



Sacramento Regional Transit District

# FISCAL YEAR 2022 BUDGET

For the period of July 1, 2021 to June 30, 2022

Sacramento

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Regional  
Transit

# Fiscal Year 2022 Budget

*For the period of July 1, 2021 to June 30, 2022*

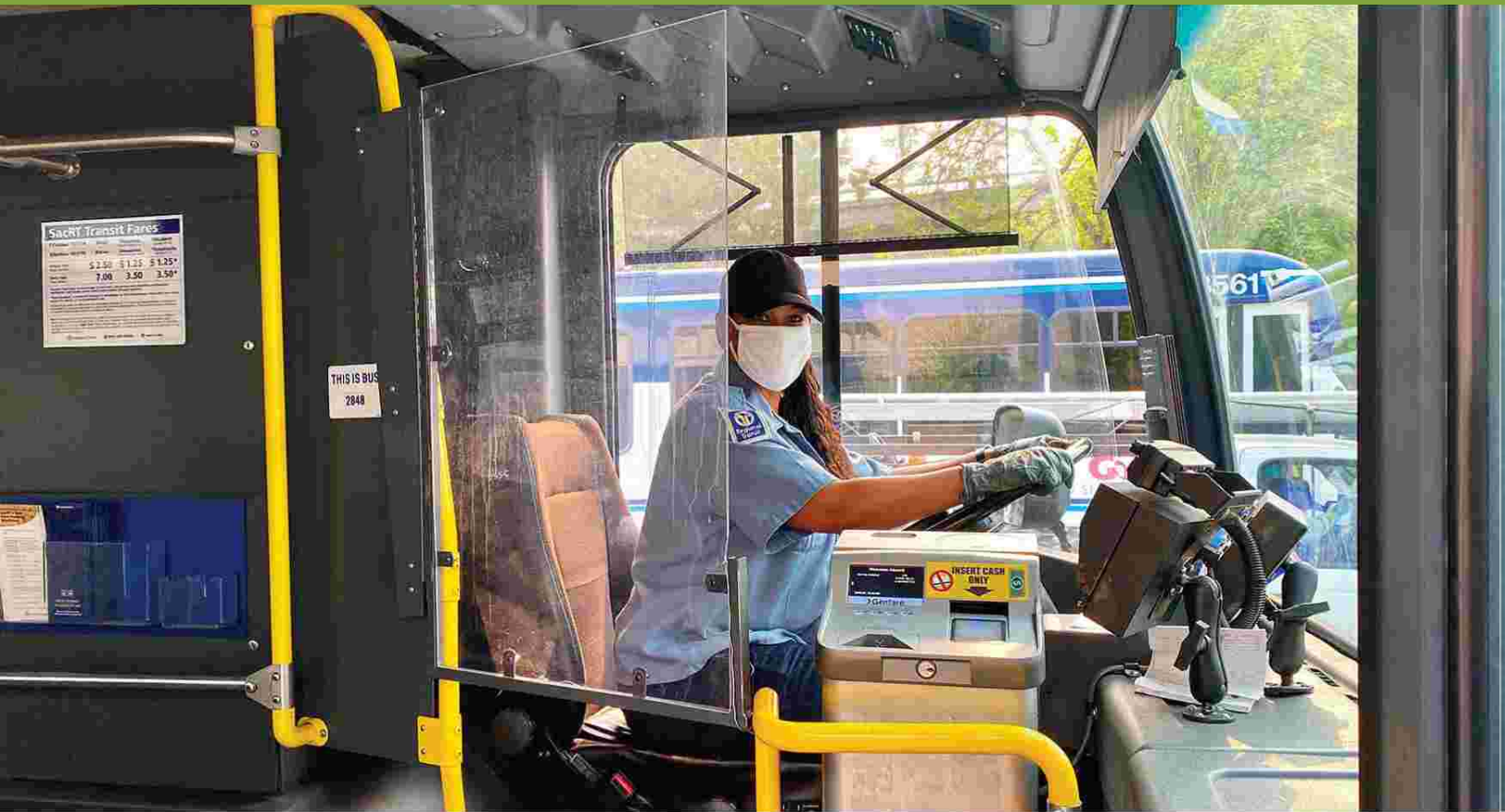
**Sacramento**



**Regional  
Transit**

**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 .....	29
Long-Term Financial Policies .....	31
Financial Policies .....	33
Budget Process .....	40
Voting System .....	43
Trends .....	45
Peer Comparison.....	48
<b>Strategic Plan .....</b>	<b>53</b>
FY 2021 Accomplishments .....	59
Organizational Alignment.....	78
Four Guiding Strategic Pillars .....	79
Success Outcomes.....	80
Performance Scorecard and Tactics.....	81
SacRT Goals and Objectives in FY 2022 .....	83
<b>Operating Budget Summary.....</b>	<b>88</b>
Enterprise Fund Statement (Fund Balance) .....	89
Revenues .....	90
Expenses.....	98
Positions .....	109
Forecast.....	112
<b>Division Budgets .....</b>	<b>115</b>
General Manager/Chief Executive Officer .....	116
Planning and Engineering.....	121
Bus Operations.....	123
Light Rail Operations .....	128

Integrated Services and Strategic Initiatives ..... 131

Finance/Chief Financial Officer ..... 134

Communications and Partnerships ..... 138

Security, Safety and Customer Satisfaction ..... 140

**Capital Improvement Program ..... 144**

Major Capital Projects ..... 145

Revenues & Expenses ..... 148

Debt Service ..... 149

Capital Budget by Category ..... 150

Impact of Capital Improvements on Operating Budget ..... 151

Five-Year Capital Improvement Plan ..... 152

Capital Improvement Revenues and Expenditures ..... 153

Capital Project Expenditure Plan ..... 159

Capital Project Funding Addition Descriptions ..... 163

**Statistical Section ..... 167**

Demographic and Economic Indicators ..... 168

Principal Employers ..... 169

**Appendix ..... 170**

Glossary of Terms ..... 171

List of Acronyms ..... 189





## **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 2022 (FY 2022). The continued impact of the COVID-19 pandemic leading into this fiscal 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 to guide us through these difficult times. 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 53), which was approved by the Board of Directors in October 2021. 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 five-year period from 2021-2025. 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 move 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 make the fares lower or free for disadvantaged riders.

**Clean, Safe, & Convenient Experience** – SacRT's commitment to operating a clean and safe light rail and bus system has never been more important in the wake of the COVID-19 pandemic. SacRT continues to be innovative in providing a clean and safe environment, and adds front-line employees as appropriate (i.e., cleaners, transit agents, and ambassadors), to maintain the best end to end 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 of 2019. SacRT analyzed how we should be serving people taking trips in different areas of the region and determined how to best realign our service to meet these needs. As the region continues to develop and travel patterns change, it is vital that the District aligns the system 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 incorporates innovative approaches such as microtransit services 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's microtransit, known as SmARt Ride, is an innovative transit solution that provides on-demand, curb-to-curb service in specific boundary zones utilizing a smartphone app. The service areas that have been rolled out in 9 zones throughout the County focused on disadvantaged communities. To better serve residents in south Sacramento and Elk Grove, SacRT's SmARt Ride on-demand microtransit service expanded on Thursday, July 1, 2021.

**RydeFreeRT** – SacRT became the first transit agency in the nation to offer 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 12, home-schooled students, and foster and homeless youth are eligible. Prior to the pandemic, ridership was up approximately 125% and due to the success, the program has continued for year 2. Elk Grove Transit Services (e-tran) became part of the SacRT District on July 1, 2021, and as one of the benefits of the annexation agreement, the RydeFreeRT program became available for all Elk Grove students/youth.

**SacRT Forward** – After numerous conversations with the community, SacRT launched a re-imagined bus network featuring more frequent and direct bus service seven days a week and more late-night service. The network redesign better connects key destinations and aligns with SacRT's light rail network



## General Manager/CEO's Budget Message continued

**Partnerships & Annexations** – In an effort to promote a more cohesive regional transit network, the District 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. As of Thursday, July 1, 2021, Elk Grove Transit Services are part of the SacRT district.

**Frequency Improvements** – Light Rail service to Folsom has been extended four hours in the evening each day to match the rest of the service on the Gold Line. SacRT has also received grant funding to build additional track sidings and acquiring new light rail vehicles to enable 15-minute service in and out of Historic Folsom, thus matching the service provided on the Gold and Blue lines.

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

**Light Rail Vehicle Replacements** – The first order, in nearly a decade, of new light rail vehicles (LRVs) for Sacramento light rail system was placed with Siemens Mobility last year. The order includes the manufacturing of 20 low floor S400 LRVs. The new LRVs will allow SacRT to retire our oldest light rail vehicles, 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 these low-floor vehicles. 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 useful lives.

**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 twenty minutes and replace the diesel-powered buses with zero emission buses. The District also coordinated with Yolo Bus to launch [service to the Sacramento International Airport](#) for the first time in agency history.



## General Manager/CEO's Budget Message continued

**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 efforts in digital deserts. 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.

### **Operating Budget**

The FY 2022 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 \$214 million, which is 7% greater than the previous fiscal year. This increase is above the average annual increase of the last few years and is due primarily to the annexation of Elk Grove transit services by SacRT. 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 2022 Capital budget includes a total of \$1,235.9 million comprised of \$58.3 million of new funding and \$1,177.6 million of funding carried forward from previous years. The \$58.3 million of new funding is comprised of \$4.8 million of federal funding, \$2.4 million of state funding, and \$51.1 million of funding to be determined. Major projects included for new funding during FY 2022 include bus replacement and expansions, light rail system modernization and expansion, and route optimization.

### **Outlook**

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

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

## General Manager/CEO's Budget Message continued

### Acknowledgements

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

Sincerely,



Henry Li  
General Manager/CEO

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



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## Board of Directors



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## Board of Directors

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

**Patrick Kennedy, Vice Chair**  
County of Sacramento

**Linda Budge**  
City of Rancho Cordova

**Jeff Harris**  
City of Sacramento

**Kerri Howell**  
City of Folsom

**Pat Hume**  
City of Elk Grove

**Rick Jennings II**  
City of Sacramento

**Don Nottoli**  
County of Sacramento

**Jay Schenirer**  
City of Sacramento

**Phil Serna**  
County of Sacramento

**Katie Valenzuela**  
City of Sacramento

## Board of Directors Alternates

**Mike Kozlowski**  
City of Folsom

**Stephanie Nguyen**  
City of Elk Grove

**David Sander**  
City of Rancho Cordova

**Tim Schaefer**  
City of Citrus Heights



### Budget Adoption Resolution

RESOLUTION NO. 21-06-0071

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

June 14, 2021

#### ADOPT THE FY 2022 OPERATING AND CAPITAL BUDGETS AND VOTE ALLOCATIONS

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

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

THAT, the Sacramento Regional Transit District's FY 2022 Operating Budget of \$214.3 million and a revised Capital Budget of **\$1.24B with \$367M of funded projects in FY 2022** as set forth in attached Exhibit A, are hereby approved.

THAT, the following voting distribution for FY 2022 as tabulated in the "Schedule of Weighted Voting Distribution" in the attached Exhibit A, is hereby approved.

Jurisdiction	Votes
County of Sacramento	32
City of Sacramento	28
City of Rancho Cordova	9
City of Citrus Heights	9
City of Elk Grove	13
City of Folsom	9
<b>Total</b>	<b>100</b>

 for  
 STEVE MILLER, Chair

ATTEST:

HENRY LI, Secretary

By:   
 Tabetha Smith, Assistant Secretary

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## Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Sacramento Regional Transit District for the Annual Budget beginning July 01, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This was the tenth consecutive year that the District received the award.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Sacramento Regional Transportation District  
California**

For the Fiscal Year Beginning

**July 01, 2020**

*Christopher P. Morill*

Executive Director



### Budget Presentation Award continued



**The Government Finance Officers Association  
of the United States and Canada**

*presents this*

### **CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION**

*to*

**Finance Department  
Sacramento Regional Transportation District, California**



*The Certificate of Recognition for Budget Preparation is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit achieving a Distinguished Budget Presentation Award. The Distinguished Budget Presentation Award, which is the highest award in governmental budgeting, is presented to those government units whose budgets are judged to adhere to program standards*

Executive Director

*Christopher P. Merrill*

Date: **May 07, 2021**



## Executive Management Team



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## Executive Management Team

**Henry Li**

General Manager/CEO

**Carmen Alba**

VP, Bus Operations

**Edna Stanley**

VP, Light Rail Operations

**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

**Vacant**

Director, Office of Management & Budget

**Erik Reitz**

Sr. Manager, Grants

**Carol Cherry**

Senior Grants Analyst

**Joe Paglieroni**

Senior Grants Analyst

**Nadia Mokhov**

Senior Financial Analyst

**Judy Wong**

Senior Financial Analyst

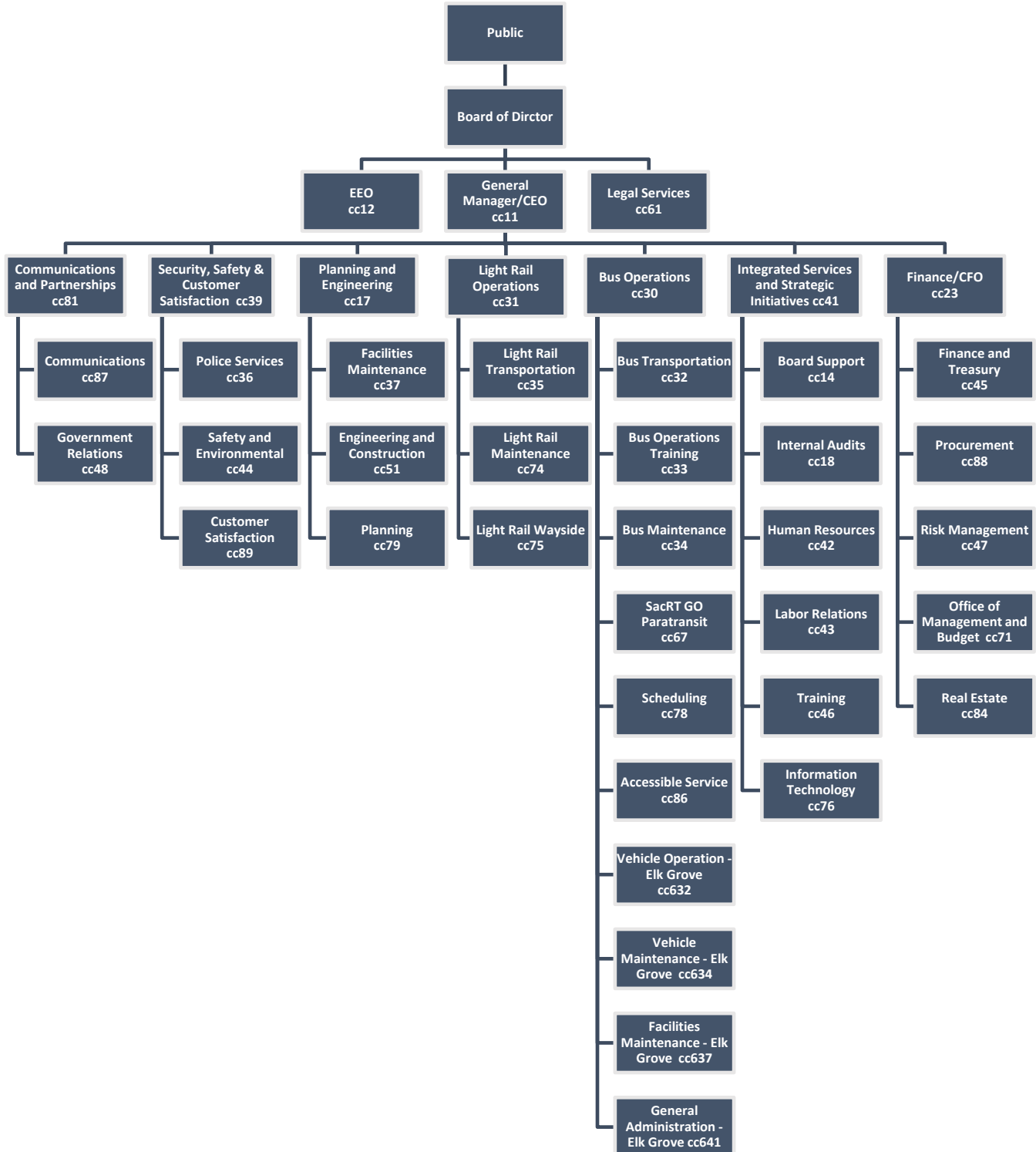
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## Organizational Structure

# Sacramento Regional Transit District Organizational Structure

## Cost Center Based



cc = cost center

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## District Overview





## District Overview

### District Profile

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

### Counties in California



● City of Sacramento



## District Profile continued

### Population

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

	2019	2035	Changes	%
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.

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

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



## District Profile continued

### Customers



### Overall Service Rating

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

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



### How Long Have You Been Riding SacRT

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



## District Profile continued

### Highlights

<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.
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<b>Bus Service</b>	
Power	CNG, Diesel, Gasoline, Electric
Routes	63
Schedule	4:59 am to 11:15 pm daily
Stops	3,100+
Vehicles	186 - 40' CNG Buses 180 – Electric, Gasoline shuttles and Diesel small buses, SacRT maintains 56 buses servicing Elk Grove
Annual Ridership	5,103,404

<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	4,547,001

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

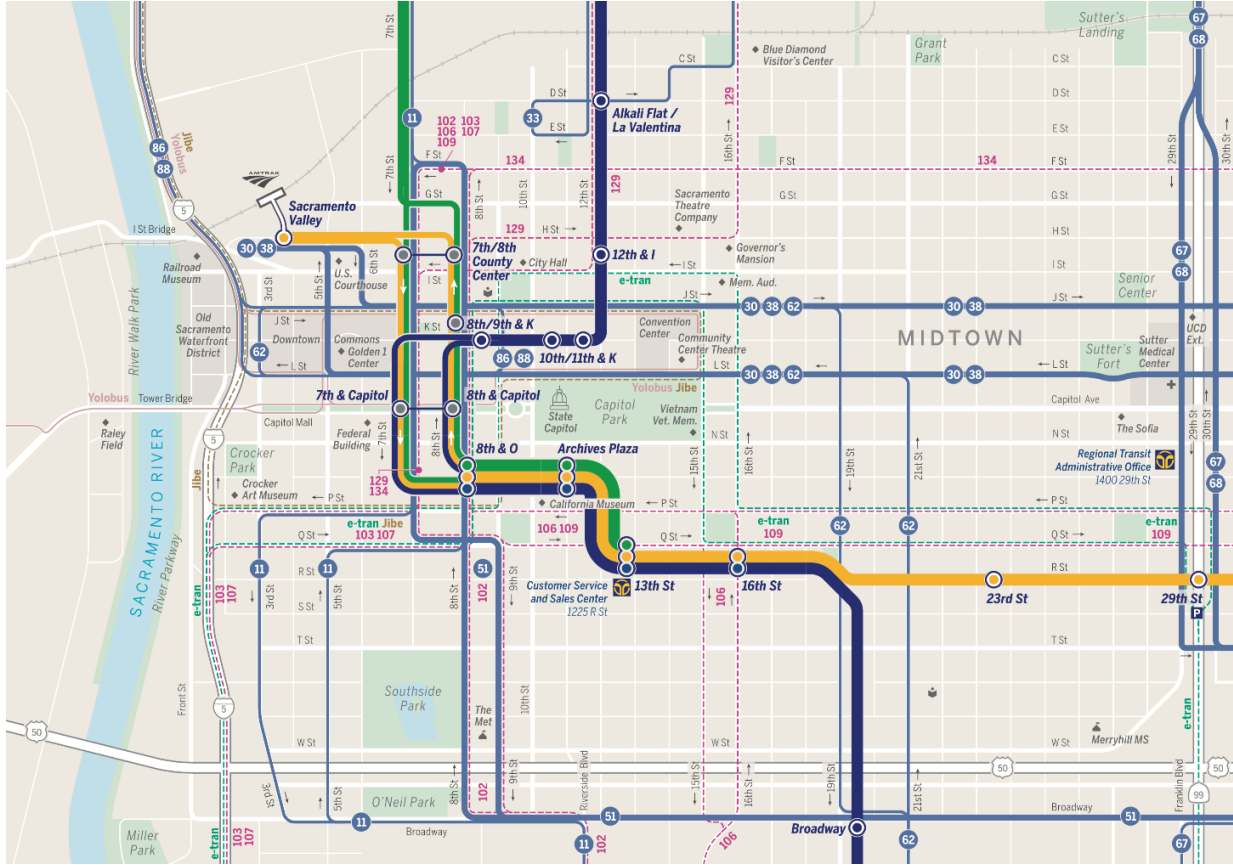
<b>Passenger Amenities/ Customer Service</b>	
Transfer Centers	32
Park & Ride	22
Annual Customer Service Calls	118,961
Customer Info Line	(916) 321-2877
Website	<a href="http://www.sacrt.com">www.sacrt.com</a>

<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
July 2021	Annexed Elk Grove services





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



## Legend

### SacRT Transit Services

#### Light Rail

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

#### Bus

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

### Other Services

- Municipal bus and shuttle services within Sacramento County:
- Elk Grove e-tran**
  - Folsom Stage Line**
  - Rancho 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

- Park & Ride Lot**
- Transit Center**
- School**
- Hospital/Clinic**
- Point of Interest**
- Library**

Effective September 8, 2019

## Long-Term Financial Policies

### Fiscal Sustainability Policy

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

### Comprehensive Reserve Policy

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

### 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 cc32 + cc632	Bus Maintenance cost cc34 + cc634	Light Rail cost cc35+74+75	Community Bus Services cost cc77	SacRT Go cc67	Acces Serv cc86	Facilities cc37	Police Serv cc36
<b>Modes</b>								
<b>Bus</b>	100%	Bus RM/Total Bus RM	0%	0%	0%	0%	10%	4%
<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%	0%	100%	100%	0%	0%
<b>LR</b>	0%	0%	100%	0%	0%	0%	30%	95%

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

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- ✓ Explore a museum

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## 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.

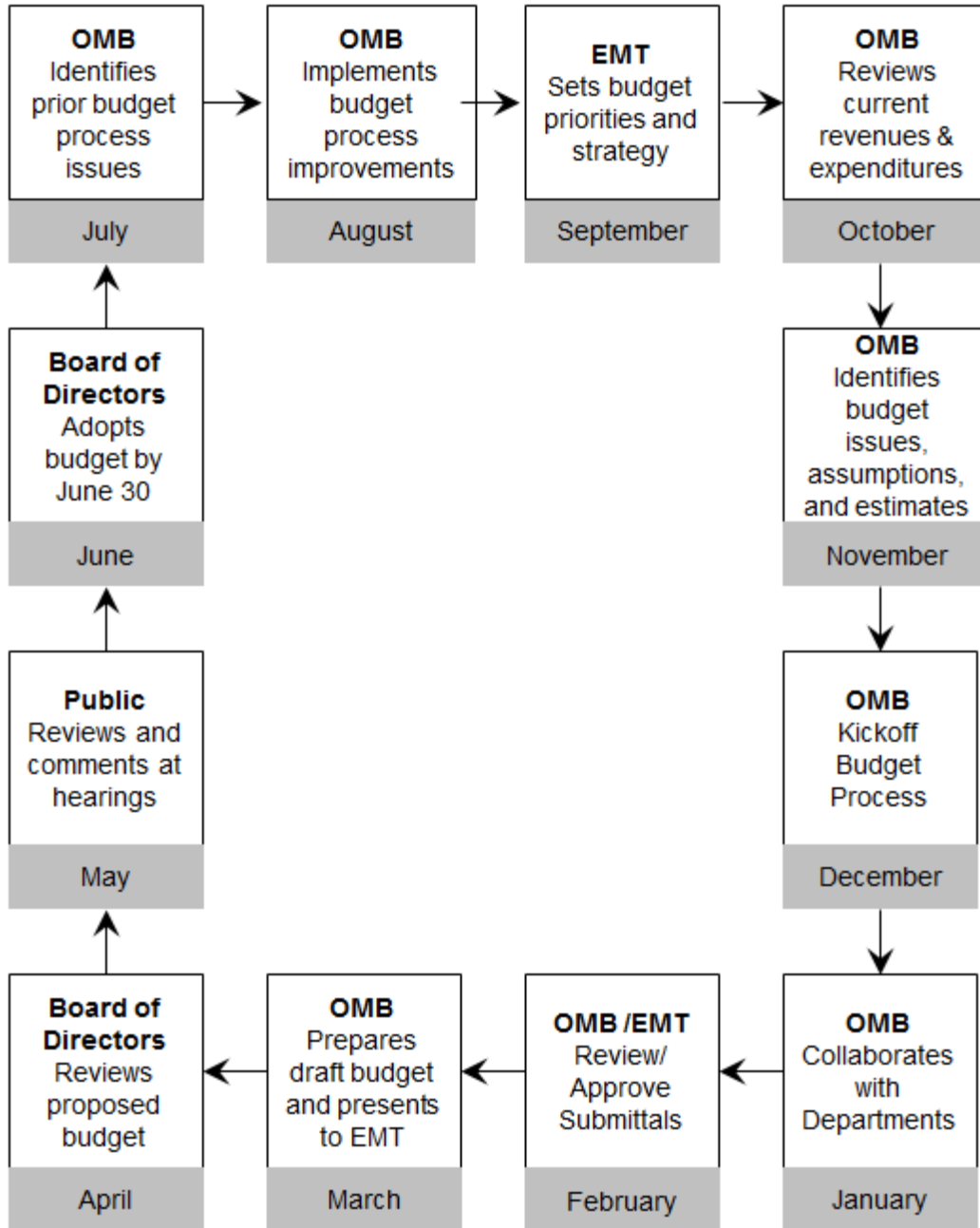
The District Operating Budget shall be amended if any transfer of funds would either increase or decrease the authorized expenditure amount for any Expense Category in the adopted Operating Budget by 10 percent or more.







### Budget Process continued





### Budget Process continued

#### FY 2021-2022 Budget Calendar

## FY 2021-2022 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						

March						
S	M	T	W	T	F	S
0	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 8	Complete SAP HR Master update	Human Resources
Jan 15	Wage assumptions due	Labor Relations
Feb 8	Preliminary pension, OPEB, and medical assumptions due	Human Resources
Feb 3	Budget, Goal Setting and CIP Kickoff	OMB
Feb 19	Budget Documents Provided on Headways	OMB
Feb 19	Insurance premiums and liability/worker's comp. estimates	Risk
Feb 22	Labor recovery allocations spreadsheets due	Departments
Feb 26	Preliminary labor reports provided	OMB
Mar 3	All Dept. documents due to OMB	Departments
Mar 15-19	General Manager Budget Review	Manager
Mar/Apr	Departments Draft Budget Review with OMB	OMB/Departments
Apr 12	Preliminary Operating and Capital Budget presented to Board (60 day required review and comment per CPUC Sec. 102205)	Board
Apr 26-30	Final Adjustments	OMB
May 4	5-year CIP due to General Manager	CFO/OMB/Grants
May 10	Budget public input Board Hearing	Board
May 17	Budget with updates from Board/public input due to GM	CFO/OMB
Jun 14	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. Chapter 272, Statutes of 2006 (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 2021 and for the FY 2022 Proposed Abridged Budget is shown in the table below. A detailed FY 2022 Schedule of Weighted Voting is shown on the next page.

### Weighted Voting Shares by Jurisdiction

Jurisdiction	Status	Shares - FY 2021 Budget	Shares – FY 2022 Budget
County of Sacramento	Annex	37	32
City of Sacramento	Annex	32	28
City of Rancho Cordova	Annex	9	9
City of Citrus Heights	Annex	10	9
City of Elk Grove	Contract/Annex	3	13
City of Folsom	Annex	9	9
<b>Total</b>		<b>100</b>	<b>100</b>



## Voting System continued

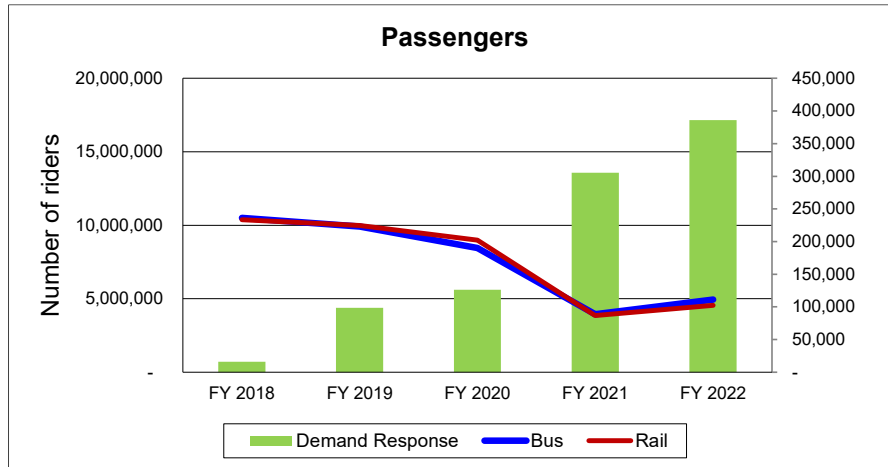
### Weighted Voting Distribution Schedule

Fiscal Year 2022 Schedule of Weighted Voting Distribution  
Base Values\*

<b>Federal Financial Information</b>								
Code Section:								
102205(b)(6)	<u>FY 21 Federal Funds Available in the Sacramento MSA<sup>1</sup></u>	40,451,196	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)(7)	<u>Allocation of Federal Funds to jurisdictions other than RT</u>	3,291,917						
102205(b)(8)	<u>FY 21 Federal Funds Available for use in RT Service Area:</u>	37,159,279						
<b>Jurisdiction Specific Values</b>								
	<u>City of Sacramento</u>	<u>County of Sacramento</u>	<u>Rancho Cordova</u>	<u>Citrus Heights</u>	<u>Folsom</u>	<u>Elk Grove</u>	<u>Totals:</u>	
102205(b)(10)	<u>Population:**</u>	510,931	593,801	78,381	87,811	81,610	176,154	1,528,688
	<u>Proportionate Population:</u>	33.42%	38.84%	5.13%	5.74%	5.34%	11.52%	100%
	<u>Member:</u>	Yes	Yes	Yes	Yes	Yes	Yes	
102100.2, 102100.3		4	3	1	1	1	1	11
102105.1(d)(2)(D)	<u>Federal Funds Attributed to Entity (Total Federal Funding x Share of Population):</u>	12,418,631	14,432,664	1,906,271	2,132,943	1,984,306	4,280,749	37,155,564
102105.1(d)(2)(A), 102205(b)(3)	<u>FY 22 State TDA Funds Made Available to RT:</u>	26,316,911	30,615,004	4,037,230	4,522,948	4,223,158	8,755,004	78,470,255
102105.1(d)(2)(B), 102205(b)(4)	<u>FY 21 Funds Provided Under Contract:</u>	115,000	-	450,000	0	0	0	565,000
102105.1(d)(2)(C), 102205(b)(5)	<u>FY 21 Other Local Funds</u>	0	0	0	0	0	0	0
102105.1(d)(2)	<u>Total Financial Contribution:</u>	38,850,542	45,047,668	6,393,501	6,655,891	6,207,464	13,035,753	116,190,819
102105.1(d)(2)	<u>Proportionate Financial Contribution:</u>	33.44%	38.77%	5.50%	5.73%	5.34%	11.22%	100%
<b>Voting Calculation</b>								
	<u>City of Sacramento</u>	<u>County of Sacramento</u>	<u>Rancho Cordova</u>	<u>Citrus Heights</u>	<u>Folsom</u>	<u>Elk Grove</u>	<u>Totals:</u>	
102105.1(d)(1)	<u>Incentive Shares (5 for member jurisdictions)</u>	5	5	5	5	5	5	30
102105.1(d)(2)	<u>Financial Contribution Shares (Proportionate Financial Share x Remainder of 100 shares):</u>	23.4080	27.1390	3.8500	4.0110	3.7380	7.8540	70
102105.1(d)(3)	<u>Total Shares:</u>	28.4080	32.1390	8.8500	9.0110	8.7380	12.8540	100
102105.1(d)(4)(i)	<u>Shares After Rounding:</u>	28	32	9	9	9	13	100
102105.1(d)(4)(i), 102105.1(d)(4)(ii)	<u>Share Adjustment (To Ensure 100 Shares):</u>	28	32	9	9	9	13	100
102105.1(d)(7)	<u>Distribution of Shares Among Members (Assuming All Members Present to Vote):***</u>							
	Member 1	7	11	9	9	9	13	
	Member 2	7	11	N/A	N/A	N/A	N/A	
	Member 3	7	10	N/A	N/A	N/A	N/A	
	Member 4	7	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>	28	32	9	9	9	13	100

\* In addition to the funding identified above, RT projects the following funds for operating purposes: \$51,636,000 - 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

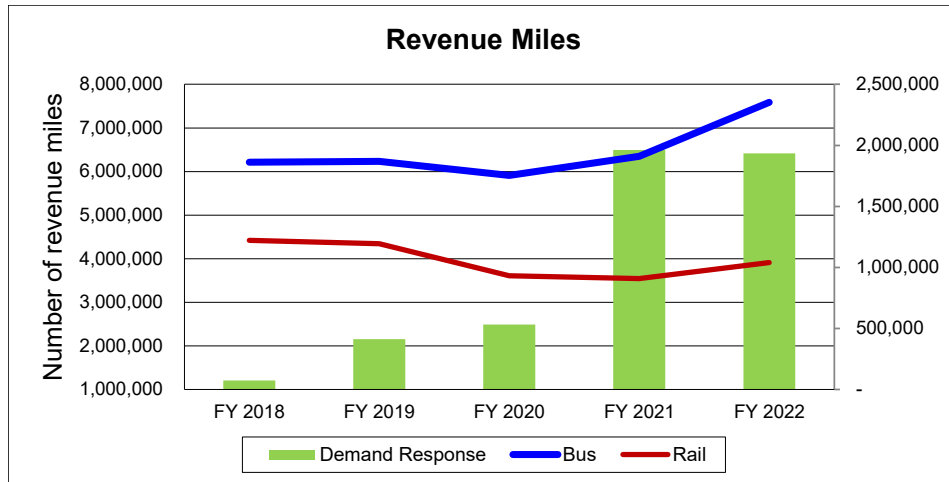
	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
Bus	10,501,555	9,909,691	8,448,833	3,935,860	4,944,219	1,008,359	25.6%
Rail	10,372,688	9,980,850	8,988,806	3,846,697	4,547,001	700,304	18.2%
Demand Response	16,065	98,590	126,099	305,377	386,126	80,749	26.4%
<b>Total</b>	<b>20,890,308</b>	<b>19,989,131</b>	<b>17,563,738</b>	<b>8,087,934</b>	<b>9,877,346</b>	<b>1,789,412</b>	<b>22.1%</b>

In FY 2020, total ridership decreased by 12.1%. Light rail and bus ridership decreased by 9.9% and 14.7% 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. Demand response ridership increased by 27.9% due to expansion of Smart Ride zones.

