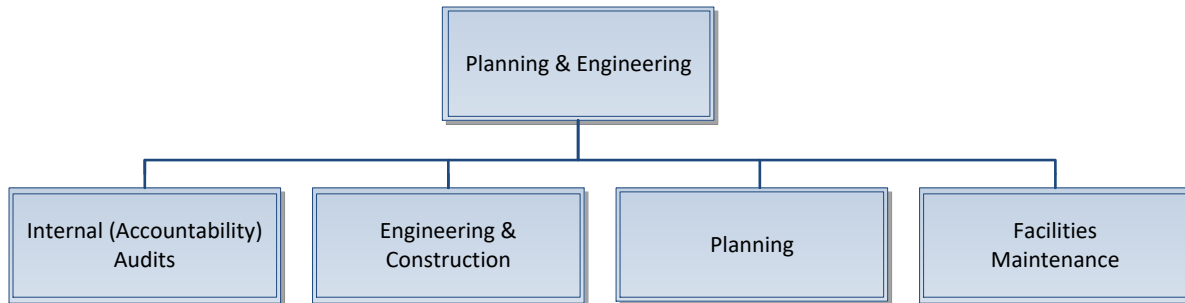
#### Positions

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
General Manager	3	4	5	4	5 <sup>1</sup>	1	25.0%
Equal Employment Opportunity	0	0	0	2	2	0	0.0%
Employee Relations	0	0	3	0	0	0	N/A
Safety & Environmental	3	3	3	0	0	0	N/A
Legal	0	0	0	6	2 <sup>2</sup>	-4	(66.7%)
Information Technology	0	0	15	0	0	0	N/A
Communication	0	0	0	7	7	0	0.0%
<b>Total</b>	<b>6</b>	<b>7</b>	<b>26</b>	<b>19</b>	<b>16</b>	<b>-3</b>	<b>(15.8%)</b>

<sup>1</sup> Added 1 Senior Community Relations Officer

<sup>2</sup> Transferred 2 Senior Attorneys to Risk and Procurement; 1 Legal Secretary to Risk. Unfund 1 Deputy Director, Legal Services

## Planning and Engineering



- Internal (Accountability) Audit function is an independent, objective assurance and consulting activity to enhance operations and help SacRT achieve its strategic, financial, and compliance goals by evaluating and improving the effectiveness of risk management, internal controls, and the governance process.
- Engineering and Construction provides the following functions:
  - Quality/TAM develops and implements District QA/QC quality management program standards and develops quality plans and specifications to be used in implementing capital and maintenance projects and provides oversight of construction and procurement projects from the quality and conformance perspectives. In addition, provides Program Management of the Transit Asset Management (TAM) Plan.
  - Civil/Track and System Design develops improvement plans, specifications and estimates for construction of bus, light rail and facilities capital projects, and provides technical support to operations staff related to civil, track and structures; In addition to vehicles, traction power, communications, grade crossings, and overhead catenary, electrical and mechanical systems.
- Planning department oversees a wide range of planning activities for SacRT. Short Range Planning is responsible for the service planning functions. This includes formulating recommendations for service changes to bus and light rail service, overseeing a wide a range of data collection efforts, and also leading efforts concerning Title VI monitoring, service agreements, Onboard Origin and Destination Surveys and various other short range planning documents. Strategic and Long Range Planning are additional function of the Planning Department. Responsibilities include leading and/or participating in service area wide major transit project development, coordinating technical assistance for key community projects with transit interface and benefits, and identifying and pursuing applicable planning grants. Long Range Planning also leads and/or participates in developing strategic goals and updating the Long Range and Short Range Transit Plan for SacRT.
- Facilities Maintenance (FM) maintains all facilities and equipment in a state of good repair.



## Planning and Engineering continued

### Expenses

#### By Expense Category

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2020 to FY 2021	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 2,484,006	\$ 2,530,183	\$ 2,391,208	\$ 6,593,510	\$ 6,832,831	\$ 239,321	3.6%
Professional Services	139,630	264,602	206,293	1,401,348	1,668,995	267,647	19.1%
Materials & Supplies	7,363	5,889	8,478	667,380	555,100	(112,280)	(16.8%)
Utilities	-	7,539	-	1,643,039	1,623,000	(20,039)	(1.2%)
Insurance & Liability	-	-	-	-	-	-	N/A
Other	15,375	32,507	14,627	31,808	56,477	24,669	77.6%
<b>Total</b>	<b>\$ 2,646,374</b>	<b>\$ 2,840,721</b>	<b>\$ 2,620,607</b>	<b>\$ 10,337,085</b>	<b>\$ 10,736,403</b>	<b>\$ 399,318</b>	<b>3.9%</b>

#### By Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2020 to FY 2021	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Planning & Engineering	\$ 620,029	\$ 665,861	\$ 613,556	\$ 1,067,404	\$ 842,384	\$ (225,020)	(21.1%)
Internal Audits	52,788	190,602	122,935	134,370	225,775	91,405	68.0%
Facilities Maintenance	-	-	-	6,938,615	7,534,638	596,023	8.6%
Engineering and Construction	478,820	343,548	600,889	913,658	771,117	(142,541)	(15.6%)
Strategic Planning	291,746	(9,561)	-	-	-	-	N/A
Scheduling	672,320	668,403	583,754	701,067	693,792	(7,275)	(1.0%)
Planning	530,671	981,869	699,473	581,971	668,697	86,726	14.9%
<b>Total</b>	<b>\$ 2,646,374</b>	<b>\$ 2,840,721</b>	<b>\$ 2,620,607</b>	<b>\$ 10,337,085</b>	<b>\$ 10,736,403</b>	<b>\$ 399,318</b>	<b>3.9%</b>

#### Positions

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2020 to FY 2021	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Equal Employment Opportunity	1	1	2	0	0	0	N/A
Board of Directors	1	1	1	0	0	0	N/A
Planning & Engineering	2	3	2	5	4	1	(20.0%)
Internal Audits	0	1	1	1	1	0	0.0%
Facilities Maintenance	0	0	0	0	38	2	38
Engineering and Construction	0	0	0	7	7	0	0.0%
Strategic Planning	2	0	0	0	0	0	N/A
Scheduling	0	0	0	5	4	3	(20.0%)
Planning	7	8	4	4	3	4	(25.0%)
Purchased Transportation	0	0	0	0	0	0	N/A
Accessible Services	6	6	6	0	0	0	N/A
Procurement	20	7	6	0	0	0	N/A
<b>Total</b>	<b>39</b>	<b>27</b>	<b>22</b>	<b>22</b>	<b>57</b>	<b>35</b>	<b>159.1%</b>

<sup>1</sup> Transferred 1 AVP, Planning, Scheduling & AS to Transit Operations Division

<sup>2</sup> Transferred 38 Facilities from Transit Operations Division

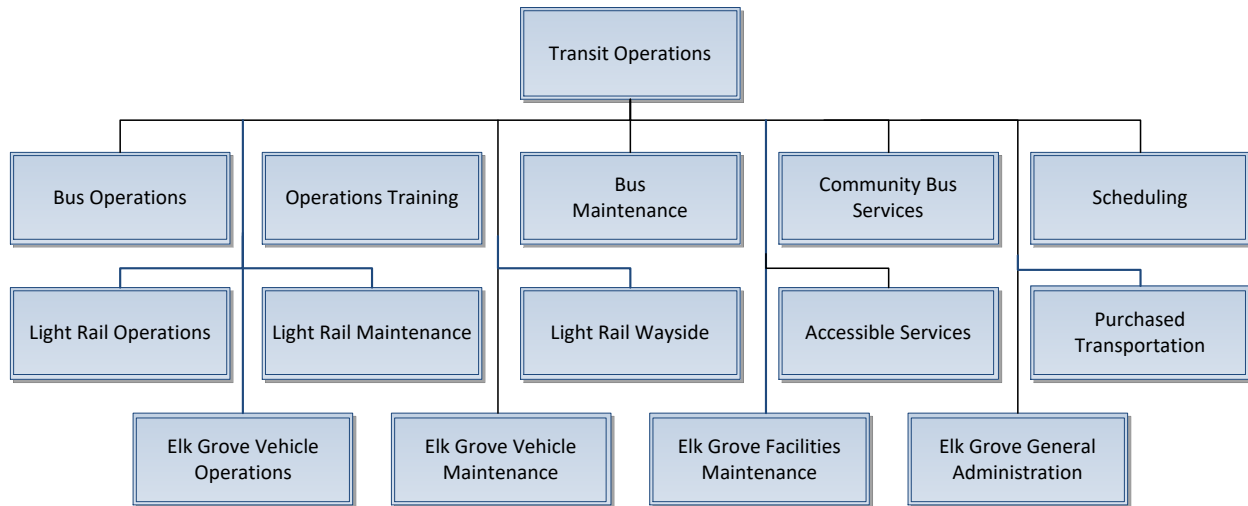
<sup>3</sup> Unfunded 1 Schedule Analyst I

<sup>4</sup> Unfunded 1 Senior Strategic Planner



## Transit Operations

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



- Transit Operations guides and directs the Bus and Light Rail Operations, Community Bus Services including SmartRT Rides, Bus and Light Rail Maintenance, Light Rail Wayside, Facilities Maintenance and Accessible Services including administrator paratransit contracts.
- Bus Operations dispatches and supervises daily bus service.
- Operations Training provides bus operator training.
- Bus Maintenance maintains and repairs the bus fleet, including CBS neighborhood and Smart Ride vehicles.
- Community Bus Services (CBS) dispatches and supervises CBS neighborhood bus service, Smart Ride service, and schedules route deviation requests.
- Light Rail Operations dispatches and supervises daily light rail service.
- Light Rail Maintenance maintains and repairs the light rail vehicle fleet and fare vending machines.
- Light Rail Wayside maintains and repairs the rail infrastructure.
- Scheduling plans and maintains bus, rail, and neighborhood bus schedules, and operator work shifts.

## Transit Operations continued

- Accessible Services (AS) ensures that SacRT remains in federal compliance with each component of the Americans with Disabilities Act (ADA), as well as other applicable state and federal laws, including management of SacRT's ADA paratransit service. Accessible Services is also responsible for the administration of SacRT's Mobility Advisory Council (MAC).
- Elk Grove Vehicle Operations dispatches and supervises daily e-tran bus service.
- Elk Grove Vehicle Maintenance maintains and repairs the e-tran bus fleet.
- Elk Grove Facility Maintenance maintains all e-tran facilities and equipment in a state of good repair.
- Elk Grove General Administration provides general administration services to e-tran including Finance, Procurement, Risk, etc.



## Transit Operations continued

### Performance Measures/Statistics

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
<b>Reliability Measures</b>							
On-Time Performance							
Bus	75.4%	76.9%	76.2%	78.0%	85.0%	7%	9.0%
On-Time Departures							
Rail	96.4%	98.2%	95.2%	96.4%	97.0%	1%	0.6%
Completed Trips							
Bus	99.7%	99.8%	99.8%	99.67%	99.8%	0.1%	0.1%
CBS				99.86%	99.4%	-0.5%	(0.5%)
Rail	99.7%	99.6%	99.5%	99.29%	99.8%	0.5%	0.5%
Miles Between Service Calls							
Bus	13,402	13,107	12,964	13,275	9,500	(3,775)	(28.4%)
CBS				49,760	8,500	(41,260)	(82.9%)
Rail	10,376	8,408	8,442	7,444	12,000	4,556	61.2%

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
<b>Quality Measures</b>							
Average Days To Respond to Passenger ADA Complaints <sup>1</sup>	20.3	14.8	12.6	9.6	30.0	20	212.5%
Average Days To Complete ADA Assessments <sup>2</sup>	5.8	4.8	4.7	6.3	21.0	15	233.3%

<sup>1</sup> Americans With Disabilities Act limits response time to 30 days.

