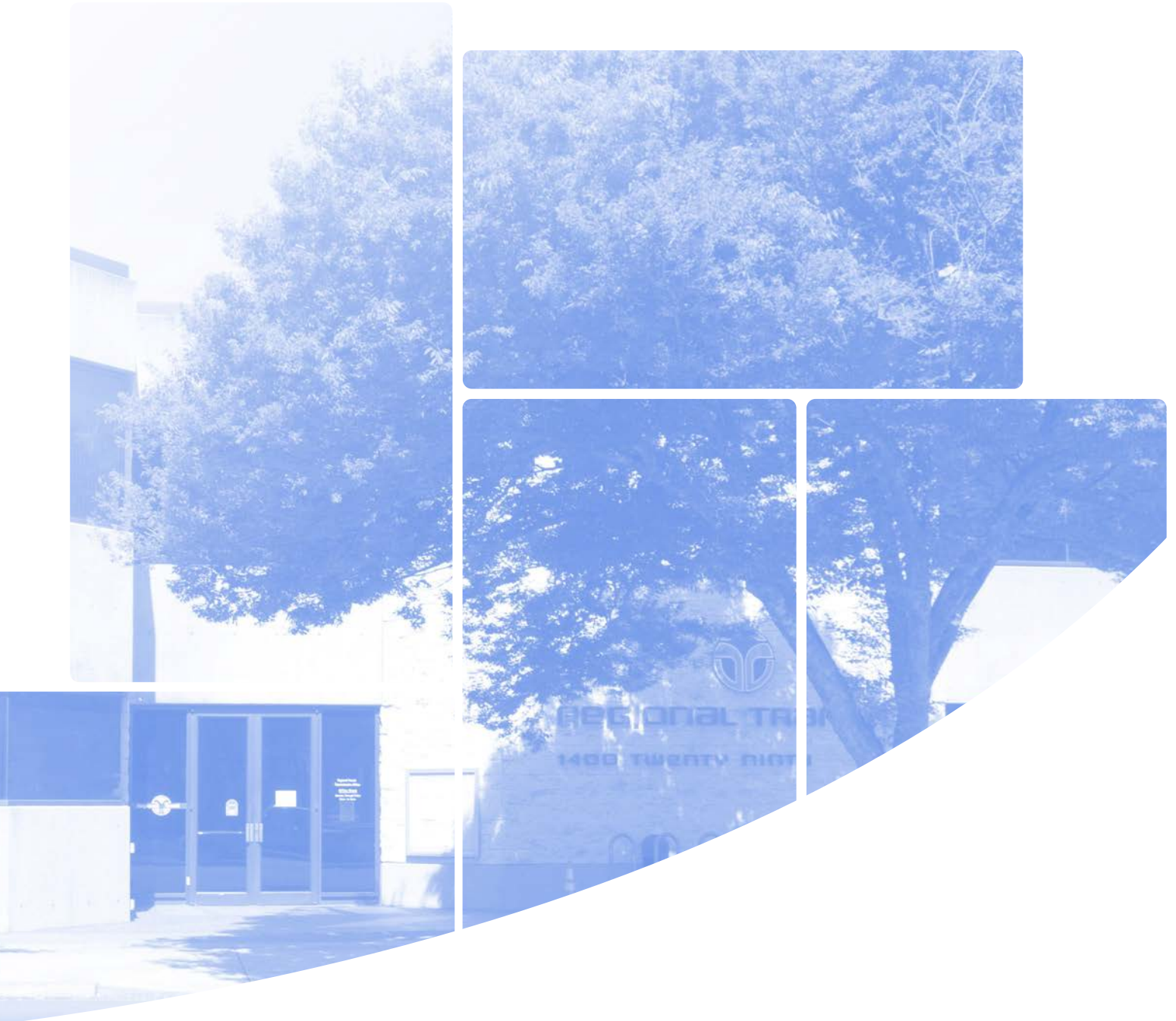




# Fiscal Year 2012 – 2013 Budget

Sacramento Regional Transit District  
Sacramento, CA



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## **General Manager/CEO Budget Message**



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## General Manager/CEO's Budget Message

As the Sacramento Regional Transit District (RT) approaches FY 2013, transportation remains a key issue in the region. Increased traffic congestion has a tremendous impact on the regional economy, environment and quality of life. A quality transit system in the Sacramento Region is a necessity to remain competitive with other urban areas and meet increasing growth in the years ahead.