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

In FY 2022, total ridership is projected to increase by 22.1% due to recovery from the COVID-19 pandemic and due to SacRT providing service to the City of Elk Grove because of annexation. In FY 2022, ridership is projected to increase by 25.6% for bus, by 18.2% for light rail and ridership for demand response, which includes Smart Ride and SacRT Go services, is projected to increase by 26.4%.

### Trends continued

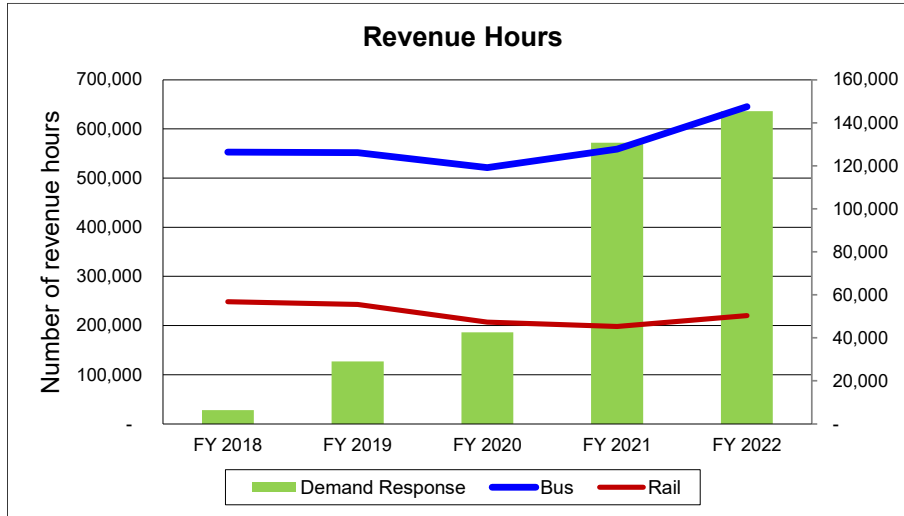


### Revenue Miles

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22	
						Amount	Percent
Bus	6,214,397	6,234,944	5,907,222	6,345,763	7,589,199	1,243,436	19.6%
Rail	4,418,237	4,343,974	3,610,107	3,540,687	3,914,152	373,465	10.5%
Demand Response	73,311	411,026	531,708	1,961,619	1,934,877	(26,742)	-1.4%
<b>Total</b>	<b>10,705,945</b>	<b>10,989,944</b>	<b>10,049,037</b>	<b>11,848,069</b>	<b>13,438,228</b>	<b>1,590,159</b>	<b>13.4%</b>



### Trends continued



#### Revenue Hours

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22	
						Amount	Percent
Bus	552,703	551,871	521,451	558,865	645,437	86,572	15.5%
Rail	248,656	243,241	206,957	198,439	220,139	21,700	10.9%
Demand Response	6,458	29,077	42,634	130,801	145,405	14,604	11.2%
<b>Total</b>	<b>807,817</b>	<b>824,189</b>	<b>771,042</b>	<b>888,105</b>	<b>1,010,981</b>	<b>122,876</b>	<b>13.8%</b>

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

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. Light rail revenue hours decreased by 14.9%, and bus revenue hours decreased by 5.5%. Demand response revenue hours increased by 46.6% due to expansion of Smart Ride service to the new zones.

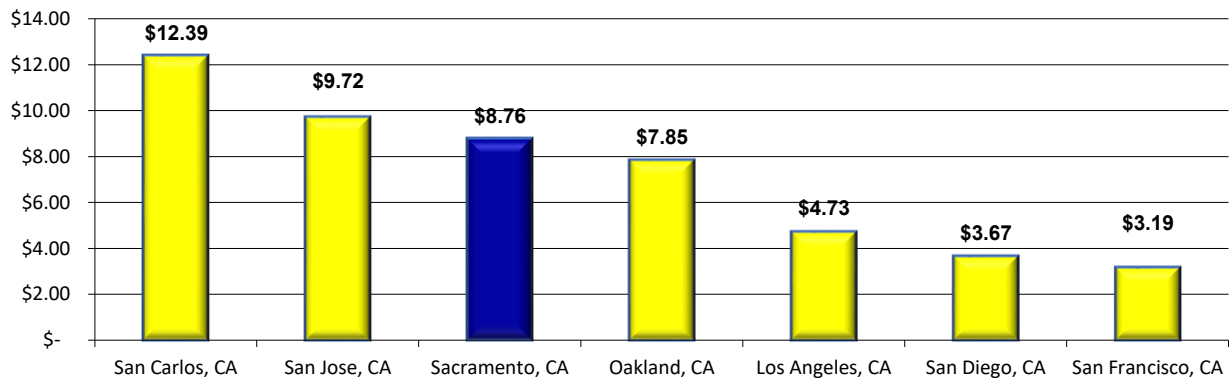
FY 2021 was the first year of operating SacRT Go paratransit service. As a result, demand response revenue hours increased by 206.8%. Bus revenue hours increased by 7.2%, and light rail revenue hours decreased by 4.1%.

SacRT annexed the City of Elk Grove and in FY 2022, started operating transit services in Elk Grove. In addition, SacRT is recovering from the COVID-19 pandemic and restoring service reduced during the quarantine. In FY 2022, Bus revenue hours are projected to increase by 15.5%, light rail revenue hours are projected to increase by 10.9% and demand response revenue hours are projected to increase by 11.2%.

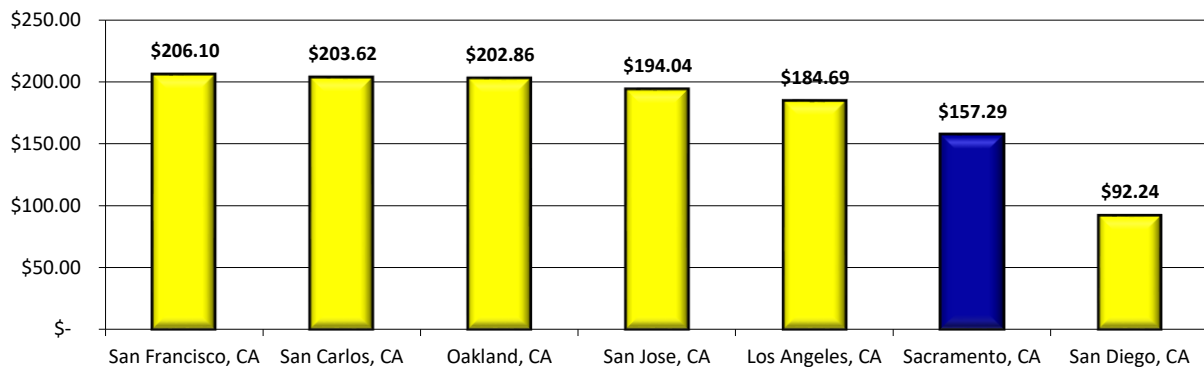
## Peer Comparison

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 2019 NTD report, which is the most recent year available at time of publication.

### 2019 Bus Cost Per Passenger



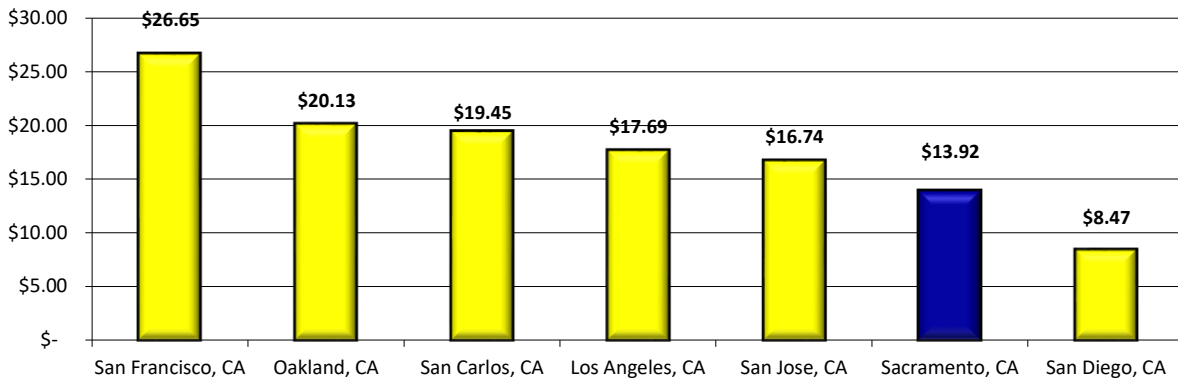
### 2019 Bus Cost Per Revenue Hour





### Peer Comparison continued

2019 Bus Cost Per Revenue Mile



**Call 916-321-BUSS (2877) for route and schedule information.**

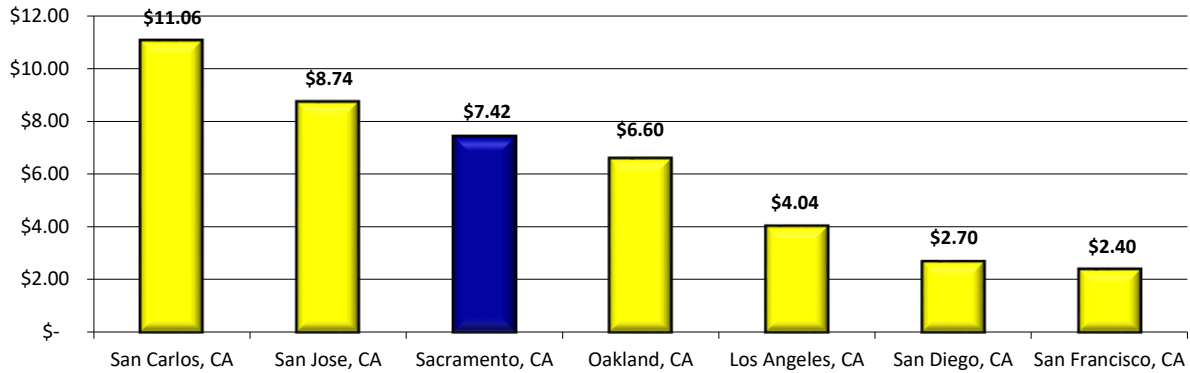
Sacramento Regional Transit

**We Speak Your Language**

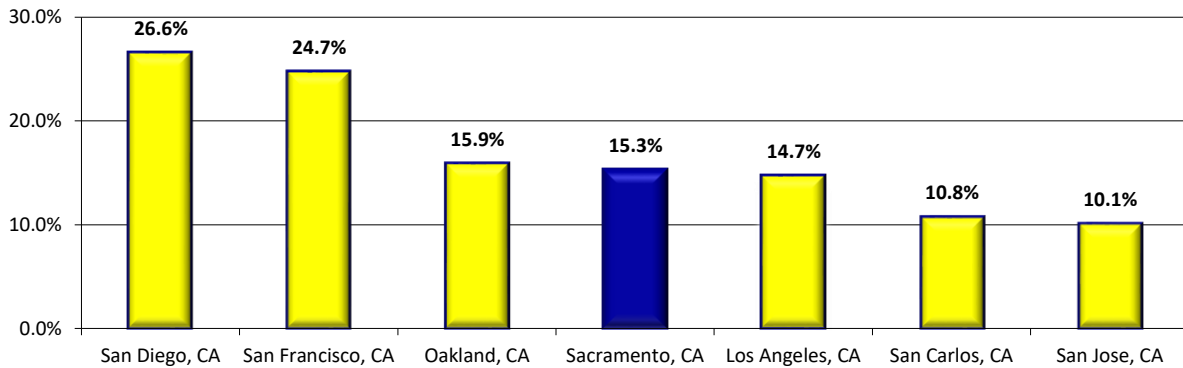
Hablamos su idioma. 我們用您的語言交流。  
Chúng tôi sử dụng ngôn ngữ của quý vị.  
کت غلب ملکت ن آل ن حن. Peb hais koj hom lus.  
Мы говорим на вашем языке.

### Peer Comparison continued

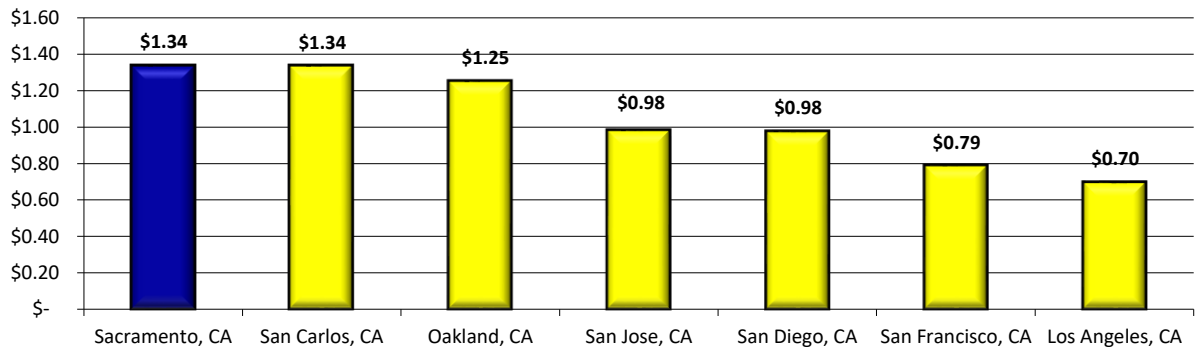
#### 2019 Bus Subsidy Per Passenger



#### 2019 Bus Farebox Recovery Ratio

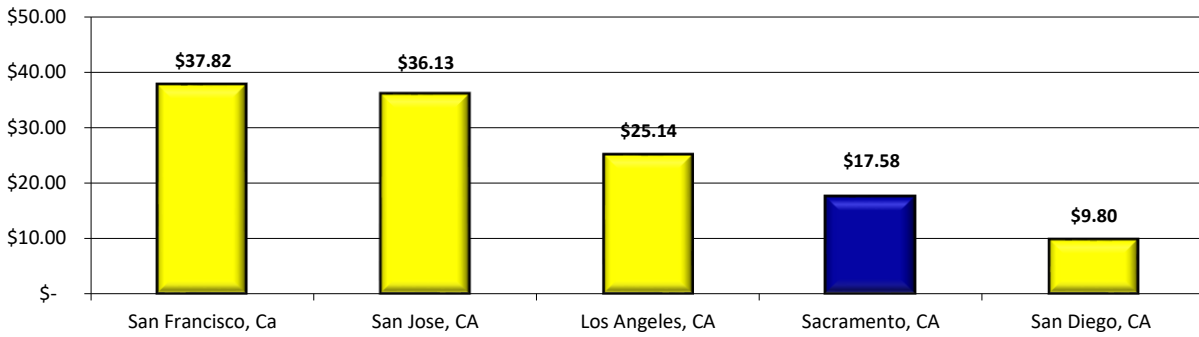


#### 2019 Bus Average Fare Per Passenger

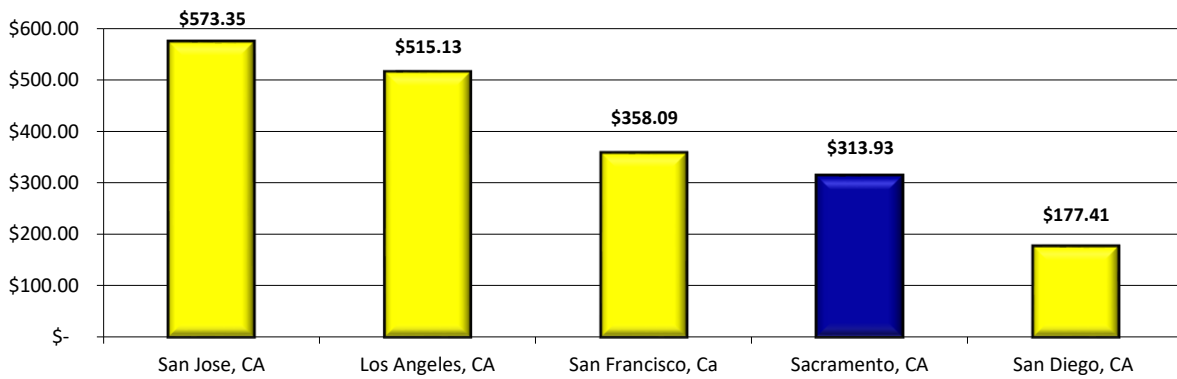


### Peer Comparison continued

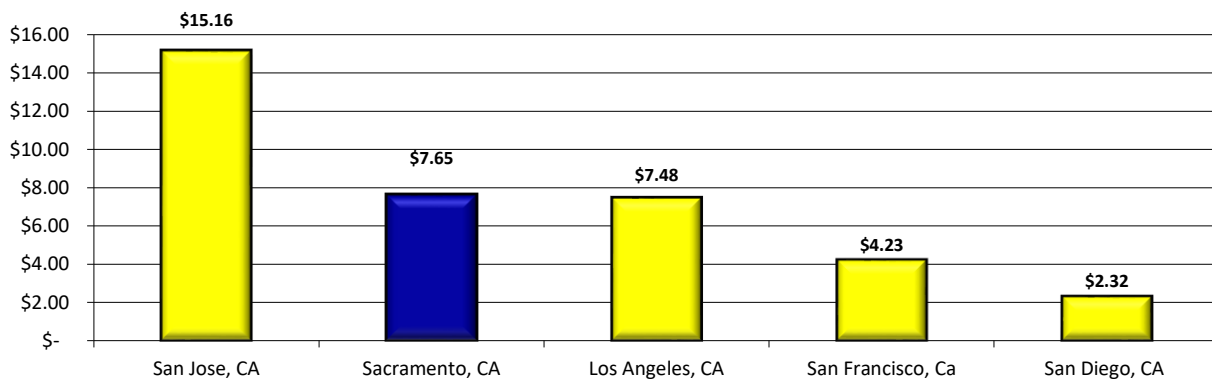
#### 2019 Rail Cost Per Revenue Mile



#### 2019 Rail Cost Per Revenue Hour

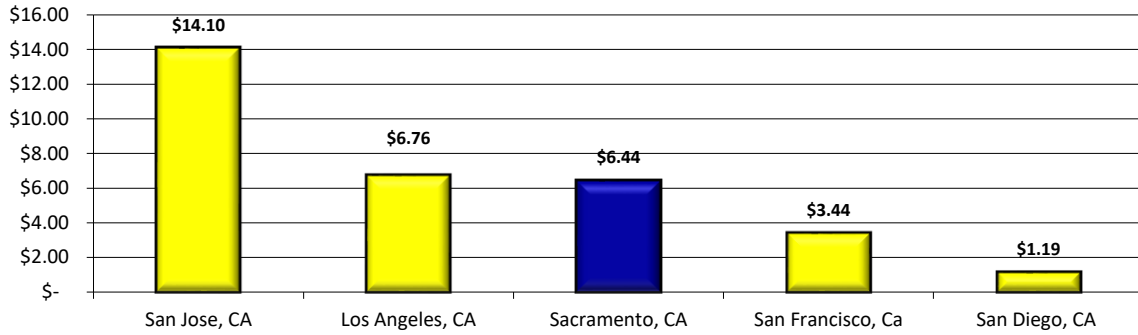


#### 2019 Rail Cost Per Passenger

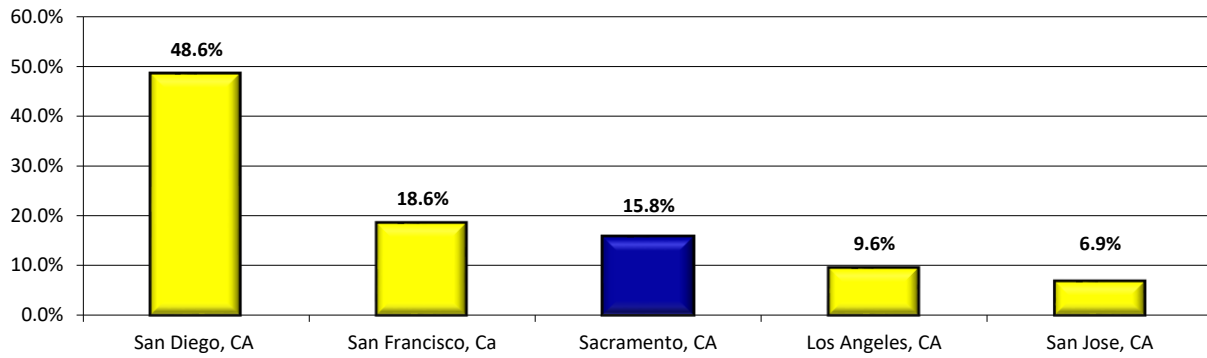


### Peer Comparison continued

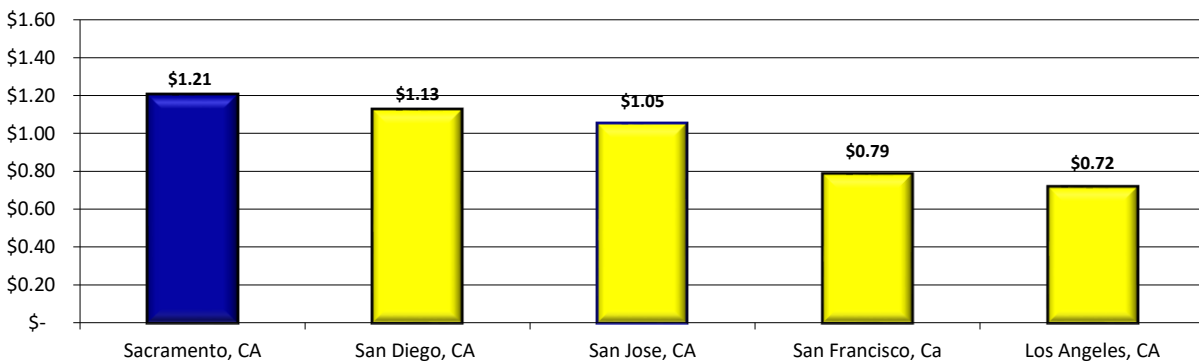
#### 2019 Rail Subsidy Per Passenger

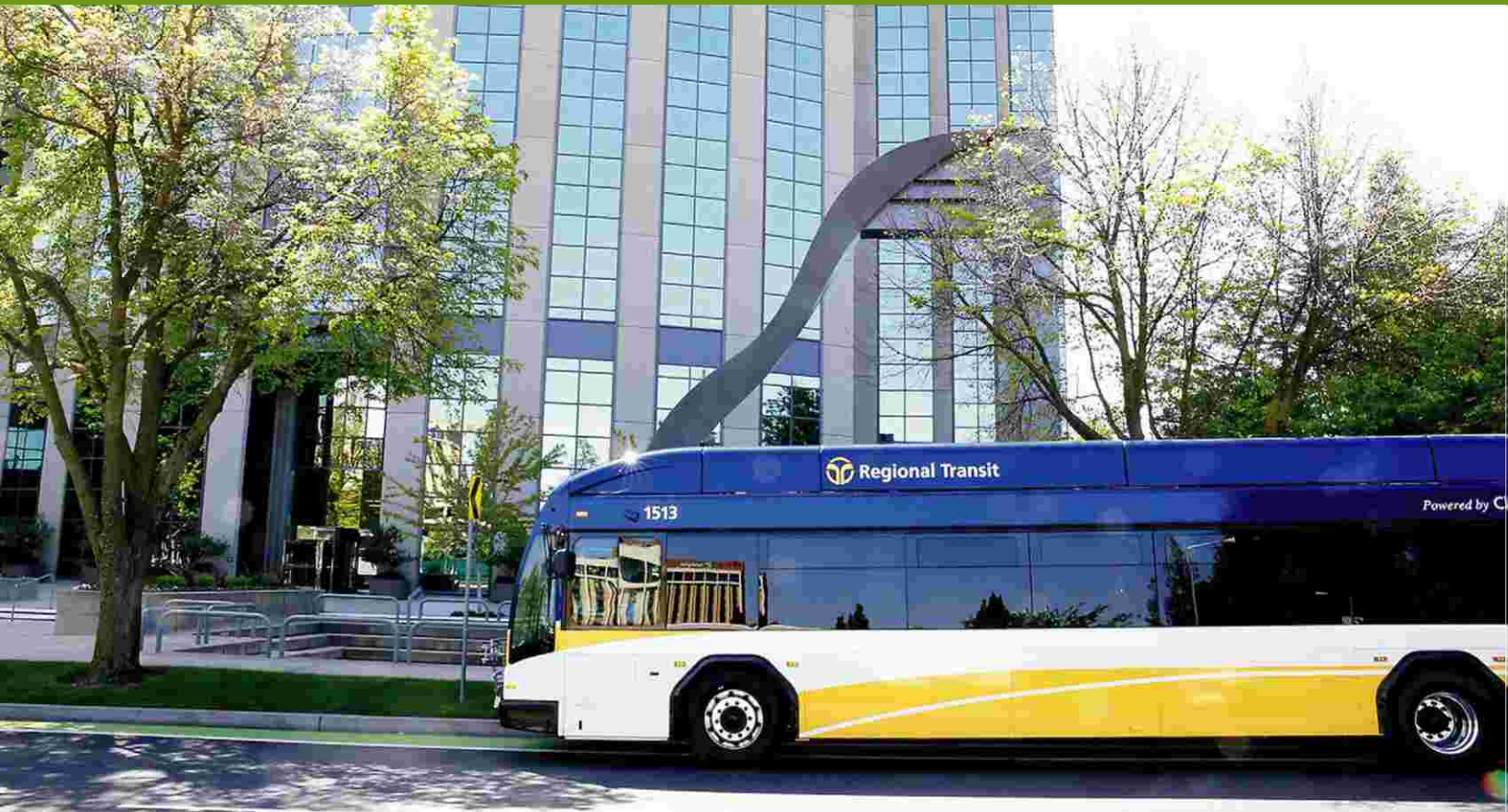


#### 2019 Rail Farebox Recovery Ratio



#### 2019 Rail Average Fare Per Passenger





# Strategic Plan

# Strategic Plan

# 1

## Introduction

General Manager /  
CEO Henry Li

### We Are Moving Sacramento



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

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

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

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

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

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

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

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

Sincerely,

Henry Li  
 General Manager / CEO

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

## 2 Mission, Vision & Values

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### **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.





# 3 Executive Summary

## Introduction

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

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

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

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

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

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

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

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



<p><b>1</b> <b>WHY?</b></p>	<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>
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<p><b>2</b> <b>WHAT?</b></p>	<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>
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<p><b>3</b> <b>HOW?</b></p>	<p>With clarity of goals, strategic priorities were identified to help narrow focus on areas of service and operations that most closely align with stated goals. Then, a work plan was developed to encompass projects and programs that SacRT teams will strive to complete over the coming year.</p> <ol style="list-style-type: none"> <li>1. Customer Satisfaction</li> <li>2. Operational Excellence</li> <li>3. Community Value</li> <li>4. Employee Engagement</li> </ol>
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<p><b>4</b> <b>WHO?</b></p>	<p>Performance in operational areas will be measured over the course of the year with a quarterly agency performance scorecard.</p> <p>The performance scorecard is comprised of metrics that are significant to the quest for service excellence and value to taxpayers and which tie directly to the four strategic priorities identified. With the scorecard – and the Division level performance scorecards, all members of the workforce can see how their efforts support the success of the entire agency.</p>
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## FY 2021 Accomplishments

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


#### June 2021




It is the intent of this document to track the performance progress for the Sacramento Regional Transit District’s (SacRT) General Manager/Chief Executive Officer (GM/CEO) for Fiscal Year 2021. Performance objectives, goals or expectations address progress toward SacRT Board adopted goals and execution of our strategic vision.

While the ongoing pandemic may have impacted some of our original FY21 goals, it provided us an opportunity to live our mission, vision and values. This was truly a year of providing community value in the Sacramento region and staff prides itself on not only maintaining service levels but delivering a variety of innovative solutions throughout the year. The result of staff successfully pivoting to address rapidly changing priorities is seen in our rider survey, which reported high levels of customer satisfaction. The report below provides additional details on our purpose-driven work and strategic accomplishments.



#### SacRT Major Performance Goals and Accomplishments in Fiscal Year 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.