<sup>2</sup> Federally regulated deadline of 21 days.



## Transit Operations continued

### Expenses

#### By Expense Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
Salaries & Benefits	\$ 86,224,579	\$ 86,288,126	\$ 92,336,601	\$ 100,237,480	\$ 122,986,538	\$ 22,749,058	22.7%
Professional Services	16,979,399	14,458,737	14,502,660	9,605,222	2,885,574	(6,719,648)	(70.0%)
Materials & Supplies	8,419,156	8,740,716	10,289,748	10,105,938	11,940,100	1,834,162	18.1%
Utilities	6,619,184	6,496,974	6,251,475	4,561,061	5,654,600	1,093,539	24.0%
Insurance & Liability	(3,700)	(6,750)	(16,171)	835,062	926,459	91,397	10.9%
Other	821,914	347,242	412,882	462,509	451,770	(10,739)	(2.3%)
<b>Total</b>	<b>\$ 119,060,531</b>	<b>\$ 116,325,045</b>	<b>\$ 123,777,195</b>	<b>\$ 125,807,272</b>	<b>\$ 144,845,041</b>	<b>\$ 19,037,769</b>	<b>15.1%</b>

#### By Department

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
Transit Operations	\$ 705,482	\$ 339,283	\$ 504,340	\$ 595,960	\$ 798,769	\$ 202,809	34.0%
Bus Operations	40,700,726	41,546,987	42,409,414	44,621,077	47,458,563	2,837,486	6.4%
Operations Training	1,059,205	1,039,886	1,281,751	1,458,715	1,584,153	125,438	8.6%
Bus Maintenance	14,735,657	14,926,594	16,752,241	17,480,679	23,152,439	5,671,760	32.4%
Light Rail Operations	36,973,013	37,344,131	40,240,509	14,715,525	15,355,339	639,814	4.3%
Facilities Maintenance	6,900,256	6,098,889	6,340,519	-	-	-	N/A
Purchased Transportation	14,257,511	11,924,999	11,599,999	7,592,735	750,000	(6,842,735)	(90.1%)
Light Rail Maintenance	-	-	-	15,426,305	16,358,928	932,623	6.0%
Light Rail Wayside	-	-	-	10,640,864	11,576,741	935,877	8.8%
Community Bus Service	2,807,343	2,319,106	3,787,608	5,754,769	18,613,911	12,859,142	223.5%
Accessible Services	921,337	785,170	757,641	791,314	862,767	71,453	9.0%
Elk Grove - Vehicle Operations	-	-	93,017	3,954,741	5,285,648	1,330,907	33.7%
Elk Grove - Vehicle Maint.	-	-	(403)	1,670,076	1,830,378	160,302	9.6%
Elk Grove - Facilities Maint.	-	-	324	3,729	10,600	6,871	184.3%
Elk Grove - Administration	-	-	10,234	1,100,782	1,206,805	106,023	9.6%
<b>Total</b>	<b>\$ 119,060,531</b>	<b>\$ 116,325,045</b>	<b>\$ 123,777,195</b>	<b>\$ 125,807,272</b>	<b>\$ 144,845,041</b>	<b>\$ 19,037,769</b>	<b>15.1%</b>



## Transit Operations continued

### Positions

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget		FY 2020 to FY 2021	
							Amount	Percent
Transit Operations	3	2	4	2	3	<sup>1</sup>	1	50.0%
Bus Operations	392	390	390	410	409	<sup>2</sup>	-1	(0.2%)
Operations Training	13	14	15	15	15		0	0.0%
Bus Maintenance	91	99	111	113	116	<sup>3</sup>	3	2.7%
Light Rail Operations	244	250	258	122	119	<sup>4</sup>	-3	(2.5%)
Facilities Maintenance	0	0	0	38	0	<sup>5</sup>	-38	(100.0%)
Purchased Transportation	0	0	0	0	0		0	N/A
Light Rail Maintenance	0	0	0	102	102		0	0.0%
Light Rail Wayside	0	0	0	42	40	<sup>6</sup>	-2	(4.8%)
Community Bus Service	32	33	73	99	273	<sup>7</sup>	174	175.8%
Scheduling	4	4	5	0	0		0	N/A
Accessible Services	0	0	0	6	6		0	0.0%
Elk Grove - Vehicle Operations	0	0	75	92	92		0	0.0%
Elk Grove - Vehicle Maint.	0	0	1	17	18	<sup>8</sup>	1	5.9%
Elk Grove - Facilities Maint.	0	0	0	1	0	<sup>9</sup>	-1	(100.0%)
Elk Grove - Administration	0	0	5	4	3	<sup>10</sup>	-1	(25.0%)
<b>Total</b>	<b>779</b>	<b>792</b>	<b>937</b>	<b>1063</b>	<b>1196</b>		<b>133</b>	<b>12.5%</b>

<sup>1</sup> Added 1 AVP, Bus Operations, 1 AVP, Light Rail Operations; Unfunded 1 AVP, Innovative & Contract Services

<sup>2</sup> Unfunded 2 Transportation Supervisors and Transferred 1 Admin Technician from CBS

<sup>3</sup> Funded 1 Mechanic A, 1 Mechanic A Body/Fender and 1 Mechanic B

<sup>4</sup> Unfunded 3 Transportation Supervisors in Light Rail

<sup>5</sup> Transferred 38 Facilities positions to Planning & Engineering Division

<sup>6</sup> Unfunded 2 Lineworker Technician - HLC

<sup>7</sup> Added 174 SacRT GO Paratransit positions

<sup>8</sup> Moved 1 Utility Worker -EG from Elk Grove - Facilities Maint.

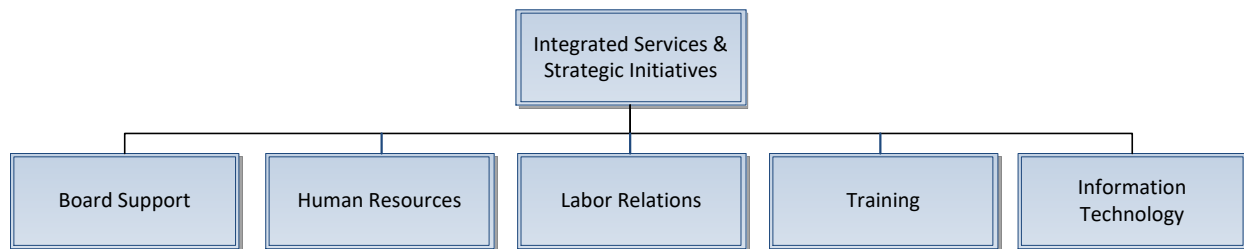
<sup>9</sup> Moved 1 Utility Worker -EG To Elk Grove - Vehicle Maint.

<sup>10</sup> Unfunded 1 Reservationist - EG (PT)





## Integrated Services and Strategic Initiatives



- Integrated Services and Strategic Initiatives provides executive direction and management over the areas of human resources, labor relations, information technology, and customer satisfaction; provides executive leadership and strategic direction in policy development and cross-divisional activities for assigned areas; serves as executive advisor to the negotiations team; plans, organizes, directs, and coordinates the full range of duties related to overseeing the expenditure of funds for goods, services, and capital assets.
- Board Support assists the Board of Directors and District staff in the conduct of its business by performing duties mandated by state law, agency ordinances, administrative code and Board directives. The Clerk serves as the Assistant Secretary/Clerk to the SacRT Board of Directors, and performs all functions required as such, as well as serving as Filing Officer for the District's Conflict of Interest Program.
- Human Resources administers employee recruitment, non-operator training, benefits, promotion, classification, compensation, selection, health, welfare programs, pension plan administration, and retirement board administration.
- Labor Relations manages and directs the District's employee and labor relations programs in the areas of labor contract negotiations and contract administration, drug and alcohol testing (DAT), employment law compliance, and resolution of employee complaints and grievances; advises management on disciplinary actions; advises senior management and the District's Board of Directors on labor and management issues to maintain efficient employee and labor relations in support of the District's goals; and administers the District's employee Service Award and Safety Award programs.
- Information Technology manages and establishes enterprise-wide technology policies and procedures; serves as subject matter experts for Information Technology (IT) and Intelligent Transportation Systems (ITS) within the District; serves as liaisons with outside agencies and vendors on behalf of the District for technology and systems issues; influences technology direction, selection, and procurements for the District; and directs projects and special operations.



## Integrated Services and Strategic Initiatives continued

### Performance Measures/Statistics

Human Resources	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget
Positions Filled/Recalled					
Operators	62	77	106	268	100
Support - Maintenance & Facilities	31	36	51	74	50
Support - Other	55	71	46	115	40
<b>Total</b>	<b>148</b>	<b>184</b>	<b>203</b>	<b>457</b>	<b>190</b>

Employee Recognition Measure:	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected
	2016 / 4-2017	5-2017 / 4-2018	5-2018 / 4-2019	5-2019 / 4-2020	5-2020 / 4-2021
Service Awards Eligibility	Eligibility	Eligibility	Eligibility	Eligibility	Eligibility
<i>By Years of Service - All Employee Groups</i>					
5 years	5	12	10	2	3
10 years	10	11	8	7	3
15 years	12	15	16	20	8
20 years	11	12	11	12	13
25 years	5	4	11	7	4
30 years	11	8	7	12	7
35 years	0	0	1	1	2
40 years	0	3	1	0	2
Safety Awards Eligibility	Actual	Actual	Actual	Projected	Projected
<i>By Years of Award</i>	2016 Eligibility	2017 Eligibility	--	2018 / 2019 Eligibility	2020 Eligibility
01 - 09 years	196	239	--	460	230
10 - 19 years	137	151	--	300	150
20 - 29 years	31	36	--	70	35
30 - 39 years	3	3	--	10	5

Eligibility for 2021 Service Award recipients have not been determined. The figures represent an estimated average.

The 2012 and 2013 Safety Awards were paid out of the FY 2014 and FY 2015 Budgets respectively.

The 2016 and 2017 Safety Awards were paid out of the FY 2019 Budget.

Eligibility for 2018, 2019 and 2020 Safety Award recipients have not been determined. The figures represent an estimated average.