### **Fiscal Outlook:**

The regional economy has been gradually recovering from the recent great recession. Consequently, the development of the FY 2013 Budget took place in a much different economic climate than several previous budgets. The multiple proactive cost saving measures, sacrifices by employees who remain focused on delivering a high level of service, sacrifices made by patrons have allowed RT to stabilize its financial condition and propose service expansion in FY 2013.

The FY 2013 budget includes the first phase of TransitRenewal service restoration as well as a full year of Granite Park and North Natomas shuttle operations, a full year of operation of the Green Line to the River District light rail extension and a full year of 8th train operation on Gold Line. These service expansions come on the heels of massive service reductions RT was forced to make in June 2010. Faced with a \$25 million deficit, RT discontinued over 20 percent of bus and light rail service and reduced staffing by nearly 30 percent. Now, after a relatively short period of time, RT is beginning to recover from the challenges posed by the struggling economy, with a service increase of approximately 8 percent in September .

RT's FY 2012 operating results projected an operating reserve of \$4.7 million. The FY 2013 Operating and Capital budgets were approved by the Board on June 25, 2012. Both are conservative budgets that control costs. The operating budget plans for an operative reserve of \$4.2 million at year-end, which, when combined with the projected reserve for FY 2012, results in a projected cumulative reserve balance of \$8.9 million at year-end FY 2013.

### **Strategic Initiatives:**

FY 2013 is expected to be a year of continued collaboration as RT works with regional partners and local jurisdictions to advance work on a number of significant transit projects that will provide greater service throughout the Sacramento region. Major capital projects include the Blue Line to Cosumnes River College (BLCRC) light rail extension, Green Line to the River District (GL-1) light rail extension, Bus Maintenance Facility 2 (BMF2) expansion and the UTDC Light Rail Vehicle Retrofit and Mid Life Refurbishment Project.

## **General Manager/CEO's Budget Message cont.**

RT completed the first phase of the Green Line to the River District (GL-1) light rail extension project in June 2012 – almost four years earlier than its original schedule. In addition, BLCRC has successfully satisfied the requirements for entry into final design in May 2012 and staff is currently working with the Federal Transit Administration (FTA) on the Full Funding Grant Agreement (FFGA) and the projected goal date is December 2012 for the FFGA.

Also during FY 2012 RT started construction on the 2000 space parking structure at Cosumnes River College and the two aerial structures required for the project. The BLCRC expansion is on target for revenue operation by September 2015.

RT is moving forward with additional collaborative projects that are currently in various stages of development. After several years of inactivity, there are several high density residential or mixed-use, transit oriented development projects that we are seeing renewed interest and planning activity including at Richards Boulevard (Township 9); 65<sup>th</sup> Street Transit Center (northside) ; 65<sup>th</sup> Street Transit Center (southside) Fountain Residential Project/Jackson Properties; the Easton Development around the Hazel Avenue Station and the Watt/Manlove Station. RT recently completed collaborative efforts on the Alkali Flats TOD project and participated in the Opening Ceremonies. Other key projects include a Downtown Circulation Study, a downtown Sacramento “Small Starts” (i.e., Streetcar) study and the Green Line to the Airport environmental document and New Starts assessment re-start. RT is also working with its partners on improving the regional rail connectivity via the San Joaquin's in the Central Valley and participating in early implementation of High Speed Rail planning efforts.

Following extensive outreach and public participation efforts, RT has continued to develop and begin implementation of its own comprehensive TransitAction Plan that was approved by the RT Board in August 2009. The TransitAction Plan is a long-range plan that will encompass and update all existing strategic planning and adopted vision plans, and combine them into one guiding document. The TransitAction Plan is consistent with SACOG's “Blueprint Project”, the Sacramento region's land use study and road map. The TransitAction Plan forms the basis for a bold long-range vision for growth and development of RT through 2035. In addition, RT is proceeding with the implementation of *TransitRenewal*, a Comprehensive Operational Analysis (COA). The COA is designed to be a study which will assist RT in bringing back service and expanding service in the future in the most efficient and effective manner. The COA, which was adopted by the RT Board in May 2012, and Phase 1 of *TransitRenewal* was included in the FY 2013 operating budget, which included a restoration of light rail and bus service of approximately 5% in total beginning September 2, 2012. *TransitRenewal* is a five year plan and Phase 2 will be considered as part of the FY 2014 budget process, with the goal of bringing back pre June 2010 service levels by June 2017, or sooner.