GM/CEO PERFORMANCE GOALS	FY21 ACCOMPLISHMENTS	STATUS
<p>1. SacRT will leverage funding and staff resources to accelerate the achievement of priority goals and initiatives to achieve operational excellence.</p>	<p>Over the last year, while the COVID-19 pandemic crippled many transit agencies, SacRT was able to generate \$13.1 million in operating surplus, staving off layoffs, furloughs, and salary cuts, while maintaining service levels close to 100%. Despite a 60% drop in ridership and farebox revenue during the peak of the pandemic and shelter-from-home order, SacRT’s fiscal year 2021 operating results remained very strong. We have increased operating reserves and working capital balances by 500% over the last 5 years (achieving over \$30 million in budget savings for reserves and working capital). In 2016, Standard &amp; Poor’s Financial Services (S&amp;P) issued severe negative comments regarding SacRT’s financial health, pointing out service cuts, ridership drop and reserves depleted to near zero. Four years later, when most agencies are still on negative watch due to the pandemic, S&amp;P elevated SacRT to a positive rating and cited that, “SacRT is faring much better than most transit agencies due to its strong fiscal and governance policies and practices.”</p> <p>SacRT continues to pursue opportunities for coordination and consolidation to provide a more cost-effective and coordinated transit service for the entire region. In recent years, SacRT successfully negotiated the annexation of the transit services of the cities of Folsom and Citrus Heights followed by Elk Grove beginning July 2021. These consolidation efforts, made possible because of a renewed</p>	

	<p>trust in SacRT by the jurisdictions, provided economies of scale, and a true integrated regional system and the opportunity to compete and win additional grant funding that may have been lost to larger transit – bringing additional funding to the region.</p>	
<p>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.</p>	<p>As our region and the rest of the nation responded to COVID-19, SacRT temporarily reduced service in March 2020 in response to the local shelter-in-place order and quickly shifted to rear door boarding among many other COVID related efficiencies. Staff continued to monitor ridership and made adjustments by adding extra buses to popular routes during peak commute hours, bringing back approximately 100% of service levels by September 2020 to help essential employees get to work, reduce transportation barriers and ensure equitable transit for disadvantaged and underserved communities. The restored serviced levels ensured enough space for riders to social distance while traveling safely to their destinations while also protecting our operators.</p> <p>SacRT has been an important partner in supporting the Sacramento region’s recovery and providing over 10 million passenger trips since the pandemic began, underscoring the essential lifeline services that SacRT provides to the Sacramento community. The pandemic has demonstrated the vital role public transit has played in the Sacramento region for continuing to get people to essential jobs, medical facilities, grocery stores and other services. To help re-enforce the federal mask mandate for public transportation, SacRT has free masks available at the Customer Service and Sales Center, and on board most buses and trains. In addition, SacRT has distributed more than 600,000 free masks since July 2020.</p>	
<p>3. Implement industry innovations and identify operational efficiencies to reduce operating cost per vehicle revenue hour.</p>	<p>The pandemic didn’t slow down SacRT’s efforts to continue with operational efficiency improvements. We launched a new public intercity express bus service in May 2020, connecting the cities of Davis and Sacramento using zero emission electric vehicles in partnership with Yolobus and Electrify America (EA). EA invested \$14 million to purchase 12 zero-emission buses and installed charging infrastructure to support the ZEV shuttle service. Similar to the Airport service, this partnership provided for tremendous operational efficiencies with two separate transit agencies working together to offer more frequent service for a better customer experience while saving costs. In June 2020, we also successfully brought back our paratransit services in-house, resulting in operational efficiencies and more seamless customer experience. In July, as part of the Elk Grove annexation, ADA paratransit riders will have access to a one seat ride regionally, no longer forced to transfer at the city boarders.</p>	
<p>4. Continue repair and replacement policies of vehicle fleet to reduce in-service failures to improve service across the system.</p>	<p>SacRT has implemented a variety of innovative mobility &amp; service improvements and rapidly increased service through a variety of innovative technologies and service area expansions. As a result of this rapid expansion, SacRT saw a 63% increase in the number of peak</p>	


	<p>vehicles that our bus maintenance department regularly services. All of this occurred without cost increases and while our Maintenance staff continue to meet day-to-day targets, perform ongoing preventative maintenance, nimbly realign priorities in response to sever weather conditions and unplanned incidents, and comply with rapidly changing expectations and workload associated with pandemic safety protocols.</p> <p>As part of our \$610 million Light Rail Modernization Project that includes new vehicles, station enhancements and additional track to improve headways and reliability, SacRT has awarded a contract to Siemens Mobility in Sacramento to manufacture up to 76 new low-floor light rail vehicles. After securing \$185 million in state and federal funds, we have ordered 20 new modern low-floor light rail vehicles - the first in nearly 20 years - from Siemens Mobility, with the first ones ready for revenue service by spring 2023.</p> <p>Over the past year, SacRT has received more than \$73.4 million from state and local funding to progress the Light Rail Modernization Project and with leveraged federal funding available, SacRT plans to transition to an entirely new low-floor light rail fleet.</p> <p>In December 2020, SacRT was awarded state grants by the California Transportation Commission (CTC), including over \$33.8 million to SacRT to assist with the Light Rail Modernization Project from the Solutions for Congested Corridors Program (SCCP), which will improve access, reliability and capacity on SacRT’s Blue Line.</p> <p>In April 2021, SacRT was awarded over \$33.1 million in project funding from SACOG’s 2021 Regional Funding Round to assist with the Light Rail Modernization Project, to support CNG tank and bus replacements, to further Sacramento Valley Station Loop Stations Project, and to complete the funding needed to reimagine the Watt/I-80 Transit Center Improvements. This funding includes \$22 million towards the purchase of 16 additional new low-floor light rail vehicles, bringing the total to 36 new vehicles.</p>	
<p>5. Reduce preventable accidents to improve rider safety, system performance, and fiscal responsibility.</p>	<p>In September 2020, staff submitted the SacRT Safety Management System (SMS) Public Transportation Agency Safety Plan (PTASP) to the California Public Utilities Commission (CPUC). The Safety Department is directed and empowered to develop, administer and implement a comprehensive PTASP with specific goals, programs and activities to prevent, control and resolve unsafe conditions/hazards which may occur during the life cycle of the transportation systems. The Safety Department works with all departments and executive leadership to provide information, identify safety concerns, conduct internal reviews and inspections, develop recommendations and corrective action plans to address safety concerns, track and verify the Implementation or recommendations and corrective action plans, and report, on a regular basis, to EMT. As part of their strategic work over</p>	

	<p>the next year, the Safety Department will implement an integrated risk management (IRM) practices and processes supported by a risk-aware culture and Integrated Risk Identification System (IRIS), that improves decision making and performance through an integrated view of how well SacRT manages its unique set of risks. Full implementation of the SMS system is expected to be completed by the end of the year and will enable the agency to track real time data and begin a transformational management of incidents going forward.</p>	
<p>6. Continue to improve vehicle cleanliness, provide exceptional security, and maintain vehicles in a state of good repair to meet customer expectations.</p>	<p>Since the beginning of the pandemic, SacRT has further enhanced an already robust cleaning regimen of its stations and vehicles. Each vehicle is cleaned before going into service and throughout the day, in addition to routine deep cleanings. Numerous adjustments also have been made to bus and light rail service, including providing as much service as possible to offer ample room for riders.</p> <p>As part of our efforts to ensure the safety and health of our employees and customers, our bus and light rail maintenance teams are taking a number of proactive measures in response to COVID-19, on top of their regular critical duties. Right at the beginning of the pandemic, staff quickly began daily fogging and disinfecting buses, light rail trains and facilities; maintenance workers installed signs for new seating policies blocking seats to provide more physical distancing; installed protective plexi-glass barriers on each bus near the driver’s seat for the health and safety of operators and customers; and increased the schedule for cleaning and sanitizing all touchpoints. SacRT’s bus and light rail maintenance staff have been very responsive in rapidly addressing and implementing safety protocols to protect our workforce and customers and keep transit moving in our region.</p>	
<p>7. Deliver outstanding trip experiences for all users of the transportation system.</p>	<p>In April 2021, SacRT further expanded SmarT Ride on-demand microtransit shuttle zones. The expansions will better serve residents of Arden, Carmichael, Folsom, Natomas and North Sacramento. These service areas offer corner-to-corner service where passengers are picked up and dropped off at the nearest corner or ‘virtual bus stop,’ which is usually within a block or two of the pickup or drop-off location. With these new SmarT Ride zone enhancements, SacRT will have eight SmarT Ride zones, making it one of the largest microtransit services in the country operating with 45 shuttles, nine of which are electric-battery powered. In October 2020, the Sacramento Transportation Authority (STA) extended agreement with SacRT for two additional years through June 30, 2023, with an additional \$2 million for the service.</p> <p>In 2020, SacRT, in partnership with Yolobus, began providing Causeway Connection electric bus service between the Davis Campus, downtown Sacramento and UC Davis Health. The Causeway Connection service was developed in partnership between SacRT, Yolobus, UC Davis, UC Davis Health and the City of Sacramento, as well as Electrify America, which provided funding for the electric buses and</p>	


	<p>charging infrastructure. Due to the impacts of COVID-19, the service began with a modified schedule on May 4 with only 10 trips per day. On September 28, 2020, the number of bus trips increased to 30 trips per day, which aligned with the start of the new UC Davis school year. Apart from being zero-emission, the new buses offer WiFi, USB charging ports at each seat, real-time tracking, and improved boarding and disembarking accessibility.</p> <p>In January 2020, SacRT launched an express bus route with 20-30 minutes service, seven days a week, between downtown Sacramento and the Sacramento International Airport in partnership with Yolobus. While this service was impacted by the pandemic, it is scheduled to restart in September 2021, utilizing three electric buses. Not only will this service provide a vital transportation link and helped reduce congestion on one of our busiest stretches of freeway, it also delivers outstanding operational efficiencies by having two separate transit agencies collaborate to offer more frequent and better service while saving costs.</p>	
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**COMMUNITY VALUE** – SacRT is committed to expanding regional partnerships and providing excellent public transit service to promote SacRT as our region’s premier public transit agency. SacRT will continue to promote programs and incentive options that will encourage more people to try transit, build our ridership, demonstrate our value as a community partner, and educate the public about the benefits of transit and how local funding is important to create a world class public transit system.

GM/CEO PERFORMANCE GOALS	FY21 ACCOMPLISHMENTS	STATUS
<p>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.</p>	<p>In June 2020, after more than 30 years of contracting, SacRT transitioned the operation of our ADA Paratransit and Non-ADA Demand Response service back in-house -- not an easy task during a pandemic. The service was launched with a new name and branding, SacRT GO Paratransit Services. A cross-functional implementation team ensured a smooth transition for our most vulnerable customer groups. Extensive outreach, including phone calls, emails, letters, virtual public meetings, and working closely with social service partners were key in the success of the transition. The service take over was not without political challenges given the long history of contracting; however, SacRT knew it was the right thing to do for our customers and with the team’s proven ability to build consensus and implement a new service model, it was a resounding success. SacRT is delivering an improved customer service and better on time performance for its vulnerable customers - most critical during the pandemic.</p> <p>Not only did the transition save us millions in operational cost, it allowed SacRT to apply and be eligible for Consolidated Transportation Service Agencies (CTSA) funding. At the December 2020 Sacramento Transportation Authority meeting, SacRT was awarded \$8.6 million for vehicle purchases, operating assistance, ride quality improvements and support infrastructure. The ability to provide accessible on-demand options, including access to our SmaRT Ride microtransit service for our paratransit customers is a win-win for connectivity, accessibility, rider cost savings and overall quality of life.</p> <p>The SacRT Board and City of Elk Grove Council have unanimously approved an annexation agreement that will officially bring the City of Elk Grove transit services into SacRT as a member entity effective July 1, 2021. SacRT has been operating e-tran and e-van services under a service contract since July 2019. Under the annexation agreement, SacRT will provide fixed-route local, commuter and paratransit services and maintenance operations for Elk Grove. The integration of e-tran and e-van services is another step toward making the system truly regional. This change allows SacRT to expand greater opportunities for regional collaboration, with the goal of providing a smoother experience for riders. In particular, it will offer a more convenient one-seat ride to paratransit users, eliminating the need to change buses when leaving service areas for any of their transit needs. As part of the agreement, SacRT is committed to a seamless transition with no impact to current riders. Service levels will be maintained or</p>	



	<p>improved, and there are no immediate plans to make changes to the existing bus service, or fares.</p>	
<p>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.</p>	<p>In March 2021, the Board approved a Zero-Emission Bus Rollout Plan, which will transition SacRT’s fleet to 100% zero-emission by 2040. In their letter of support, SMUD reiterated its commitment to a true regional partnership to help SacRT fulfill this ambitious ZEB plan through close coordination and infrastructure that will be vital with this fleet transition, stating that <i>“it is paramount that we increase transit ridership and electrify the mobility sector, the largest source of greenhouse gas emissions in California.”</i></p> <p>SacRT’s GM/CEO served as a Commissioner on the Mayor’s Commission on Climate Change, which unanimously adopted a final report in 2020 with the goal of achieving carbon zero by 2045 in the cities of Sacramento and West Sacramento. The Commission’s bold recommendations included a set of equity strategies, foundational principles, and actions to reduce emissions in the built environment, mobility, and community health and resilience sectors. The plan calls for a 50% mode share for transit and pooled shared mobility by 2045.</p> <p>In addition, SacRT is moving forward with the Power Inn Road P3 Electric Charging project to install passenger electric vehicle chargers, a solar system (including electrical equipment) on top of canopies acting as covered carports, and an ATM. The charging facility will be used by SacRT, the public, and private partners to help advance local, regional, and state goals in electric vehicle adoption. In addition, the project will provide a sustainable, renewable energy option while reducing greenhouse gases. We are currently in design and seeking CEQA approval and is expected to be ready in November 2021.</p>	




<p>3. Provide opportunities for increased economic activities within and around station areas and service routes.</p>	<p>SacRT served as an important social service partner during the pandemic, with initiatives such as providing WiFi buses to support telehealth and telework efforts for disadvantaged neighborhoods; Wi-Fi enabled buses for Census counts; assisting with food deliveries to seniors and other vulnerable populations; a region-wide effort to help “drive the vote” by offering free rides to everyone traveling to and from a voting center; offering free rides on October 7 on all services in recognition of California Clean Air Day; offering free rides on the Holiday bus with all donations benefiting the Food Literacy Center; offering free rides on its SmarT Ride on demand microtransit shuttles in all nine service zones every Tuesday in December to encourage more people to shop local; and offering free rides to warming centers.</p> <p>To support increased activities at our stations and surrounding communities, SacRT has been progressive with partnerships that achieve both. This year, we partnered with Midtown Association to install a colorful and dynamic LED Art Installation creating a “lighted gateway” at the 29<sup>th</sup> Street Station. And, we are working with the nonprofit arts organization, Sacramento Valley Spark, to create temporary LED Art Stops at our Rancho Cordova light rail stations this summer.</p>	
<p>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.</p>	<p>SacRT continues to develop our relationships with transit-oriented development partners and examine various surplus properties to determine if they qualify for projects that would encourage transit use and potentially increase our ridership. In partnership with SACOG, a TOD Action Plan for the region was released in June 2020. The Action Plan is designed to help local governments, property owners, developers, and the community prioritize TOD projects that result in inclusive, sustainable, and connected communities. This Action Plan articulates the need for a concerted effort between local municipalities, the State, SacRT, and SACOG to ensure TOD projects are prioritized, coordinated, and thoughtfully implemented throughout the region.</p> <p>SacRT’s leadership team continues to participate in a workgroup coordinating with State Treasurer Fiona Ma on TOD planning, opportunity zones, and project development. SacRT’s renewed focus on progressing transit-oriented developments will help the region meet these ambitious climate goals.</p> <p>SacRT is working with SMUD on their 59<sup>th</sup> Street Reuse project. The mixed-use development calls for relocation of the light rail station to the western side of the street to better accommodate the new</p>	


	<p>residents. In early 2021, SacRT closed on 2200 Cemo Circle, bringing over \$2 million to the district and 162 much needed housing units.</p>	
<p>5. Strengthen community pride for SacRT through ongoing successful stakeholder interactions.</p>	<p>SacRT is committed to providing opportunities for Disadvantaged Business Enterprises and Small and Local Businesses. We are steadfast in our focus to deliver a level playing field on which these groups can compete fairly for contracts relating to SacRT's construction and professional services activities. We partnered with The Alliance made up of Sacramento's Asian, Black, Hispanic and Rainbow chambers of commerce for a broader vendor reach.</p> <p>SacRT is proud of our social service response team, part of a broader County and City emergency and public health response group, that has been connecting the unhoused who are camping near transit stations and stops with much needed resources.</p> <p>Public outreach and participation were an integral part of SacRT's High-Capacity Bus Corridor Study project and was captured in several different formats. Staff conducted an onboard survey on nine routes on the studied corridors and also conducted an online survey. In total, SacRT received over 600 survey responses. Staff held an online public workshop, where 45 interested parties were in attendance representing a wide cross section of our community. Staff also conducted stakeholder interviews, reaching out to business associations, neighborhood associations and community groups. Feedback from riders was overall very positive towards SacRT service. Over 84% said they were satisfied with current service, around 90% said they felt safe riding on the bus. However, riders did share the top three things they would like to see improved. Those improvements include more frequency, buses arriving on time and later service hours. Stockton Blvd. and Watt Ave. received the most interest from participants. Another major theme from riders was improving conditions for those waiting on the bus and access to get to bus stops. Sidewalks, ADA accessibility, connectivity, lighting and shelter were all very important as highlighted by participants.</p> <p>In September 2019, SacRT launched the RydeFreeRT program, which provides fare-free transit for youth in grades TK through 12. With RydeFreeRT, students and youth can ride the entire SacRT transit network for free. A study released in January 2021 by the University of Texas evaluated SacRT's "RydeFreeRT" fare-free transit for youth program and found the innovative program achieved multiple key goals to increase transit ridership and school attendance. The RydeFreeRT program was well received, pre-COVID-19, by February 2020, student ridership increased by 127%. Even during the COVID-19 pandemic, students took advantage of the fare-free program as SacRT provided more than 1 million rides in 2020. The program was extended for a second year through September 30, 2021, and the City has committed to continue its investment annually. In 2021, SacRT is</p>	

	<p>expanding outreach efforts to reach limited English-speaking populations as well as disadvantaged communities.</p> <p>Transportation equity for our disadvantaged, low-income, and high-risk populations continues to be our primary focus. In 2020, SacRT provided innovative solutions to access challenges to support our community throughout the pandemic. We provided Wi-Fi enabled buses for Census, distance learning and telehealth efforts; provided food deliveries for vulnerable populations; and offered free rides to special events such as vaccination appointments and vote centers; and formed a Social Awareness Committee to provide employees and riders with a safe platform to express concerns, get guidance and resources related to social justice issues.</p> <p>SacRT in partnership with California Volunteers and AmeriCorps NCCC utilized a cohort of volunteers this year to assist with marketing, PPE distribution and customer engagement. The joint program helped promote the federal mandate that required passengers to wear face masks or coverings while they're waiting at light rail stations and bus stops and while onboard any SacRT vehicle. They also help with other SacRT outreach, such as pop-up events, surveys and social media.</p>	
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**CUSTOMER SATISFACTION** – Ensuring that SacRT customers have access to high quality mobility options that they actively and increasingly use is a priority for SacRT. We want to ensure that our system provides customers with mobility options that get them where they want to go, when they want to go there.

GM/CEO PERFORMANCE GOALS	FY21 ACCOMPLISHMENTS	STATUS
<p>1. Continue to develop marketing strategies and campaigns to improve outreach efforts and meaningful engagements with customers.</p>	<p>Telling SacRT’s story comes down to successful marketing and innovative strategies to attract and retain ridership. Staff places high emphasis on zero to low-cost community partnerships efforts with huge returns on investment. Over the last year marketing initiatives that we have launched and promoted include SacRT GO paratransit services; We Speak Your Language tele-interpretation services; GM Chat monthly forum; Transit Means Business; Drive the Vote; SacRT Frontline Heroes; Airport Express service; Causeway Connection service; Miles Rewards app; College Pass and Summer Pass programs – all on top of marketing for service changes, safety and COVID-19, public meetings, fare changes, passenger newsletters, and how to videos.</p> <p>SacRT received approximately 93%-95% positive media coverage by building trust, cultivating strong relationships and quickly responding to inquiries.</p>	
<p>2. Implement policy initiatives that will improve our customer perception of strategic metrics, such as on-time performance and cleanliness.</p>	<p>In anticipation of ridership increasing, we have expanded SacRT’s Customer Service and Sales Center hours to 8:30 a.m. to 5 p.m. During the pandemic, SacRT had to be creative in finding easy opportunities to ensure the public had easy and equitable access to fares. Due to distribution limitations resulting from closures, we eliminated the requirement for students/youth to use a sticker in order to access the <a href="#">RydeFreeRT program</a>. We also successfully installed new smart FVMs at all our light rail stations, which allow customers to pay via cash, credit/debit card, Apple Pay or Google Pay, with a Spanish language and voice audio option.</p>	
<p>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.</p>	<p>In September 2020, SacRT conducted a two-week online rider survey on transit ridership during the COVID-19 pandemic. As a result, 313 total responses were provided on how they have been affected and their current and future plans for transit use. The survey results show a strong correlation between commuters no longer going to their place of work and ridership declines with 50.7% (+/-) of respondents stating that they are teleworking full-time, were furloughed or lost their job as a result of the pandemic. Survey results demonstrated that the majority of respondents intended to return back to using the system once more people are vaccinated and COVID-19 cases drop. Overall, SacRT received a 4.15 satisfaction score on a scale of 1 to 5 (5 being very satisfied) in nine best safety practices.</p> <p>In March 2021, SacRT surveyed riders asking for feedback from the public to help plan future transit service by taking a brief online survey. Travel patterns and work schedules have changed over the last year, and SacRT is gauging rider and community interest in riding transit as more vaccines become available and COVID-19 cases drop. SacRT will</p>	

	<p>use the data to help update its Short-Range Transit Plan, and planning standards and metrics for measuring success on the system overall.</p> <p>In March 2021, the SacRT GO Paratransit Customer Satisfaction Baseline Survey was designed, administered and analyzed to provide SacRT with feedback from 370 customers. All key performance indicators have high satisfaction ratings 85% or greater. This feedback is Very Satisfied/Satisfied extremely favorable regarding the paratransit service. The COVID-19-related KPMs reflect an extremely positive level of passenger satisfaction and confidence with SacRT GO’s efforts to provide them a safe transportation experience.</p>	
<p>4. Develop and implement innovative technology solutions that increase our ability to provide customers with accurate and timely system information.</p>	<p>By leveraging new technologies and putting “customers first” in everything we do, SacRT has greatly improved the customer experience over the last several years. From apps to live chats, we pride ourselves on being industry pioneers to improve equity and access for all, including innovative and unconventional ways to overcome first-mile/last-mile barriers to support our customers and attract new ones.</p> <p>By 2020, SacRT had a suite of ways to purchase tickets, including account-based fare systems that afford our customers, including unbanked customers, a virtual wallet and fare capping. This includes our mobile fare app ZipPass that conveniently allows riders to purchase tickets and passes on their smartphone. Our regional smartcard, Connect Card, allows customers to travel seamlessly between nine regional transit agencies with a simple tap. In 2020, we installed new smart fare vending machines, which offer several convenient ways to pay, including cash or credit/debit card, Google Pay and Apple Pay, and the ability to add tickets and passes to the ZipPass fare app and Connect Card. Instructions are available in Spanish with a voice audio option.</p> <p>SacRT’s Elerts reporting app not only allows customers an easy and discrete way to report nuisance behavior or facility requests, as an added benefit, users can opt-in for push notifications to be alerted of major service disruptions and other SacRT information to connect with customers. To date, there has been over 28,000 app downloads and 20,445 customer reports received.</p> <p>Protecting the safety and well-being of our employees and riders has been one of our top priorities over the past year. At the start of the pandemic, many SacRT staff rapidly transitioned to remote working, rapidly updating technology resources, and rethinking the way we hold meetings internally and with the public. Staff quickly adapted to new technologies, maintaining high levels of productivity and attendance. To ensure continuity in our call center operations while protecting our workforce during the shelter in place order, our IT department quickly put in place technology systems to enable our call center staff to receive and take customer service calls while teleworking.</p>	



<p>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.</p>	<p>The Safety and Security teams at SacRT worked collaboratively through the pandemic to provide a safe work environment and system for employees and riders. Covid-19 provided many challenges for the team as the need for Personal Protective Equipment (PPE) was immediate, yet resources were scarce. The entire agency rallied along with political partners to acquire necessary PPE for all SacRT employees as well as provide masks for tens of thousands of riders and employees. The following provided collectively over 200,000 free masks to SacRT's customers and frontline staff:</p> <ul style="list-style-type: none"> <li>• Asian Pacific Islander American Public Affairs Association (APAPA)</li> <li>• California Chinese Engineers Association</li> <li>• California Office of Emergency Services</li> <li>• California State Transportation Agency</li> <li>• Chongqing Government</li> <li>• City of Sacramento</li> <li>• Chang Cheng Chinese School</li> <li>• Federal Transit Administration</li> <li>• Fiona Ma, State Treasurer</li> <li>• Jinan-Sacramento Sister Cities Corporation</li> <li>• Manny Leon, Principal Consultant, State Senate Transportation Committee</li> <li>• PackTowl by Cascade Designs Inc.</li> </ul> <p>The pandemic's relentless effect on the community resulted in a noticeable increase in unhoused community members. Regional Transit Police Services (RTPS) saw an increase in the number of security-related issues to the unhoused population that were loitering or residing in and around our tracks, facilities and property. In an effort to provide resources to the unhoused population residing by SacRT assets, RTPS partnered with the City of Sacramento Department of Community Response to work with a Masters of Social Work intern. The MSW intern was assigned to SacRT 20 hours a week and the City 20 hours week. The intern was partnered with a sworn police officer and worked in the field contacting the unhoused population providing resources and free fare for those who needed to connect to social services. This program proved to be highly effective, resulting in SacRT actively hiring a full time MSW to manage a group of interns solely focusing at SacRT.</p> <p>The Safety Team was increased 50% during 2021 growing from 3 total personnel to 6. Safety is first for SacRT, and the pandemic highlighted the need for a robust Safety Team capable of responding to all accidents, incidents and occurrences.</p> <p>The Safety and Security Teams received the 2020 APTA Gold Standard award for Rail Security. Based upon the tremendous efforts of SacRT Safety and Security Teams, keeping all safe and secure during the pandemic and amidst numerous violent protests two applications for <a href="#">APTA Safety and Security Awards in 2021</a> have been submitted.</p>	
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**EMPLOYEE ENGAGEMENT** – SacRT is dedicated to providing a positive and collaborative workplace that enables us to build a strong workforce of highly satisfied and performing individuals. We recognize that the work our employees do every day, in every single position, has a potentially significant impact on the quality of life in the Sacramento region. Our employees are foundational to our success and we are committed to hiring the best people and supporting them throughout their careers at SacRT.

GM/CEO PERFORMANCE GOALS	FY21 ACCOMPLISHMENTS	STATUS
<p>1. Create an environment that fosters and promotes workplace safety, operational performance excellence and high employee morale.</p>	<p>SacRT is committed to combating workplace bias, racism and discrimination. One of our core values is Diversity, expressed in our Strategic Plan goal, “I recognize and honor diversity and social justice, and seek out and listen for voices different than mine.”</p> <p>SacRT’s service area is 53% minority and 28% low-income and many of SacRT’s employees were raised and live in these communities. Our workforce is an excellent representation of the diversity of our region: 70% of SacRT employees are persons of color, 4.2% are veterans and 3.9% are individuals with a disability. In SacRT’s Executive Management Team, more than half are persons of color, including the GM/CEO; 78% are women and one is a member of the LGBTQ community.</p> <p>A recent internal workforce salary and diversity audit completed at the beginning of 2021 found that 69% of SacRT’s employees are minority/non-white, which is higher compared to 58% for Sacramento County’s overall population. The average pay for female employees is slightly higher than males. And, female representation at SacRT is much higher than the overall composition of females in the transit industry in general, which is only at 15%.</p>	
<p>2. Invest in programs and initiatives that support employee growth and success.</p>	<p>SacRT’s biggest asset is our diverse, empowered and engaged workforce and we take tremendous pride in our workforce development programs.</p> <p>All new employees go through a 2-day intensive orientation and training in areas such as harassment prevention, diversity, drug and alcohol and safety to ensure their successful onboarding. We have a tuition reimbursement program that provides up to \$1,750 annually per employee for a degree or certification expenses.</p> <p>All SacRT employees undergo diversity and harassment prevention training, which follows both state and federal guidelines. In 2020, in the midst of the pandemic, we had a 99% success rate of employees completing virtual training programs that had strict compliance deadlines.</p> <p>Recognizing the benefits and desire to increase our workforce development and training programs at SacRT, recruitment has started for a Manager of Training and Workforce Development. The position will provide overall strategy and direction to ensure the effective implementation of training and employee development initiatives for SacRT as a whole.</p>	



	<p>Our Environmental Health and Safety Department has gone above and beyond over the past year keeping our staff up to date on the latest developments in COVID related guidelines and best practices. They provided information via regular bulletin notifications, educating our employees about changing covid scenarios, hosting informational meetings to staff at all levels. On March 22, 2021, Sacramento County Public Health Officer Dr. Olivia Kasirye joined us at an all employee townhall event to provide the latest on the County's response to COVID-19 and to answer questions about vaccinations.</p>	
<p>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.</p>	<p>Adopted by the Board of Directors in October 2020, Sacramento Regional Transit's (SacRT) Strategic Plan details SacRT's strategic initiatives, key performance indicators, and identifies tactics that teams and individuals within the agency will work on to achieve strategic goals over the 2021-25 fiscal years.</p> <p>Following a months-long collaborative internal planning process with staff and board members, SacRT's five-year Strategic Plan will serve as the guiding vision for post-pandemic strategic success. SacRT strives to balance the delivery of high-quality customer experience with value to taxpayers, and this strategic plan offers a platform from which the agency will take aim at these two high level aspirations.</p> <p>This strategic plan is crafted for personnel at all levels of the organization and its contents convey objectives for the fiscal year and how SacRT will work to achieve them. The plan enables SacRT to shape activities to support identified strategic priorities and to help narrow focus on areas of service and operations that most closely align with stated goals. Departments develop work plan tactics that encompass projects and programs SacRT teams will strive to complete over the coming years.</p> <p>The strategic plan introduces a comprehensive performance scorecard that SacRT management and division leaders are monitoring and reporting on a quarterly basis to track projects and programs of strategic importance. 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 priority areas: Operational Excellence, Community Value, Employee Engagement, and Customer Satisfaction. With the scorecard all members of the workforce can see how their efforts support the success of the entire agency. The plan is best seen as an evolving process, not a rigid or fixed document. This plan will change as the needs of the region change and will reflect the transportation requirements of our riders (see attached Q1-Q3 performance scorecard).</p>	

<p>4. Cultivate a workplace that inspires our team to recommend SacRT as a great place to work.</p>	<p>Despite an increase in retirements in 2019 and 2020, three significant service expansions, and bringing paratransit services in-house, we were able to quickly onboard nearly 400 new employees. Not an easy task when unemployment rates fell to 3.5%, the lowest rate since 1969.</p> <p>With the onset of COVID-19, SacRT successfully shifted administrative staff to a telework environment. Within a two-week period, we were able to safely distribute the necessary equipment and critical supportive training programs in the new environment, while implementing numerous best safety practices to keep essential workers healthy while on the frontlines. SacRT continues to invest on its technology infrastructure to enable employees to adapt to new workplace demands.</p> <p>In 2020, advanced leave was offered for COVID-related absenteeism for all operating departments. SacRT successfully implemented the Families First Coronavirus Relief Act requirements for special “emergency” leave categories in April 2020 and administered those programs through their conclusion on December 31, 2020. Through SacRT’s efforts to ensure the safety of employees during the pandemic and quickly shifting to telework for most of its administrative and support staff, sick time utilization has decreased by 42% for those groups while maintaining and even exceeding productivity goals as evident in the successful delivery of critical projects through an engaged workforce.</p>	
<p>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.</p>	<p>SacRT provides regular opportunities for employees to provide feedback and engage with its leadership. We have a quarterly employee town hall where the GM/CEO provides updates and employees from all levels ask questions. Our first employee satisfaction survey in 2019, completed by majority of our employees and across employee groups, showed a higher than 80% satisfaction rating in eight of the 12 areas measured. The question “overall I am happy at work” and “my skills and abilities are well utilized at work” received an 89% and 88% rating respectively. This can be attributed to several factors, including strong training programs and a culture of ownership that encourages the entire team to be creative thinkers regardless of their position.</p> <p>In January 2021, a series of employee focus groups were conducted to provide additional insight and further develop solution for a variety of topics. The solution-based interviews focused on three key areas where employees participating in the survey provided the most feedback on (Employee Training, Teamwork, Tools and Technology). The respondents of the employee focus interviews were eager, engaged and encouraged by the opportunity to share feedback and solutions with the SacRT leadership team. The feedback from the focus groups and the survey results are actively being incorporated into our planning and management goals, including the creation of a</p>	

	<p>workforce development unit to address employee training and professional development needs</p> <p>Employees have multiple access points, including our EEO Officer, to express concerns and have them addressed. Our EEO Policy Statement, Harassment, Discrimination and Retaliation Prevention Policy and Affirmative Action Plan outline the specific steps we take in these regards.</p>	
<p>6. Maintain and foster a strong safety culture to ensure the wellbeing of SacRT’s employees and customers.</p>	<p>At the beginning of the pandemic, we were proactive in implementing numerous best practices to enable us to continue to provide customers with essential travel while protecting our employees. Our immediate efforts include: fogging and disinfecting vehicles and sanitizing all touch points; providing employees with PPEs; advocating for priority inclusion in vaccination schedule, enforcing rear door boarding; requiring and providing masks to passengers (“No mask, no ride” program); creating seating policies to provide physical distancing; installing temperature check stations at all facility entrances; and installing protective plexi-glass operator barriers on buses. As a result, we thankfully did not have a single COVID case among our 1,300 team members until four months after the pandemic started and successfully minimized COVID cases due to workplace exposure.</p>	
<p>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.</p>	<p>SacRT staff have been able to continue to participate in a variety of training programs through Training Services International (TSI) as they have transitioned from in-person training to online webinars in response to the COVID pandemic. Courses cover the latest EPA and OSHA requirements and a variety of health and safety solutions to keep supervisors, managers, and staff up to date on workplace safety. In May 2021 the Chief of Safety and other executive members completed the three-day Federal Transit Administration (FTA) Safety Management System (SMS) Awareness Course to align our new SMS program, system, and strategic priorities.</p> <p>Staff also have access to online training resources and webinars through Transportation Research Board (TRB) and the National Transit Institute (NTI) who provide trainings on a wide variety of topics for transit agencies. In October 2020, 10 employees participated in NTI’s four day “Project Management for Transit Professionals” course, to help transit professionals to build, manage, and execute a project, and better appreciate the importance of analyzing, leading, and managing the complexities of transit projects.</p> <p>In 2016, SacRT’s Bus Maintenance Department, in partnership with International Brotherhood of Electrical Workers Local (IBEW) 1245 and American River College, received state certification by the Department of Industrial Relations for a Bus Mechanic Apprenticeship Program, the first in Northern California, and is essential to developing our workforce and training future generations of critical</p>	

mechanics at SacRT. In 2019, SacRT Bus Mechanic Kris Arvizo was the first employee to complete and graduate from the state apprenticeship program. In April 2021, Bus Mechanics Jose Ruiz and Arnold Temples successfully completed SacRT’s Apprenticeship program. The 36-month program trains individuals to be a journey-level bus mechanic. Students take classes at community colleges and receive on-the-job training. Having trained and qualified mechanics is critical to RT’s mission of providing reliable bus service to the Sacramento region.