## Integrated Services and Strategic Initiatives continued

### Expenses

#### By Expense Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
Salaries & Benefits	\$ 5,804,488	\$ 5,467,390	\$ 5,638,957	\$ 5,463,785	\$ 5,386,508	\$ (77,277)	(1.4%)
Professional Services	859,375	937,015	982,387	1,944,037	1,741,555	(202,482)	(10.4%)
Materials & Supplies	24,715	73,465	99,972	98,842	77,800	(21,042)	(21.3%)
Utilities	-	490,024	509,827	616,447	550,000	(66,447)	(10.8%)
Insurance & Liability	-	(100)	-	-	-	-	N/A
Other	194,650	218,526	234,141	243,549	284,800	41,251	16.9%
<b>Total</b>	<b>\$ 6,883,228</b>	<b>\$ 7,186,320</b>	<b>\$ 7,465,285</b>	<b>\$ 8,366,660</b>	<b>\$ 8,040,663</b>	<b>\$ (325,997)</b>	<b>(3.9%)</b>

#### By Department

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
Board Support	\$ 182,546	\$ 227,398	\$ 214,191	\$ 222,719	\$ 231,160	\$ 8,441	3.8%
Integrated Serv & Strategic Initiatives	247,311	264,974	28,419	865,192	860,263	(4,929)	(0.6%)
Human Resources	2,103,252	1,697,699	2,068,537	2,328,501	2,160,500	(168,001)	(7.2%)
Employee Relations	443,378	531,839	598,654	436560.59	527517	90,956	20.8%
Training	8,672	10,412	2,024	-	10,000	10,000	N/A
Information Technology	2,608,399	3,073,146	3,270,031	4,513,687	4,251,223	(262,464)	(5.8%)
Customer Satisfaction	1,289,670	1,380,852	1,283,428	-	-	-	N/A
<b>Total</b>	<b>\$ 6,883,228</b>	<b>\$ 7,186,320</b>	<b>\$ 7,465,285</b>	<b>\$ 8,366,660</b>	<b>\$ 8,040,663</b>	<b>\$ (325,997)</b>	<b>(3.9%)</b>

#### Positions

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
Board of Directors	0	0	0	1	1	0	0.0%
Integrated Serv & Strategic Initiatives	2	1	0	2	3 <sup>1</sup>	1	50.0%
Human Resources	13	13	0	13	11 <sup>2</sup>	-2	(15.4%)
Employee Relations	4	3	0	2	3 <sup>3</sup>	1	50.0%
Training	0	0	0	0	0	0	N/A
Information Technology	16	14	0	16	15 <sup>4</sup>	-1	(6.3%)
Customer Satisfaction	0	0	0	21	0 <sup>5</sup>	-21	(100.0%)
<b>Total</b>	<b>35</b>	<b>31</b>	<b>0</b>	<b>55</b>	<b>33</b>	<b>-22</b>	<b>(40.0%)</b>

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

- <sup>1</sup> Added 1 Sr. Manager, Strategic Projects & Performance
- <sup>2</sup> Unfunded 1 Administrative Technician and transferred 1 Manager, Pension & Retiree Services to Finance
- <sup>3</sup> Funded 1 Admin Assistant II and added 1 Sr. Manager, Labor Relations
- <sup>4</sup> Unfunded 1 IT Technician I and 1 Network Operations Technician
- Added 1 Sr. Manager, Cybersecurity & IT Project
- <sup>5</sup> Transferred 21 Customer Satisfaction to Security, Safety and Customer Satisfaction Division



  
Regional  
Transit

# Earn \$1,000 Hiring Bonus

Become a bus driver, get extra \$\$\$



Sacramento



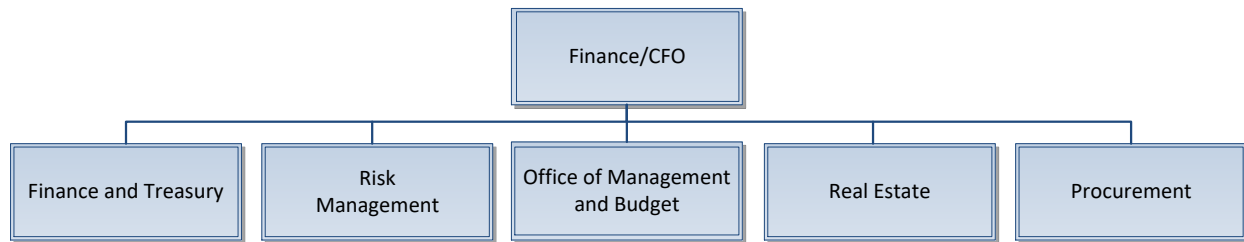
Regional  
Transit

# RIDE THE NEW BUS NETWORK FOR FREE!

SUNDAY, SEPTEMBER 8 - WEDNESDAY, SEPTEMBER 11



## Finance/Chief Financial Officer



This division provides financial, budget, real estate, risk management and procurement services to the District.

- Finance/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; evaluates operational efficiencies and service changes and expansions; provides administration of all federal, state, and local grants; identifies and pursues grants and new revenue sources; and develops and oversees the District's Capital Improvement Plan.
- Real Estate acquires, develops, and disposes of land and buildings.
- Risk Management manages SacRT's workers' compensation, light duty, and self-administered general liability programs; directs the activities of the insurance broker to place and service SacRT's excess insurance; sets and monitors insurance requirements for contractors performing work on behalf of SacRT; prepares Osha 300 and OCIP annual reporting; and coordinates closely with Training, Safety and other departments to identify hazards and analyze trending in an attempt to reduce accident, injury and illness claims against the District.
- Procurement manages and oversees the acquisition and contract administration functions related to construction, professional and non-professional services, vehicles, and equipment/supply contracts; and reviews, analyzes, and applies all District policies and applicable federal, state, and local contracting regulations.



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

	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Projected</b>	<b>FY 2021 Budget</b>
<b>Effectiveness Measures</b>					
GFOA Certificate of Achievement for Excellence in Finance Reporting	Yes	Yes	Yes	Yes	TBD
GFOA Distinguished Budget Award	Yes	Yes	Yes	Yes	TBD
Accounts Payable Check Processed	9,628	8,351	8,425	9,559	8,000
Annual Audit Adjustments	1	1	1	1	1
<b>Efficiencies Measures</b>					
Submit CAFR report on time	Yes	Yes	Yes	Yes	TBD
Submit State Controller's Report on time	Yes	Yes	Yes	Yes	TBD
File annual NTD report on time	Yes	Yes	Yes	Yes	TBD
Complete month-end Financial closing within target # of days or less from month end	10	10	10	10	10
Submit month-end Vital Stat Report to EMTs within target # of days or less from month-end close	5	5	5	5	5
Submit month-end Financial Report to EMTs within target # of days or less from month-end close	7	7	7	7	7
Submit FTA Financial and Milestone Report Quarterly	4	4	4	4	4
Produce Cost Allocation Plan	1	1	1	1	1
<b>Quality Measures</b>					
Produce monthly ridership reports on time	Yes	Yes	Yes	Yes	Yes
Produce NTD required statistics on time	Yes	Yes	Yes	Yes	Yes

## Finance/Chief Financial Officer continued

### Performance Measures/Statistics continued

<b>Claim/Case Load Measures</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Budget</b>
<i>Workers Compensation Claims</i>					
Open	142	143	169	TBD	177
Close	171	153	171	TBD	175
Litigated	13	10	15	TBD	16
Pending	319	292	305	TBD	320
<i>General Liability Claims</i>					
Open	261	180	204	194	220
Close	255	254	232	188	200
Litigated	32	12	17	13	15
Pending	180	160	124	88	100
<i>Property Recovery Claims</i>					
Open	82	70	67	67	75
Close	80	74	79	52	65
Pending	44	34	20	18	25
Recoveries	134,204	258,506	232,286	901,547	200,000
Insurance Renewals	3,256,710	2,914,478	2,918,931	3,092,379	4,320,167





## Finance/Chief Financial Officer continued

### Expenses

#### Expenses By Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
Salaries & Benefits	\$ 4,627,669	\$ 4,921,083	\$ 5,513,856	\$ 6,106,961	\$ 6,335,104	\$ 228,143	3.7%
Professional Services	774,330	980,586	1,279,472	1,370,167	1,520,150	149,983	10.9%
Materials & Supplies	350,116	351,988	291,063	265,219	228,800	(36,419)	(13.7%)
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	9,320,595	9,306,594	14,027,486	9,095,761	13,990,042	4,894,281	53.8%
Other	819,984	1,814,113	2,046,667	1,769,748	4,045,100	2,275,352	128.6%
<b>Total</b>	<b>\$ 15,892,693</b>	<b>\$ 17,374,363</b>	<b>\$ 23,158,545</b>	<b>\$ 18,607,856</b>	<b>\$ 26,119,196</b>	<b>\$ 7,511,340</b>	<b>40.4%</b>

#### By Department

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
Finance/CFO	198,128	386,395	536,390	495,641	2,485,753	\$ 1,990,112	401.5%
Finance/Treasury	2,842,385	3,373,848	4,068,235	3,868,987	4,085,040	216,053	5.6%
Risk Management	10,557,976	10,534,787	15,354,807	10,809,119	15,776,960	4,967,841	46.0%
Office of Mgmt & Budget	1,014,659	1,206,100	1,272,853	1,166,364	1,183,303	16,939	1.5%
Real Estate	99,513	835,783	948,883	946,637	1,093,900	147,263	15.6%
Procurement	1,180,031	1,037,451	977,377	1,321,108	1,494,240	173,132	13.1%
<b>Total</b>	<b>\$ 15,892,693</b>	<b>\$ 17,374,363</b>	<b>\$ 23,158,545</b>	<b>\$ 18,607,856</b>	<b>\$ 26,119,196</b>	<b>\$ 7,511,340</b>	<b>40.4%</b>

#### Positions

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
Finance/CFO	0	2	2	2	2	0	0.0%
Human Resources	0	0	12	0	0	0	N/A
Finance/Treasury	15	16	20	20	21	1	5.0%
Risk Management	0	0	5	5	7	2	40.0%
Office of Mgmt & Budget	7	7	7	9	7	-2	(22.2%)
Real Estate	0	1	2	2	2	0	0.0%
Procurement	0	0	0	7	8	1	14.3%
<b>Total</b>	<b>22</b>	<b>26</b>	<b>48</b>	<b>45</b>	<b>47</b>	<b>2</b>	<b>4.4%</b>

<sup>1</sup> Added 1 Retirement Services Analyst I

<sup>2</sup> Transferred 1 Legal Secretary & 1 Senior Attorney from Legal

<sup>3</sup> Unfunded 1 Capital & Project Control Budget Analyst & 1 Manager, Capital & Project Control

<sup>4</sup> Transferred 1 Sr. Attorney from Legal

## Security, Safety and Customer Satisfaction



- *Security, Safety and Customer Satisfaction* provides executive leadership, direction and management over contracted Police Officers, Sheriff Deputies and Security Guards as well as Transit Ambassadors and Transit officers. The Division encompasses the Security Operations Center, Safety and Environmental, and Customer Satisfaction departments.
- *Police Services*
  - *Contracted Police and Sheriff* – Consists of Officers, Deputies, Sergeants and a Lieutenant from the Sacramento Police Department, Sacramento Sheriff Department and Folsom Police Department to provide security for all operations, employees, facilities and riders.
  - *Transit Ambassadors (TA)/Transit Officers (TO)* – Provide fare inspection and a security presence on the light rail system, in light rail stations and light rail station parking lots.
  - *Security Operations Center (SOC)* – Responsible for monitoring up to 2,000 cameras on SacRT buses, light rail trains and stations and recovering footage from any incident that occurs on the system. The SOC receives calls from members of the public on the crime tip hotlines and SacRT Mobile reporting app.
  - *Contracted Security* – Consists of First Alarm Security & Patrol Guards who are deployed throughout the light rail system to provide a security presence for operations, employees and riders.
- *Safety and Environmental* develops and maintains loss prevention program, monitors and assesses hazardous and unsafe conditions, develops measures to assure safety for employees and SacRT customers.
- *Customer Satisfaction* provides assistance to passengers and new customers through the Call Center, Sales Center and other customer service activities for the District and provides a centralized operation to manage, track, resolve, and analyze customer complaints, commendations and suggestions.


## Security, Safety and Customer Satisfaction continued

### Performance Measures/Statistics

Quality Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021 Amount	FY 2020 to FY 2021 Percent
Percent of passengers inspected	21.82%	20.85%	22.32%	21.45%	20.00%	-1.5%	(6.8%)
Cited passengers without proper fare	40,850	31,732	39,513	27,035	30,000	2,965	11.0%
Light Rail Fare evasion	1.61%	1.42%	1.63%	1.39%	1.50%	0.1%	7.9%

Quality Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021 Amount	FY 2020 to FY 2021 Percent
Number of customer contacts	8,894	14,433	14,698	14,698	14,000	-698	(4.7%)
Number of passenger service reports processed	129	88	128	64	100	36	56.3%
Number of security related customer reports	100	129	114	160	125	-35	(21.9%)
Percent of security related customer contact	1.12%	0.89%	0.78%	1.14%	1.20%	0	5.3%










### SacRT Safe Travel Suggestions

Updates on COVID-19 and How to Prevent its Spread

**Although we sanitize our vehicles every night, everyday actions can prevent the spread of airborne viruses.**

- 
Cover your nose and mouth when you cough or sneeze. Avoid touching your eyes, nose and mouth.
- 
Wash your hands often with soap and water for at least 20 seconds or use an alcohol-based hand sanitizer.
- 
Avoid contact with sick people.
- 
If you have recently traveled and feel sick with fever, cough or trouble breathing, or develop symptoms within weeks of traveling, you should seek medical care right away.