## **General Manager/CEO's Budget Message cont.**

RT's Ten-Year Short-Range Transit Plan (SRTP) Plan was approved by the Board on July 25, 2011. The plan will be updated annually and it is anticipated to be done in the fall of 2012.

### **Capital Program:**

During this past year, RT staff developed, and the Board of Directors adopted, a Five-Year Capital Improvement Plan (CIP) based on a set of guiding principles and criteria. Completion dates were driven by assumptions regarding the future timing and level of increased funding to support transit service expansion, particularly the stability and predictability of operating funds. An update of the FY 2013 - FY 2017 CIP will be presented to the Board of Directors for adoption in February 2013. The CIP is updated annually.

The FY 2013 Capital Budget includes \$138 million of projected expenditures for projects. Most of the new FY 2013 projected funding supports two major projects: BLCRC light rail extension project (\$120.8 million); UTDC LRV Retrofit and Mid Life Refurbishment (\$10.5 million).

### **Service Levels:**

In FY 2013, RT plans to operate 537,803 revenue hours of bus service and 221,829 revenue hours of light rail service. This service level reflects the first phase of TransitRenewal - a comprehensive operational analysis of the RT bus and light rail system that will restore, restructure and "renew" transit service through 2017. With this major service improvement, RT will add 8% more revenue hours to the transit operation. FY 2013 service will include a full year of Granite Park and North Natomas shuttle operations, a full year of operation for the Green Line to the River District light rail extension as well as a full year of 8th train operation on Gold Line.

### **Strategic Outlook:**

In balancing resources and expenses, the FY 2013 Operating Budget focuses on core activities that address key goals and priorities as established in RT's Strategic Plan. The goals of RT's Strategic Plan are set forth on page 18 of this budget document.

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





## **General Manager/CEO's Budget Message cont.**

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

### **Acknowledgements:**

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

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

Sincerely,

A handwritten signature in blue ink that reads "Michael R. Wiley".

Michael R. Wiley  
General Manager/CEO



**Board of Directors**



## **Board of Directors**

**Bonnie Pannell, Chair**  
City of Sacramento

**Pat Hume, Vice Chair**  
City of Elk Grove

**Steve Miller**  
City of Citrus Heights

**Andy Morin**  
City of Folsom

**Linda Budge**  
City of Rancho Cordova

**Steve Cohn**  
City of Sacramento

**Darrell Fong**  
City of Sacramento

**Jay Schenirer**  
City of Sacramento

**Roberta MacGlashan**  
County of Sacramento

**Don Nottoli**  
County of Sacramento

**Phil Serna**  
County of Sacramento

## **Board of Directors Alternates**

**Steve Detrick**  
City of Elk Grove

**Jeff Slowey**  
City of Citrus Heights

**David Sander**  
City of Rancho Cordova



## **Budget Presentation Award**



RESOLUTION NO. 12-06-0101

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

June 25, 2012

**APPROVING THE SACRAMENTO REGIONAL TRANSIT DISTRICT  
FISCAL YEAR 2013 OPERATING AND CAPITAL BUDGETS AND VOTE  
ALLOCATION**

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

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

THAT, the Sacramento Regional Transit District's Fiscal Year 2013 Operating Budget of \$134.3 million and Capital Budget of \$153.2 million as set forth in attached Exhibit A is hereby approved.

THAT, the following voting distribution for Fiscal Year 2013 as tabulated in the "Schedule of Weighted Voting Distribution" in the attached Exhibit A, is hereby approved.

| Jurisdiction           | Votes |
|------------------------|-------|
| County of Sacramento   | 41    |
| City of Sacramento     | 36    |
| City of Rancho Cordova | 9     |
| City of Citrus Heights | 6     |
| City of Elk Grove      | 4     |
| City of Folsom         | 4     |
| Total                  | 100   |

*Bonnie Pannell*  
\_\_\_\_\_  
BONNIE PANNELL, Chair

ATTEST:

MICHAEL R. WILEY, Secretary

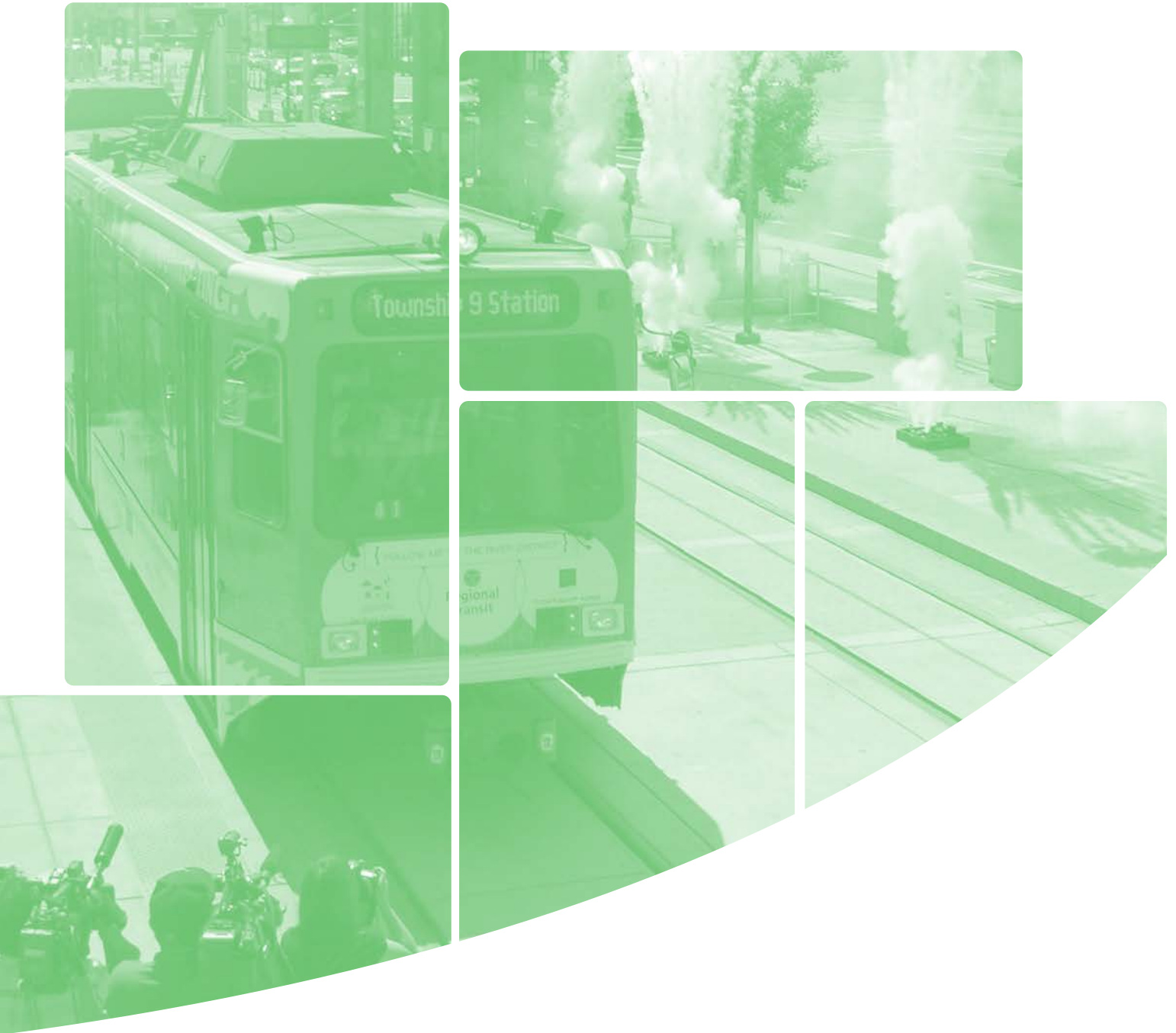
By: *Cindy Brooks*  
\_\_\_\_\_  
Cindy Brooks, Assistant Secretary



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Sacramento Regional Transit District for the Annual Budget beginning July 01, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications devise. This was the fourth consecutive year that the District received the award.