In April 2021, SACOG’s 2021 Regional Funding Round awarded SacRT with \$1.6 million to complete the funding needed to reimagine the Watt/I-80 Station. This builds on the 2018 project, in partnership with WALKSacramento, to improve safety and bike, pedestrian, and ADA access to one of SacRT’s busiest transit hubs. One of the key outcomes of the process identified the 30-year-old elevators as barriers to access. In 2020, SacRT was awarded State of Good Repair funding in the amount of \$890,000 to replace the elevators. The additional project funding from SACOG will improve bicycle, pedestrian and bus access from the Watt Avenue Station Plazas (on the west side of Watt Avenue) to the Watt/I-80 Station. Improvement include expanding the Watt Avenue Station Plaza, including a new stairway connecting to the light rail station platform, new pedestrian lighting, removing concrete barriers, adding wayfinding signage and adding passenger amenities such as seating, shade/rain shelters and landscape buffers between the plaza and vehicular traffic. The project will also increase pedestrian amenities on the west side of Watt Avenue, including wider sidewalks, pedestrian-level lighting, landscape buffers and new security fencing along the overcrossing.



**OTHER NOTABLE ACCOMPLISHMENTS IN FY21**

**Major Awards Received:**

- [American Public Transportation Association’s 2020 Rail Safety Gold Award](#)
- American Public Transportation Association’s First Place 2021 AdWheel Award for Comprehensive Campaign for Drive the Vote
- Government Finance Officers Association (GFOA) 2021 Distinguished Budget Presentation
- American Planning Association Sacramento Valley Section’s 2021 Award of Merit in Public Outreach for the SacRT Forward campaign
- California Association of Public Information Officials (CAPIO) 2020 EPIC Award for SacRT Forward Public Awareness Campaign
- California Association of Public Information Officials (CAPIO) 2020 Award of Distinction for RydeFreeRT Community Relations/Participation Campaign
- Caltrans Excellence in Transportation 2020 Public Awareness Campaign for [SacRT Forward](#)

**Customer Satisfaction Surveys**

- Opening of APTA Awards Rider and Public Attitude Survey (September 2020) – 313 Respondents were asked to rank their satisfaction in nine best safety practices on a scale of 1 to 5 (with 5 being Very Satisfied). SacRT received an overall score of 4.15.
- SacRT GO Customer Satisfaction Survey (April 2021) – 370 respondents were asked to rank 10 key performance measures. SacRT received a high satisfaction rating of 96%.
- As a follow up to the employee survey that we conducted last year which showed a high satisfaction rating among staff (the question overall I am happy at work received an 89%), we conducted employee interviews to get a deeper insight into employees’ suggestions and feedback. The consultant’s team who conducted the interview reported that: “employees were eager, engaged and encouraged by the opportunity to share feedback and solutions with SacRT’s leadership.”



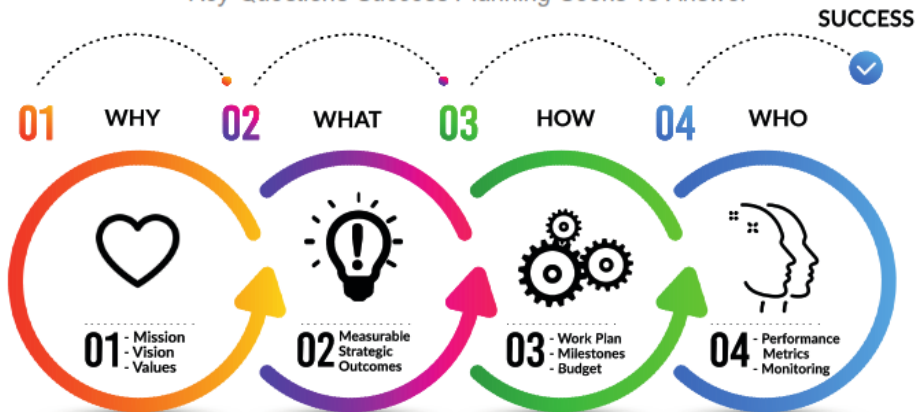
**Customer Service  
Appreciation Week**

## Organizational Alignment



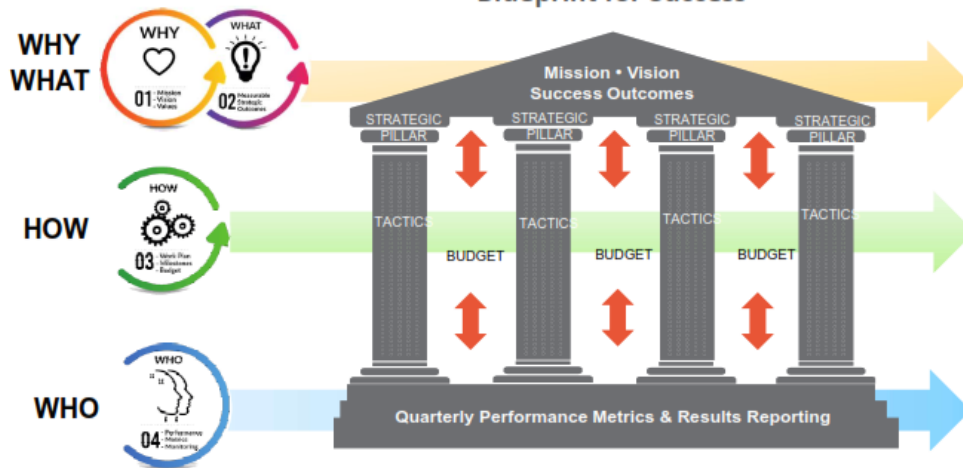
### Organizational Alignment

Key Questions Success Planning Seeks To Answer



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


Blueprint for Success



## Four Guiding Strategic Pillars



## Success Outcomes

 <b>SacRT Success Outcomes</b>	
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

### How to Read the Scorecard

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

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

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

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

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

SacRT Overall Scorecard		QUARTERLY PERFORMANCE				POINTS		DEFINITION	INFORM. WATCH SYSTEM
STRATEGY	METRIC	GOAL	Q1	Q2	Q3	Q4	GOAL	EARN	
OPERATIONAL EXCELLENCE	Build Ridership	Rebuild to 65% of pre-COVID-19 Monthly Ridership Levels* Bus - \$12,000 LRT - \$60,000 Total - 1,190,000					12		
	System Cleanliness	Establish Baseline					8		
	Operating Cost Per Revenue Hour	FY20 Budgeted Cost Per Revenue Hour Bus - \$152.79 CBB - \$152.46 LRT - \$297.91 Paratransit - TBD					6		
	On-Time Performance	95%					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 Praised	Current: 70.4% Improve by 5%					3		
	% Agree They Receive Enough Training to be Their Best at Work	Current: 50.1% Improve by 2%					3		
	% Overall I am Happy At Work	Current: 55.5% Maintain					3		
	% Agree they Have a Good Working Relationship with Those Around Them	Current: 95.5% Maintain					2		
							<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

### SacRT Overall Performance Scorecard

Strategy	Overall Metric	FY2021 Performance Goals	FY2021 Annualized Results	Goal Points	Points Earned	Definition
<b>Operational Excellence</b>	Operating Cost Per Vehicle Revenue Hour					
	Bus:	<b>\$164.54</b>	\$157.41	3	3.00	The average operating cost of an hour of revenue service.
	Paratransit:	<b>\$224.72</b>	\$193.41	3	3.00	The average operating cost of an hour of revenue service.
	CBS:	<b>\$196.25</b>	\$177.33	3	3.00	The average operating cost of an hour of revenue service.
	LR:	<b>\$366.67</b>	\$368.83	3	2.98	The average operating cost of an hour of revenue service.
	On-Time Performance					
	On-Time Performance (Fixed Route)	<b>76.00%</b>	84.58%	3	3.00	The percentage of trips completed within the scheduled on-time window.
	On-Time Performance (Paratransit)	<b>85%</b>	95.00%	3	3.00	The percentage of trips completed within the scheduled on-time window.
	On-Time Departure (LR)	<b>95%</b>	97.99%	6	6.00	The percentage of trips completed within the scheduled on-time window.
	Mean Distance Between Failures (Miles)					
	Fixed Route	<b>13,900</b>	13,149	4	3.78	The average miles between mechanical problems that result in a vehicle not completing its scheduled revenue trip or a vehicle not starting its next scheduled revenue trip.
	Light Rail	<b>8,100</b>	8,975	4	4.00	Total fleet miles divided by total monthly road calls.
	System Cleanliness	<b>Establish Baseline</b>	TBD	6	0.00	The average percentage of cleanliness metrics for LR Stations, Bus Stops, bus and light rail vehicle cleanliness metrics.
Collisions Per 100k Miles (YTD)	<b>1.6</b>	1.02	4	4.00	The number of preventable accidents per 100,000 miles on a 12-month rolling average. Calculated by (Preventable accidents/ Revenue Miles) *100,000.	
<b>TOTAL POINTS</b>				<b>42</b>	<b>35.77</b>	
<b>Community Value</b>	Rebuild Ridership Trust					
		<b>8,997,064</b>	8,105,082	10	9.01	The average number of unlinked trips per revenue hour across all service modes.
	Fare Evasion Rate					
		<b>2.08%</b>	2.05%	5	4.92	Fare evasion rate is calculated by percentage of fares inspected divided by the number of citations issued for the month.
	Social Media Engagement					
		Metrics to be determined by each platform.				
	Facebook Reach/Impressions	<b>150,000</b>	139,998	3	2.80	Total reach/impressions of content shared on SacRT social media platforms.
Twitter Reach/Impressions	<b>500,000</b>	434,810	3	2.61	Total reach/impressions of content shared on SacRT social media platforms.	
Instagram Reach/Impressions	<b>10,000</b>	12,625	3	3.00	Total reach/impressions of content shared on SacRT social media platforms.	
LinkedIn Reach/Impressions	<b>6,000</b>	6,780	3	3.00	Total reach/impressions of content shared on SacRT social media platforms.	
<b>TOTAL POINTS</b>				<b>28</b>	<b>25.34</b>	
<b>Employee Engagement</b>	% Agree They Receive Timely Feedback on Performance from Supervisor					
		<b>68.15%</b>	64.90%	4	3.81	The % of employees that somewhat agree, agree, or strongly agree that they receive timely feedback on their performance from their supervisors.
	% Agree Teamwork is Encouraged and Practiced					
		<b>73.92%</b>	70.40%	3	2.86	The % of employees that somewhat agree, agree, or strongly agree that teamwork is encouraged and practiced.
	% Agree They Receive Enough Training to be Their Best at Work					
	<b>84.11%</b>	80.10%	3	2.86	The % of employees that somewhat agree, agree, or strongly agree that they receive enough training to be best their best at work.	
% Overall I am Happy At Work						
	<b>88.50%</b>	88.50%	3	3.00	The % of employees that somewhat agree, agree, or strongly agree that they are happy at work at SacRT.	
% Agree they Have a Good Working Relationship with Those Around Me						
	<b>96.50%</b>	96.50%	2	2.00	The % of employees that somewhat agree, agree, or strongly agree that they have a good working relationship with those around me.	
<b>TOTAL POINTS</b>				<b>15</b>	<b>14.52</b>	
<b>Customer Satisfaction</b>	Overall Customer Satisfaction					
		<b>3.5</b>	4.2	10	10.00	Through customer surveys, using a scale of 0 to 5 of how satisfied the public is with SacRT, the KPI goals needs to be an overall score of 3.5 or higher.
	Service Level for Calls Answered for Customer Service, Customer Advocacy Queues					
Customer Service	<b>80%</b>	88%	2.5	2.50	Percentage of calls answered within 20 seconds for Customer Service	
Customer Advocacy	<b>80%</b>	77%	2.5	2.40	Percentage of calls answered within 20 seconds for Advocacy queues	
<b>TOTAL POINTS</b>				<b>15</b>	<b>14.90</b>	
<b>OVERALL PERFORMANCE SCORE</b>				<b>100</b>	<b>90.53</b>	

\*Due to COVID-19 the performance results may be severely impacted

## SacRT Goals and Objectives in FY 2022

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

#### SacRT Major Objectives and Goals in FY 2022

SacRT has embarked on a new strategic plan approach that focuses work on four strategic priorities: Operational Excellence, Community Value, Employee Engagement, and Customer Satisfaction. Organizational success aligns with these priorities and goals and tactics have been thoughtfully developed to align directly with one of the four strategic priorities. Using the strategic plan tactics and goals to guide our work, progress will be measured by staff using quarterly milestones to ensure that projects are advancing as planned.

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

1. **Budgeting Modernization** - Add value to the organization through process modernization and efficiency. Analyze and apply best practices in existing and future capital projects, equipment purchases, and major studies in conjunction with construction and completion schedules, and in consort with financing plans.
2. **Accounting, Payroll, Retirement Services** - Create efficiencies between payroll, retirement services and human resources by reviewing internal processes, evaluating current procedure efficiency, identifying opportunities for improving, creating a roadmap for changes, and implementing changes to modernize and create more efficient procedures agencywide. Leverage our systems to deliver a better employee self-service experience for payroll related requests, access to information, updating personal information, and reducing or remove paper processes.
3. **Procurement Procedure Efficiency** - Continuing to educate our internal customers by explaining the procurement process, continuing to require use of procurement support form for project managers to capture project information, provide training to system users, provide proactive support for procurements, and engage in internal discussions with departments to improve procedural efficiencies in active and future procurements.
4. **Revenue and Analytics** - To provide timely and accurate reporting for District Fare Revenues and Ridership information to support other departments in making key decisions regarding fares and service levels. Provide support for innovative fare project and partnerships and provide oversight of the Connect Card Regional Service Center for SacRT and the participating partner agencies.
5. **Risk Management Information System (RMIS)** - RMIS will improve operational excellence, customer satisfaction, and employee engagement by providing a more accurate and comprehensive database platform for reporting, identifying, managing, and preventing adverse loss.

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## SacRT Goals and Objectives in FY 2022 continued

6. **Internal Audit** - Provide an independent evaluation and consultation activity to improve SacRT's operational efficiency, comply with laws and regulations, and accurately report financial operations.
7. **IT Security Modernization** - Ensure a secure information technology infrastructure and the use of information technology resources that supports the mission of SacRT and promotes the following goals: To ensure the integrity, reliability availability, and performance of IT resources; and to ensure that IT resources are used for their intended purposes.
8. **Bus Maintenance Modernization** - Pursue a variety of projects to improve our current bus maintenance systems including background information systems and physical equipment. These improvements will decrease labor demands, create procedural efficiencies, provide real-time data and analytics, and provide more oversight and controls of resources.
9. **Light Rail Efficiency** - Process will focus on workforce development and training to ensure safe trips and operator proficiency, reduction of light rail revenue trip cancelations and overtime labor costs by increasing regular daily operator availability in the following manner: Development of a more efficient process to ensure the following: reduction in customer complaints; reduction in preventable accidents; maintenance of maximum level light rail operator staffing; reduction in absenteeism; and optimal performance in management of extra-board assignments to include a reduction in the use of day off operators.
10. **Increase Availability of Light Rail Vehicle Fleet** - To continue supplying operations and customers with clean, reliable light rail vehicles that are ready for service. Ensure that preventative maintenance targets and spare ratios are met to support required vehicle availability for consistent daily pullout.
11. **Capital Improvements and State of Good Repair** - Ensuring efficient project delivery by working collaboratively with other departments in order to see projects successfully through environmental clearance, design and construction to completion. Coordinating schedule and budget compliance with partner departments on critical projects to upgrade, replace and implement new infrastructure across the district.
12. **Proactive Facilities Maintenance Planning and Implementation of CMMS** - Develop a plan for preventative maintenance using a new computerized maintenance management system (CMMS) system to minimize equipment failure, extend the life of critical assets, create system efficiencies, and reduce unplanned costs and unscheduled downtime.
13. **Integrated Risk Identification System Implementation and Training** - Implement integrated risk management (IRM) practices and processes supported by a risk-aware culture and Integrated Risk Identification System (IRIS), that improves decision making and performance through an integrated view of how well SacRT manages its unique set of risks.
14. **Grant Application and Request** - Committed to identifying and securing additional funding to support critical strategic projects throughout the agency. Coordinate closely with project management teams to ensure successful funding and support completion of projects in a timely and efficient manner.

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## SacRT Goals and Objectives in FY 2022 continued

**COMMUNITY VALUE** – SacRT is committed to expanding regional partnerships and providing excellent public transit service to promote SacRT as our region’s premier public transit agency. SacRT will continue to promote programs and incentive options that will encourage more people to try transit, build our ridership, demonstrate our value 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. **Communications Plan and Marketing Campaign** - Increase engagement with our customers and community through a variety of virtual and in person public outreach and informational events. Promote increasing ridership in a post pandemic setting and ensure that our riders feel safe and confident when they return to our system.
2. **Governmental and Community Relations** - To raise the profile and awareness of the agency throughout the community. To identify new funding opportunities or policies that will be supportive of public transit in our region. To look for partnerships that bring in more community and ridership benefit.
3. **Property Access, Management and Acquisitions** - Monitor and track use of SacRT property to evaluate economic, health, safety, quality of life, education, and environmental impacts of projects, in addition to transit ridership generation. Acquire additional property for system and agency expansion or find ways to better utilize existing property with the goal of increasing ridership. Show that we are leading toward better economic and community benefits through real estate projects that contribute toward improving community value and support in the region, but do not negatively impact transit ridership. Activate our property to increase transit ridership as well as be a valued part of the communities we serve. Identify ways to generate revenue from property that would contribute to transit improvements.
4. **Community Bus Service Implementation** - Continue to provide an innovative public transit solution in the Sacramento region for essential travel, especially in our disadvantaged communities, to access food, healthcare and frontline jobs during the pandemic. Support continued growth in ridership by providing convenient, efficient, and easy to use service. Smart Ride is a lifeline for residents to safely travel around their community to access essential services.
5. **Innovative Planning Projects** - To establish district wide planning initiatives with a clear vision of goals to guide future planning and investments in the system. Successfully lead the district’s large planning initiatives for better access and mobility options and develop robust plans that will serve as blueprints for how SacRT will spend anticipated revenues in the coming decades.
6. **Police Services Engagement with Homeless Population** - Collaborate, coordinate, and partner with service providers in the region to break down silos, build strong relationships, and improve outcomes for our unhoused population. Provide improvements in the lives and mobility of unhoused riders and community members by increasing awareness of and access to resources including shelter, mental health and substance abuse support. Address community concerns and system safety risks by reducing chronic issues and safety hazards across the system, especially focused along light rail tracks and right of ways.

## SacRT Goals and Objectives in FY 2022 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. **Customer Service Process Modernization** - To continue to provide excellent customer service to SacRT employees and customers. Provide training and empower customer satisfaction employees to understand new procedures and technologies that are being implemented across the system. Quickly and efficiently responding to customer inquiries in a effective and efficient manner.
2. **Security Support and Fare Inspection** - To provide robust customer service and promote safety and security across our system. Focused on developing team members and empowering them to better serve the community and support strategic initiatives across the system. Staff provide continuous and consistent customer service to all passengers and are the first to respond to resolve security issues, support RTPS sworn officers' investigations, and provide real time notification to customers via the public address system and Alert SacRT mobile app.
3. **Prioritizing Bus Safety and Customer Satisfaction** - Provide efficient and reliable service to ensure our customers feel safe and comfortable returning to our system. Create a workplace that provides the highest level of safety and strategically works to eliminate and reduce incidents across our system. Ensure the safety of passengers and operators is central to our long-term planning and goals.
4. **SacRT GO Paratransit Service** - Actively engage with riders and employees as SacRT's paratransit service operation expands more broadly in the region. SacRT's focus is on working with our partners in the disability, elderly and transit communities to develop and operate an ADA paratransit service model that complements our accessible transit system and meets the mobility needs of all members of our community.



## SacRT Goals and Objectives in FY 2022 continued

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

1. **Employee Retention** - Implement changes to Exit Interview Survey to increase employee participation to help identify ways to create and foster an environment that encourages current employees to remain with SacRT. Identify areas of recruitment process that cause delays in hiring new employees to fill vacancies and implement changes to process to eliminate the risk of losing good candidates to other employers. Metrics focus on improving process efficiency which ultimately impacts SacRT's overall success in line with the Strategic Plan.
2. **Labor Engagement and Education** - Provide employees a supportive and inclusive opportunity for engagement on performance management, best practices in responding to performance concerns, attendance problems, misconduct issues or workplace conflicts. Ensure requests and questions are handled quickly and consistently to support employees and maintain high a level of engagement. Provide employees with the resources and tools they need to stay engaged at work and focused on the overall success of the agency.
3. **Strategic Planning and Performance Projects** - Development of robust outcome-based strategic project management plan, reporting progress, and training resources. Projects will focus on improving process efficiency, supporting everyone in the agency to see how their work connects to SacRT's overall success, and maintain a focus on achieving results in line with the Strategic Plan.





## Operating Budget Summary



## Operating Budget Summary

### Enterprise Fund Statement (Fund Balance)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget
<b>Operating Revenues</b>					
Fare Revenue	\$ 27,276,231	\$ 25,428,432	\$ 20,998,877	\$ 12,001,272	\$ 11,847,000
Contracted Services	6,420,062	3,730,930	7,125,076	6,634,126	600,000
State & Local	93,339,133	104,030,786	114,879,837	113,657,412	124,094,885
Federal	37,059,773	35,750,251	35,080,314	57,703,601	72,205,348
Other	5,006,280	8,551,220	16,417,255	7,339,536	5,540,000
Total Operating Revenue	<u>169,101,479</u>	<u>177,491,619</u>	<u>194,501,359</u>	<u>197,335,947</u>	<u>214,287,233</u>
<b>Capital Revenue Contributions</b>					
State & Local	16,803,544	24,306,783	27,812,124	42,669,138	2,475,475
Federal	4,132,518	2,371,127	4,558,370	4,848,118	4,809,000
To Be Determined	-	-	-	-	51,007,691
Total Capital Revenue	<u>20,936,062</u>	<u>26,677,910</u>	<u>32,370,494</u>	<u>47,517,256</u>	<u>58,292,166</u>
<b>Operating Expenses</b>					
Salaries & Benefits	109,150,499	116,540,238	128,291,451	141,909,606	152,505,536
Professional Services	22,331,018	22,775,931	22,129,623	14,162,411	18,621,051
Materials & Supplies	9,308,799	10,843,913	11,490,270	13,503,911	13,303,750
Utilities	6,994,536	6,761,302	6,820,547	7,271,754	8,018,000
Insurance & Liability	9,299,744	14,011,316	9,930,823	12,335,695	17,036,033
Other	2,844,876	3,262,270	3,045,851	2,209,092	4,802,863
Total Operating Expenses	<u>159,929,472</u>	<u>174,194,970</u>	<u>181,708,565</u>	<u>191,392,469</u>	<u>214,287,233</u>
Operating Expenses For Capital	<sup>1</sup> 5,579,532	4,942,701	6,920,514	4,701,779	3,000,000
<b>Non-Operating Expenses</b>					
Depreciation & Amortization	43,125,921	43,359,261	42,739,264	44,060,094	43,000,000
Interest Expense	131,667	131,668	2,399,392	2,386,142	2,224,600
Total Non-Operating Expenses	<u>43,257,588</u>	<u>43,490,929</u>	<u>45,138,656</u>	<u>46,446,236</u>	<u>45,224,600</u>
GASB Adjustment	<sup>2</sup> (20,758,892)	(961,756)	(4,185,262)	28,806,612	
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> (7,324,632)	(4,447,642)	(74,255)	(123,612)	
Beginning Balance, July 1	841,334,668	794,522,093	776,044,066	714,268,059	745,263,778
Ending Balance, June 30	<u>\$ 794,522,093</u>	<u>\$ 776,044,066</u>	<u>\$ 714,268,059</u>	<u>\$ 745,263,778</u>	<u>\$ 755,331,344</u>
% Change in Ending Fund Balance	1.34%	-2.33%	-7.96%	4.34%	1.35%

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

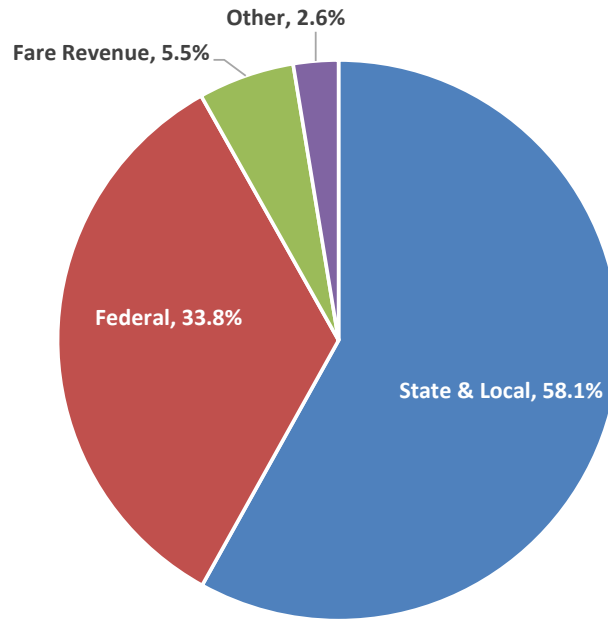
<sup>2</sup> Cumulative effect of GASB adjustments.

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



## Revenues

### Operating Revenues by Funding Source



(Dollars in Thousands)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
Fare Revenue	\$ 27,276	\$ 25,428	\$ 20,999	\$ 12,001	\$ 11,847	\$ (154)	-1.3%
Contracted Services	6,420	3,731	7,125	6,634	600	(6,034)	-91.0%
State & Local	93,339	104,031	114,880	113,657	124,095	10,437	9.2%
Federal	37,060	35,750	35,080	57,704	72,205	14,502	25.1%
Other	5,006	8,551	16,417	7,340	5,540	(1,800)	-24.5%
<b>Subtotal</b>	<b>\$ 169,101</b>	<b>\$ 177,492</b>	<b>\$ 194,501</b>	<b>\$ 197,336</b>	<b>\$ 214,287</b>	<b>\$ 16,951</b>	<b>8.6%</b>
Operating Reserve *	(9,172)	(3,297)	(12,793)	(5,943)	-		
<b>Operating Revenue</b>	<b>\$ 159,929</b>	<b>\$ 174,195</b>	<b>\$ 181,709</b>	<b>\$ 191,392</b>	<b>\$ 214,287</b>	<b>\$ 16,951</b>	<b>8.9%</b>

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

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## 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 2022 Budget proposes \$11.8 million in Fare Revenue, a reduction of \$0.2 million (1.3%) from the FY 2021 Projected Revenue of \$12.0 million.

- This Fare Revenue reduction reflects uncertainty with funding for TK-12 RydeFree program during the budget development.

### Contracted Services

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

The FY 2022 Budget proposes \$0.6 million in Contracted Services revenue, a reduction of \$6.0 million (91.0%) from the FY 2021 Projected Revenue of \$6.6 million.

- This reflects elimination of City of Elk Grove contract due to annexation agreement.
- This budget also includes revenue for UC Davis Causeway Connection service.

### State & Local

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



**Revenues continued**

California Transportation Development Act

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

Measure A

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

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

Percentage breakdown of Developer Fees:

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

### Revenues continued

Percentage breakdown of Sales Tax:

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

The FY 2022 Budget proposes \$124.1 million in state and local funding revenue, an increase of \$10.4 million (9.2%) from the FY 2021 Projected Revenue of \$113.7 million.

- This budget reflects a 2.9% increase in Measure A Sales tax based revenue.
- This budget includes a 18.3% increase in TDA-LTF due to Elk Grove annexation and projected growth in taxable sales.
- This budget includes \$2.3 million in LCTOP Cap & Trade funding, which is 9.8% reduction compared to FY 2021 Projected Revenue.
- This budget also includes Measure A and TDA-LTF for SacRT Go service.



## Revenues continued

### Federal

This category includes Section 5307 Formula Funds, Section 5316 Jobs Access Reverse Commute allocations and Congestion Mitigation Air Quality (CMAQ) funds. This category also includes the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) and the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA) Stimulus funding.

The FY 2022 Budget proposes \$72.2 million in federal funding, an increase of \$14.5 million (25.1%) from the FY 2021 Projected Revenue of \$57.7 million.

- This budget includes \$31.1 million in CARES Act funding to offset revenue losses and cover expenditures incurred due to the impacts of COVID-19. The CARES Act is a law to address the economic fallout of the 2020 coronavirus pandemic in the United States.
- This budget includes \$37.9 million in the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA) Stimulus funding.
- This budget includes \$1.1 million in Job Access/Reverse Commute funding.
- This budget includes \$1.4 million in Section 5307 Urbanized Area funding for the City of Elk Grove.
- This budget includes \$0.7 million in Congestion Mitigation and Air Quality Improvement funds (CMAQ) for Causeway Connection service to UC Davis.



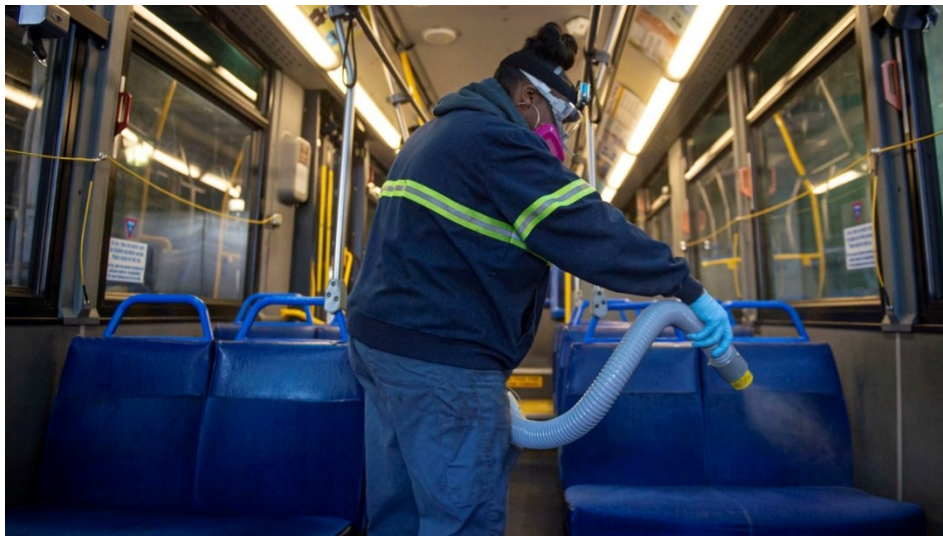
## Revenues continued

### 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 2022 Budget includes \$5.5 million in other revenue, which is a reduction of \$1.8 million (24.5%) from the FY 2021 Projected Revenue of \$7.3 million.

- This includes \$0.65 million in ECOS settlement revenue for Folsom late-night service.
- This includes \$0.8 million in Advertising income and \$0.2 million in Investment income.
- This includes \$1.5 million for the sale of Low Carbon Credits through the State Cap and Trade program.
- This reflects a reduction of \$1.8 million in Miscellaneous Income mainly due to lower estimates for the sales of Low Carbon and RINs credits compared to FY 2021.