**Sacramento  Regional Transit**





## Security, Safety and Customer Satisfaction continued

### Expenses

#### Expenses by Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
Salaries & Benefits	\$ 3,725,582	\$ 5,487,264	\$ 5,997,061	\$ 6,980,441	\$ 7,508,757	\$ 528,316	7.6%
Professional Services	6,795,311	5,076,430	5,034,078	6,396,655	7,457,644	1,060,989	16.6%
Materials & Supplies	75,215	68,023	89,348	311,240	103,000	(208,240)	(66.9%)
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	80,703	64,741	194,415	75,713	59,000	(16,713)	(22.1%)
<b>Total</b>	<b>\$ 10,676,811</b>	<b>\$ 10,696,459</b>	<b>\$ 11,314,901</b>	<b>\$ 13,764,049</b>	<b>\$ 15,128,401</b>	<b>\$ 1,364,352</b>	<b>9.9%</b>

#### By Department

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
Police Services	\$ 10,164,071	\$ 10,185,067	\$ 10,616,545	\$ 10,690,185	\$ 11,822,379	\$ 1,132,194	10.6%
Security, Safety & CS	-	-	-	212,630	255,754	43,124	20.3%
Safety & Environmental	512,740	511,392	698,356	807,343	624,911	(182,432)	(22.6%)
Customer Satisfaction	-	-	-	2,053,892	2,425,357	371,465	18.1%
<b>Total</b>	<b>\$ 10,676,811</b>	<b>\$ 10,696,459</b>	<b>\$ 11,314,901</b>	<b>\$ 13,764,049</b>	<b>\$ 15,128,401</b>	<b>\$ 1,364,352</b>	<b>9.9%</b>

#### Positions

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
Police Services	37	70	73	49	44	<sup>1</sup> -5	(10.2%)
Security and Safety	0	0	0	1	1	0	0.0%
Safety & Environmental	0	0	0	3	3	0	0.0%
Customer Satisfaction	0	0	0	0	26	<sup>2</sup> 26	N/A
<b>Total</b>	<b>37</b>	<b>70</b>	<b>73</b>	<b>53</b>	<b>74</b>	<b>21</b>	<b>39.6%</b>

<sup>1</sup> Unfunded 2 Manager, Police Services, 2 Transit Fare Inspectors and 1 Transportation Supervisor - Police Services

<sup>2</sup> Transferred 21 Customer Satisfactions from Integrated Services & Strategic Initiatives division  
Funded 1 Customer Advocate I, 2 Customer Services Representative, 1 Customer Services Supervisor and 1 Treasury Clerk.

## Non Divisional

### Expenses

#### Expenses by Category

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2020 to FY 2021	
						Amount	Percent
Salaries & Benefits	\$ (538,326)	\$ (459,336)	\$ (309,140)	\$ (228,970)	\$ (9,365,189)	\$ (9,136,219)	3990.1%
Professional Services	-	-	-	-	-	-	N/A
Materials & Supplies	-	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	-	-	1,339	-	-	-	N/A
<b>Total</b>	<b>\$ (538,326)</b>	<b>\$ (459,336)</b>	<b>\$ (307,801)</b>	<b>\$ (228,970)</b>	<b>\$ (9,365,189)</b>	<b>\$ (9,136,219)</b>	<b>3990.1%</b>

This category includes estimated savings for future vacancies for FY 2021 and SacRT's indirect cost allocation plan in accordance with 2CFR 200 "Cost Principles for State and Local Governments." The cost allocation plan is a document that distributes the District's allocated departmental indirect costs to capital projects. It accounts as additional operating savings for labor and fringe benefits.

The FY 2021 Adopted Budget proposes \$9.37 million for non-divisional savings from vacancy and indirect costs for capital projects, an increase of \$9.14 million from the FY 2020 year-end projections.

- 6% vacancy factor for Operators and 8% vacancy factor for non-Operators were used to calculate future vacancy savings for FY 2021. The estimated savings are \$9.37 million, which includes indirect costs for capital projects.
- Indirect cost for Capital Projects is estimated at \$0.21 million, which is a reduction of \$0.02 million from the FY 2020 year-end projections of \$0.23 million.



**Win A Free Monthly Pass!**

Take a Valentine's Day selfie on a SacRT bus or train and tag us for a chance to win a **FREE** monthly pass!

 #ILOVESacRT



## Capital Improvement Program

---

## Capital Improvement Program

### Major Capital Projects

Sacramento Regional Transit District's (SacRT's) capital budget allocates resources to improve infrastructure by acquiring, constructing, purchasing, rehabilitating, and replacing facilities and major equipment. Improvement projects generally occur in phases over multiple years.

The following are highlights of the Capital Improvement Program:

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

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

This project will enable increased service frequencies on the Gold Line between Sunrise and Historic Folsom light rail stations by adding passing track (side track) from Parkshore to Bidwell, approximately  $\frac{3}{4}$  mile. This will permit trains to operate with 15-minute frequencies where they currently operate with 30-minute frequencies, and will also ease congestion in the I-50 Corridor. Environmental work is in process. The project is scheduled to be complete by late 2023.

- **Dos Rios Light Rail Stations (R055)**

SacRT is partnering with the Sacramento Housing and Redevelopment Agency (SHRA) to design and construct a new light rail station on SacRT's Blue Line in North Sacramento near Richards Boulevard and North 12<sup>th</sup> Street. The station is part of SHRA's Twin Rivers housing redevelopment project, which received a \$23 million Transformative Climate Communities (TCC) grant from the California Strategic Growth Council (SGC) in December 2018. Of that \$23 million TCC award, \$17.5 million was for the construction of the light rail station. The new station will provide transit service for a neighborhood that is largely transit dependent. The closest light rail stations are Alkali Flat/La Valentina approximately 1 mile south and Globe station approximately 1 mile north.

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

The project is a partnership between the Sacramento Area Council of Governments (SACOG), SacRT, Yolo County Transit District, City of Sacramento and the City of West Sacramento. It will add a Streetcar System to link Downtown Sacramento to the Washington/Bridge District areas of West Sacramento. These areas are separated by the Sacramento River and linked by the historic Tower Bridge. The project would connect several key destinations including Raley Field, the Barn, the historic Old Sacramento district, and the Sacramento Valley Station in the Railyards Specific Plan area (High-Speed Rail system planned terminus)



---

## Major Capital Projects continued

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

- **Light Rail Vehicle Fleet Repair and Replacement (R115)**

With this project, SacRT will replace the twenty-six (26) 1st Series Siemens Light Rail Vehicles (LRVs), which were purchased in 1987 and are at the end of their useful life. The replacement vehicles will be modern low-floor vehicles. Efforts to modernize the rail fleet will reduce the District's maintenance and repair costs associated with keeping aging light rail cars in service past their 25-year useful life. In 2018 SacRT received a large grant award from the State for the purchase of thirteen (13) replacement light rail vehicles and staff will be seeking additional grant funding to fully fund the project.

- **Expansion LRVs for Folsom Gold Line Service Enhancements (R358)**

SacRT will purchase ten (10) low-floor LRVs to provide more frequent 15 minute service will between Sunrise and Sutter Street stations to match the frequency on the rest of the Gold Line. In 2018 SacRT received a grant award from the State for the purchase of seven (7) expansion light rail vehicles and staff will be seeking additional grant funding to fully fund the project.

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

- **Light Rail Stations – Low Floor Vehicle Conversions (R314)**

In order to accommodate new low-floor light rail vehicles, SacRT will be modifying 48 existing light rail station platforms to allow level-boarding. SacRT has received partial grant funding for the station conversions and staff will be seeking additional grant funding to fully fund the project.

- **Fare Vending Machine (FVM) Enhancements (R354)**

With this project SacRT will purchase and install new Fare Vending Machines (FVMs) to replace existing FVM hardware and software, which is becoming obsolete. New FVM machines will have features that most existing machines do not have, including the ability to accept credit/debit cards and a method for Connect Card fare payment and distribution. The new FVMs will be located at light rail stations through out the SacRT light rail system.

- **Electric Bus Charging Infrastructure (B165)**

Design and construct the infrastructure needed to charge new electric buses that are being added to SacRT's fleet. In the first phase, SacRT will install a 4,000 AMP service at its Bus Maintenance Facility #1 (BMF1) in midtown Sacramento, which will provide charging capacity for the initial battery electric bus procurements. In the second phase, SacRT will install a 21kV Primary Service to charge additional electric buses that will be added to the fleet as SacRT transitions to a 100% zero emission bus fleet by 2040.



## Revenues & Expenses

SacRT relies primarily on local, state, and federal grants to pay for capital projects. The FY 2021 budget proposes an increase in budget of \$195.8 million and budget carry forward from previous years of \$465.8 million. The new funding in the FY 2021 budget constitutes an decrease of \$35.6 million from the FY 2020 Budget (\$231.4 million).

- The new capital project budget request for FY 2021 consists of \$0 in Federal, \$4.3 million in State, \$0 in Local, and \$191.48 million in TBD funding.
- Federal, State and Local funding opportunities for capital projects are comprised of funding sources that are applied for on a project by project basis. The availability of the funding is dependent upon individual funding programs. The total funding opportunities for a fiscal year is based on the amount of funding sources available from federal appropriations, program allocations made by the State, or other funding sources made available for application.
- The TBD budget amount gives SacRT staff the authority to apply for competitive grant opportunities for projects up to the TBD amount.
- The FY 2021 capital budget proposes new funding of \$195.8 million, which consists of \$94.1 million for the Fleet program, \$7.85 million for the Infrastructure program, \$3.4 million for Other program, \$88.7 million for the System Expansion program, and 465,866 \$1 million for the Transit Security and Safety.