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





## Executive Management Team



## **Executive Management Team**

**Mike Wiley**

General Manager/CEO

**Bruce Behrens**

Chief Counsel

**Dee Brookshire**

Chief Financial Officer

**Dan Bailey**

Chief Administrative Officer/EEO Officer

**RoseMary Covington**

Assistant General Manager of Planning and Transit System Development

**Mark Lonergan**

Chief Operating Officer

**Alane Masui**

Assistant General Manager of Marketing and Communications

**Mike Mattos**

Chief of Facilities and Business Support Services

**Diane Nakano**

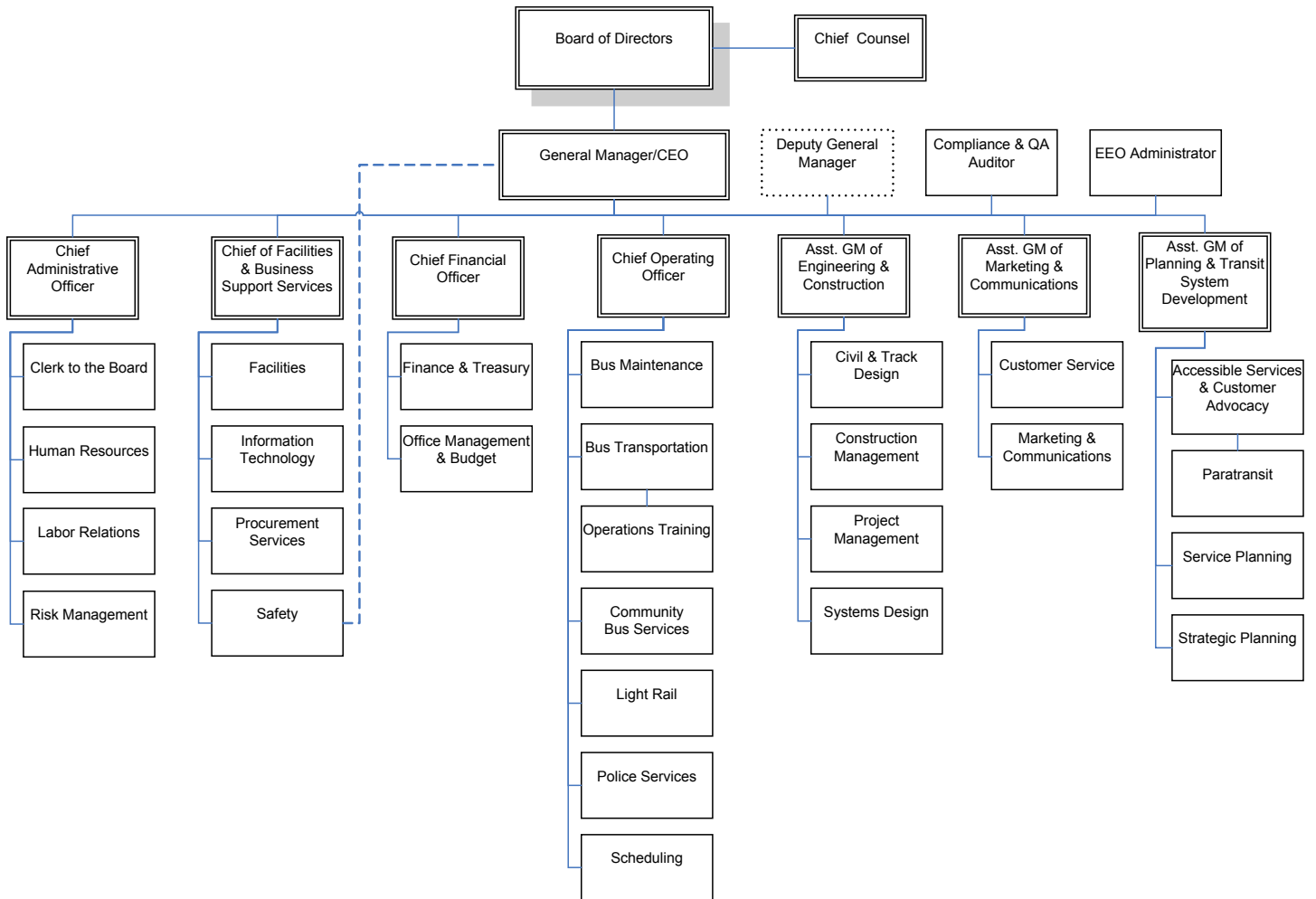
Assistant General Manager of Engineering and Construction





## Organizational Structure

## Regional Transit Organizational Structure





## District Overview



### District Profile

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

### Counties in California



● City of Sacramento

## District Profile cont.

### Population

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

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

### Employment

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

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

### Climate

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

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

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

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

## District Profile cont.

### Customers

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

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



### District Profile cont.

#### Highlights

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

| <b><i>Bus Service</i></b>           |  | <b><i>Light Rail Service</i></b>    |  |
|-------------------------------------|--|-------------------------------------|--|
| Power                               | Compressed Natural Gas, Diesel, Gasoline   | Power                               | Electrical   |
| Routes                              | 65   | Miles                               | 36.89  |
| Schedule<br><i>Effective 9/1/12</i> | 4:38 am to 10:00 pm daily<br>3:50 am to 12:47 am daily                               | Schedule<br><i>Effective 9/1/12</i> | 4:58 am to 10:47 pm daily<br>4:58 am to 12:47 am daily |
| Stops                               | 3,500  | Stops                               | 50   |
| Vehicles                            | 212 CNG Buses; include 4 CNG Replica Streetcars; 14 Shuttle Vans; 3 29' diesel buses | Vehicles                            | 76   |
| Annual Ridership                    | 14,500,000   | Annual Ridership                    | 14,500,000   |