## Revenues continued

### FY 2021 to FY 2022 Revenue Comparison

Category Group	GL Description	FY 2021 Projected	FY 2022 Budget	Variance
<b>Revenue</b>		<b>198,789,733</b>	<b>214,287,233</b>	<b>15,497,500</b>
<i>Fare Revenue</i>				
	<i>Farebox Revenue</i>	12,001,273	11,847,000	(154,273)
	410120 Alta Pass	3,382,335	3,300,000	(82,335)
	410920 Cash Fares	105,930	-	(105,930)
	410921 FVM Audit Adj/Refund	3,267,510	3,300,000	32,490
	410925 Transfer Agreements	8,895	-	(8,895)
	410925 Transfer Agreements	(57,134)	(100,000)	(42,866)
	410925 Transfer Agreements	(57,134)	(100,000)	(42,866)
	<i>Sales</i>	5,991,417	6,200,000	208,583
	410301 Prepaid Sales	-	6,200,000	6,200,000
	410310 MTO Net Sales	241,990	-	(241,990)
	410315 FPP Gross Sales	8,006,580	-	(8,006,580)
	410316 FPP Sales Discounts	(4,229,502)	-	4,229,502
	410317 FPP Return Discounts	21,000	-	(21,000)
	410318 FPP Sales Adjustment	(7,171)	-	7,171
	410319 FPP Actual Returns	(788,080)	-	788,080
	410320 FPP Accrual Returns	31,350	-	(31,350)
	410350 Connect Fare Sales	2,320,409	-	(2,320,409)
	410360 Mobile Ap Fare Sales	-	-	-
	410370 MAPP Passenger Fares	688,044	-	(688,044)
	410371 MAPP Passenger Fares	(21,105)	-	21,105
	410903 Ticket Exchange Ref	(272,098)	-	272,098
	<i>Special Fare Services</i>	2,685,160	2,450,000	(235,160)
	410204 CSUS - Students	453,013	430,000	(23,013)
	410205 Los Rios - Student	1,613,779	1,700,000	86,221
	410210 K-12 Ryde Free	590,019	300,000	(290,019)
	420918 Special Services	28,349	20,000	(8,349)
	<i>Miscellaneous Revenue</i>	(505)	(3,000)	(2,495)
	410105 Adult Daily	-	-	-
	410601 Commissions	(505)	(3,000)	(2,495)
	410930 Folsom Revenues	-	-	-
<i>Contracted Services</i>				
	<i>Contract Services</i>	6,634,125	600,000	(6,034,125)
	420919 City Services	-	-	-
	420920 Folsom	-	-	-
	420921 Citrus Heights	-	-	-
	420922 Elk Grove	5,992,929	-	(5,992,929)
	420923 Rancho Cordova	494,930	450,000	(44,930)
	420924 McClellan TMA	-	-	-
	420925 North Natomas TMA	21,061	-	(21,061)
	420926 UC Davis	125,205	150,000	24,795

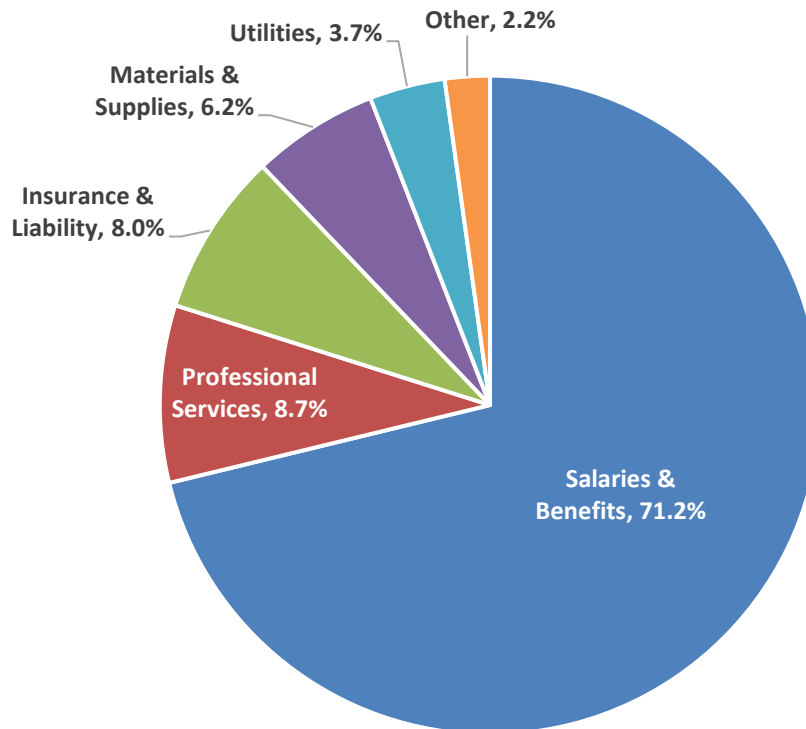


## Revenues continued

Category Group	GL Description	FY 2021 Projected	FY 2022 Budget	Variance
<i>Other Income</i>		7,339,536	5,540,000	(1,799,536)
<i>Advertising</i>		766,702	800,000	33,298
	430915 Ads shelters	196,640	164,000	(32,640)
	430916 Ads LR Stations	20,833	36,000	15,167
	430919 Ads Bus Vehicles	255,517	300,000	44,483
	430920 Advertising LR Vehic	262,500	300,000	37,500
	431100 Naming Rights	31,212	-	(31,212)
<i>Miscellaneous Income</i>		6,041,879	4,200,000	(1,841,879)
	430913 ID Sales	49,000	50,000	1,000
	430914 Fines	6,245	6,000	(245)
	450710 CNG Revenue	783,018	-	(783,018)
	450922 Other Revenue	1,436,905	1,843,300	406,395
	450923 ECOS Revenue	743,705	650,000	(93,705)
	450926 Bike Locker	330	700	370
	450930 Telephone Comm	-	-	-
	450935 Parking Lot Fees	23	-	(23)
	450939 RIN Credits-Biofuels	734,166	150,000	(584,166)
	450925 Discount	(300)	-	300
	470952 Low Carbon Credit	2,288,787	1,500,000	(788,787)
<i>Real Estate Income</i>		338,346	340,000	1,654
	441140 RE Lease	130,346	340,000	209,654
	441145 R.E. Processing Fee	25,000	-	(25,000)
	441146 RE Sales	183,000	-	(183,000)
<i>Investment Income</i>		192,609	200,000	7,391
	450924 Interest Income	128,217	-	(128,217)
	450942 Interest Inc Dev Fee	-	-	-
	450943 Interest Invested Fd	63,829	200,000	136,171
	450944 Interest Income Misc	563	-	(563)
<i>State and Local Subsidy</i>		113,657,412	124,094,885	10,437,473
<i>State and Local Assistance</i>		113,657,412	124,094,885	10,437,473
	470930 MSA - RT General	50,189,809	51,636,000	1,446,191
	470931 MSA - Neighborhood Shuttle	5,911,181	5,040,000	(871,181)
	470932 MSA: SacRT GO	3,802,836	4,447,039	644,203
	470934 LTF	51,158,504	60,528,418	9,369,914
	470940 Other Local Grant Rv	-	101,528	101,528
	470942 STA-SB1 RT	-	-	-
	470943 STA-SB1 SGR	-	-	-
	470945 Cap and Trade LCTOP	2,595,082	2,341,900	(253,182)
<i>Federal Subsidy</i>		57,703,601	72,205,348	14,501,747
<i>Federal Assistance</i>		57,703,601	72,205,348	14,501,747
	460941 Fed 5307 Prev Maint	-	1,395,459	1,395,459
	460942 Federal Access Jobs	-	1,106,565	1,106,565
	460947 Fed 5337 Good Repair	-	-	-
	460948 Federal CMAQ SL	-	-	-
	460949 Federal SECAT	-	-	-
	460951 Federal CMAQ UCD	209,354	710,000	500,646
	460956 CARES Act	57,494,247	31,138,629	(26,355,618)
	460957 CRRSAA Stimulus	-	37,854,695	37,854,695

## Expenses

### Operating Expenses by Expense Category

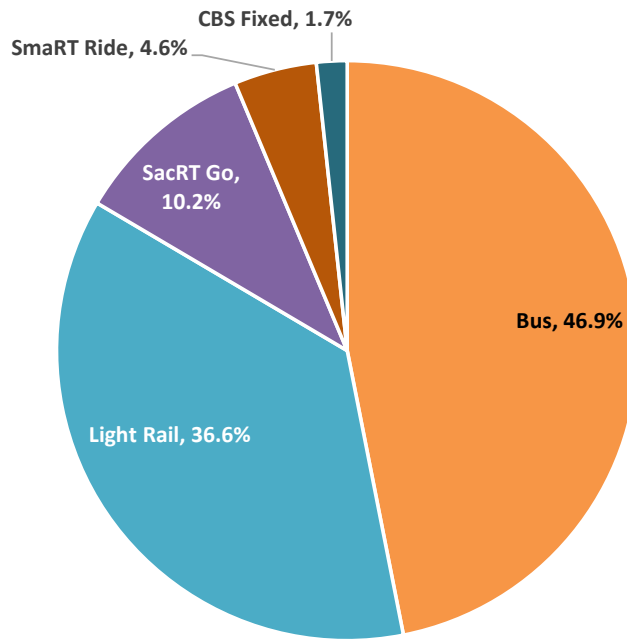


(Dollars in Thousands)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22	
						Amount	Percent
Salaries & Benefits	\$ 109,150	\$ 116,540	\$ 128,291	\$ 141,910	\$ 152,506	\$ 10,596	7.5%
Professional Services	22,331	22,776	22,137	14,162	18,621	4,459	31.5%
Materials & Supplies	9,309	10,844	11,490	13,504	13,304	(200)	-1.5%
Utilities	6,995	6,761	6,821	7,272	8,018	746	10.3%
Insurance & Liability	9,300	14,011	9,931	12,336	17,036	4,700	38.1%
Other	2,845	3,262	3,038	2,209	4,803	2,594	117.4%
<b>Total Expenses</b>	<b>\$ 159,929</b>	<b>\$ 174,195</b>	<b>\$ 181,709</b>	<b>\$ 191,392</b>	<b>\$ 214,287</b>	<b>\$ 22,895</b>	<b>12.0%</b>

**Expenses continued**

**Operating Expenses by Mode**

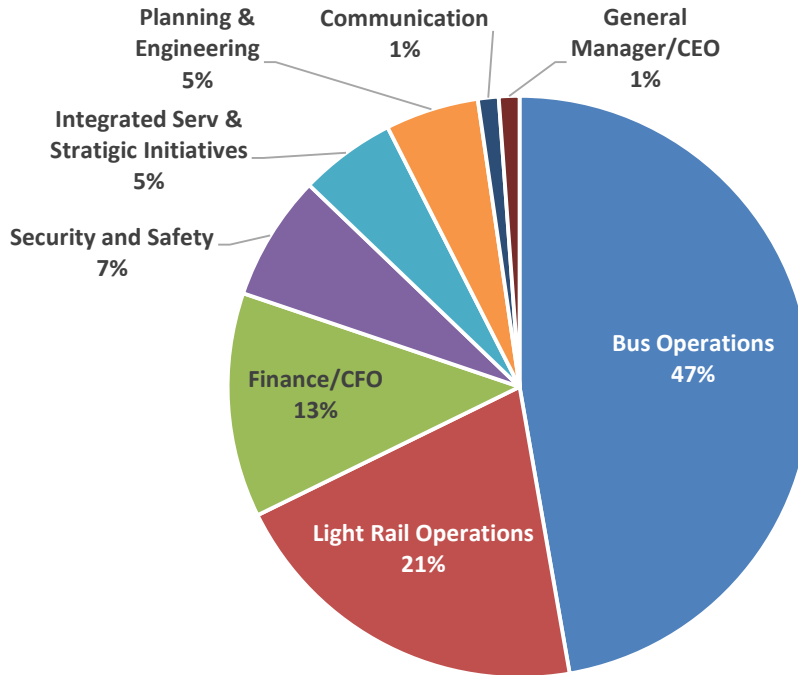


(Dollars in Thousands)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
Combined Bus	\$ 81,551	\$ 89,536	\$ 94,656	\$ -	\$ -	\$ -	N/A
Bus	-	-	-	85,199	100,414	15,215	17.9%
CBS Fixed	-	-	-	3,869	3,611	(258)	(6.7%)
SmaRT Ride	-	-	-	7,476	9,894	2,417	32.3%
SacRT Go	-	-	-	16,907	21,822	4,914	29.1%
Purchased Transportation	11,925	11,600	7,593	-	-	-	N/A
Light Rail	66,454	73,059	72,725	71,531	78,546	7,015	9.8%
Elk Grove e-Tran Services	-	-	6,735	6,410	-	(6,410)	(100.0%)
<b>Total Expenses</b>	<b>\$ 159,929</b>	<b>\$ 174,195</b>	<b>\$ 181,709</b>	<b>\$ 191,392</b>	<b>\$ 214,287</b>	<b>\$ 22,895</b>	<b>12.0%</b>

**Expenses continued**

**Operating Expenses by Division**



(Dollars in Thousands)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Change FY21 to FY22 Percent
General Manager/CEO	\$ 4,160	\$ 3,886	\$ 5,055	\$ 4,028	\$ 2,566	\$ (1,027)	(20.3%)
Planning & Engineering	2,841	2,621	10,337	9,756	11,611	(581)	(5.6%)
Bus Operations	116,325	123,777	125,807	133,724	106,041	-	0.0%
Light Rail Operations	-	-	-	-	45,946	-	N/A
Integrated Serv & Strategic Initiatives	7,186	7,465	8,367	9,778	11,982	1,412	16.9%
Engineering & Facilities	658	889	-	-	-	-	N/A
Finance/CFO	17,374	23,159	18,608	20,468	28,012	1,860	10.0%
Communication	1,149	1,391	-	-	2,577	-	N/A
Security and Safety	10,696	11,315	13,764	13,839	15,669	75	0.5%
Non-Divisional	(459)	(308)	(229)	(199)	(10,117)	30	(12.9%)
<b>Total Expenses</b>	<b>\$ 159,929</b>	<b>\$ 174,195</b>	<b>\$ 181,709</b>	<b>\$ 191,392</b>	<b>\$ 214,287</b>	<b>\$ 1,768</b>	<b>0.9%</b>

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

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## 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 2022 Budget proposes \$152.5 million for salaries and benefits, an increase of \$10.6 million (7.5%) from the FY 2021 Projected cost of \$141.9 million.

- The Fiscal Year 2022 Budget includes 1,450 funded positions, which is an increase of 27 funded positions from the Fiscal Year 2021 Projected of 1,423 funded positions. See Positions section on page 110 for details.
- Straight time pay, overtime and personal service contract costs increased by \$3.7 million (4.6%) from the FY 2021 Projected cost of \$81.5 million. This reflects various District position salary adjustments.
- Fringe Benefit costs increased by \$6.7 million (10.8%) from the FY 2021 Projected cost of \$62.2 million. This reflects an increase of \$0.7 million in FICA costs, \$1.7 million in pension costs, \$2.1 million in medical, dental, life and vision costs, and \$2.2 million in vacation and sick leave accrual, etc.
- Capital recovery and indirect savings have resulted in an increase of \$0.2 million (8.5%) as compared to the FY 2021 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 transit security, equipment maintenance, tire lease services, facilities maintenance, legal services, purchased transportation to comply with the Americans with Disabilities Act (ADA), and services provided by outside consultants.

The FY 2022 Budget proposes \$18.6 million for Professional Services, an increase of \$4.5 million (31.5%) from the FY 2021 Projected cost of \$14.2 million.

- This reflects a \$1.5 million increase in Outside Services in Information Technology, Facilities, Planning, Engineering, Risk Management and Light Rail Wayside.
  - This reflects a \$0.6 million increase in Security Services.
  - This reflects a \$0.2 million increase in SacRT Go Vehicle Maintenance, Media Advertising, Legal Services and Service Maintenance each.
  - This reflects the FY 2022 portion of multi-year contracts for professional services.
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## Expenses continued

### Materials & Supplies

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

The FY 2022 Budget includes \$13.3 million for materials and supplies, a reduction of \$0.2 million (1.5%) from the FY 2021 Projected cost of \$13.5 million.

- This budget reflects an increase of \$0.5 million in LRV parts cost due to high maintenance cost for aging light rail vehicles.
- This budget reflects an increase of \$0.4 million in CNG cost due to projected increases in CNG cost per therm.
- This budget reflects a \$1.1M reduction in obsolete bus parts cost compared to FY 2021 projected cost.

### Utilities

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

The FY 2022 Budget includes \$8.0 million for Utilities, an increase of \$0.7 million (10.3%) from the FY 2021 Projected cost of \$7.3 million.

- This budget includes \$0.1 million in electricity cost for charging of zero emission buses.
- This budget reflects an increase of \$0.7 million in traction power due to light rail service level and increases in electricity rates.

### Insurance & Liability

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

The FY 2022 Budget includes \$17.0 million for Insurance & Liability, an increase of approximately \$4.7 million (38.1%) from the FY 2021 Proposed cost of \$12.3 million.

- This reflects an increase of \$1.1 million in the projected claims reserves for Property and Liability for FY 2022 based on actuarial evaluation.
  - This also reflects an increase of \$1.3 million in the projected claims reserves for Workers' Compensation for FY 2022 based on actuarial evaluation.
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## Expenses continued

- The budget includes an increase in Excess Liability by \$1.5 million due to market condition and new paratransit service.
- This budget includes an increase of \$0.6 million in property insurance premium.
- This also reflects the updated FY 2022 insurance premium costs, which increased due to challenging market conditions and fewer carrier options.

## 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 2022 Budget includes \$4.8 million for other expenditures, an increase of \$2.6 million (117.4%) from the FY 2021 Projected cost of \$2.2 million.

- The budget includes \$1.5 million in Contingency for unforeseen expenditures that may happen throughout the year.
- This budget includes \$0.55 million in Connect Card fees, which is SacRT's portion of running the Connect Card Regional Service Center. It should be noted that most of these costs are recovered via cost recovery in the salary and benefits section.
- This budget includes an increase of \$0.5 million in Property lease cost for Elk Grove facilities.
- Variances in other accounts make up the remaining difference.



## Expenses continued

### FY 2021 to FY 2022 Expenses Comparison

Category Group	GL Description	FY 2021 Projected	FY 2022 Budget	Variance
<b>Expenses</b>		<b>191,392,469</b>	<b>214,287,233</b>	<b>22,894,764</b>
<b>Wages</b>		<b>141,909,606</b>	<b>152,505,536</b>	<b>10,595,930</b>
<i>Labor/Fringes</i>		<i>141,909,607</i>	<i>152,505,536</i>	<i>10,595,929</i>
<i>Labor</i>		<i>81,491,439</i>	<i>85,213,165</i>	<i>3,721,726</i>
	510010 Straight Time	71,099,255	75,315,545	4,188,790
	510011 Overtime	8,825,413	8,696,784	(128,629)
	510025 Salary PSC	957,556	818,880	(138,676)
	510050 Supplemental Pension	41,707	41,712	5
	630015 Temporary Help	567,507	340,244	(227,263)
<i>Fringes</i>		<i>62,241,557</i>	<i>68,961,466</i>	<i>6,719,909</i>
	510017 Med Cost Pay	717,331	-	(717,331)
	520001 FICA	6,583,628	7,275,242	691,614
	520002 Pension	22,965,429	24,618,744	1,653,315
	520003 Medical	17,870,270	20,366,670	2,496,400
	520004 Dental	1,517,865	1,681,812	163,947
	520005 Life	261,787	280,920	19,133
	520007 Unemployment	171,360	350,000	178,640
	520008 Post Retirement	3,189,433	3,265,788	76,355
	520009 Vacation Accrual Exp	5,476,418	6,625,287	1,148,869
	520010 Sick Leave Accrl Exp	3,232,199	4,304,590	1,072,391
	520016 Vision Care	215,487	227,976	12,489
	520019 1/2 Percent ATU	344,701	351,168	6,467
	520050 Retirement 401/457	411,552	424,373	12,821
	520108 OPEB Implicit RateCR	(715,903)	(811,104)	(95,201)
<i>Capital Labor &amp; Fringes</i>		<i>(1,823,389)</i>	<i>(1,669,095)</i>	<i>154,294</i>
	550001 Project Labor Rollup	(858,878)	(927,078)	(68,200)
	550002 Project Indirect	(198,855)	(188,845)	10,010
	550003 Pension Contra	(295,330)	(225,059)	70,271
	550004 Connect Contra	(353,629)	(247,306)	106,323
	550005 Connect Indirect	(116,697)	(80,807)	35,890





**Expenses continued**

Category Group	GL Description	FY 2021 Projected	FY 2022 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>14,162,410</i>	<i>18,621,050</i>	<i>4,458,640</i>
	<i>Professional &amp; Other Services</i>	<i>14,162,410</i>	<i>18,421,050</i>	<i>4,258,640</i>
	610014 Board Fees	12,400	20,000	7,600
	630001 Laundry	110,499	174,374	63,875
	630002 Consultants	51,250	36,250	(15,000)
	630003 Outside Service	1,383,789	2,864,624	1,480,835
	630005 Insurance Brokers	153,674	155,500	1,826
	630006 Arbitration	693	25,000	24,307
	630008 Management Fees	603,987	490,000	(113,987)
	630009 Legal Services	203,044	363,411	160,367
	630010 Physicals	179,063	237,000	57,937
	630011 Auditing	23,900	9,050	(14,850)
	630012 Timetables and Maps	25,443	70,000	44,557
	630016 Accident Board	2,400	2,400	-
	630017 LR Station Cleaning	675	1,000	325
	630018 Building grounds	640,949	563,514	(77,435)
	630019 Bus Stops	547	63,000	62,453
	630020 Revenue Vehicles	175,338	299,752	124,414
	630021 Contract Maintenance	1,458,835	1,229,302	(229,533)
	630022 LR Non Rev Vehicles	36,367	42,000	5,633
	630023 Non rev Vehicles	78,996	60,000	(18,996)
	630024 Service Maintenance	659,786	869,225	209,439
	630025 Landscaping	8,885	20,000	11,115
	630026 Radio maintenance	492,896	399,960	(92,936)
	630027 Custodial	141,080	232,428	91,348
	630029 Computer Maintenance	55,425	67,600	12,175
	630032 Mobile App Fees	51,958	73,450	21,492
	630038 Plants	295	500	205
	630039 PBID Related Expense	259,353	266,320	6,967
	630040 Work program	292,469	360,000	67,531
	630041 SAC Vocational Srvs	-	-	-
	630042 SAC Conservation Corp	-	-	-
	630045 Security Services	5,906,968	6,531,398	624,430
	630047 Printing	77,076	64,000	(13,076)
	630050 Weeds	35,819	51,170	15,351
	630052 COVID-19 Services	183,162	101,080	(82,082)
	630056 Promo	10,202	72,000	61,798
	630057 Other Prod Serv	240	10,000	9,760
	630061 Record Destruc	715	5,000	4,285
	630065 Mngmnt Serv	-	13,000	13,000
	630070 Software/Cloud Services	144,251	1,430,742	1,286,491
	630082 Board Support	7,200	6,800	(400)
	630083 Art Work	75	3,000	2,925
	630085 Media Advertising	97,910	300,000	202,090
	630086 Marketing Costs FX50	292	-	(292)
	630089 Advocacy Services	116,800	156,000	39,200
	630090 Legal Notices	4,320	15,000	10,680
	630095 Employee Advertisement	40,882	26,000	(14,882)
	630096 Pre Employment Cost	45,057	64,200	19,143
	630097 Hazardous Materials	32,161	26,000	(6,161)
	630100 SacRT GO Vehicle Maintenance	354,409	550,000	195,591
	690019 Advertising	875	-	(875)
	<i>Purchased Transportation</i>	<i>-</i>	<i>200,000</i>	<i>200,000</i>
	630091 Purchased Transportation	-	200,000	200,000

### Expenses continued

Category Group	GL Description	FY 2021 Projected	FY 2022 Budget	Variance
<i>Supplies</i>		13,503,911	13,303,750	(200,161)
<i>Materials &amp; Supplies</i>		13,503,911	13,303,750	(200,161)
	640001 Tires	38,860	40,000	1,140
	640002 Gasoline	1,812,615	1,715,000	(97,615)
	640003 Diesel	116,544	115,000	(1,544)
	640004 CNG	2,272,672	2,647,000	374,328
	640005 Sac Vocational Supplies	2,960	17,700	14,740
	640006 Lubricants	52,613	105,000	52,387
	640007 Cleaning	32,537	102,416	69,879
	640008 Bus Parts	2,534,734	2,620,000	85,266
	640009 Parts Non Rev	15,123	32,000	16,877
	640010 Parts LRV	2,770,090	3,300,000	529,910
	640011 Parts Farebox	5,136	-	(5,136)
	640012 Parts Fare Vending Machines	72,431	150,000	77,569
	640013 Equipment Supplies	31,665	43,600	11,935
	640014 Parts Facilitiy	13,312	40,000	26,688
	640015 Building and Grounds	330,181	450,000	119,819
	640017 WaysideSpares/supply	343,000	364,000	21,000
	640020 Camera	8,425	11,000	2,575
	640021 Printing Tickets	46,696	110,000	63,304
	640022 Printed Materials	1,483	500	(983)
	640023 Copier Supplies	5,506	20,000	14,494
	640025 Office Supplies	98,039	121,850	23,811
	640026 Legal Research Mater	45,620	40,000	(5,620)
	640027 Small Tools	31,340	37,000	5,660
	640030 Equipment Items	210,838	205,184	(5,654)
	640031 Other Supplies	400,489	276,500	(123,989)
	640032 District Supplies	1,234	10,000	8,766
	640033 Consumables LR	195,725	154,000	(41,725)
	640037 Metro Tools	39,036	50,000	10,964
	640038 Office Furniture	69,525	20,000	(49,525)
	640040 District Postage	70,985	75,000	4,015
	640050 Connect Card Parts & Equipm	57,704	48,000	(9,704)
	640051 DMS Parts & Equipment	80,976	71,000	(9,976)
	640052 COVID-19 Supplies	547,423	312,000	(235,423)
	640101 Invent Value Adj Bus	99,911	-	(99,911)
	640102 Inv Gain or Loss Bus	1,056,584	-	(1,056,584)
	640103 Invent Val Adj Rail	(5,169)	-	5,169
	640104 Inv Gain or Loss LR	(2,932)	-	2,932
<i>Utilities</i>		7,271,754	8,018,000	746,246
<i>Utilities</i>		7,271,754	8,018,000	746,246
	650001 Natural Gas	90,998	83,000	(7,998)
	650002 Water	601,676	650,000	48,324
	650003 Electricity	995,921	1,000,000	4,079
	650004 Garbage	115,771	100,000	(15,771)
	650006 Telephone	921,045	885,000	(36,045)
	650007 LRV Traction	4,500,313	5,200,000	699,687
	650008 Electricity: Bus Charging	46,030	100,000	53,970

### Expenses continued

Category Group	GL Description	FY 2021 Projected	FY 2022 Budget	Variance
<i>Insurance/Liabilities</i>		12,335,695	17,036,033	4,700,338
<i>Casualty &amp; Liability</i>		12,335,695	17,036,033	4,700,338
	660004 Liability Accrual	1,926,193	2,983,000	1,056,807
	660022 WC Accrual	3,229,354	4,545,000	1,315,646
	660027 Employment Practices	68,320	96,986	28,666
	660038 Recoveries	(223,960)	(80,000)	143,960
	660040 Crime	17,123	24,909	7,786
	660041 Boiler & Machinery	10,681	12,000	1,319
	660043 Excess WC	199,395	263,761	64,366
	660044 Excess Liability	5,650,899	7,132,790	1,481,891
	660047 Assault Premium	2,613	3,116	503
	660049 Property Premium	1,402,029	1,986,868	584,839
	660060 Pollution/UST Premium	8,638	10,293	1,655
	660062 Flood Premium	12,345	16,147	3,802
	660063 Privacy/Cyberliabiab	27,532	36,403	8,871
	660064 Fiduciary Insurance	4,533	4,760	227
<i>Other Expenses</i>		2,209,092	4,802,863	2,593,771
<i>Miscellaneous - Taxes</i>		367,840	370,200	2,360
	670001 Fuel Taxes	38,248	40,000	1,752
	670002 Highway Use	360	200	(160)
	670004 Property Taxes	329,232	330,000	768
<i>Miscellaneous - Leases</i>		420,291	899,876	479,585
	680001 Copier Lease	77,626	93,540	15,914
	680002 Properties Lease	308,320	764,092	455,772
	680003 Other Leases	34,345	42,244	7,899
<i>Other Employee Benefits</i>		275,728	509,474	233,746
	520020 Car Allowance	-	-	-
	630007 Training Materials	7,277	6,000	(1,277)
	630013 Uniforms	185,482	230,830	45,348
	630014 Employee Assistant Program	34,740	55,000	20,260
	630081 Drivers licenses	4,395	5,050	655
	630084 Tuition Reimbursement	1,119	8,000	6,881
	690016 Continuing Education	699	5,250	4,551
	690023 Train Operations	5,432	9,000	3,568
	690025 Training Engineering	1,746	5,000	3,254
	690033 Training Others	34,788	184,844	150,056
	690056 Train Legal	-	500	500
	690057 Train Finance	50	-	(50)
	690058 Train Facilities Mgm	-	-	-
	690080 Penalties and Fines	-	-	-

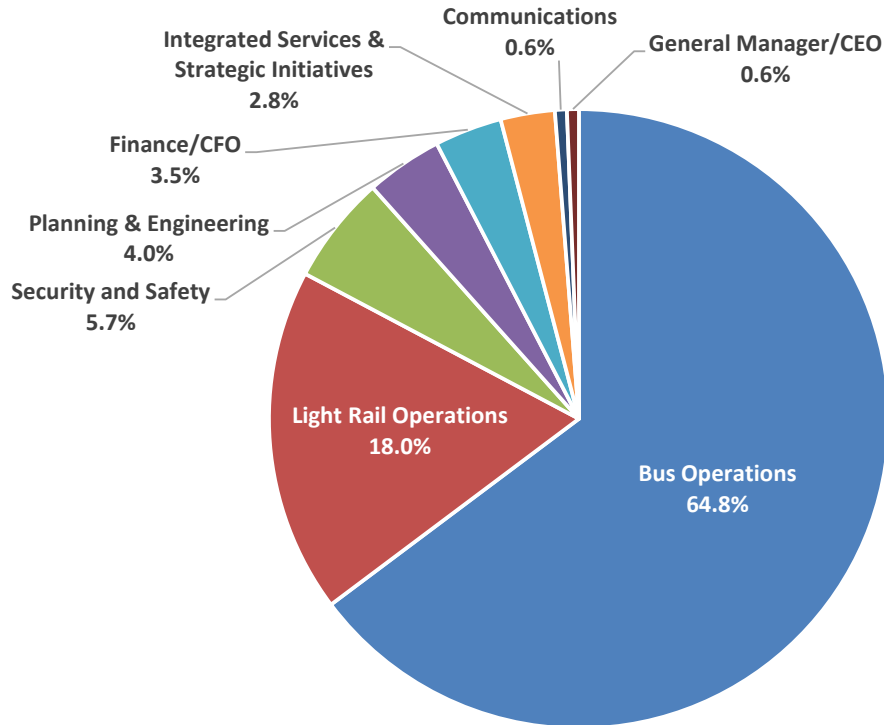
### Expenses continued

Category Group	GL Description	FY 2021 Projected	FY 2022 Budget	Variance
<i>Miscellaneous - Other</i>		1,145,233	3,023,313	1,878,080
685001	Freight Out	7,255	13,000	5,745
690001	Dues Subscr	260,619	179,013	(81,606)
690003	Bad Debt	-	-	-
690004	Bad Debt Return Cks	4,606	1,500	(3,106)
690005	Meals & Lodging	1,918	72,000	70,082
690006	Travel & Mileage	1,271	58,100	56,829
690010	Rodeo	-	-	-
690011	Recognitions	748	3,900	3,152
690013	Airshow	621	-	(621)
690014	Miscellaneous	129,550	121,700	(7,850)
690022	Conference & Seminar	6,520	51,900	45,380
690030	Awards Ceremonies	19,175	32,000	12,825
690034	Events & Sponsorship	43,098	75,000	31,902
690050	Contingency	-	1,500,000	1,500,000
690051	Budget Stabilization	-	-	-
690070	Investment Fees	10,360	10,200	(160)
690071	Banking Fees	116,810	150,000	33,190
690072	Interest Expense	65,603	200,000	134,397
690075	Connect Card Fees	467,999	550,000	82,001
690080	Penalties and Fines	9,080	5,000	(4,080)



### Positions

The Fiscal Year 2022 Budget includes 1,450 funded positions, which is an increase of 27 funded positions from the Fiscal Year 2021 projection of 1,423 funded positions.



Division	FY 2018 Funded	FY 2019 Funded	FY 2020 Funded	FY 2021 Funded	FY 2022 Funded	Variance
General Manager/CEO	7	26	19	16	9	-7
Office of the Chief Counsel	11	0	0	0	0	0
Planning & Engineering	20	28	22	57	58	1
Bus Operations	792	937	1063	1196	939	-257
Light Rail Operations	0	0	0	0	261	261
Integrated Services & Strategic Initiatives	25	0	55	33	41	8
Engineering & Facilities	46	48	0	0	0	0
Finance/CFO	39	48	45	47	51	4
Communications & Partnerships	28	30	0	0	9	9
Security, Safety and Customer Satisfaction	70	73	53	74	82	8
<b>Total</b>	<b>1,038</b>	<b>1,190</b>	<b>1,257</b>	<b>1,423</b>	<b>1,450</b>	<b>27</b>

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## FY 2022 Position Changes and Additions

From FY 2021 to FY 2022, SacRT had a net increase of 27 funded positions. The changes reflected in the FY 2022 Proposed Budget are as follows:

General Manager/CEO Division had a net decrease of 7 funded positions. The position change is as follows:

- Transferred Senior Community & Government Affairs Officer and Senior Community Relations Officer to Communications and Partnerships Division.
- Funded 1 Attorney I.
- Transferred 1 Senior Attorney from Procurement.
- Transferred 7 positions from GM/CEO to Communications and Partnerships Division.

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

- Transferred 1 Internal Auditor to Integrated Services and Strategic Initiatives Division.
- Added and funded 6 positions: 1 Facilities Supervisor, 1 Facilities Maintenance Mechanic, 1 Storekeeper, 1 Administrative Technician, 1 Assistant Resident Engineer and 1 Sr. Planner.
- Transferred 4 Scheduling to Bus Operations Division.

Operations Division split into Bus Operations and Light Rail Operations Divisions for a net increase of 4 positions.

Bus Operations Division had a net decrease of 257 funded positions. The position changes are as follows:

- Eliminated 2 AVP positions: 1 Bus Operations and 1 Light Rail Operations.
- Converted VP, Operations to VP, Bus Operations.
- Added 2 funded positions: 1 Administrative Technician and 1 Program Analyst.
- Transferred 119 Light Rail Transportations, 102 Light Rail Maintenance and 40 Light Rail Wayside to Light Rail Operations Division.
- Transferred 4 Scheduling from Planning and Engineering Division.