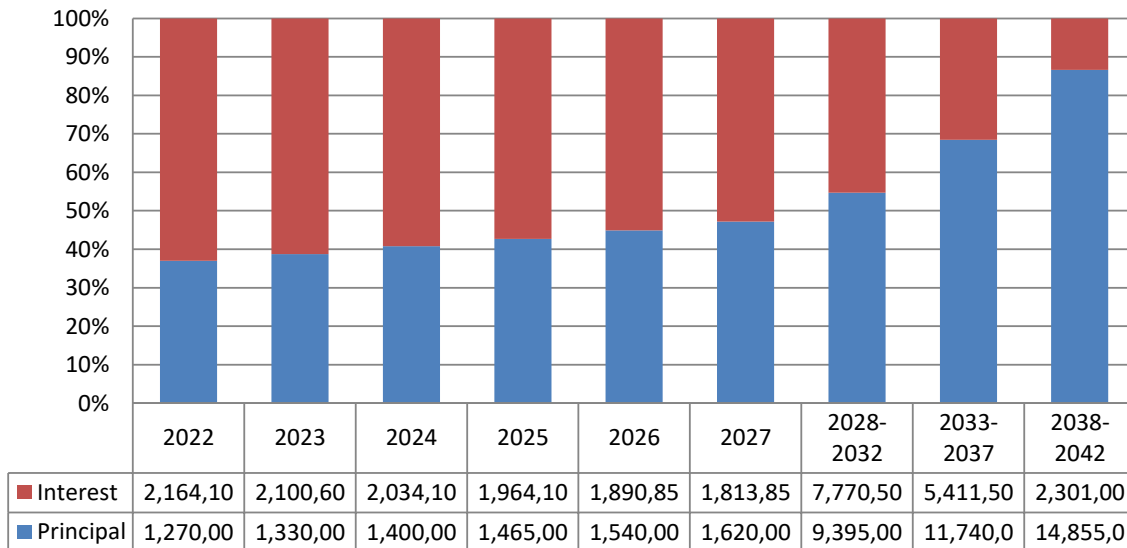


### Debt Service

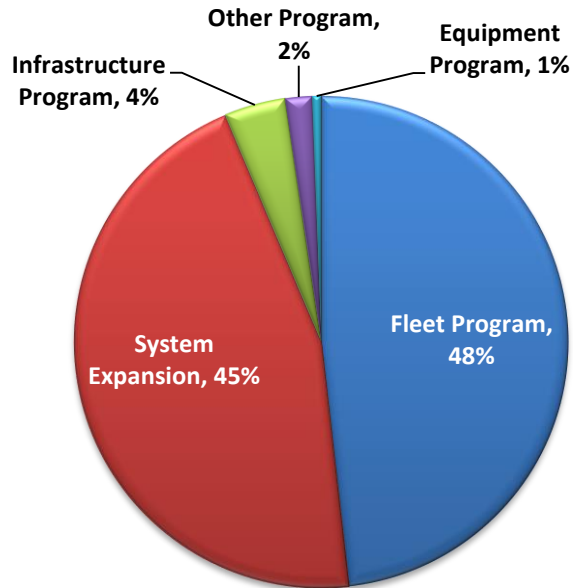
On February 14, 2017 the District placed into an irrevocable trust escrow account \$45,400,732 for the purpose of paying debt service for fiscal years 2017 through 2019, based upon the original 2012 amortization schedule, and legally defeasing \$33,142,500 of the Series 2012 Farebox Revenue Bonds to receive level savings on future debt service payments beginning in fiscal year 2020 through fiscal year 2042. The debt service requirements for the FY 2012 Revenue Bonds to maturity are as follows:

Fiscal Year	Principal	Interest	Total	Outstanding Balance
2021	-	-	-	44,615,000
2022	1,270,000	2,164,100	3,434,100	43,345,000
2023	1,330,000	2,100,600	3,430,600	42,015,000
2024	1,400,000	2,034,100	3,434,100	40,615,000
2025	1,465,000	1,964,100	3,429,100	39,150,000
2026	1,540,000	1,890,850	3,430,850	37,610,000
2027	1,620,000	1,813,850	3,433,850	35,990,000
2028-2032	9,395,000	7,770,500	17,165,500	26,595,000
2033-2037	11,740,000	5,411,500	17,151,500	14,855,000
2038-2042	14,855,000	2,301,000	17,156,000	-
<b>Total</b>	<b>\$ 44,615,000</b>	<b>\$ 27,450,600</b>	<b>\$ 72,065,600</b>	<b>\$ -</b>

### Debt Service Repayment Schedule



### Capital Improvement Funding by Category



(Dollars in Thousands)

Program	FY 2021 Budget Request	
	Request	% of Total Request
Fleet Program	\$ 94,124	48%
System Expansion	88,700	45%
Infrastructure Program	7,850	4%
Other Program	3,434	2%
Equipment Program	1,107	1%
Transit Technologies	466	<1%
Facilities Program	138	<1%
<b>Grand Total</b>	<b>\$ 195,819</b>	<b>100%</b>

## Impact of Capital Improvements on Operating Budget

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

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

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

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

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

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

Combined impact	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
<b>all capital projects</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 54,045</b>	<b>\$ 2,493,289</b>
Salaries & Benefits	-	-	-	38,588	1,780,209
Professional Services	-	-	-	4,432	204,450
Materials & Supplies	-	-	-	3,513	162,064
Utilities	-	-	-	2,108	97,238
Insurance & Liability	-	-	-	3,999	184,503
Other	-	-	-	1,405	64,826

## Five-Year Capital Improvement Plan

On November 13, 2017, the SacRT Board of Directors adopted the updated Five-Year Capital Improvement Plan (CIP) that strategically plans and prioritizes capital activities from FY 2018 to FY 2022. The FY 2021 to FY2025 Five-Year CIP is anticipated to be presented to the SacRT Board of Directors for approval in early 2021. The FY 2021 capital budget represents the one year capital spending plan for SacRT and projections for future years.

The projects in the CIP are consistent with SacRT's adopted Vision and Strategic Plan as well as the Major Goals and Objectives and the region's Metropolitan Transportation Plan/Sustainable Communities Strategies (MTP/SCS).

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

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

**Tier 0:** These projects are fully funded.

**Tier I:** These are high-priority projects that are not fully funded.

**Tier II:** These are unfunded, high-priority projects and are dependent on adequate future revenue sources becoming available. There are limitations associated with certain revenue sources that could impact SacRT's ability to move Tier II projects forward.

**Tier III:** These projects are identified as opportunity based. They are unfunded in the CIP based on current revenue projections. Tier III projects were included in the program to both recognize and maximize SacRT's ability to take advantage of potential new funding streams.

---



## Five-Year Capital Improvement Plan continued

**Tier IV:** Tier IV projects are unfunded future projects projected for completion outside of the five-year CIP period. They are included in the CIP for planning purposes only. The projects are contingent upon adequate revenues being available to SacRT. This could impact SacRT's ability to work on these projects. If funding falls short, these projects will move out on the time line.

The Capital Project Expenditure Plan on the following page lists SacRT's existing capital projects, shows historical expenditures, projected expenditures for FY 2020, and a capital expenditure projection for the years beyond FY 2020.





### Capital Improvement Revenues and Expenditures

ID	Project Name	Previously Budgeted (Board-Approved)	Carryforward	FY21 Budget Request	Funding Additions				Board Authorized Amount
					Federal	State	Local	TBD	
<b>Equipment Program</b>									
B143	Fare Box Replacements	3,707,357	28	-	-	-	-	-	3,707,357
B175	Intelligent Vehicle Network Upgrade (IVN3 to IVN5)	-	-	652,630	-	652,630	-	-	652,630
B176	Drive Cam	-	-	454,590	-	-	-	454,590	454,590
G135	Server Replacement	80,000	192	-	-	-	-	-	80,000
M009	Radio Communications System Upgrade	2,143,123	187,978	-	-	-	-	-	2,143,123
R324	Light Rail Portable Jacking System	175,000	52,596	-	-	-	-	-	175,000
R343	Whiting In-Floor Hoist Inspection and Repair	244,817	142,653	-	-	-	-	-	244,817
R344	Enhanced Employee Protection Warning System	968,404	2,622	-	-	-	-	-	968,404
R362	Light Rail Wheel Truing Machine Procurement	3,400,000	3,400,000	-	-	-	-	-	3,400,000
R363	Tamper Refurbishment	89,880	89,822	-	-	-	-	-	89,880
		<b>10,808,581</b>	<b>3,875,891</b>	<b>1,107,220</b>	<b>-</b>	<b>652,630</b>	<b>-</b>	<b>454,590</b>	<b>11,915,801</b>
<b>Facilities Program</b>									
715	Bus Maintenance Facility 2 (Phase 1 & 2)	25,404,772	1,262,605	-	-	-	-	-	25,404,772
B144	BMF1 CNG Fueling Facility Upgrades	4,285,684	3,860,955	-	-	-	-	-	4,285,684
B147	Bus Maintenance Management Software Program	414,500	392,961	-	-	-	-	-	414,500
B151	Above Ground Gas Tank	2,000,000	2,000,000	-	-	-	-	-	2,000,000
F019	Instrument House and Signal Case Wraps	261,388	3,006	-	-	-	-	-	261,388
F020	HVAC Replacements - Admin & Maint Buildings	95,325	72,533	-	-	-	-	-	95,325
F021	Facilities Maintenance & Improvements	457,379	238,224	-	-	-	-	-	457,379
F025	Bell Building Relocation/1225 R Lobby Expansion	452,673	11,195	-	-	-	-	-	452,673
F026	Engineering Building Mold Remediation	97,500	13,690	-	-	-	-	-	97,500
F028	Administrative Equipment Optimization	700,000	700,000	-	-	-	-	-	700,000
F029	1225 R Street Roof Replacement	450,000	433,599	-	-	-	-	-	450,000
F030	Admin Building Lobby Remodel	200,000	149,398	-	-	-	-	-	200,000
F031	R Street Operation & Security Build Out	150,000	89,903	-	-	-	-	-	150,000
F400	Facilities Capital Improv. And State of Good Repair	361,617	-	138,383	-	-	-	138,383	500,000
R350	TPSS A1 / A055 RC Relocation	5,307,958	451,554	-	-	-	-	-	5,307,958
		<b>40,638,796</b>	<b>9,679,623</b>	<b>138,383</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>138,383</b>	<b>40,777,179</b>



### Capital Project Revenues and Expenditures continued

ID	Project Name	Previously Budgeted (Board-Approved)	Carryforward	FY21 Budget Request	Funding Additions				Board Authorized Amount
					Federal	State	Local	TBD	
<b>Fleet Program</b>									
<i>Deviated Fixed Route Bus</i>									
B142	Neighborhood Ride Vehicle Replacements	2,814,203	138,435	-	-	-	-	-	2,814,203
<i>Fixed Route Bus</i>									
B162	UC Davis/Med Center 12 ZEB Procurement	12,310,000	2,652,691	-	-	-	-	-	12,310,000
B164	Airport Service Expansion ZEBs (10 40' ZEBs & chargers)	9,926,957	9,926,957	-	-	-	-	-	9,926,957
B170	CNG Tank Replacements - 2006 Orion Buses	370,000	370,000	-	-	-	-	-	370,000
B173	40' CNG Bus Replacement	21,629,000	21,629,000	41,871,000	-	-	-	41,871,000	63,500,000
<i>Light Rail</i>									
651	Siemens Light Rail Vehicle Mid-Life Overhaul	9,946,412	729,916	-	-	-	-	-	9,946,412
R001	CAF/Siemens LR Vehicle Painting/Exterior Work	995,000	463,336	-	-	-	-	-	995,000
R085	UTDC Light Rail Vehicle Retrofit - 14 vehicles	25,628,676	153,296	-	-	-	-	-	25,628,676
R086	UTDC Light Rail Vehicle Retrofit - 7 Vehicles	8,034,000	139,743	-	-	-	-	-	8,034,000
R100	Replacement New Low-Floor LRVs (13)	68,347,200	68,347,200	5,752,800	-	-	-	5,752,800	74,100,000
R115	Replacement New Low-Floor LRVs (13)	79,852,800	79,852,800	-	-	-	-	-	79,852,800
R125	CAF Fleet Mid-Life Component Overhaul	106,230,277	106,230,277	-	-	-	-	-	106,230,277
R353	UTDC LRV Fleet Improvement	5,604,817	3,245,740	-	-	-	-	-	5,604,817
R366	Gold Line Service Expansion Light Rail Vehicles	57,000,000	56,942,553	-	-	-	-	-	57,000,000
R368	Light Rail Vehicles: Green Line 15 Min SVS to T9 (7 Exp)	-	-	46,500,000	-	-	-	46,500,000	46,500,000
<i>Microtransit (SmaRT Ride)</i>									
B149	Microtransit - 12 Gasoline Cutaways	1,980,000	135,138	-	-	-	-	-	1,980,000
B155	Microtransit: 6 Zero Emission Vehicles & Chargers	1,655,760	815,562	-	-	-	-	-	1,655,760
B157	Franklin Microtransit 3 ZEB Procurement	730,393	730,393	-	-	-	-	-	730,393
B159	Microtransit: 20 Zero Emission Vehicles & Chargers	5,519,200	5,519,200	-	-	-	-	-	5,519,200
<i>Non-Revenue Vehicles</i>									
B141	Non-Revenue Vehicles	4,727,425	702,695	-	-	-	-	-	4,727,425
G225	Non-Revenue Police Vehicle Replacement	2,227,042	146,515	-	-	-	-	-	2,227,042
<i>North Natomas</i>									
B152	North Natomas Flyer Bus Procurement	1,175,000	3,046	-	-	-	-	-	1,175,000
<i>Paratransit</i>									
P009	Paratransit Vehicle Replacement (approx. 40+)	7,297,205	2,630,533	-	-	-	-	-	7,297,205
		<b>434,001,367</b>	<b>361,505,026</b>	<b>94,123,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>94,123,800</b>	<b>528,125,167</b>