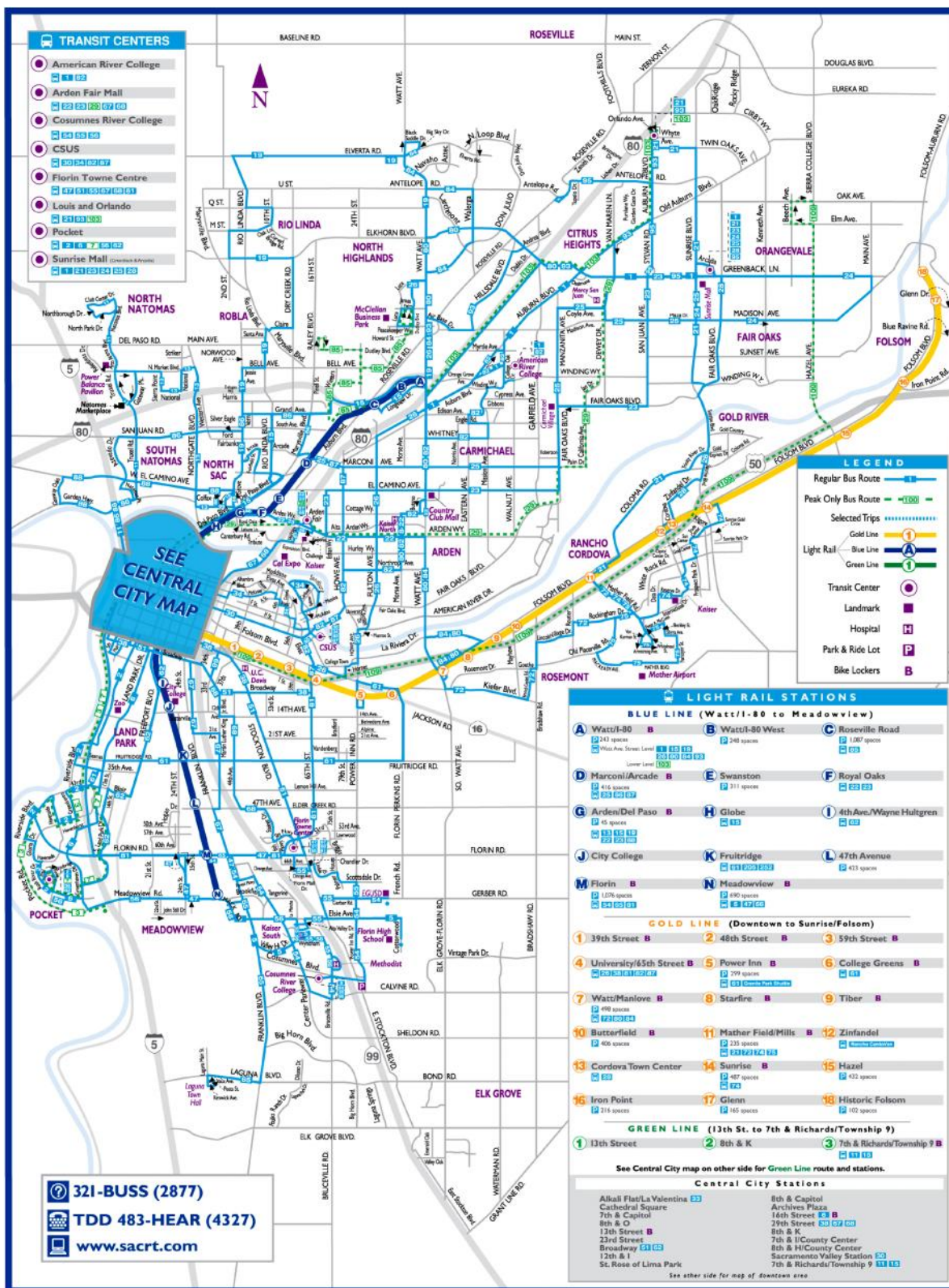
| <b><i>Paratransit</i></b>    |           |
|------------------------------|-----------|
| ADA Passenger Trips Provided | 330,616   |
| ADA Vehicle Revenue Miles    | 3,102,585 |
| Vehicles                     | 109       |