Light Rail Operations Division had a net increase of 261 funded positions. The position changes are as follows:

- Added VP, Light Rail Operations.
  - Transferred 119 Light Rail Transportations, 102 Light Rail Maintenance and 40 Light Rail Wayside from Bus Operations Division.
  - Unfunded 1 black box Light Rail Vehicle Technician.
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## FY 2022 Position Changes and Additions continued

Integrated Services and Strategic Initiatives Division had a net increase of 8 positions. The position changes are as follows:

- Added and funded 7 positions: 1 Administrative Assistant II – HLC, 1 Administrative Technician, 1 Manager, Training and Workforce Development, 1 Training Analyst, 1 Network Operations Technician, 1 Senior Cybersecurity Engineer, and 1 Senior Network Operations Engineer.
- Transfer 1 Internal Auditor from Planning and Engineering Division.
- Reclass 1 IT Technician II to 1 IT Network Operations Technician; 1 Human Resources Analyst II to 1 Senior Human Resources Analyst; 1 Manager, Network and End User Operations to Senior Manager, Network and End User Operations.

Finance/Chief Financial Officer (CFO) Division had a net increase of 4 funded positions. The position changes are as follows:

- Added and funded 5 positions: 1 Payroll Analyst, 1 Manager, Capital and Project Control and 3 Procurement Analyst II.
- Swap funding from Risk Technician to Risk Analyst II.
- Transferred 1 Senior Attorney to General Manager Division.

Communications and Partnerships Division was reinstated. It had a net increase of 9 positions. The position changes are as follows:

- Transferred Senior Community and Government Affairs Officer and Senior Community Relations Officer from General Manager Division.
- Reclass Chief, Communications Officer to VP, Communications and Partnerships.
- Transferred 7 positions to Communications from General Manager Division.

Security, Safety and Customer Satisfaction Division had a net increase of 8 funded positions:

- Added and funded 6 positions: 1 Social Worker, 4 Transit Ambassador and 1 Safety Specialist II.
- Eliminated 2 Transit Fare Inspectors.
- Converted and added 3 SOC Security Leads.
- Reclass 1 Senior Safety Specialist to 2 Safety Specialist I.

## Forecast

### Revenues & Expenses

(Dollars in Thousands)

	FY 2021 Projected	FY 2022 Budget	FY 2023	FY 2024	FY 2025	FY 2026
<b>Revenues</b>						
Fare Revenue	\$ 12,001	\$ 11,847	\$ 12,174	\$ 12,509	\$ 12,854	\$ 13,208
Contracted Services	6,634	600	629	659	691	724
Other	7,340	5,540	5,721	5,950	6,145	5,630
State & Local	113,657	124,095	131,298	141,032	158,525	166,913
Federal	57,704	72,205	72,352	70,140	59,733	60,637
<b>Total</b>	<b>197,336</b>	<b>214,287</b>	<b>222,173</b>	<b>230,291</b>	<b>237,947</b>	<b>247,112</b>
<b>Expenses</b>						
Salaries & Benefits	141,910	152,505	157,907	163,501	169,293	175,290
Professional Services	14,162	18,621	19,281	19,964	20,671	21,403
Materials & Supplies	13,504	13,304	13,775	14,263	14,769	15,292
Utilities	7,272	8,018	8,302	8,596	8,901	9,216
Insurance & Liability	12,336	17,036	17,639	18,264	18,911	19,581
Other	2,209	4,803	4,973	5,149	5,332	5,521
<b>Total</b>	<b>191,393</b>	<b>214,287</b>	<b>221,878</b>	<b>229,738</b>	<b>237,877</b>	<b>246,303</b>
<b>Potential Surplus/Deficit</b>	<b>\$ 5,943</b>	<b>\$ 0</b>	<b>\$ 295</b>	<b>\$ 552</b>	<b>\$ 70</b>	<b>\$ 809</b>

### Service Plan

(Revenue Hours)

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
<b>Service Plan</b>						
Fixed Route Bus	558,865	645,437	651,891	658,410	664,994	671,644
Demand Response	130,801	145,405	146,859	148,328	149,811	151,309
Light Rail	198,439	220,139	222,340	224,564	226,809	229,078

Source: SacRT's Financial Forecasting Model



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## 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 fixed route bus, light rail and demand response. The model is designed to accept a variety of input variables including revenue growth assumptions, service level by mode, fare changes, ridership productivity and cost factors. The output of the model is a year-by-year summary of operating revenue and expenses, which yields the forecasted net change for the district each year.

- In FY 2022, fixed route bus revenue hours are projected to increase by 15.5% mainly due to Elk Grove annexation and provided transit services in the City of Elk Grove.
- In FY 2022, demand response revenue hours are projected to increase by 10.9% due to increase in demand for ADA and SmarT Ride services.
- In FY 2022, light rail vehicle revenue hours are projected to increase 11.2% due to service restoration after COVID-19 service reduction.

Specific revenue assumptions:

- Measure A and Local Transportation Fund (LTF) increase by 4.8% annually from FY 2023 to FY 2026. SacRT continues to receive these revenues from smaller cities.
  - In FY 2022, State Transit Assistance Program (STA) is budgeted on capital with exception of \$0.1 million. In FY 2024 and forward, STA is included in the operating budget. Payments for debt service appear as a reduction in STA revenue and are transferred to capital budget.
  - In FY 2022 and FY 2023, most of Federal Section 5307 Urbanized Area and 100% of 5337 State of Good Repair are included in the capital budget. In FY 2024 and forward, Section 5307 and 5337 will be restored back to the operating budget with 1.5% annual growth through FY 2026.
  - In FY 2022, Federal Section 5307 Jobs Access and Reverse Commute is projected at \$1.1 million and growing at 1.5% annually.
  - Federal revenue assumes that the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funding will be fully expended in FY 2022. In FY 2022 - FY 2024, CRRSAA (Coronavirus Response and Relief Supplemental Appropriations) and ARP (American Rescue Plan) funds are also included in the forecast to cover COVID-19 related cost and lost revenue. It is assumed that these funds will be fully expended by the end of FY 2024.
  - Fare revenue (average fare) – no fare increase was assumed in FY 2022 Budget. No fare increase is projected in the near future.
-

## Forecast continued

### Specific Cost Assumptions:

- Consumer Price Index at 2.5% per year.
- SacRT unit labor costs increase 2.5% in FY 2023 and thereafter until FY 2026.
- Materials/service unit costs increase at 2.0% in FY 2023 and thereafter until FY 2026.



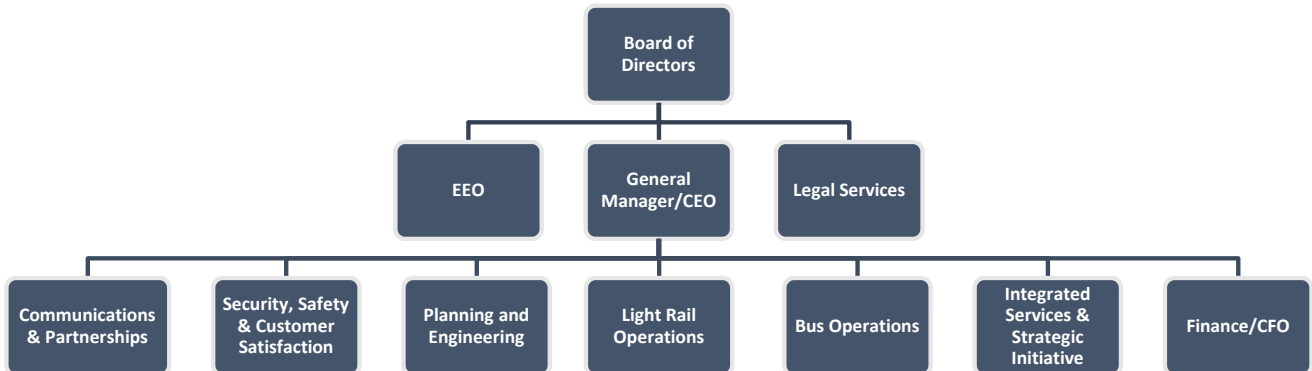


## Division Budgets

## Division Budgets

### General Manager/Chief Executive Officer

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



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

## General Manager/Chief Executive Officer continued

- *Integrated Services and Strategic Initiatives* provides executive direction and management over the areas of the District's internal audit activities, 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 and Treasury, 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 district-wide initiatives, long, short-range and strategic planning.
- *Communications and Partnerships* manages media relations; oversees government affairs between the District and elected officials, state and federal lobbyists, and key agencies; and directs the activities of the Marketing and Communications division.
- *Security, Safety & Customer Satisfaction* provides executive leadership, direction and management over contracted Police Officers, Sheriff Deputies and Security Guards as well as Transit Ambassadors and Transit officers. The Division encompasses the Security Operations Center, Safety and Environmental, and Customer Satisfaction departments.



## General Manager/Chief Executive Officer continued

### Performance Measures/Statistics

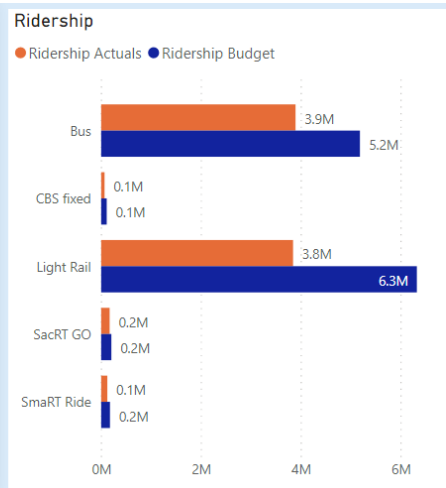
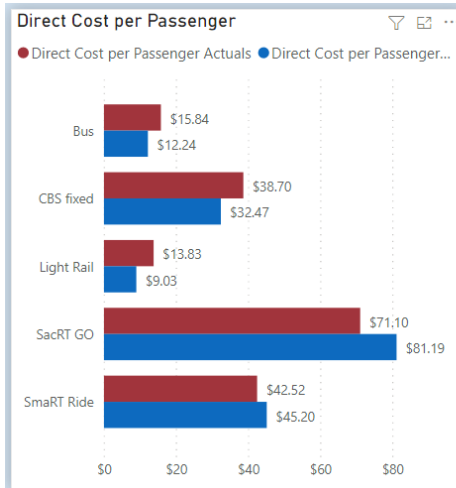
Goal		FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
<b>Efficiencies Measures</b>								
1	Cost Per Passenger*							
	Combined Bus	\$ 8.03	\$ 8.98	\$ 11.03	\$ -	\$ -	\$ -	N/A
	Bus				21.86	15.58	(6.28)	(28.7%)
	CBS fixed	-	-	-	53.58	32.06	(21.52)	(40.2%)
	SmaRT Ride	-	-	-	58.42	46.85	(11.57)	(19.8%)
	SacRT Go	-	-	-	97.12	72.49	(24.63)	(25.4%)
	Light Rail	6.20	6.72	8.07	18.59	13.02	(5.56)	(29.9%)
1	Cost Per Revenue Mile*							
	Combined Bus	\$ 13.17	\$ 13.45	\$ 14.61	\$ -	\$ -	\$ -	N/A
	Bus				10.45	10.31	(0.13)	(1.3%)
	CBS fixed	-	-	-	10.37	10.88	0.51	4.9%
	SmaRT Ride	-	-	-	9.77	13.82	4.05	41.5%
	SacRT Go	-	-	-	9.18	11.79	2.61	28.5%
	Light Rail	15.21	16.11	17.22	14.92	15.13	0.21	1.4%
1	Cost Per Revenue Hour*							
	Combined Bus	\$ 148.74	\$ 153.87	\$ 167.25	\$ -	\$ -	\$ -	N/A
	Bus				117.53	159.96	42.43	36.1%
	CBS fixed	-	-	-	132.98	204.18	71.20	53.5%
	SmaRT Ride	-	-	-	121.12	176.05	54.93	45.4%
	SacRT Go	-	-	-	146.46	244.62	98.16	67.0%
	Light Rail	270.26	288.18	305.29	266.20	356.80	90.60	34.0%
<b>Effectiveness Measures</b>								
1	Farebox Recovery Ratio	18.5%	15.6%	12.9%	6.5%	5.5%	-1.0%	(15.4%)
	*Direct cost factors for FY 2022							
<b>Effectiveness Measures</b>								
		FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
2	Total Ridership							
	Combined Bus	10,517,620	10,008,281	8,574,932	-	-	-	N/A
	Bus				3,897,853	4,859,309	961,456	24.7%
	CBS fixed	-	-	-	72,212	84,910	12,698	17.6%
	SmaRT Ride	-	-	-	127,975	159,185	31,210	24.4%
	SacRT Go	-	-	-	174,088	226,941	52,853	30.4%
	Light Rail	10,372,688	9,980,850	8,988,806	3,848,388	4,547,001	698,613	18.2%
	Total	20,890,308	19,989,131	17,563,738	8,120,516	9,877,346	1,756,830	21.6%
2	Average Weekday Ridership							
	Combined Bus	35,552	35,208	29,238	-	-	-	N/A
	Bus				12,421	15,963	3,542	28.5%
	CBS fixed	-	-	-	283	333	50	17.5%
	SmaRT Ride	-	-	-	501	624	123	24.5%
	SacRT Go	-	-	-	559	756	197	35.2%
	Rail	37,025	34,267	30,218	11,956	14,331	2,375	19.9%
	Total	72,577	69,475	59,456	25,720	32,007	6,287	24.4%
2	Passengers Per Mile							
	Combined Bus	1.67	1.50	1.33	-	-	-	N/A
	Bus				0.64	0.66	0.02	2.8%
	CBS fixed	-	-	-	0.26	0.34	0.08	30.1%
	SmaRT Ride	-	-	-	0.23	0.30	0.07	31.0%
	SacRT Go	-	-	-	0.13	0.16	0.04	27.8%
	Rail	2.35	2.40	2.49	1.08	1.16	0.08	7.4%
<b>Quality Measures</b>								
		FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
	Vacancy Rate	4.5%	6.0%	8.3%	9.5%	6.0%	-4%	(36.8%)

## General Manager/Chief Executive Officer continued

### Performance Measures/Statistics continued

#### FY 2021 Performance Measures

Direct Cost Per Passenger Actuals					Full Cost Per Passenger Actuals				
Mode	Direct Cost per Passenger Actuals	Direct Cost per Passenger Budget	Direct Cost per Passenger Var	Direct Cost per Passenger Var. %	Mode	Full Cost per Passenger Actuals	Full Cost per Passenger Budget	Full Cost per Passenger Var	Full Cost per Passenger Var. %
Bus	\$15.84	\$12.24	(\$3.60)	-29.4%	Bus	\$21.72	\$16.06	\$0.21	1.3%
CBS fixed	\$38.70	\$32.47	(\$6.23)	-19.2%	CBS fixed	\$53.06	\$42.59	\$3.88	9.1%
Light Rail	\$13.83	\$9.03	(\$4.80)	-53.2%	Light Rail	\$18.94	\$11.84	(\$1.99)	-16.8%
SacRT GO	\$71.10	\$81.19	\$10.09	12.4%	SacRT GO	\$97.48	\$106.48	\$35.38	33.2%
SmaRT Ride	\$42.52	\$45.20	\$2.68	5.9%	SmaRT Ride	\$58.30	\$59.27	\$16.75	28.3%
<b>Total</b>	<b>\$17.51</b>	<b>\$13.13</b>	<b>(\$4.38)</b>	<b>-33.4%</b>	<b>Total</b>	<b>\$23.70</b>	<b>\$17.00</b>	<b>(\$0.51)</b>	<b>-3.0%</b>





## General Manager/Chief Executive Officer continued

### Expenses

#### By Expense Category

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Change FY21 to FY22	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 3,630,044	\$ 3,207,114	\$ 3,138,244	\$ 3,151,221	\$ 2,058,818	\$ (1,092,403)	(34.7%)
Professional Services	381,715	541,586	1,419,549	603,255	405,000	(198,255)	(32.9%)
Materials & Supplies	64,507	62,383	41,651	40,853	44,000	3,147	7.7%
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	83,441	75,114	455,167	232,180	57,750	(174,430)	(75.1%)
<b>Total</b>	<b>\$ 4,159,707</b>	<b>\$ 3,886,196</b>	<b>\$ 5,054,611</b>	<b>\$ 4,027,509</b>	<b>\$ 2,565,568</b>	<b>\$ (1,461,941)</b>	<b>(36.3%)</b>

#### By Department

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Change FY21 to FY22	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
General Manager/CEO	\$ 1,241,790	\$ 1,098,180	\$ 1,268,862	\$ 858,428	\$ 932,852	\$ 74,424	8.7%
Equal Employment Opportunity	168,796	164,731	359,958	283,632	406,304	122,672	43.3%
Legal	1,580,226	1,227,258	732,493	903,307	1,226,412	323,106	35.8%
Communication	1,168,896	1,396,028	2,693,298	1,982,142	-	(1,982,142)	(100.0%)
<b>Total</b>	<b>\$ 4,159,707</b>	<b>\$ 3,886,196</b>	<b>\$ 5,054,611</b>	<b>\$ 4,027,509</b>	<b>\$ 2,565,568</b>	<b>\$ (1,461,941)</b>	<b>(36.3%)</b>

#### Positions

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Change FY21 to FY22	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
General Manager	4	5	4	5	3 <sup>1</sup>	-2	(40.0%)
Equal Employment Opportunity	0	0	2	2	2 <sup>2</sup>	0	0.0%
Employee Relations	0	3	0	0	0	0	N/A
Safety & Environmental	3	3	0	0	0	0	N/A
Legal	0	0	6	2	4 <sup>3</sup>	2	100.0%
Information Technology	0	15	0	0	0	0	N/A
Communication	0	0	7	7	0	-7	(100.0%)
<b>Total</b>	<b>7</b>	<b>26</b>	<b>19</b>	<b>16</b>	<b>9</b>	<b>-7</b>	<b>(43.8%)</b>

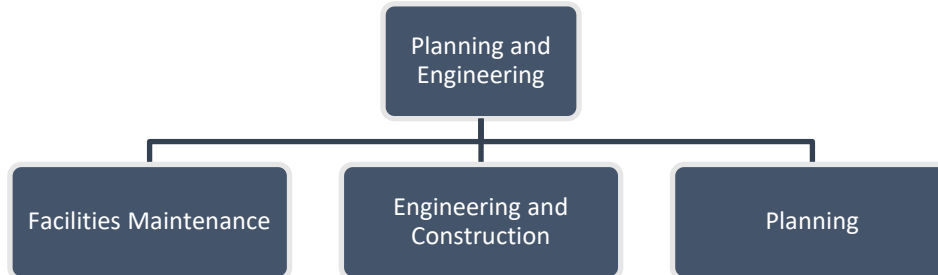
<sup>1</sup> Transferred 1 Sr. Community & Government Affairs Officer and 1 Sr. Community Relations Officer to Communication and Partnerships Division

<sup>2</sup> Funded 1 Attorney I and Transferred 1 Senior Attorney from Finance Division

<sup>3</sup> Transferred 7 Communication to Communication and Partnerships Division



## Planning and Engineering



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



## Planning and Engineering continued

### Expenses

#### By Expense Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
Salaries & Benefits	\$ 2,530,183	\$ 2,391,208	\$ 6,593,510	\$ 5,809,549	\$ 6,911,120	\$ 1,101,571	19.0%
Professional Services	264,602	206,293	1,401,348	1,603,898	2,117,657	513,759	32.0%
Materials & Supplies	5,889	8,478	667,380	488,753	665,216	176,463	36.1%
Utilities	7,539	-	1,643,039	1,816,865	1,833,000	16,135	0.9%
Insurance & Liability	-	-	-	-	-	-	N/A
Other	32,507	14,627	31,808	36,925	83,929	47,004	127.3%
<b>Total</b>	<b>\$ 2,840,721</b>	<b>\$ 2,620,607</b>	<b>\$ 10,337,085</b>	<b>\$ 9,755,990</b>	<b>\$ 11,610,922</b>	<b>\$ 1,854,932</b>	<b>19.0%</b>

#### By Department

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
Planning & Engineering	\$ 665,861	\$ 613,556	\$ 1,067,404	\$ 708,211	\$ 717,055	\$ 8,844	1.2%
Internal Audits	190,602	122,935	134,370	75,816	-	(75,816)	(100.0%)
Facilities Maintenance	-	-	6,938,615	7,450,432	8,682,370	1,231,938	16.5%
Engineering and Construction	343,548	600,889	913,658	921,673	1,379,016	457,343	49.6%
Strategic Planning	(9,561)	-	-	-	-	-	N/A
Scheduling	668,403	583,754	701,067	-	-	-	N/A
Planning	981,869	699,473	581,971	599,858	832,481	232,623	38.8%
<b>Total</b>	<b>\$ 2,840,721</b>	<b>\$ 2,620,607</b>	<b>\$ 10,337,085</b>	<b>\$ 9,755,990</b>	<b>\$ 11,610,922</b>	<b>\$ 1,854,932</b>	<b>19.0%</b>

#### Positions

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
Equal Employment Opportunity	1	2	0	0	0	0	N/A
Board of Directors	1	1	0	0	0	0	N/A
Planning & Engineering	3	2	5	4	4	0	0.0%
Internal Audits	1	1	1	1	0 <sup>1</sup>	-1	(100.0%)
Facilities Maintenance	0	0	0	38	41 <sup>2</sup>	3	7.9%
Engineering and Construction	0	0	7	7	9 <sup>3</sup>	2	28.6%
Strategic Planning	0	0	0	0	0	0	N/A
Scheduling	0	0	5	4	0 <sup>4</sup>	-4	(100.0%)
Planning	8	4	4	3	4 <sup>5</sup>	1	33.3%
Purchased Transportation	0	0	0	0	0	0	N/A
Accessible Services	6	6	0	0	0	0	N/A
Procurement	7	6	0	0	0	0	N/A
<b>Total</b>	<b>27</b>	<b>22</b>	<b>22</b>	<b>57</b>	<b>58</b>	<b>1</b>	<b>1.8%</b>

<sup>1</sup> Transferred 1 Internal Audits to Integrated Services and Strategic Initiatives

<sup>2</sup> Funded 3 in Facilities Maintenance: 1 Facilities Maintenance Mechanic, 1 Facilities Supervisor and 1 Storekeeper

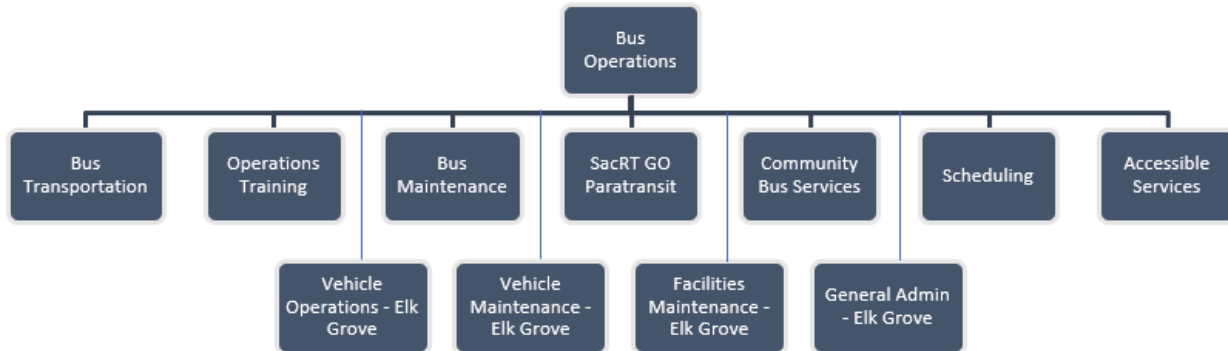
<sup>3</sup> Funded 2 in Engineering and Construction: 1 Administrative Technician and 1 Assistant Resident Engineer

<sup>4</sup> Transferred 4 Scheduling to Bus Operations Division

<sup>5</sup> Funded 1 Senior Planner in Planning

## Bus Operations

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



- Bus Operations guides and directs the fixed route bus services, SmarT Ride and SacRT Go services, Bus Maintenance, Scheduling, Accessible Services and Elk Grove service operations.
- Bus Transportation operates, dispatches and supervises daily fixed route bus service.
- Operations Training provides bus operator training.
- Bus Maintenance maintains and repairs the bus fleet, including CBS neighborhood and SmarT Ride vehicles.
- SacRT Go Paratransit operates, dispatches and supervises daily SacRT Go paratransit service.
- Community Bus Services (CBS) dispatches and supervises CBS neighborhood bus service, SmarT Ride service, and schedules route deviation requests.
- Scheduling plans and maintains bus, rail, and neighborhood bus schedules, and operator work shifts.



## Bus 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 operates, dispatches and supervises daily bus service in the City of Elk Grove.
- Elk Grove Vehicle Maintenance maintains and repairs Elk Grove bus fleet.
- Elk Grove Facility Maintenance maintains all Elk Grove facilities and equipment in a state of good repair.
- Elk Grove General Administration provides general administration services including Finance, Procurement, Risk, etc.

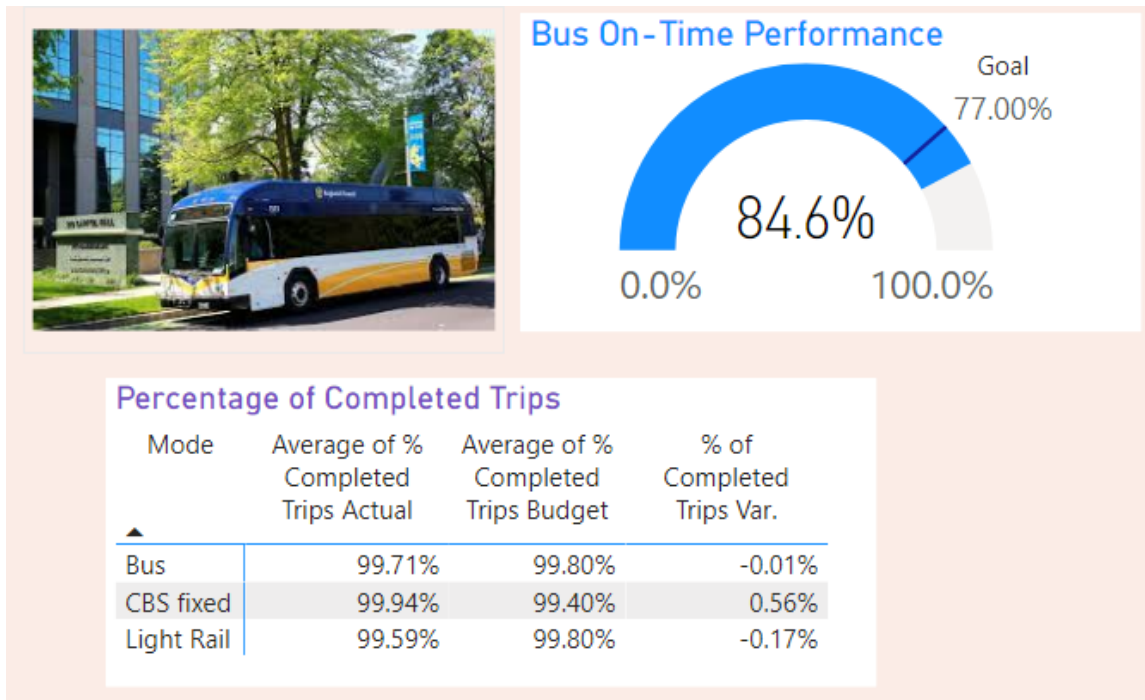


## Bus Operations continued

### Performance Measures/Statistics

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
<b>Reliability Measures</b>							
On-Time Performance							
Bus	76.9%	76.2%	78.0%	84.6%	85.0%	0%	0.5%
Completed Trips							
Bus	99.8%	99.8%	99.67%	99.7%	99.8%	0.1%	0.1%
CBS			99.86%	99.9%	99.4%	-0.5%	(0.5%)
Miles Between Service Calls							
Bus	13,107	12,964	13,275	12,038	9,500	(2,538)	(21.1%)
CBS			49,760	46,171	8,500	(37,671)	(81.6%)

### FY 2021





## Bus Operations continued

### Expenses

#### By Expense Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
Salaries & Benefits	\$ 86,288,126	\$ 92,336,601	\$ 100,237,480	\$ 113,622,796	\$ 93,336,607	\$ (20,286,189)	(17.9%)
Professional Services	14,458,737	14,502,660	9,605,222	2,383,293	3,010,672	627,379	26.3%
Materials & Supplies	8,740,716	10,289,748	10,105,938	11,781,883	7,683,184	(4,098,699)	(34.8%)
Utilities	6,496,974	6,251,475	4,561,061	4,633,745	185,000	(4,448,745)	(96.0%)
Insurance & Liability	(6,750)	(16,171)	835,062	903,930	1,067,911	163,981	18.1%
Other	347,242	412,882	462,509	397,875	758,092	360,217	90.5%
<b>Total</b>	<b>\$ 116,325,045</b>	<b>\$ 123,777,195</b>	<b>\$ 125,807,272</b>	<b>\$ 133,723,521</b>	<b>\$ 106,041,466</b>	<b>\$ (27,682,055)</b>	<b>(20.7%)</b>

#### By Department

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
Bus Operations	\$ 339,283	\$ 504,340	\$ 595,960	\$ 544,768	\$ 247,563	\$ (297,205)	(54.6%)
Bus Transportation	41,546,987	42,409,414	44,621,077	46,965,598	49,932,539	2,966,941	6.3%
Operations Training	1,039,886	1,281,751	1,458,715	1,191,690	1,664,384	472,694	39.7%
Bus Maintenance	14,926,594	16,752,241	17,480,679	22,246,303	23,839,581	1,593,278	7.2%
Light Rail Operations	37,344,131	40,240,509	14,715,525	15,876,895	-	(15,876,895)	(100.0%)
Facilities Maintenance	6,098,889	6,340,519	-	-	-	-	N/A
Purchased Transportation	11,924,999	11,599,999	7,592,735	-	-	-	N/A
Light Rail Maintenance	-	-	15,426,305	14,573,406	-	(14,573,406)	(100.0%)
Light Rail Wayside	-	-	10,640,864	10,811,600	-	(10,811,600)	(100.0%)
SacRT Go	-	-	-	-	10,323,256	10,323,256	N/A
Community Bus Service	2,319,106	3,787,608	5,754,769	13,534,769	7,771,370	(5,763,399)	(42.6%)
Scheduling	-	-	-	740,061	728,382	(11,679)	(1.6%)
Accessible Services	785,170	757,641	791,314	631,301	882,843	251,542	39.8%
Elk Grove - Vehicle Operations	-	93,017	3,954,741	3,749,120	5,591,475	1,842,355	49.1%
Elk Grove - Vehicle Maint.	-	(403)	1,670,076	1,698,905	2,876,088	1,177,183	69.3%
Elk Grove - Facilities Maint.	-	324	3,729	-	85,180	85,180	N/A
Elk Grove - Administration	-	10,234	1,100,782	1,159,107	2,098,805	939,698	81.1%
<b>Total</b>	<b>\$ 116,325,045</b>	<b>\$ 123,777,195</b>	<b>\$ 125,807,272</b>	<b>\$ 133,723,521</b>	<b>\$ 106,041,466</b>	<b>\$ (27,682,055)</b>	<b>(20.7%)</b>

## Bus Operations continued

### Positions

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22	
						Amount	Percent
Bus Operations	2	4	2	3	1 <sup>1</sup>	-2	(66.7%)
Bus Transportation	390	390	410	409	408 <sup>2</sup>	-1	(0.2%)
Operations Training	14	15	15	15	16 <sup>3</sup>	1	6.7%
Bus Maintenance	99	111	113	116	141 <sup>4</sup>	25	21.6%
Light Rail Operations	250	258	122	119	0 <sup>5</sup>	-119	(100.0%)
Facilities Maintenance	0	0	38	0	0	0	N/A
Purchased Transportation	0	0	0	0	0	0	N/A
Light Rail Maintenance	0	0	102	102	0 <sup>6</sup>	-102	(100.0%)
Light Rail Wayside	0	0	42	40	0 <sup>7</sup>	-40	(100.0%)
SacRT Go Paratransit	0	0	0	0	150 <sup>8</sup>	150	N/A
Community Bus Service	33	73	99	273	100 <sup>9</sup>	-173	(63.4%)
Scheduling	4	5	0	0	4 <sup>10</sup>	4	N/A
Accessible Services	0	0	6	6	6	0	0.0%
Elk Grove - Vehicle Operations	0	75	92	92	92	0	0.0%
Elk Grove - Vehicle Maint.	0	1	17	18	18	0	0.0%
Elk Grove - Facilities Maint.	0	0	1	0	0	0	N/A
Elk Grove - Administration	0	5	4	3	3	0	0.0%
<b>Total</b>	<b>792</b>	<b>937</b>	<b>1063</b>	<b>1196</b>	<b>939</b>	<b>-257</b>	<b>(21.5%)</b>

<sup>1</sup> Convert 1 VP, Operations to VP, Bus Operations and VP, Light Rail Operations; Eliminated 1 AVP, Bus Operations and 1 AVP, Light Rail Operations

<sup>2</sup> Transferred 1 Transportation Superintendent - Bus to Community Bus Service (CBS)

<sup>3</sup> Added 1 Administrative Technician in Operations Training

<sup>4</sup> Transferred 24 SacRT GO Maintenance positions from CBS and Added 1 Program Analyst in Bus Maintenance

<sup>5</sup> Transferred 119 in Light Rail Operations to Light Rail Operations Division

<sup>6</sup> Transferred 102 in Light Rail Maintenance to Light Rail Operations Division

<sup>7</sup> Transferred 40 in Light Rail Wayside to Light Rail Operations Division

<sup>8</sup> Transferred 150 SacRT GO positions from CBS

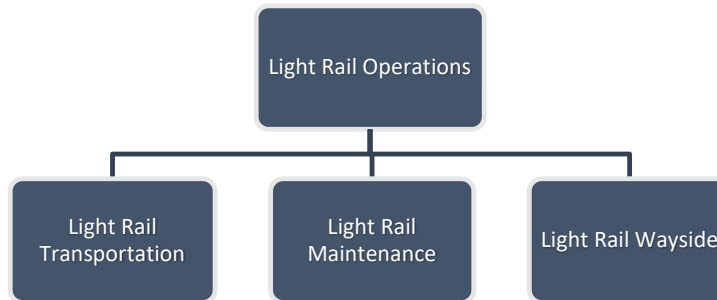
<sup>9</sup> Transferred 24 SacRT GO Maintenance positions to Bus Maintenance and 150 SacRT GO positions to SacRT GO Paratransit

Transferred 1 Transportation Superintendent - Bus from Bus Transportation

<sup>10</sup> Transferred 4 in Scheduling from Planning and Engineering Division



## Light Rail Operations



- Light Rail Operations guides and directs Light Rail Transportation, Light Rail Maintenance and Light Rail Wayside.
- Light Rail Transportation operates, dispatches and supervises daily light rail service.
- Light Rail Maintenance maintains and repairs the light rail vehicle fleet and fare vending machines.
- Light Rail Wayside maintains and repairs the rail infrastructure.