### Capital Project Revenues and Expenditures continued

ID	Project Name	Previously Budgeted (Board-Approved)	Carryforward	FY21 Budget Request	Funding Additions				Board Authorized Amount
					Federal	State	Local	TBD	
<b>Infrastructure Program</b>									
835	30th & R/29th & R Street Pedestrian Traffic Signals	225,000	193,523	-	-	-	-	-	225,000
B150	Watt I-80 Transit Center Improvements	3,511,358	3,498,399	6,899,422	-	-	-	6,899,422	10,410,780
B153	BMF1 Ground Well Monitoring	153,683	69,373	-	-	-	-	-	153,683
B165	Electric Bus Charging Infrastructure	7,000,000	6,898,320	-	-	-	-	-	7,000,000
B171	Citrus Heights Bus Stop Improvements	200,000	200,000	-	-	-	-	-	200,000
B400	Bus System Capital Improv. and State of Good Repair	-	-	500,000	-	-	-	500,000	500,000
G237	Across the Top System Modification	360,135	36,060	-	-	-	-	-	360,135
G238	Biennial Bridge Inspections / Repairs	251,873	22,337	-	-	-	-	-	251,873
R010	Light Rail Crossing Enhancements	1,236,612	603,095	-	-	-	-	-	1,236,612
R314	Light Rail Station Low Floor Vehicle Conversion	86,250,000	85,700,957	-	-	-	-	-	86,250,000
R347	Watt I-80 Elevator Replacement	990,000	964,844	-	-	-	-	-	990,000
R354	Fare Vending Machine (FVM) Enhancements	9,076,000	5,456,681	-	-	-	-	-	9,076,000
R357	Dynamic Message Signs (NEC/Blue Line)	500,000	158,109	-	-	-	-	-	500,000
R364	Bidwell Instrument House Replacement	500,000	476,000	-	-	-	-	-	500,000
R400	Light Rail State of Good Repair Maintenance	50,000	50,000	450,000	-	-	-	450,000	500,000
		<b>110,304,661</b>	<b>104,327,698</b>	<b>7,849,422</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,849,422</b>	<b>118,154,083</b>
<b>Other Program</b>									
A007	Easton Development Grade Crossing	50,000	28,063	-	-	-	-	-	50,000
A009	Folsom Streetscape	75,000	16,968	-	-	-	-	-	75,000
A015	Brighton Overhead Design Services	262,209	184,654	-	-	-	-	-	262,209
A016	Caltrans Route 160 N. Sac. Seismic Retrofit	50,000	46,086	-	-	-	-	-	50,000
A019	Camellia City Viaduct Overhead Structures	334,400	201,602	-	-	-	-	-	334,400
M011	Cemo Circle Environmental	861,000	99,329	-	-	-	-	-	861,000
M004	OPERATING Revenue Bond, Series 2012 Payment	17,265,984	689,551	3,434,434	-	3,434,434	-	-	20,700,418
<i>Subrecipient Projects</i>									
Q060	City of Folsom Preventive Maintenance	160,575	160,575	-	-	-	-	-	160,575
Q061	Yolobus Causeway Connection Ops	1,500,000	1,500,000	-	-	-	-	-	1,500,000
Q062	FY20 5307/5339 El Dorado Transit PM Commuter Routes	339,296	339,296	-	-	-	-	-	339,296
Q063	El Dorado Transit COVID-19 Related Activities	950,866	950,866	-	-	-	-	-	950,866
Q064	Paratransit, Inc. COVID-19 Related Activities	4,000,000	4,000,000	-	-	-	-	-	4,000,000
Q055	FY18 Section 5307 El Dorado Transit Urban Bus Repl	196,253	196,253	-	-	-	-	-	196,253
		<b>26,045,583</b>	<b>8,413,243</b>	<b>3,434,434</b>	<b>-</b>	<b>3,434,434</b>	<b>-</b>	<b>-</b>	<b>29,480,017</b>



### Capital Project Revenues and Expenditures continued

ID	Project Name	Previously Budgeted (Board-Approved)	Carryforward	FY21 Budget Request	Funding Additions				Board Authorized Amount
					Federal	State	Local	TBD	
<b>Planning/Studies</b>									
M008	Transit Action (Long-Range) Plan Update	200,000	200,000	-	-	-	-	-	200,000
M012	Bus Route Optimization Study	800,000	437,059	-	-	-	-	-	800,000
M015	Capital Region High Capacity Bus Corridor Study	300,000	201,653	-	-	-	-	-	300,000
M016	Zero Emission Fleet Conversion Plan	242,000	241,844	-	-	-	-	-	242,000
M017	Network Integration Planning Project	250,000	250,000	-	-	-	-	-	250,000
R345	CPID - Station Planning	350,000	19,066	-	-	-	-	-	350,000
		<b>2,142,000</b>	<b>1,349,622</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,142,000</b>
<b>System Expansion</b>									
404	Green Line to the River District (GL-1)	49,762,000	187,709	-	-	-	-	-	49,762,000
410	South Sacramento Corridor Phase 2 LR Extension	270,000,000	7,749,693	-	-	-	-	-	270,000,000
B161	Expansion Services Startup Costs	1,110,000	322,106	-	-	-	-	-	1,110,000
B168	SacRT Forward (Implement Route Optimization)	1,200,000	450,106	-	-	-	-	-	1,200,000
P011	Paratransit Service Start Up	2,000,000	856,135	-	-	-	-	-	2,000,000
R055	Dos Rios Light Rail Station	19,600,000	18,162,011	-	-	-	-	-	19,600,000
R135	Horn Light Rail Station	5,868,242	5,327,975	-	-	-	-	-	5,868,242
R280	Folsom Limited Stop Service	466,903	8,198	-	-	-	-	-	466,903
R322	Green Line Draft EIS / EIR	4,584,292	561,552	-	-	-	-	-	4,584,292
R327	Sacramento Valley Station Loop Design/Construct.	1,264,000	1,236,642	-	-	-	-	-	1,264,000
R328	Green Line Final EIS/EIR	-	-	1,400,000	-	-	-	1,400,000	1,400,000
R359	LR Modernization 15 Min Service to Folsom (Side Track)	67,300,000	66,739,685	-	-	-	-	-	67,300,000
R370	Sacramento Valley Station (SVS) Loop	-	-	87,300,000	-	-	-	87,300,000	87,300,000
		<b>423,155,437</b>	<b>101,601,812</b>	<b>88,700,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>88,700,000</b>	<b>511,855,437</b>
<b>Transit Security &amp; Safety</b>									
T018	Building Access Upgrades	144,904	75,765	-	-	-	-	-	144,904
T025	Surveillance and Security Facilities Enhancements	266,127	28,019	-	-	-	-	-	266,127
T036	Upgrade Safety/Security/Comm. Infrastructure	396,680	396,680	-	-	-	-	-	396,680
T043	Emergency Drills	65,430	27,681	-	-	-	-	-	65,430
T054	Upgrade Security/Systems/Comm. Infrastructure	417,900	(2,741)	-	-	-	-	-	417,900
T056	Emergency Preparedness Exercises Project	67,199	31,258	-	-	-	-	-	67,199
T057	Anti-Terrorism Directed Surge Patrols	70,823	24,509	-	-	-	-	-	70,823
T060	Anti-Terrorism Directed Surge Patrols (Overtime Patrols)	74,986	74,986	-	-	-	-	-	74,986
T064	Anti-Terrorism Directed Surge Patrols (Overtime Patrols)	231,014	231,014	-	-	-	-	-	231,014
T065	Cybersecurity Assessment	400,125	400,125	-	-	-	-	-	400,125
		<b>2,135,188</b>	<b>1,287,296</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,135,188</b>





### Capital Project Revenues and Expenditures continued

ID	Project Name	Previously Budgeted (Board-Approved)	Carryforward	FY21 Budget Request	Funding Additions				Board Authorized Amount
					Federal	State	Local	TBD	
<b>Transit Technologies Program</b>									
B154	Real Time Bus Arrival Signs	128,784	25,232	-	-	-	-	-	128,784
B169	Microtransit Scheduling Software	192,000	158,767	-	-	-	-	-	192,000
B174	Disruption Manager Software	-	-	214,866	-	-	-	214,866	214,866
B177	Trapeze OPS Web	-	-	251,000	-	251,000	-	-	251,000
G035	Fiber/50-Fig Installation, Maintenance, & Repair	330,368	64,220	-	-	-	-	-	330,368
R355	Automatic Passenger Counters for LRT	1,310,000	24,856	-	-	-	-	-	1,310,000
T022	Handheld Smart Card Reader	118,726	29,149	-	-	-	-	-	118,726
T041	Upgrade for Connect Card	35,000	35,000	-	-	-	-	-	35,000
T046	Connect Card Implementation-Consultant (Part 2)	118,000	20,836	-	-	-	-	-	118,000
T051	Telephone System Replacement	319,447	785	-	-	-	-	-	319,447
T052	Track Warrant Controlled Access System	195,168	78,758	-	-	-	-	-	195,168
T058	Bus / Rail Real Time Arrival Information (GTFS Feed)	84,717	84,717	-	-	-	-	-	84,717
T059	Farebox-FVM-Zip Pass Integration	650,000	649,800	-	-	-	-	-	650,000
T062	Data Center UPS Runtime Increase	350,000	349,854	-	-	-	-	-	350,000
		<b>3,832,210</b>	<b>1,521,974</b>	<b>465,866</b>	<b>-</b>	<b>251,000</b>	<b>-</b>	<b>214,866</b>	<b>4,298,076</b>
<b>Total</b>		<b>1,053,063,823</b>	<b>593,562,185</b>	<b>195,819,125</b>	<b>-</b>	<b>4,338,064</b>	<b>-</b>	<b>191,481,061</b>	<b>1,248,882,948</b>