| <b><i>Passenger Amenities/ Customer Service</i></b> |                |
|---|----------------|
| Transfer Centers                                    | 26             |
| Park & Ride   | 18             |
| Annual Customer Service Calls                       | 950,904        |
| Customer Info Line                                  | (916) 321-2877 |
| Website   | www.sact.com   |

| <b><i>History</i></b> |   |
|-----------------------|---|
| Apr 1, 1973           | Began operations by acquiring the assets of Sacramento Transit Authority  |
| 1973                  | Completed new maintenance facility and purchased 103 new buses  |
| 1987                  | Opened the 18.3-mile light rail system, linking the northeastern Interstate 80 and southeastern Highway 50 corridors with Downtown Sacramento |
| Sep 1998              | Completed the first light rail extension to Mather Field/Mills Station along the Gold Line corridor   |
| Sep 2003              | Opened the South Line, extending light rail to South Sacramento   |
| Jun 2004              | Extended light rail from Mather Field/Mills to Sunrise Boulevard  |
| Oct 2005              | Extended light rail from Sunrise Boulevard to Folsom, including four new stations   |
| Dec 2006              | Extended light rail from downtown Sacramento to Sacramento Amtrak station   |
| Jun 2012              | Opened the Green Line, connecting downtown Sacramento to the River District   |