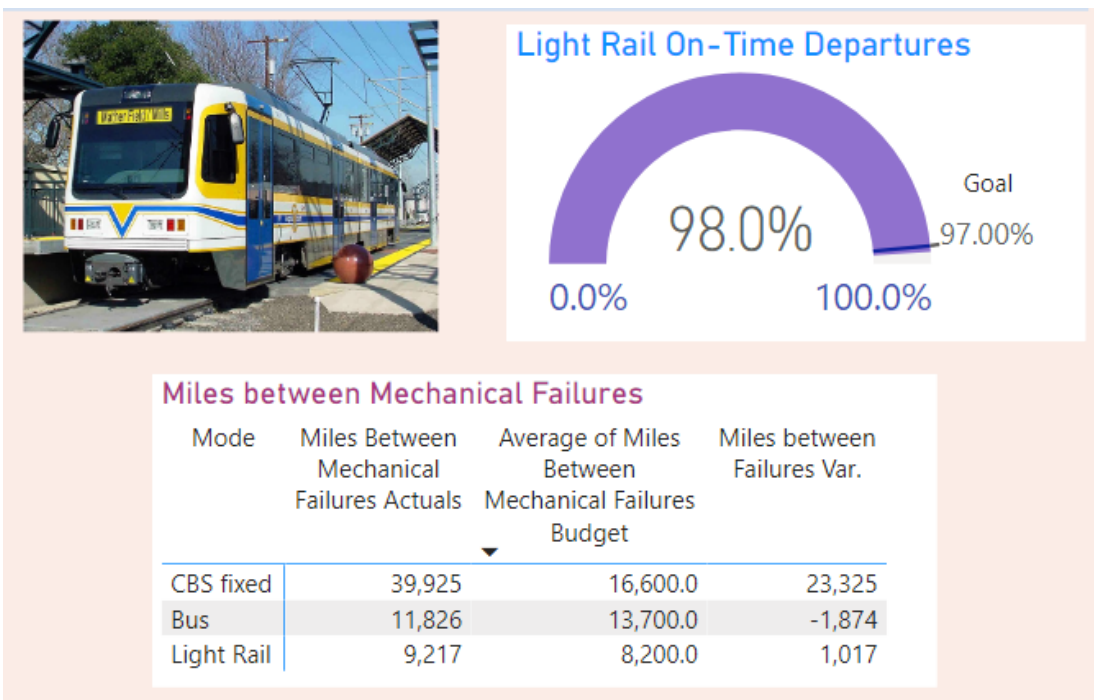


## Light Rail Operations continued

### Performance Measures/Statistics

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Change FY21 to FY22 Percent
<b>Reliability Measures</b>							
On-Time Departures							
Rail	98.2%	95.2%	96.4%	98.0%	97.0%	-1%	(1.0%)
Completed Trips							
Rail	99.6%	99.5%	99.29%	99.6%	99.8%	0.2%	0.2%
Miles Between Service Calls							
Rail	8,408	8,442	7,444	8,889	12,000	3,111	35.0%

### FY 2021





## Light Rail Operations continued

### Expenses

#### By Expense Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22	
						Amount	Percent
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ 35,896,348	\$ 35,896,348	N/A
Professional Services	-	-	-	-	633,170	633,170	N/A
Materials & Supplies	-	-	-	-	4,085,000	4,085,000	N/A
Utilities	-	-	-	-	5,200,000	5,200,000	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	-	-	-	-	131,653	131,653	N/A
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,946,171</b>	<b>\$ 45,946,171</b>	<b>N/A</b>

#### By Department

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22	
						Amount	Percent
Light Rail Operations	\$ -	\$ -	\$ -	\$ -	\$ 275,054	\$ 275,054	N/A
Light Rail Transportation	-	-	-	-	16,595,282	16,595,282	N/A
Light Rail Maintenance	-	-	-	-	16,880,446	16,880,446	N/A
Light Rail Wayside	-	-	-	-	12,195,389	12,195,389	N/A
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,946,171</b>	<b>\$ 45,946,171</b>	<b>N/A</b>

#### Positions

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22	
						Amount	Percent
Light Rail Operations	0	0	0	0	1 <sup>1</sup>	1	N/A
Light Rail Transportation	0	0	0	0	119 <sup>2</sup>	119	N/A
Light Rail Maintenance	0	0	0	0	101 <sup>3</sup>	101	N/A
Light Rail Wayside	0	0	0	0	40 <sup>4</sup>	40	N/A
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>261</b>	<b>261</b>	<b>N/A</b>

<sup>1</sup> Added 1 VP, Light Rail Operation (Split VP, Operations into VP, Bus Operations and VP, Light Rail Operations)

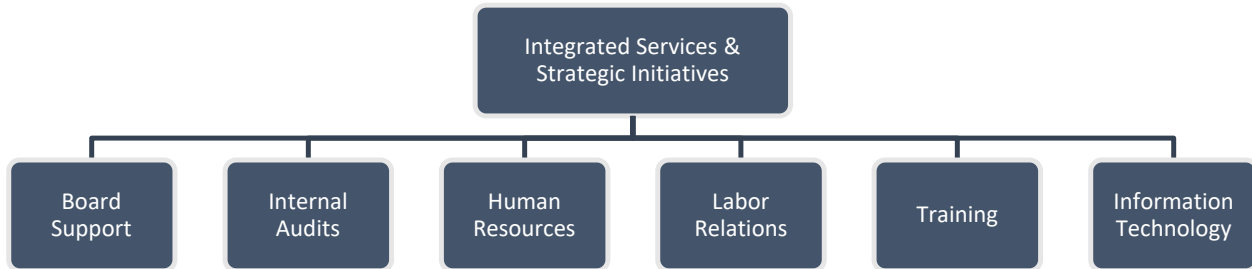
<sup>2</sup> Transferred 119 in Light Rail Transportation from Bus Operations Division

<sup>3</sup> Transferred 102 in Light Rail Maintenance from Bus Operations Division  
Unfunded 1 Black Box Light Rail Vehicle Technician

<sup>4</sup> Transferred 40 in Light Rail Wayside from Bus Operations Division



## 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.
- *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.
- *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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget
Positions Filled/Recalled					
Operators	77	106	268	240	250
Support - Maintenance & Facilities	36	51	74	97	80
Support - Other	71	46	115	164	100
<b>Total</b>	<b>184</b>	<b>203</b>	<b>457</b>	<b>501</b>	<b>430</b>

Employee Recognition Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget
Service Awards Eligibility	5-2017 / 4-2018 Eligibility	5-2018 / 4-2019 Eligibility	5-2019 / 4-2020 Eligibility	5-2020 / 4-2021 Eligibility	5-2021 / 4-2022 Eligibility
<i>By Years of Service - All Employee Groups</i>					
5 years	12	10	2	10	5
10 years	11	8	7	0	10
15 years	15	16	20	11	12
20 years	12	11	12	13	11
25 years	4	11	7	8	5
30 years	8	7	12	6	11
35 years	0	1	1	1	0
40 years	3	1	0	1	0
Safety Awards Eligibility	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>
<i>By Years of Award</i>	2017 Eligibility	2018 Eligibility	2019 Eligibility	2020 Eligibility	2021 Eligibility
01 - 09 years	239	227	223	230	196
10 - 19 years	151	142	129	150	137
20 - 29 years	36	37	28	35	31
30 - 39 years	3	1	3	5	3

Eligibility for 2022 Service Award recipients have not been determined. The figures represent an estimated average.

The 2018 Safety Awards were paid out of the FY 2021 Budget.

The 2019 and 2020 Safety Awards will be paid out of the FY 2022 Budget.

Eligibility for 2019, 2020 and 2021 Safety Award recipients have not been determined. The figures represent an estimated average.



## Integrated Services and Strategic Initiatives continued

### Expenses

#### By Expense Category

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

#### By Department

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

#### Positions

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

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

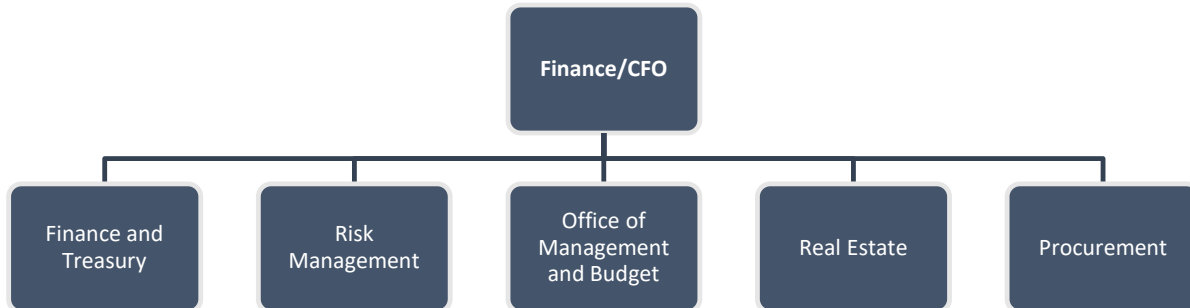
<sup>1</sup> Transferred 1 in Internal Audits from Planning and Engineering Division

<sup>2</sup> Funded 2 positions in Human Resources: 1 Administrative Assistant II and 1 Administrative Technician

<sup>3</sup> Added 1 Manager, Training and Workforce Development and 1 Training Analyst

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

## 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 and Treasury performs all fare revenue collections, completes ridership analytics and reporting, payroll for SacRT employees and retirement benefits, manages three defined benefit pension plans and two defined contribution retirement plans, accounts payable, accounts receivable and all financial accounting and reporting.
- Office of Management & Budget allocates, monitors, and reports all resources and expenses; evaluates operational efficiencies and service changes and expansions; provides administration of all federal, state, and local grants; identifies and pursues grants and new revenue sources; and develops and oversees the District's Capital Improvement Plan.
- Real Estate acquires, develops, disposes of land and buildings, and conducts property management.
- Risk Management manages SacRT's workers' compensation, light duty, and self-administered general liability programs; directs the activities of the insurance broker to place and service SacRT's excess insurance; sets and monitors insurance requirements for contractors performing work on behalf of SacRT; prepares Osha 300 and OCIP annual reporting; and coordinates closely with Training, Safety and other departments to identify hazards and analyze trending in an attempt to reduce accident, injury and illness claims against the District.
- Procurement manages and oversees the acquisition and contract administration functions related to construction, professional and non-professional services, vehicles, and equipment/supply contracts; and reviews, analyzes, and applies all District policies and applicable federal, state, and local contracting regulations.

## Finance/Chief Financial Officer continued

### Performance Measures/Statistics

		FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget
<b>Effectiveness Measures</b>						
1	GFOA Certificate of Achievement for Excellence in Finance Reporting	Yes	Yes	Yes	TBD	TBD
	GFOA Distinguished Budget Award	Yes	Yes	Yes	TBD	TBD
	Accounts Payable Check Processed	8,351	8,425	9,559	8,684	8,000
	Annual Audit Adjustments	1	1	1	1	1
<b>Efficiencies Measures</b>						
	Submit CAFR report on time	Yes	Yes	Yes	TBD	TBD
	Submit State Controller's Report on time	Yes	Yes	Yes	TBD	TBD
	File annual NTD report on time	Yes	Yes	Yes	TBD	TBD
	Complete month-end Financial closing within target # of days or less from month end	10	10	10	10	10
	Submit month-end Vital Stat Report to EMTs within target # of days or less from month-end close	5	5	5	5	5
	Submit month-end Financial Report to EMTs within target # of days or less from month-end close	7	7	7	7	7
	Submit FTA Financial and Milestone Report Quarterly	4	4	4	4	4
	Produce Cost Allocation Plan	1	1	1	1	1
<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 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Budget</b>
<i>Workers Compensation Claims</i>					
Open	169	131	177	156	156
Close	171	158	175	125	125
Litigated	15	14	16	12	12
Pending	305	289	320	319	319
<i>General Liability Claims</i>					
Open	204	194	220	111	150
Close	232	188	200	153	135
Litigated	17	13	15	6	10
Pending	124	88	100	93	110
<i>Property Recovery Claims</i>					
Open	67	67	75	21	65
Close	79	52	65	35	50
Pending	20	18	25	9	20
Recoveries	232,286	901,547	200,000	182,268	225,000
Insurance Renewals	2,713,368	2,669,701	3,673,511	6,863,024	9,062,721

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## Finance/Chief Financial Officer continued

### Expenses

#### Expenses By Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22	
						Amount	Percent
Salaries & Benefits	\$ 4,921,083	\$ 5,513,856	\$ 6,106,961	\$ 6,246,860	\$ 7,099,041	\$ 852,181	13.6%
Professional Services	980,586	1,279,472	1,370,167	1,333,440	1,631,178	297,738	22.3%
Materials & Supplies	351,988	291,063	265,219	145,853	243,500	97,647	66.9%
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	9,306,594	14,027,486	9,095,761	11,431,766	15,968,122	4,536,356	39.7%
Other	1,814,113	2,046,667	1,769,748	1,309,812	3,069,900	1,760,088	134.4%
<b>Total</b>	<b>\$ 17,374,363</b>	<b>\$ 23,158,545</b>	<b>\$ 18,607,856</b>	<b>\$ 20,467,731</b>	<b>\$ 28,011,741</b>	<b>\$ 7,544,010</b>	<b>36.9%</b>

#### By Department

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22	
						Amount	Percent
Finance/CFO	386,395	536,390	495,641	509,038	2,015,169	\$ 1,506,131	295.9%
Finance/Treasury	3,373,848	4,068,235	3,868,987	3,165,721	3,908,592	742,871	23.5%
Risk Management	10,534,787	15,354,807	10,809,119	13,380,302	17,982,591	4,602,289	34.4%
Office of Mgmt & Budget	1,206,100	1,272,853	1,166,364	1,257,521	1,459,159	201,638	16.0%
Real Estate	835,783	948,883	946,637	1,037,279	1,144,834	107,555	10.4%
Procurement	1,037,451	977,377	1,321,108	1,117,870	1,501,396	383,526	34.3%
<b>Total</b>	<b>\$ 17,374,363</b>	<b>\$ 23,158,545</b>	<b>\$ 18,607,856</b>	<b>\$ 20,467,731</b>	<b>\$ 28,011,741</b>	<b>\$ 7,544,010</b>	<b>36.9%</b>

#### Positions

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22	
						Amount	Percent
Finance/CFO	2	2	2	2	2	0	0.0%
Human Resources	0	12	0	0	0	0	N/A
Finance/Treasury	16	20	20	21	22 <sup>1</sup>	1	4.8%
Risk Management	0	5	5	7	7	0	0.0%
Office of Mgmt & Budget	7	7	9	7	8 <sup>2</sup>	1	14.3%
Real Estate	1	2	2	2	2	0	0.0%
Procurement	0	0	7	8	10 <sup>3</sup>	2	25.0%
<b>Total</b>	<b>26</b>	<b>48</b>	<b>45</b>	<b>47</b>	<b>51</b>	<b>4</b>	<b>8.5%</b>

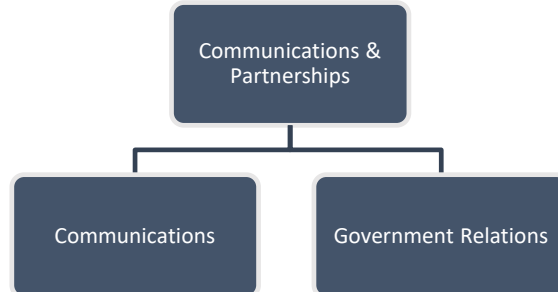
<sup>1</sup> Added 1 Payroll Analyst

<sup>2</sup> Funded Manager, Capital and Project Control

<sup>3</sup> Funded 3 Procurement Analyst II  
Transferred 1 Sr. Attorney to Legal



## Communications and Partnerships



- Communications plans and directs advertising, marketing and promotional campaigns, and social media with an emphasis on programs designed to increase ridership and brand awareness. The department conducts community outreach, maintains the District's website, and produces electronic and print communications.
- Government Relations assists SacRT with local, regional, state, and federal governmental activities, including helping shape, analyze, and promote public policies and funding that benefits SacRT's goals as a public transportation provider. By assisting SacRT's governmental and public affairs functions in interacting with the government, legislators, interest groups, and the media, this division helps ensure that SacRT establishes legislative priorities, track policies around key transportation issues, educate government officials regarding transit, and engage in different stakeholders on strategies, frameworks, and regulations governing SacRT's day-to-day activities.





## Communications and Partnerships continued

### Expenses

#### Expenses By Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22	
						Amount	Percent
Salaries & Benefits	\$ 641,323	\$ 880,122	\$ -	\$ -	\$ 1,533,194	\$ 1,533,194	N/A
Professional Services	231,933	229,455	-	-	809,000	809,000	N/A
Materials & Supplies	183	2,921	-	-	8,500	8,500	N/A
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	275,123	278,728	-	-	226,500	226,500	N/A
<b>Total</b>	<b>\$ 1,148,562</b>	<b>\$ 1,391,227</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,577,194</b>	<b>\$ 2,577,194</b>	<b>N/A</b>

#### By Department

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22	
						Amount	Percent
Government Relations	\$ -	\$ -	\$ -	\$ -	\$ 506,703	\$ 506,703	N/A
Communications & Partnership:	909,939	1,074,589	-	-	397,061	397,061	N/A
Customer Advocacy	238,623	316,638	-	-	-	-	N/A
Communication	-	-	-	-	1,673,430	1,673,430	N/A
<b>Total</b>	<b>\$ 1,148,562</b>	<b>\$ 1,391,227</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,577,194</b>	<b>\$ 2,577,194</b>	<b>N/A</b>

#### Positions

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22	
						Amount	Percent
Government Relations	0	0	0	0	2 <sup>1</sup>	2	N/A
Communications & Partnership:	2	3	0	0	1 <sup>2</sup>	1	N/A
Customer Advocacy	3	3	0	0	0	0	N/A
Communication	7	6	0	0	6 <sup>3</sup>	6	N/A
Customer Services	16	18	0	0	0	0	N/A
<b>Total</b>	<b>28</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>N/A</b>

<sup>1</sup> Transferred 2 in Government Relations from General Manager Division

<sup>2</sup> Transferred 1 VP, Communications & Partnerships from General Manager Division

<sup>3</sup> Transferred 6 in Communication from General Manager Division



## 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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
Percent of passengers inspected	20.85%	22.32%	21.45%	25.14%	20.00%	-5.1%	(20.4%)
Cited passengers without proper fare	31,732	39,513	27,035	31,138	30,000	(1,138)	(3.7%)
Light Rail Fare evasion	1.42%	1.63%	1.39%	2.10%	1.50%	-0.6%	(28.6%)

Quality Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
Number of customer contacts	14,433	14,698	14,698	13,989	14,000	11	0.1%
Number of passenger service reports processed	88	128	64	84	100	16	19.0%
Number of security related customer reports	129	114	160	145	125	-20	(13.8%)
Percent of security related customer contact	0.89%	0.78%	1.14%	2.80%	1.20%	0	(57.1%)



## Law Enforcement Appreciation Day





## Security, Safety and Customer Satisfaction continued

### Expenses

#### Expenses by Category

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Change FY21 to FY22	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 5,487,264	\$ 5,997,061	\$ 6,980,441	\$ 7,107,189	\$ 8,541,758	\$ 1,434,569	20.2%
Professional Services	5,076,430	5,034,078	6,396,655	6,123,485	6,684,765	561,280	9.2%
Materials & Supplies	68,023	89,348	311,240	587,400	396,000	(191,400)	(32.6%)
Utilities	-	-	-	(233)	-	233	(100.0%)
Insurance & Liability	-	-	-	-	-	-	N/A
Other	64,741	194,415	75,713	20,950	46,200	25,250	120.5%
<b>Total</b>	<b>\$ 10,696,459</b>	<b>\$ 11,314,901</b>	<b>\$ 13,764,049</b>	<b>\$ 13,838,792</b>	<b>\$ 15,668,723</b>	<b>\$ 1,829,931</b>	<b>13.2%</b>

#### By Department

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Change FY21 to FY22	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Police Services	\$ 10,185,067	\$ 10,616,545	\$ 10,690,185	\$ 10,105,948	\$ 11,501,710	\$ 1,395,762	13.8%
Security, Safety & CS	-	-	212,630	265,429	261,012	(4,417)	(1.7%)
Safety & Environmental	511,392	698,356	807,343	1,111,938	1,260,829	148,891	13.4%
Customer Satisfaction	-	-	2,053,892	2,355,476	2,645,172	289,696	12.3%
<b>Total</b>	<b>\$ 10,696,459</b>	<b>\$ 11,314,901</b>	<b>\$ 13,764,049</b>	<b>\$ 13,838,792</b>	<b>\$ 15,668,723</b>	<b>\$ 1,829,931</b>	<b>13.2%</b>

#### Positions

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Change FY21 to FY22	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Police Services	70	73	49	44	49 <sup>1</sup>	5	11.4%
Security and Safety	0	0	1	1	1	0	0.0%
Safety & Environmental	0	0	3	3	6 <sup>2</sup>	3	100.0%
Customer Satisfaction	0	0	0	26	26	0	0.0%
<b>Total</b>	<b>70</b>	<b>73</b>	<b>53</b>	<b>74</b>	<b>82</b>	<b>8</b>	<b>10.8%</b>

<sup>1</sup> Transferred 1 Admin Technician to Safety & Environmental  
 Converted 3 PSC SOC's to Security Lead  
 Added 1 Social Services Practitioner  
 Funded 4 Transit Ambassadors and Eliminated 2 Transit Fare Inspectors

<sup>2</sup> Transferred 1 Admin Technician from Police Services  
 Added 2 Safety Specialist I; 1 converted from Sr. Safety Specialist  
 Added 1 Safety Specialist II

## Non Divisional

### Expenses

#### Expenses by Category

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	Change FY21 to FY22 Amount	Percent
Salaries & Benefits	\$ (459,336)	\$ (309,140)	\$ (228,970)	\$ (199,452)	\$ (10,116,928)	\$ (9,917,476)	4972.4%
Professional Services	-	-	-	-	-	-	N/A
Materials & Supplies	-	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	-	1,339	-	-	-	-	N/A
<b>Total</b>	<b>\$ (459,336)</b>	<b>\$ (307,801)</b>	<b>\$ (228,970)</b>	<b>\$ (199,452)</b>	<b>\$ (10,116,928)</b>	<b>\$ (9,917,476)</b>	<b>4972.4%</b>

This category includes estimated savings for future vacancies for FY 2022 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 2022 Adopted Budget proposes \$10.1 million for non-divisional savings from vacancy and indirect costs for capital projects, an increase of \$9.9 million from the FY 2021 year-end projections.

- 6% vacancy factor for Operators and 8% vacancy factor for non-Operators were used to calculate future vacancy savings for FY 2022. The estimated savings are \$10.1 million, which includes indirect costs for capital projects.
- Indirect cost for Capital Projects is estimated at \$0.19 million, which is a reduction of \$0.02 million from the FY 2021 year-end projections of \$0.21 million.



## Capital Improvement Program





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## 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:

**Guideway:** Projects that will improve public transportation facility using and occupying a separate right-of-way (ROW) or rail for the exclusive use of public transportation including the buildings and structures dedicated for the operation of transit vehicles.

- **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.

- **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.

**Revenue Vehicles:** Projects related to procuring rolling stock used to provide revenue service for passengers.

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

With this project, SacRT will replace the thirteen (13) 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.

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## Major Capital Projects continued

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

SacRT will purchase seven (7) 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.

**Passenger Stations:** Projects associated with the development, enhancement, and improvement passenger boarding/deboarding facilities.

- **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.

- **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.

- **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.

## Major Capital Projects continued

**Maintenance Building:** Projects to improve facilities where maintenance activities are conducted including garages, shops and operations centers.

- **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 2022 budget proposes an increase in budget authority of \$58.3 million and budget carry forward from previous years of \$1.2 billion bring the FY 2022 Budget Authority to \$1.2 billion.

- The new capital project revenues for FY 2022 consists of \$55.7 million in Federal, \$50.1 million in State, \$19.3 in Local, and \$951 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 2022 capital budget proposes new funding of \$125.1 million, which consists of \$25 million for Guideway projects, \$76.8 million for Revenue Vehicle Project, \$3.3 million for Maintenance Building Projects, and \$16.5 million for Passenger Station Projects.



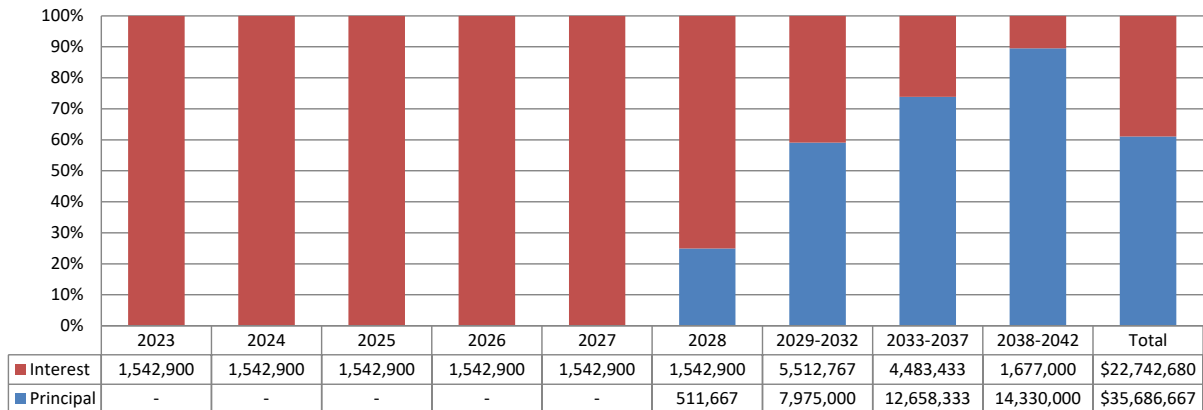
**SacRT receives funding to modernize transit system.**

## Debt Service

In August 2021, SacRT issued Revenue Refunding Bonds totaling \$35,475,000 with interest rates ranging from 4% to 5%. The Refunding Bonds were issued to (a) current refund and defease all of the outstanding Sacramento Regional Transit District Farebox Revenue Bonds, Series 2012, (b) fund the Bond Reserve Fund and (c) pay the costs of issuance of the Series 2021A Bonds. The Refunding Bonds are a special limited obligation of SacRT and are secured by a pledge of farebox and LTF revenues through 2042. In addition to the refunding bonds, the table below also includes the revenue bonds principal payments of \$211,667, which was made prior to the refunding.

Fiscal Year	Principal	Interest	Total	Outstanding Balance
2022	211,667	1,812,080	2,023,746	56,405,600
2023	-	1,542,900	1,542,900	54,862,700
2024	-	1,542,900	1,542,900	53,319,800
2025	-	1,542,900	1,542,900	51,776,900
2026	-	1,542,900	1,542,900	50,234,000
2027	-	1,542,900	1,542,900	48,691,100
2028	511,667	1,542,900	2,054,567	46,636,533
2029-2032	7,975,000	5,512,767	13,487,767	33,148,767
2033-2037	12,658,333	4,483,433	17,141,767	16,007,000
2038-2042	14,330,000	1,677,000	16,007,000	-
<b>Total</b>	<b>\$ 35,686,667</b>	<b>\$ 22,742,680</b>	<b>\$ 58,429,346</b>	<b>\$ -</b>

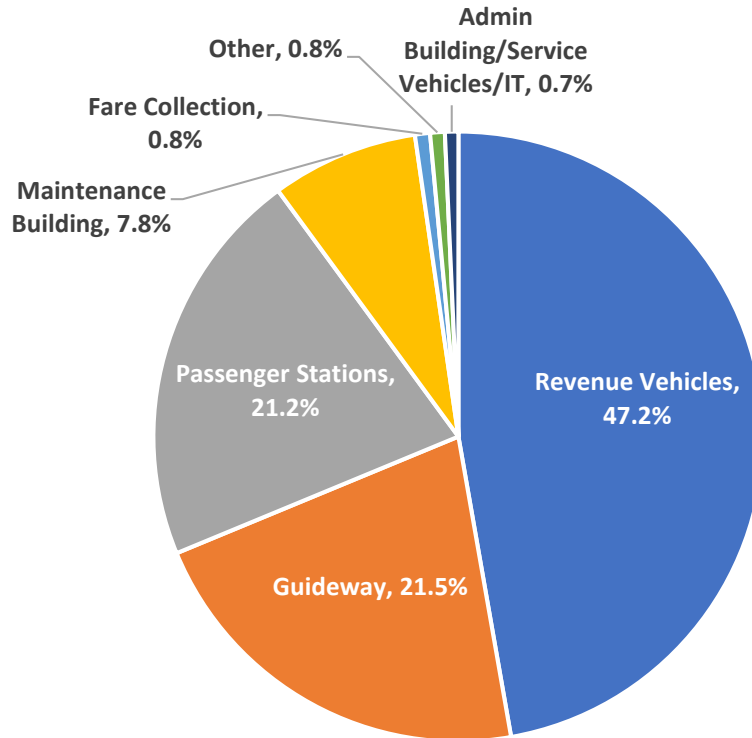
### Debt Service Repayment Schedule



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



### Capital Budget by Category



(Dollars in Thousands)

Category	FY 2022 Authorized Budget	% Of Total Authorized Budget
Guideway	\$265,964	21.52%
Revenue Vehicles	\$583,781	47.23%
Service Vehicles	\$2,817	0.23%
Maintenance Building	\$96,239	7.79%
Admin Building	\$3,161	0.26%
Passenger Stations	\$261,717	21.18%
Fare Collection	\$9,843	0.80%
Com/IT Systems	\$2,788	0.23%
Other	\$9,600	0.78%
<b>Total</b>	<b>\$1,235,910</b>	<b>100.00%</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 2022	FY 2023	FY 2024	FY 2025	FY 2026
<b>all capital projects</b>	\$ -	\$ -	\$ 56,189	\$ 2,508,878	\$ 3,405,785
Salaries & Benefits	-	-	39,989	1,785,533	2,423,849
Professional Services	-	-	4,883	218,015	295,954
Materials & Supplies	-	-	3,488	155,764	211,448
Utilities	-	-	2,102	93,875	127,435
Insurance & Liability	-	-	4,467	199,458	270,763
Other	-	-	1,259	56,234	76,337

## 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 2022 to FY2026 Five-Year CIP is anticipated to be presented to the SacRT Board of Directors for approval in early 2022. The FY 2022 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 either partially or unfunded projects.

**Tier II:** These are unfunded projects that are not high-priority projects or are not listed in the first 3 years of the CIP.

**Tier III:** These are unfunded future projects projected for completion outside of the five-year CIP period. They are included in the CIP for planning purposes only.