### Capital Project Expenditure Plan

ID	Project Name	Expended Through FY 20	Carryforward	FY21 Budget Request	Future Expenditures	Total Project Cost
<b>Equipment Program</b>						
B143	Fare Box Replacements	3,707,329	28	-	-	3,707,357
B175	Intelligent Vehicle Network Upgrade (IVN3 to IVN5)	-	-	652,630	-	652,630
B176	Drive Cam	-	-	454,590	-	454,590
G135	Server Replacement	79,808	192	-	-	80,000
M009	Radio Communications System Upgrade	1,955,145	187,978	-	-	2,143,123
R324	Light Rail Portable Jacking System	122,404	52,596	-	-	175,000
R343	Whiting In-Floor Hoist Inspection and Repair	102,164	142,653	-	90,000	334,817
R344	Enhanced Employee Protection Warning System	965,782	2,622	-	-	968,404
R362	Light Rail Wheel Truing Machine Procurement	-	3,400,000	-	-	3,400,000
R363	Tamper Refurbishment	58	89,822	-	-	89,880
		<b>6,932,690</b>	<b>3,875,891</b>	<b>1,107,220</b>	<b>90,000</b>	<b>12,005,801</b>
<b>Facilities Program</b>						
715	Bus Maintenance Facility 2 (Phase 1 & 2)	24,142,167	1,262,605	-	55,606,087	81,010,859
B144	BMF1 CNG Fueling Facility Upgrades	424,729	3,860,955	-	-	4,285,684
B147	Bus Maintenance Management Software Program	21,539	392,961	-	-	414,500
B151	Above Ground Gas Tank	-	2,000,000	-	-	2,000,000
F019	Instrument House and Signal Case Wraps	258,382	3,006	-	-	261,388
F020	HVAC Replacements - Admin & Maint Buildings	22,792	72,533	-	-	95,325
F021	Facilities Maintenance & Improvements	219,155	238,224	-	1,292,621	1,750,000
F025	Bell Building Relocation/1225 R Lobby Expansion	441,478	11,195	-	7	452,680
F026	Engineering Building Mold Remediation	83,810	13,690	-	8	97,508
F028	Administrative Equipment Optimization	-	700,000	-	1,800,000	2,500,000
F029	1225 R Street Roof Replacement	16,401	433,599	-	-	450,000
F030	Admin Building Lobby Remodel	50,602	149,398	-	-	200,000
F031	R Street Operation & Security Build Out	60,097	89,903	-	-	150,000
F400	Facilities Capital Improv. And State of Good Repair	361,617	-	138,383	-	500,000
R350	TPSS A1 / A055 RC Relocation	4,856,404	451,554	-	-	5,307,958
		<b>30,959,173</b>	<b>9,679,623</b>	<b>138,383</b>	<b>58,698,723</b>	<b>99,475,902</b>



### Capital Project Expenditure Plan continued

ID	Project Name	Expended Through FY 20	Carryforward	FY21 Budget Request	Future Expenditures	Total Project Cost
<b>Fleet Program</b>						
<i>Deviated Fixed Route Bus</i>						
B142	Neighborhood Ride Vehicle Replacements	2,675,768	138,435	-	-	2,814,203
<i>Fixed Route Bus</i>						
B162	UC Davis/Med Center 12 ZEB Procurement	9,657,309	2,652,691	-	-	12,310,000
B164	Airport Service Expansion ZEBs (10 40' ZEBs & chargers)	-	9,926,957	-	-	9,926,957
B170	CNG Tank Replacements - 2006 Orion Buses	-	370,000	-	-	370,000
B173	40' CNG Bus Replacement	-	21,629,000	41,871,000	261,405,000	324,905,000
<i>Light Rail</i>						
651	Siemens Light Rail Vehicle Mid-Life Overhaul	9,216,496	729,916	-	-	9,946,412
R001	CAF/Siemens LR Vehicle Painting/Exterior Work	531,664	463,336	-	-	995,000
R085	UTDC Light Rail Vehicle Retrofit - 14 vehicles	25,475,380	153,296	-	-	25,628,676
R086	UTDC Light Rail Vehicle Retrofit - 7 Vehicles	7,894,257	139,743	-	-	8,034,000
R100	Replacement New Low-Floor LRVs (13)	-	68,347,200	5,752,800	-	74,100,000
R115	Replacement New Low-Floor LRVs (13)	-	79,852,800	-	-	79,852,800
R125	CAF Fleet Mid-Life Component Overhaul	-	106,230,277	-	-	106,230,277
R353	UTDC LRV Fleet Improvement	2,359,077	3,245,740	-	-	5,604,817
R366	Gold Line Service Expansion Light Rail Vehicles	57,447	56,942,553	-	-	57,000,000
R368	Light Rail Vehicles: Green Line 15 Min SVS to T9 (7 Exp)	-	-	46,500,000	-	46,500,000
<i>Microtransit (SmaRT Ride)</i>						
B149	Microtransit - 12 Gasoline Cutaways	1,844,862	135,138	-	-	1,980,000
B155	Microtransit: 6 Zero Emission Vehicles & Chargers	840,198	815,562	-	-	1,655,760
B157	Franklin Microtransit 3 ZEB Procurement	-	730,393	-	-	730,393
B159	Microtransit: 20 Zero Emission Vehicles & Chargers	-	5,519,200	-	-	5,519,200
<i>Non-Revenue Vehicles</i>						
B141	Non-Revenue Vehicles	4,024,730	702,695	-	-	4,727,425
G225	Non-Revenue Police Vehicle Replacement	2,080,527	146,515	-	840,000	3,067,042
<i>North Natomas</i>						
B152	North Natomas Flyer Bus Procurement	1,171,954	3,046	-	-	1,175,000
<i>Paratransit</i>						
P009	Paratransit Vehicle Replacement (approx. 40+)	4,666,672	2,630,533	-	-	7,297,205
		<b>72,496,341</b>	<b>361,505,026</b>	<b>94,123,800</b>	<b>262,245,000</b>	<b>790,370,167</b>

**Capital Project Expenditure Plan continued**

ID	Project Name	Expended		FY21 Budget Request	Future Expenditures	Total Project Cost
		Through FY 20	Carryforward			
<b>Infrastructure Program</b>						
835	30th & R/29th & R Street Pedestrian Traffic Signals	31,477	193,523	-	-	225,000
B150	Watt I-80 Transit Center Improvements	12,959	3,498,399	6,899,422	-	10,410,780
B153	BMF1 Ground Well Monitoring	84,310	69,373	-	-	153,683
B165	Electric Bus Charging Infrastructure	101,680	6,898,320	-	-	7,000,000
B171	Citrus Heights Bus Stop Improvements	-	200,000	-	-	200,000
B400	Bus System Capital Improv. and State of Good Repair	-	-	500,000	-	500,000
G237	Across the Top System Modification	324,075	36,060	-	-	360,135
G238	Biennial Bridge Inspections / Repairs	229,536	22,337	-	200,000	451,873
R010	Light Rail Crossing Enhancements	633,517	603,095	-	2,263,388	3,500,000
R314	Light Rail Station Low Floor Vehicle Conversion	549,043	85,700,957	-	-	86,250,000
R347	Watt I-80 Elevator Replacement	25,156	964,844	-	-	990,000
R354	Fare Vending Machine (FVM) Enhancements	3,619,319	5,456,681	-	-	9,076,000
R357	Dynamic Message Signs (NEC/Blue Line)	341,891	158,109	-	-	500,000
R364	Bidwell Instrument House Replacement	24,000	476,000	-	-	500,000
R400	Light Rail State of Good Repair Maintenance	-	50,000	450,000	31,320,000	31,820,000
		<b>5,976,963</b>	<b>104,327,698</b>	<b>7,849,422</b>	<b>33,783,388</b>	<b>151,937,471</b>
<b>Other Program</b>						
A007	Easton Development Grade Crossing	21,937	28,063	-	-	50,000
A009	Folsom Streetscape	58,032	16,968	-	-	75,000
A015	Brighton Overhead Design Services	77,555	184,654	-	-	262,209
A016	Caltrans Route 160 N. Sac. Seismic Retrofit	3,914	46,086	-	-	50,000
A019	Camellia City Viaduct Overhead Structures	132,798	201,602	-	-	334,400
M011	Cemo Circle Environmental	761,671	99,329	-	-	861,000
M004	OPERATING Revenue Bond, Series 2012 Payment	16,576,433	689,551	3,434,434	131,473,264	152,173,682
<i>Subrecipient Projects</i>						
Q060	City of Folsom Preventive Maintenance	-	160,575	-	-	160,575
Q061	Yolobus Causeway Connection Ops	-	1,500,000	-	-	1,500,000
Q062	FY20 5307/5339 El Dorado Transit PM Commuter Routes	-	339,296	-	-	339,296
Q063	El Dorado Transit COVID-19 Related Activities	-	950,866	-	-	950,866
Q064	Paratransit, Inc. COVID-19 Related Activities	-	4,000,000	-	-	4,000,000
Q055	FY18 Section 5307 El Dorado Transit Urban Bus Repl	-	196,253	-	-	196,253
		<b>17,632,340</b>	<b>8,413,243</b>	<b>3,434,434</b>	<b>131,473,264</b>	<b>160,953,281</b>

## Capital Project Expenditure Plan continued

ID	Project Name	Carryforward	FY21 Budget Request	Future Expenditures	Total Project Cost
<b>Planning/Studies</b>					
M008	Transit Action (Long-Range) Plan Update	-	200,000	-	200,000
M012	Bus Route Optimization Study	362,941	437,059	-	800,000
M015	Capital Region High Capacity Bus Corridor Study	98,347	201,653	-	300,000
M016	Zero Emission Fleet Conversion Plan	156	241,844	-	242,000
M017	Network Integration Planning Project	-	250,000	-	250,000
R345	CPID - Station Planning	330,934	19,066	-	350,000
		<b>792,378</b>	<b>1,349,622</b>	-	<b>2,142,000</b>
<b>System Expansion</b>					
404	Green Line to the River District (GL-1)	49,574,291	187,709	-	49,762,000
410	South Sacramento Corridor Phase 2 LR Extension	262,250,307	7,749,693	-	270,000,000
B161	Expansion Services Startup Costs	787,894	322,106	-	1,110,000
B168	SacRT Forward (Implement Route Optimization)	749,894	450,106	-	1,200,000
P011	Paratransit Service Start Up	1,143,865	856,135	-	2,000,000
R055	Dos Rios Light Rail Station	1,437,989	18,162,011	6,200,000	25,800,000
R135	Hom Light Rail Station	540,267	5,327,975	7,131,758	13,000,000
R280	Folsom Limited Stop Service	458,705	8,198	20,150,000	20,616,903
R322	Green Line Draft EIS / EIR	4,022,740	561,552	-	4,584,292
R327	Sacramento Valley Station Loop Design/Construct.	27,358	1,236,642	-	1,264,000
R328	Green Line Final EIS/EIR	-	-	1,400,000	1,400,000
R359	LR Modernization 15 Min Service to Folsom (Side Track)	560,315	66,739,685	-	67,300,000
R370	Sacramento Valley Station (SVS) Loop	-	-	87,300,000	87,300,000
		<b>321,553,625</b>	<b>101,601,812</b>	<b>88,700,000</b>	<b>33,481,758</b>
					<b>545,337,195</b>
<b>Transit Security &amp; Safety</b>					
T018	Building Access Upgrades	69,139	75,765	-	144,904
T025	Surveillance and Security Facilities Enhancements	238,108	28,019	-	266,127
T036	Upgrade Safety/Security/Comm. Infrastructure	-	396,680	-	396,680
T043	Emergency Drills	37,749	27,681	-	65,430
T054	Upgrade Security/Systems/Comm. Infrastructure	420,641	(2,741)	-	417,900
T056	Emergency Preparedness Exercises Project	35,941	31,258	-	67,199
T057	Anti-Terrorism Directed Surge Patrols	46,314	24,509	-	70,823
T060	Anti-Terrorism Directed Surge Patrols (Overtime Patrols)	-	74,986	-	74,986
T064	Anti-Terrorism Directed Surge Patrols (Overtime Patrols)	-	231,014	-	231,014
T065	Cybersecurity Assessment	-	400,125	-	400,125
		<b>847,892</b>	<b>1,287,296</b>	-	<b>2,135,188</b>



### Capital Project Expenditure Plan continued

ID	Project Name	Expended Through FY 20	Carryforward	FY21 Budget Request	Future Expenditures	Total Project Cost
<b>Transit Technologies Program</b>						
B154	Real Time Bus Arrival Signs	103,552	25,232	-	-	128,784
B169	Microtransit Scheduling Software	33,233	158,767	-	-	192,000
B174	Disruption Manager Software	-	-	214,866	-	214,866
B177	Trapeze OPS Web	-	-	251,000	-	251,000
G035	Fiber/50-Fig Installation, Maintenance, & Repair	266,148	64,220	-	-	330,368
R355	Automatic Passenger Counters for LRT	1,285,144	24,856	-	-	1,310,000
T022	Handheld Smart Card Reader	89,577	29,149	-	-	118,726
T041	Upgrade for Connect Card	-	35,000	-	-	35,000
T046	Connect Card Implementation-Consultant (Part 2)	97,164	20,836	-	-	118,000
T051	Telephone System Replacement	318,662	785	-	-	319,447
T052	Track Warrant Controlled Access System	116,410	78,758	-	-	195,168
T058	Bus / Rail Real Time Arrival Information (GTFS Feed)	-	84,717	-	-	84,717
T059	Farebox-FVM-Zip Pass Integration	200	649,800	-	-	650,000
T062	Data Center UPS Runtime Increase	146	349,854	-	-	350,000
		<b>2,310,236</b>	<b>1,521,974</b>	<b>465,866</b>	<b>-</b>	<b>4,298,076</b>
<b>Total</b>		<b>459,501,638</b>	<b>593,562,185</b>	<b>195,819,125</b>	<b>519,772,133</b>	<b>1,768,655,081</b>



## Capital Project Funding Addition Descriptions

### Facilities Program

- F020 HVAC Replacements - HVAC replacements at the Administrative Building, Wayside Building, and Metro Building.
- F021 Facilities Maintenance & Improvements - Make general facilities enhancements and maintain facilities throughout the district. Scope includes building repairs, equipment repair/replacement, etc.

### Fleet Program

- B100 Existing Bus Fleet Replacement (2020 – 2035) - Replace 31, or approximately one-third, of the 91 Model Year 2008 CNG 40-foot buses with new CNG buses. The remaining 60 buses will be budgeted for replacement in FY21 and FY22.
- R115 Siemens 1<sup>st</sup> Series Fleet Replacement - Increase the budget to reflect the latest cost estimate to replace all twenty-six (26) LRVs in the Siemens 1st Series Fleet (1987 vehicles). Previously the budget only included the thirteen (13) 1st Series Siemens vehicles that received partial funding from the 2018 Transit and Intercity Rail Capital Program (TIRCP) grant.
- R125 CAF LRV Fleet Mid-Life Component Overhaul - Overhaul of major subsystems/components on the CAF Light Rail Vehicle fleet. The 40 CAF LRVs were placed in service in 2003 and are 15 years old, which is beyond halfway through their FTA-defined 25-year useful life. This level of funding will be adequate to overhaul all components of eight LRVs, or to overhaul just select components of a greater number of vehicles. The remaining CAF vehicles and/or components will be budgeted for overhaul in FY21 through FY24.
- R353 UTDC LRV Fleet Improvement - Hire technicians to help maintain SacRT's aging UTDC light rail vehicle fleet so that a larger portion of the fleet can reliably run in revenue service.
- R358 Gold Line Service Expansion Light Rail Vehicles - Increase the budget to reflect the latest cost estimate to procure all ten of the expansion LRVs that are needed to enable Gold Line frequency enhancements (increasing service frequencies from 30 minutes to 15 minutes between Sunrise Station and Historic Folsom Station). The previous budget included only the seven expansion LRVs that received partial funding from the 2018 TIRCP grant.

## Capital Project Funding Addition Descriptions continued

### Infrastructure Program

- B165 Electric Bus Charging Infrastructure - Implement Phases 1 and 2 of SacRT's electric bus charging infrastructure project. In Phase 1, SacRT will install a 4000 Amp service for charging buses at Bus Maintenance Facility 1, which will provide capacity for SacRT's initial electric bus procurements. In Phase 2, SacRT will install a 21 kV Primary Service at Bus Maintenance Facility 1, which will have the capacity to charge a significant number of electric buses.
- R314 Light Rail Station Low-Floor Vehicle Conversions - Increase the budget to reflect the latest cost estimate to convert all light rail stations systemwide to low-floor. Previously the budget only included the cost to convert the stations along the Gold Line to low-floor because the 2018 TIRCP and Congested Corridors grant awards were focused on delivering enhanced service frequencies on the Gold Line.
- R354 Fare Vending Machine (FVM) Enhancements - Increase the budget to include the purchase and installation of new Fare Vending Machines (FVMs) at light rail stations along the Gold and Green Lines. Previously the budget included only the cost to purchase and install FVMs in the Northeast Corridor NEC/Blue Line because the available grant funding was restricted to those lines. New FVMs will be more reliable and inexpensive to maintain, and will accept debit/credit payment.

### Other Program (SacRT Projects)

- M004 Revenue Bond, Series 2012 Payment - Annual payment for Revenue Bond issuance from FY 2013 to FY 2042.
- M011 Cemo Circle Environmental - Oversight of environmental remediation at the Cemo Circle property, which will allow SacRT to proceed with selling the surplus property.

### Other Program (Subrecipient Projects)

- Q056 FY18-FY19 Section 5307 Paratransit Inc. Mobility Management – SacRT will pass through federal funding to Paratransit, Inc. for regional travel training/mobility management for ADA paratransit/demand response riders to enable additional individuals to utilize fixed route services to complete their trips.
- Q057 FY18-FY19 Section 5339 El Dorado Transit Bus Replacement – SacRT will pass through federal funding to El Dorado Transit for the purchase of four replacement buses.

## Capital Project Funding Addition Descriptions continued

- Q058 FY19 Section 5307/5339 El Dorado Transit Preventive Maintenance Commuter Routes – SacRT will pass through federal funding to El Dorado Transit for the performance of scheduled and unscheduled maintenance to El Dorado Transit’s facilities and vehicles which is necessary to maintain the normal day-to-day operations of commuter bus service to/from the Sacramento UA.
- Q059 FY19 Section 5307/5339 El Dorado Transit Bus Washer Retrofit – SacRT will pass through federal funding to El Droadro Transit to retrofit its bus washer facility.

### Planning/Studies

- M016 Zero Emission Fleet Conversion Plan - Develop a zero emission bus fleet conversion plan, including a fleet replacement schedule, an assessment of SacRT’s current facilities and capabilities for supporting electrical charging infrastructure, an assessment of the optimal placement of charging infrastructure and bus facilities, a facilities and charging infrastructure phasing plan, and the development of Proposed budgets and funding plans.
- M017 Schedule Improvement and Physical Coordination Planning - Plan for schedule improvements and physical coordination at major intermodal stations in SacRT’s service area, including the Sacramento Valley Station (SVS) and the future Midtown Station. As a condition of receiving 2018 TIRCP grant funds, the California State Transportation Agency (CalSTA) has required that most 2018 TIRCP grant recipients, including SacRT, conduct network integration projects such as this, with the goal of improving the overall integration of the state’s transit network.

### System Expansion

- R359 Gold Line Side Track - Increase the budget to reflect the latest cost estimate. The cost estimate has been increased to be consistent with the high construction costs that are being seen nationwide



This page intentionally left blank





## Statistical Section

## Statistical Section

### Demographic and Economic Indicators

#### Last Ten Fiscal Years

	Population 1,2		Personal Income 1,2 (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
2011	1,433,739	2,339,905	57,937,285	99,307,175	40,410	42,441	12.1%	12.2%
2012	1,445,078	2,357,558	60,247,321	103,552,756	41,691	43,924	10.5%	10.7%
2013	1,457,750	2,378,719	62,604,470	107,492,021	42,946	45,189	8.9%	9.0%
2014	1,475,618	2,405,015	66,679,473	114,408,427	45,187	47,571	7.3%	7.4%
2015	1,494,294	2,433,536	71,505,804	122,381,099	47,853	50,289	6.0%	6.1%
2016	1,511,510	2,463,310	74,011,474	127,165,166	48,965	51,624	5.4%	5.5%
2017	1,527,718	2,493,594	77,065,668	132,473,158	50,445	53,125	4.7%	4.8%
2018	1,540,975	2,520,058	80,969,087	139,489,401	52,544	55,352	3.9%	4.0%
2019	1,541,301	2,528,449	Not available	Not available	Not available	Not available	3.7%	3.8%
2020	1,555,365	2,553,645	Not available	Not available	Not available	Not available	9.6%	9.4%

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

1. 2010-2018 U.S. Department of Commerce, Bureau of Economic Analysis, *CAINCI Personal income population, per capital personal income*.
2. 2019 State of California, Department of Finance, E-1 City, County and State Population Estimates, 2019–2020.
3. State of California, Employment Development Department, Labor Force & Employment Data



## Principal Employers

### Current Year and Nine Years Ago

Employer	Fiscal Year 2020			Fiscal Year 2011		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
Apple Inc.						
State of California	77,172	1	12.08%	70,937	1	12.06%
Kaiser Permanente	15,585	2	2.44%	6,367	7	1.08%
UC Davis Health	14,510	3	2.27%	8,580	3	1.46%
Sacramento County	12,360	4	1.93%	11,300	2	1.92%
Sutter Health	10,764	5	1.68%	6,948	4	1.18%
U.S. Government	10,559	6	1.65%			
Dignity Health	7,871	7	1.23%	6,942	5	1.18%
Intel Corporation	6,200	8	0.97%	6,515	6	1.11%
Elk Grove Unified School District	6,164	9	0.96%	5,619	8	0.96%
San Juan Unified School District	5,350	10	0.84%	4,600	9	0.78%
Sacramento City Unified School District				4,500	10	0.77%
<b>Total</b>	<b>166,535</b>		<b>26.07%</b>	<b>132,308</b>		<b>22.50%</b>

Source: Sacramento Business Journal for Sacramento county.



## Appendix



## Appendix

### Glossary of Terms

#### A

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

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

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

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

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

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

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

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

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



## Glossary continued

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

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

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

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

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

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

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

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

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

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

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

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

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

## Glossary continued

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

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

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

### **B**

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

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

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

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

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

## Glossary continued

### Budget:

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

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

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

## Glossary continued

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

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

### C

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

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

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

**Capital Outlay (See Capital Expenditure)**

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

Tier 0	projects are fully funded
Tier I	high priority projects established by the SacRT 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.)

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

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

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

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

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

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

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

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

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



## Glossary continued

### D

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

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

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

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

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

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

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

### E

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

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

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

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

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

## Glossary continued

### E

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

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

Fare Revenue (See Farebox Revenue)

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

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

Federal: United States Government

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

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

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

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

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

## Glossary continued

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

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

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

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

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

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

### G

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

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

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

### H

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

## Glossary continued

### I

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

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

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

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

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

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

Investment Income: Interest from investing any available working capital.

### J

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

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

## Glossary continued

### L

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

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

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

Light Rail Transit (LRT) (See Light Rail)

Light Rail Vehicle (See Vehicles – Light Rail)

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

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

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

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



## Glossary continued

### M

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

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

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

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

Miles (See Service Miles)

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

### N

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

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



## Glossary continued

### O

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

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

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

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

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

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

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

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

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

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

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

## Glossary continued

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

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

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

### P

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

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

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

Passenger (See Boardings)

Peak Vehicles (See Vehicles - Peak)

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

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

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

## Glossary continued

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

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

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

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

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

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

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

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

### Q

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

### R

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

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

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

## Glossary continued

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

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

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

Revenue Vehicles (See Vehicles - Revenue)

Ridership: Total number of riders, passengers or boardings.

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

### S

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

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

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

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

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

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

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

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

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



## Glossary continued

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

Support Vehicles (see Vehicles - Support)

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

### I

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

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

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

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

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

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

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

### U

Unallocated: Not appropriated for a specific purpose.

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

## Glossary continued

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

### V

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

Variance: The difference between planned costs and actual costs.

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

### Vehicles:

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

### W

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



---

## List of Acronyms

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

---

### List of Acronyms continued

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



**Sacramento Regional Transit District**

**Finance Division**

1400 29th Street  
P.O. Box 2110  
Sacramento, CA 95812-2110  
916-321-2800

**[sacrt.com](http://sacrt.com)**