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



## Capital Improvement Revenues and Expenditures

ID	Project Name	Previous Approved Capital Budget	Carry Forward	FY 22 Budget Increases	Funding Additions				Board Authorized Amount
					Federal	State	Local	TBD	
<b>Guideway</b>									
404	Green Line to the River District (GL-1)	49,762,000	187,703	-	-	-	-	-	187,703
410	South Sacramento Corridor Phase 2 LR Extension	270,000,000	6,451,171	-	-	-	-	-	6,451,171
F019	Instrument House and Signal Case Wraps	258,386	3	-	-	-	-	-	3
G238	Biennial Bridge Inspections / Repairs	251,873	12,251	-	-	-	-	-	12,251
M019	Arcade Creek Bridge Environmental Clearance	110,000	110,000	-	-	-	110,000	-	110,000
R010	Light Rail Crossing Enhancements	1,919,676	1,261,896	-	-	500,000	-	426,960	1,261,896
R322	Green Line Draft EIS / EIR	4,195,809	130,837	-	-	-	-	-	130,837
R328	Green Line Final EIS/EIR	1,400,000	1,400,000	-	-	-	-	1,400,000	1,400,000
R344	Enhanced Employee Protection Warning System	968,404	2,622	-	-	-	-	-	2,622
R350	TPSS A1 / A055 RC Relocation	5,511,008	5	-	-	-	-	-	5
R359	LR Modern. 15 Min. Service to Folsom (Side Track)	67,300,000	66,508,677	-	3,884,721	20,300,000	500,000	31,773,984	66,508,677
R364	Bidwell Instrument House Replacement	500,000	467,115	-	-	-	-	-	467,115
R374	TPSS A1 Negative Return Cable Replacement	184,390	184,390	-	-	-	-	184,390	184,390
R400	Light Rail State of Good Repair Maintenance	500,000	500,000	-	-	-	-	500,000	500,000
S030	Downtown/Riverfront Streetcar Project	200,000,000	188,668,127	-	-	-	-	186,903,714	188,668,127
T052	Track Warrant Controlled Access System	195,168	78,758	-	-	-	-	-	78,758
		<b>603,056,714</b>	<b>265,963,554</b>	<b>-</b>	<b>3,884,721</b>	<b>20,800,000</b>	<b>500,000</b>	<b>221,299,048</b>	<b>265,963,554</b>
<b>Fare Collection</b>									
R354	Fare Vending Machine (FVM) Enhancements	9,745,317	1,637,378	-	-	-	-	-	1,637,378
T041	Upgrade for Connect Card	35,000	35,000	-	-	-	-	-	35,000
T046	Connect Card Implementation-Consultant (Part 2)	118,000	20,836	-	-	-	-	-	20,836
T053	Connect Card Initial Project Launch	175,000	-	-	-	-	-	-	-
T059	Farebox-FVM-Zip Pass Integration	650,000	649,800	-	-	-	-	3,434	649,800
T067	Connect Card Version 2.0	7,500,000	7,500,000	-	-	-	-	7,500,000	7,500,000
		<b>18,223,317</b>	<b>9,843,014</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,503,434</b>	<b>9,843,014</b>

### Capital Project Revenues and Expenditures continued

ID	Project Name	Previous Approved Capital Budget	Carry Forward	FY 22 Budget Increases	Funding Additions				Board Authorized Amount
					Federal	State	Local	TBD	
<b>Revenue Vehicles</b>									
651	Siemens Light Rail Vehicle Mid-Life Overhaul	9,946,412	729,776	-	-	-	-	260,011	729,776
B100	Existing Bus Fleet Replacement (2020 - 2035)	21,629,000	21,629,000	-	-	-	-	21,629,000	21,629,000
B142	Neighborhood Ride Vehicle Replacements	2,689,028	17,792	-	-	-	-	-	17,792
B155	Microtransit 6 Zero Emission Vehicles & Chargers	1,457,493	617,295	-	-	-	-	615,000	617,295
B159	Microtransit 20 Zero Emission Vehicles & Chargers	5,519,200	5,519,200	-	-	-	-	5,519,200	5,519,200
B164	Airport Service Expansion ZEB Buses (10-40')	9,926,957	9,875,570	-	-	-	-	6,696,135	9,875,570
B170	CNG Tank Replacements - 2006 Orion Buses	370,000	370,000	-	-	-	-	-	370,000
B173	40' CNG Buse Replacements (91)	63,500,000	63,500,000	-	15,291,697	2,622,180	6,168,189	39,417,934	63,500,000
B178	Folsom Cutaway Bus Replacement	1,378,145	1,354,762	-	-	-	-	-	1,354,762
P009	Paratransit Vehicle Replacement (approx. 40+)	7,263,520	35,256	-	-	-	-	-	35,256
P012	Cutaway Vehicle Ride Improvement	925,000	925,000	-	-	-	-	925,000	925,000
P013	SacRT GO Vehicle Replacement	2,600,000	2,600,000	-	-	-	-	2,600,000	2,600,000
P014	SmaRT Ride Vehicle Replacement	1,525,000	1,525,000	-	-	-	-	1,525,000	1,525,000
R001	CAF/Siemens LR Vehicle Painting/Exterior Work	995,000	479,071	-	-	-	-	-	479,071
R085	UTDC Light Rail Vehicle Retrofit - 14 vehicles	25,564,495	(449)	-	-	-	-	-	(449)
R100	Replacement Light Rail Vehicles (18)	235,736,851	235,736,851	-	25,000,000	25,600,000	2,092,463	183,044,388	235,736,851
R115	Replacement New Low-Floor LRVs (13)	75,820,672	55,217,444	-	-	-	-	-	55,217,444
R125	CAF Fleet Mid-Life Component Overhaul	106,230,277	106,230,277	-	-	-	-	106,230,277	106,230,277
R366	Light Rail Vehicles: Gold Line 15 Min. Service (7 Exp.)	42,081,599	30,919,253	-	-	-	-	-	30,919,253
R368	LR Vehicles: Green Line 15 Min SVS to T9 (7 Exp.)	46,500,000	46,500,000	-	-	-	-	46,500,000	46,500,000
		<b>661,658,649</b>	<b>583,781,098</b>	<b>-</b>	<b>40,291,697</b>	<b>28,222,180</b>	<b>8,260,652</b>	<b>414,961,945</b>	<b>583,781,098</b>

### Capital Project Revenues and Expenditures continued

ID	Project Name	Previous Approved Capital Budget	Carry Forward	FY 22 Budget Increases	Funding Additions				Board Authorized Amount
					Federal	State	Local	TBD	
<b>Service Vehicles</b>									
B141	Non-Revenue Vehicles	4,726,342	353,298	-	-	-	-	-	353,298
N001	Non-Revenue Police Vehicle Replacement*	3,067,042	983,552	-	-	-	940,000	-	983,552
G239	Non-Revenue Police Vehicle Replacement	1,480,000	1,480,000	-	-	-	-	1,480,000	1,480,000
		<b>9,273,384</b>	<b>2,816,850</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>940,000</b>	<b>1,480,000</b>	<b>2,816,850</b>
<b>Maintenance Building</b>									
715	Bus Maintenance Facility 2 (Phase 1 & 2)	25,383,587	1,096,418	-	-	-	-	-	1,096,418
B144	BMF1 CNG Fueling Facility Upgrades	4,285,684	3,863,214	-	-	-	-	902,977	3,863,214
B151	Above Ground Gas Tank	2,000,000	2,000,000	-	-	-	-	2,000,000	2,000,000
B153	BMF1 Ground Well Monitoring	153,683	21,366	-	-	-	-	-	21,366
B165	Electric Bus Charging Infrastructure	7,000,000	6,865,601	<b>2,380,000</b>	-	-	-	7,167,897	9,245,601
B180	BMF 1 In-Ground Lift Replacement	872,154	872,154	-	-	-	699,734	-	872,154
B400	Bus Sysemt Capital Improv. State of Good Repair	500,000	500,000	-	-	-	-	500,000	500,000
F033	Cutaway and Non-Revenue Fuel Station	805,000	805,000	-	-	-	805,000	-	805,000
F035	South Area BMF	70,725,000	70,725,000	-	-	-	-	70,725,000	70,725,000
R324	Light Rail Portable Jacking System	175,000	52,596	-	-	-	-	-	52,596
R343	Whiting In-Floor Hoist Inspection and Repair	254,817	152,653	-	-	-	-	-	152,653
R362	Light Rail Wheel Truing Machine Procurement	3,400,000	3,400,000	-	-	1,150,000	600,000	1,650,000	3,400,000
R363	Tamper Refurbishment	89,880	89,822	-	-	-	-	-	89,822
R371	Y1 Substation Installation	2,760,000	2,760,000	-	-	-	-	2,760,000	2,760,000
R373	Material Storage System	655,000	655,000	-	-	-	-	655,000	655,000
		<b>119,059,805</b>	<b>93,858,823</b>	<b>2,380,000</b>	<b>-</b>	<b>1,150,000</b>	<b>2,104,734</b>	<b>86,360,874</b>	<b>96,238,823</b>

### Capital Project Revenues and Expenditures continued

ID	Project Name	Previous Approved Capital Budget	Carry Forward	FY 22 Budget Increases	Funding Additions				Board Authorized Amount
					Federal	State	Local	TBD	
<b>Passenger Stations</b>									
B134	Fulton Avenue Bus Shelters / Bus Stops	169,435	14,158	-	-	-	-	-	14,158
B150	Watt I-80 Transit Center Improvements	10,410,780	10,199,037	<b>504,291</b>	-	-	-	10,345,459	10,703,328
B171	Citrus Heights Bus Stop Improvements	200,000	200,000	-	-	-	-	200,000	200,000
B172	Folsom Bus Stop Improvements	200,000	200,000	-	-	-	-	200,000	200,000
B179	Bus Stop Improvements	1,461,166	1,461,166	-	-	-	-	1,236,415	1,461,166
M018	Bus Stop Improvement Plan	225,000	225,000	<b>25,000</b>	-	-	25,000	225,000	250,000
R055	Dos Rios Light Rail Station Design	19,687,600	17,616,414	<b>6,112,400</b>	-	-	-	6,012,004	23,728,814
R135	Horn Light Rail Station	5,840,604	5,299,547	-	-	-	-	5,268,142	5,299,547
R314	Light Rail Station Low Floor Vehicle Conversion	86,250,000	85,240,528	-	6,914,988	-	4,393,494	64,047,767	85,240,528
R327	Sacramento Valley Station Loop Design/Construct	87,300,000	87,272,368	<b>46,820,000</b>	4,563,201	-	591,187	128,719,612	134,092,368
R347	Watt I-80 Elevator Replacement	990,000	526,612	-	-	-	-	-	526,612
		<b>212,734,585</b>	<b>208,254,831</b>	<b>53,461,691</b>	<b>11,478,189</b>	<b>-</b>	<b>5,009,681</b>	<b>216,254,399</b>	<b>261,716,522</b>
<b>Admin Building</b>									
F020	HVAC Replacements - Admin & Maint Buildings	95,325	72,533	-	-	-	-	-	72,533
F021	Facilities Maintenance & Improvements	818,996	505,455	-	-	-	-	361,617	505,455
F028	Administrative Equipment Optimization	700,000	700,000	-	-	-	-	700,000	700,000
F030	Admin Building Lobby Remodel	200,000	149,398	-	-	-	-	-	149,398
F031	R Street Operation & Security Build Out	750,000	663,485	-	-	-	-	121,200	663,485
F034	1225 R Street - Electric & Mechanical Upgrade	570,000	570,000	-	-	-	-	570,000	570,000
F400	Facility Capital State of Good Repair	500,000	500,000	-	-	-	-	500,000	500,000
		<b>3,634,321</b>	<b>3,160,871</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,252,817</b>	<b>3,160,871</b>

### Capital Project Revenues and Expenditures continued

ID	Project Name	Previous Approved Capital Budget	Carry Forward	FY 22 Budget Increases	Funding Additions				Board Authorized Amount
					Federal	State	Local	TBD	
<b>Com/IT Systems</b>									
964	Trapeze Implementation (TEAMS)	2,164,212	142	-	-	-	-	-	142
B147	Bus Maintenance Management Software Program	414,500	392,961	-	-	-	-	-	392,961
B169	Microtransit Scheduling Software	192,000	54,538	-	-	-	-	-	54,538
B174	Disruption Manager Software	214,866	214,866	-	-	-	-	214,866	214,866
B175	Intelligent Vehicle Network Upgrade (IVN3 to IVN5)	652,630	652,630	-	-	-	-	-	652,630
B176	Drive Cam	454,590	454,590	-	-	-	-	-	454,590
B177	Trapeze OPS Web	251,000	251,000	-	-	-	-	-	251,000
M009	Radio Communications System Upgrade	2,163,908	36,772	-	-	-	-	-	36,772
P011	Paratransit Service Start Up	2,000,000	154,618	-	-	-	-	-	154,618
R355	Automatic Passenger Counters for LRT	1,310,000	43,556	-	-	-	-	-	43,556
R357	Dynamic Message Signs (NEC/Blue Line)	344,412	-	-	-	-	-	-	-
T018	Building Access Upgrades	128,116	2,545	-	-	-	-	-	2,545
T022	Handheld Smart Card Reader	120,776	8,985	-	-	-	-	-	8,985
T025	Surveillance and Security Facilities Enhancements	277,986	327	-	-	-	-	-	327
T062	Data Center UPS Runtime Increase	350,000	308,588	-	-	-	-	150,000	308,588
T066	Historic Folsom Camera Enhancements	88,607	88,607	-	-	-	46,969	-	88,607
T068	Palo Alto Core Firewall Replacment	123,000	123,000	-	-	-	-	123,000	123,000
		<b>11,250,603</b>	<b>2,787,725</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>46,969</b>	<b>487,866</b>	<b>2,787,725</b>

### Capital Project Revenues and Expenditures continued

ID	Project Name	Previous Approved Capital Budget	Carry Forward	FY 22 Budget Increases	Funding Additions				Board Authorized Amount
					Federal	State	Local	TBD	
<b>Other</b>									
A007	Easton Development Grade Crossing	50,000	27,941	-	-	-	-	-	27,941
A009	Folsom Streetscape	83,169	19,952	-	-	-	-	-	19,952
A015	Caltrans Brighton Overhead Design Build Support	262,209	179,084	-	-	-	-	-	179,084
A016	Caltrans Route 160 N. Sac. Seismic Retrofit	50,000	44,833	-	-	-	-	-	44,833
A019	Caltrans Camellia City Viaduct Overhead Structures	334,400	180,431	-	-	-	-	-	180,431
A020	Folsom Complete Street Project	45,000	42,040	-	-	-	-	-	42,040
B168	SacRT Forward (Implement Route Optimization)	885,000	112,678	-	-	-	-	-	112,678
G237	Caltrans Across the Top System Modifications	360,135	36,060	-	-	-	-	-	36,060
M002	University/65th Street Transit Center Relocation	532,647	145,009	-	-	-	145,000	-	145,009
M004	OPERATING Revenue Bond, Series 2012 Payment	20,700,418	644,469	<b>2,424,475</b>	-	-	2,424,475	-	3,068,944
M008	Transit Action (Long-Range) Plan Update	200,000	200,000	<b>26,000</b>	-	-	-	226,000	226,000
M011	Cemo Circle Environmental	861,000	54,257	-	-	-	-	-	54,257
M015	Capital Region High Capacity Bus Corridor Study	300,000	35,291	-	-	-	-	-	35,291
M017	Network Integration Planning Project	242,000	226,654	-	-	-	-	-	226,654
Q055	FY18 Section 5307 El Dorado Transit Bus Replacement	196,253	196,253	-	-	-	-	-	196,253
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	FY 20 5307/5339 El Dorado Transit Prev Maint	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	2,000,001	-	-	-	-	-	2,000,001
T043	Emergency Drills	65,430	27,681	-	-	-	-	-	27,681
T056	Emergency Preparedness Exercises Project	67,199	12,839	-	-	-	-	-	12,839
T057	Anti-Terrorism Directed Surge Patrols	70,823	13,584	-	-	-	-	-	13,584
		<b>32,256,420</b>	<b>7,149,792</b>	<b>2,450,475</b>	-	-	<b>2,424,475</b>	<b>371,000</b>	<b>9,600,267</b>
<b>Total for all Project Types</b>		<b>1,671,147,798</b>	<b>1,177,616,557</b>	<b>58,292,166</b>	<b>55,654,607</b>	<b>50,172,180</b>	<b>19,286,511</b>	<b>950,971,383</b>	<b>1,235,908,723</b>



## Capital Project Expenditure Plan

ID	Project Name	Expended Through FY 21	Carry Forward	FY 22 Budget Increases	Future Expenditures	Total Project Cost
<b>Guideway</b>						
404	Green Line to the River District (GL-1)	49,574,297	187,703	-	-	49,762,000
410	South Sacramento Corridor Phase 2 LR Extension	263,548,829	6,451,171	-	-	270,000,000
F019	Instrument House and Signal Case Wraps	258,383	3	-	-	258,386
G238	Biennial Bridge Inspections / Repairs	239,622	12,251	-	-	251,873
M019	Arcade Creek Bridge Environmental Clearance	-	110,000	-	-	110,000
R010	Light Rail Crossing Enhancements	657,780	1,261,896	-	-	1,919,676
R322	Green Line Draft EIS / EIR	4,064,972	130,837	-	-	4,195,809
R328	Green Line Final EIS/EIR	-	1,400,000	-	-	1,400,000
R344	Enhanced Employee Protection Warning System	965,782	2,622	-	-	968,404
R350	TPSS A1 / A055 RC Relocation	5,511,003	5	-	-	5,511,008
R359	LR Modern. 15 Min. Service to Folsom (Side Track)	791,323	66,508,677	-	6,730,000	74,030,000
R364	Bidwell Instrument House Replacement	32,885	467,115	-	-	500,000
R374	TPSS A1 Negative Return Cable Replacement	-	184,390	-	-	184,390
R400	Light Rail State of Good Repair Maintenance	-	500,000	-	-	500,000
S030	Downtown/Riverfront Streetcar Project	11,331,873	188,668,127	-	-	200,000,000
T052	Track Warrant Controlled Access System	116,410	78,758	-	-	195,168
		<b>337,093,160</b>	<b>265,963,554</b>	<b>-</b>	<b>6,730,000</b>	<b>609,786,714</b>
<b>Revenue Vehicles</b>						
651	Siemens Light Rail Vehicle Mid-Life Overhaul	9,216,636	729,776	-	-	9,946,412
B100	Existing Bus Fleet Replacement (2020 - 2035)	-	21,629,000	-	-	21,629,000
B142	Neighborhood Ride Vehicle Replacements	2,671,236	17,792	-	-	2,689,028
B155	Microtransit 6 Zero Emission Vehicles & Chargers	840,198	617,295	-	-	1,457,493
B159	Microtransit 20 Zero Emission Vehicles & Chargers	-	5,519,200	-	-	5,519,200
B164	Airport Service Expansion ZEB Buses (10-40')	51,387	9,875,570	-	-	9,926,957
B170	CNG Tank Replacements - 2006 Orion Buses	-	370,000	-	-	370,000
B173	40' CNG Buse Replacements (91)	-	63,500,000	-	-	63,500,000
B178	Folsom Cutaway Bus Replacement	23,383	1,354,762	-	-	1,378,145
P009	Paratransit Vehicle Replacement (approx. 40+)	7,228,264	35,256	-	-	7,263,520
P012	Cutaway Vehicle Ride Improvement	-	925,000	-	-	925,000
P013	SacRT GO Vehicle Replacement	-	2,600,000	-	-	2,600,000
P014	SmaRT Ride Vehicle Replacement	-	1,525,000	-	-	1,525,000
R001	CAF/Siemens LR Vehicle Painting/Exterior Work	515,929	479,071	-	-	995,000
R085	UTDC Light Rail Vehicle Retrofit - 14 vehicles	25,564,944	(449)	-	-	25,564,495
R100	Replacement Light Rail Vehicles (40)*	-	235,736,851	-	-	235,736,851
R115	Replacement New Low-Floor LRVs (13)	20,603,228	55,217,444	-	-	75,820,672
R125	CAF Fleet Mid-Life Component Overhaul	-	106,230,277	-	-	106,230,277
R366	Light Rail Vehicles: Gold Line 15 Min. Service (7 Exp.)	11,162,346	30,919,253	-	-	42,081,599
R368	LR Vehicles: Green Line 15 Min SVS to T9 (7 Exp.)	-	46,500,000	-	-	46,500,000
		<b>77,877,551</b>	<b>583,781,098</b>	<b>-</b>	<b>-</b>	<b>661,658,649</b>



## Capital Project Expenditure Plan continued

ID	Project Name	Expended Through FY 21	Carry Forward	FY 22 Budget Increases	Future Expenditures	Total Project Cost
<b>Maintenance Building</b>						
715	Bus Maintenance Facility 2 (Phase 1 & 2)	24,287,169	1,096,418	-	-	25,383,587
B144	BMF1 CNG Fueling Facility Upgrades	422,470	3,863,214	-	-	4,285,684
B151	Above Ground Gas Tank	-	2,000,000	-	-	2,000,000
B153	BMF1 Ground Well Monitoring	132,317	21,366	-	-	153,683
B165	Electric Bus Charging Infrastructure	134,399	6,865,601	<b>2,380,000</b>	-	9,380,000
B180	BMF 1 In-Ground Lift Replacement	-	872,154	-	-	872,154
B400	Bus Sysent Capital Improv. State of Good Repair	-	500,000	-	-	500,000
F033	Cutaway and Non-Revenue Fuel Station	-	805,000	-	-	805,000
F035	South Area BMF	-	70,725,000	-	-	70,725,000
R324	Light Rail Portable Jacking System	122,404	52,596	-	-	175,000
R343	Whiting In-Floor Hoist Inspection and Repair	102,164	152,653	-	-	254,817
R362	Light Rail Wheel Truing Machine Procurement	-	3,400,000	-	-	3,400,000
R363	Tamper Refurbishment	58	89,822	-	-	89,880
R371	Y1 Substation Installation	-	2,760,000	-	-	2,760,000
R373	Material Storage System	-	655,000	-	-	655,000
		<b>25,200,982</b>	<b>93,858,823</b>	<b>2,380,000</b>	-	<b>121,439,805</b>
<b>Passenger Stations</b>						
B134	Fulton Avenue Bus Shelters / Bus Stops	155,277	14,158	-	-	169,435
B150	Watt I-80 Transit Center Improvements	211,743	10,199,037	<b>504,291</b>	-	10,915,071
B171	Citrus Heights Bus Stop Improvements	-	200,000	-	-	200,000
B172	Folsom Bus Stop Improvements	-	200,000	-	-	200,000
B179	Bus Stop Improvements	-	1,461,166	-	-	1,461,166
M018	Bus Stop Improvement Plan	-	225,000	<b>25,000</b>	-	250,000
R055	Dos Rios Light Rail Station Design	2,071,186	17,616,414	<b>6,112,400</b>	-	25,800,000
R135	Horn Light Rail Station	541,057	5,299,547	-	-	5,840,604
R314	Light Rail Station Low Floor Vehicle Conversion	1,009,472	85,240,528	-	-	86,250,000
R327	Sacramento Valley Station Loop Design/Construct	27,632	87,272,368	<b>46,820,000</b>	-	134,120,000
R347	Watt I-80 Elevator Replacement	463,388	526,612	-	-	990,000
		<b>4,479,754</b>	<b>208,254,831</b>	<b>53,461,691</b>	-	<b>266,196,276</b>
<b>Fare Collection</b>						
R354	Fare Vending Machine (FVM) Enhancements	8,107,939	1,637,378	-	-	9,745,317
T041	Upgrade for Connect Card	-	35,000	-	-	35,000
T046	Connect Card Implementation-Consultant (Part 2)	97,164	20,836	-	-	118,000
T053	Connect Card Initial Project Launch	175,000	-	-	-	175,000
T059	Farebox-FVM-Zip Pass Integration	200	649,800	-	-	650,000
T067	Connect Card Version 2.0	-	7,500,000	-	-	7,500,000
		<b>8,380,303</b>	<b>9,843,014</b>	-	-	<b>18,223,317</b>





## Capital Project Expenditure Plan continued

ID	Project Name	Expended Through FY 21	Carry Forward	FY 22 Budget Increases	Future Expenditures	Total Project Cost
<b>Com/IT Systems</b>						
964	Trapeze Implementation (TEAMS)	2,164,070	142	-	-	2,164,212
B147	Bus Maintenance Management Software Program	21,539	392,961	-	-	414,500
B169	Microtransit Scheduling Software	137,463	54,538	-	-	192,000
B174	Disruption Manager Software	-	214,866	-	-	214,866
B175	Intelligent Vehicle Network Upgrade (IVN3 to IVN5)	-	652,630	-	-	652,630
B176	Drive Cam	-	454,590	-	-	454,590
B177	Trapeze OPS Web	-	251,000	-	-	251,000
M009	Radio Communications System Upgrade	2,127,136	36,772	-	-	2,163,908
P011	Paratransit Service Start Up	1,845,382	154,618	-	-	2,000,000
R355	Automatic Passenger Counters for LRT	1,266,444	43,556	-	-	1,310,000
R357	Dynamic Message Signs (NEC/Blue Line)	344,412	-	-	-	344,412
T018	Building Access Upgrades	125,571	2,545	-	-	128,116
T022	Handheld Smart Card Reader	111,791	8,985	-	-	120,776
T025	Surveillance and Security Facilities Enhancements	277,659	327	-	-	277,986
T062	Data Center UPS Runtime Increase	41,412	308,588	-	-	350,000
T066	Historic Folsom Camera Enhancements	-	88,607	-	-	88,607
T068	Palo Alto Core Firewall Replacement	-	123,000	-	-	123,000
		<b>8,462,878</b>	<b>2,787,725</b>	<b>-</b>	<b>-</b>	<b>11,250,603</b>
<b>Admin Building</b>						
F020	HVAC Replacements - Admin & Maint Buildings	22,792	72,533	-	-	95,325
F021	Facilities Maintenance & Improvements	313,541	505,455	-	-	818,996
F028	Administrative Equipment Optimization	-	700,000	-	-	700,000
F030	Admin Building Lobby Remodel	50,602	149,398	-	-	200,000
F031	R Street Operation & Security Build Out	86,515	663,485	-	-	750,000
F034	1225 R Street - Electric & Mechanical Upgrade	-	570,000	-	-	570,000
F400	Facility Capital State of Good Repair	-	500,000	-	-	500,000
		<b>473,450</b>	<b>3,160,871</b>	<b>-</b>	<b>-</b>	<b>3,634,321</b>
<b>Service Vehicles</b>						
B141	Non-Revenue Vehicles	4,373,044	353,298	-	-	4,726,342
G225	Non-Revenue Police Vehicle Replacement	2,083,490	983,552	-	-	3,067,042
G239	Non-Revenue Police Vehicle Replacement	0	1,480,000	-	-	1,480,000
		<b>6,456,534</b>	<b>2,816,850</b>	<b>-</b>	<b>-</b>	<b>9,273,384</b>



## Capital Project Expenditure Plan continued

ID	Project Name	Expended Through FY 21	Carry Forward	FY 22 Budget Increases	Future Expenditures	Total Project Cost
<b>Other</b>						
A007	Easton Development Grade Crossing	22,059	27,941	-	-	50,000
A009	Folsom Streetscape	63,217	19,952	-	-	83,169
A015	Caltrans Brighton Overhead Design Build Support	83,125	179,084	-	-	262,209
A016	Caltrans Route 160 N. Sac. Seismic Retrofit	5,167	44,833	-	-	50,000
A019	Caltrans Camellia City Viaduct Overhead Structures	153,969	180,431	-	-	334,400
A020	Folsom Complete Street Project	2,960	42,040	-	-	45,000
B168	SacRT Forward (Implement Route Optimization)	772,322	112,678	-	-	885,000
G237	Caltrans Across the Top System Modifications	324,075	36,060	-	-	360,135
M002	University/65th Street Transit Center Relocation	387,638	145,009	-	-	532,647
M004	OPERATING Revenue Bond, Series 2012 Payment	20,055,949	644,469	2,424,475	2,424,475	23,124,893
M008	Transit Action (Long-Range) Plan Update	-	200,000	26,000	-	226,000
M011	Cemo Circle Environmental	806,743	54,257	-	-	861,000
M015	Capital Region High Capacity Bus Corridor Study	264,709	35,291	-	-	300,000
M017	Network Integration Planning Project	15,346	226,654	-	-	242,000
Q055	FY18 Section 5307 El Dorado Transit Urban Bus Replace	-	196,253	-	-	196,253
Q060	City of Folsom Preventive Maintenance	-	160,575	-	-	160,575
Q061	Yolobus Causeway Connection Ops	-	1,500,000	-	-	1,500,000
Q062	FY 20 5307/5339 El Dorado Transit Prev Maint	-	339,296	-	-	339,296
Q063	El Dorado Transit COVID 19-Related Activities	-	950,866	-	-	950,866
Q064	Paratransit, Inc. COVID-19 Related Activities	1,999,999	2,000,001	-	-	4,000,000
T043	Emergency Drills	37,749	27,681	-	-	65,430
T056	Emergency Preparedness Exercises Project	54,360	12,839	-	-	67,199
T057	Anti-Terrorism Directed Surge Patrols	57,239	13,584	-	-	70,823
		<b>25,106,628</b>	<b>7,149,792</b>	<b>2,450,475</b>	<b>2,424,475</b>	<b>34,706,895</b>
	<b>Total for all Project Types</b>	<b>493,531,241</b>	<b>1,177,616,557</b>	<b>58,292,166</b>	<b>9,154,475</b>	<b>1,736,169,964</b>

## Capital Project Funding Addition Descriptions

### Guideway

- 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
- 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.

### Maintenance Building

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

### Revenue Vehicles

- B100 Existing Bus Fleet Replacement (2020 – 2035) - Replace 30 and re-tank 30 of the 91 Model Year 2008 CNG 40-foot buses. The remaining 31 buses will be budgeted for replacement in FY23.

## Capital Project Funding Addition Descriptions continued

### Revenue Vehicles continued

- 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.
  
- 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.

### 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 (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

### Other (Subrecipient Projects) 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 Droado Transit to retrofit its bus washer facility.

### Others (Planning)

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.



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## Statistical Section

## Statistical Section

### Demographic and Economic Indicators

#### Last Ten Fiscal Years

	Population 1,2		Personal Income 1,2 (In Thousands)		Per Capital Personal <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
2012	1,444,852	2,357,229	60,247,321	103,552,756	41,698	43,930	10.7%	10.9%
2013	1,457,341	2,378,109	62,632,334	107,479,096	42,977	45,195	9.0%	9.1%
2014	1,474,917	2,403,951	66,721,398	114,230,064	45,237	47,518	7.4%	7.5%
2015	1,493,674	2,432,448	71,615,866	122,486,133	47,946	50,355	6.0%	6.2%
2016	1,510,987	2,462,227	74,321,409	127,640,049	49,187	51,839	5.4%	5.6%
2017	1,527,301	2,492,354	77,459,778	133,026,996	50,717	53,374	4.7%	4.8%
2018	1,538,746	2,515,845	81,589,289	139,916,938	53,023	55,614	3.9%	4.0%
2019	1,552,058	2,539,369	85,775,621	147,130,001	55,266	57,940	3.7%	3.9%
2020	1,553,157	2,546,816	Not available	Not available	Not available	Not available	9.3%	8.8%
2021	1,561,014	2,559,566	Not available	Not available	Not available	Not available	7.4%	7.0%

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

1. 2012-2019 U.S. Department of Commerce, Bureau of Economic Analysis, *CAINCI Personal income population, per capital personal income*.
2. 2021 State of California, Department of Finance, E-1 City, County and State Population Estimates, 2020–2021.
3. State of California, Employment Development Department, Labor Force & Employment Data





## Principal Employers

### Current Year and Nine Years Ago

Employer	Fiscal Year 2021			Fiscal Year 2012		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
State of California	82,076	1	12.51%	69,763	1	11.46%
UC Davis Health	14,618	2	2.23%	7,725	3	1.27%
Sacramento County	12,585	3	1.92%	11,450	2	1.88%
Kaiser Permanente	12,078	4	1.84%	6,360	6	1.04%
U.S. Government	11,752	5	1.79%			
Dignity Health	10,888	6	1.66%	7,069	4	1.16%
Sutter Health	10,764	7	1.64%	5,765	7	0.95%
Intel Corporation	5,992	8	0.91%	6,633	5	1.09%
California State University Sacramento	5,283	9	0.81%			
San Juan Unified School District	4,962	10	0.76%	4,700	10	0.77%
Elk Grove Unified School District				5,021	8	0.82%
Sacramento City Unified School District				5,000	9	0.82%
Total	<u>170,998</u>		<u>26.07%</u>	<u>129,486</u>		<u>21.26%</u>

Source: Sacramento Business Journal



## Appendix



## Appendix

### Glossary of Terms

#### A

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

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

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

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

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

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

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

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

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

## Glossary continued

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

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

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

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

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

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

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

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

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

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

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

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

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



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## Glossary continued

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

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

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

### **B**

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

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

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

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

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

## Glossary continued

### Budget:

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

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

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

## Glossary continued

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

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

### C

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

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

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

**Capital Outlay (See Capital Expenditure)**

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

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



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## 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.





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## 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.



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## 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.



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## 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.



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## 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.)



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## 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.

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## 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.





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## 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.

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## 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.)





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## 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.

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## 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.

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## Glossary continued

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

Support Vehicles (see Vehicles - Support)

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

### I

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

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

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

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

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

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

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

### U

Unallocated: Not appropriated for a specific purpose.

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

## Glossary continued

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

### V

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

Variance: The difference between planned costs and actual costs.

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

### Vehicles:

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

### W

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



## List of Acronyms

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



## List of Acronyms continued

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

**Sacramento**



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