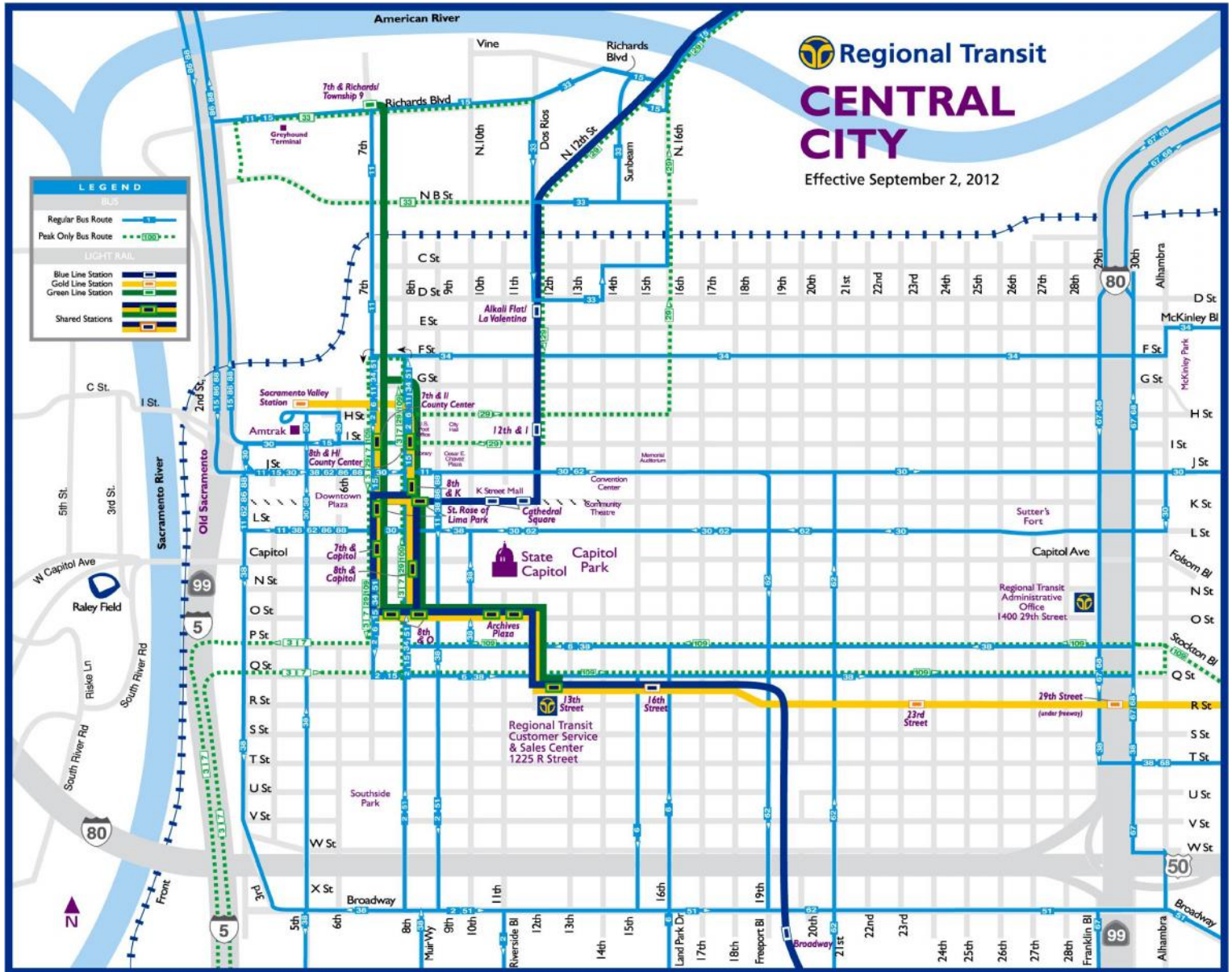


# Sacramento Regional Transit Service Area Map





## Central Sacramento Service Area Map



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



## Strategic Plan

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

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

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

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

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

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

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

## **Strategic Plan cont.**

### **Our Mission**

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

### **Our Vision**

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

### **Our Values**

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

### **Our Goals**

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



---

## Long-Term Financial Policies

### Accounting

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

### Revenues

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

## **Long-Term Financial Policies cont.**

### **Revenues cont.**

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

### **Expenditures**

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

### **Budget**

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

## **Long-Term Financial Policies cont.**

### **Budget cont.**

- The budget shall be prepared using the accrual basis of accounting and using Generally Accepted Accounting Principles (GAAP) with the following exception:
  - Exclusion of depreciation, as well as gains and losses, on disposition of property and equipment.
- A balanced operating budget, in which total projected operating and unrestricted revenues equal total budgeted operating expenditures, including interest expense, will be prepared.
- The budget document shall be submitted to the Government Finance Officers Association annually for consideration for the Distinguished Budget Presentation Award, which evaluates the document as a communications device, financial plan, operations guide, and policy document.
- Budgetary procedures that fund current expenditures at the expense of future needs, such as postponing preventive maintenance expenditures or replacement of equipment, will be avoided.
- RT will provide conservative revenue estimates that take into consideration recent experience and reflect reasonable future growth.
- A budget will be prepared that contains essential programs and projects needed to support the goals and objectives of the District, responds to citizen demand, and reflects administrative evaluation of current needs.
- RT uses a single fund, the Enterprise Fund, to account and budget for operating and capital transactions.

### **TransitAction Plan (Long-Range Planning)**

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

---

## Long-Term Financial Policies cont.

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

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

### Grants

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

### Debt Service

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

## Long-Term Financial Policies cont.

### Debt Service cont.

The District has specific and continuing Securities and Exchange Commission (SEC) disclosure requirements (Rule 15c2-12) in connection with the California Transit Finance Corporation Farebox Revenue Certificates of Participation, 2003 Series-C.

- The District shall maintain an unsecured line of credit up to \$25 million to pay for current expenses and capital expenditures incurred in anticipation of receiving Federal 5307 grant funds.
- Bond financing or Certificates of Participation (COPs) will not be issued to support current operating expenditures.
- Capital projects funded through the issuance of bonds or COPs shall be financed for a period not to exceed the expected useful life of the project.
- Before bonded long-term debt is issued, the impact of debt service on total annual fixed costs will be analyzed.
- There are no ongoing debt service coverage requirements but Regional Transit has to meet certain tests at the time of issuing new debt, showing that historical revenues meet a specific test of the ratio of revenues to the maximum future annual debt service.
- The District is currently planning to issue approximately \$86 million in Revenue bonds in the Fall of FY 2013 to finance a portion of the costs of an extension to the Districts light rail system and related improvements and acquisition of certain buses and other vehicles and other capital project and also refunding all outstanding Farebox Revenue Certificates of Participation, 2003 Series-C.





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## Long-Term Financial Policies cont.

### Capital Improvement Program

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

### Capitalized Assets

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

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

## Long-Term Financial Policies cont.

### Compensated Absences

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

### Risk Management and Self-Insurance

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

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

| Type of Coverage             | Self-insurance<br>(per occurrence) | Excess Coverage<br>(per occurrence) |
|------------------------------|------------------------------------|-------------------------------------|
| Workers' Compensation        | Up to \$2,000,000                  | \$2,000,000 to \$25,000,000         |
| Commercial General Liability |                                    |                                     |
| Bus                          | Up to \$2,000,000                  | \$2,000,000 to \$100,000,000        |
| Light Rail                   | Up to \$5,000,000                  | \$5,000,000 to \$100,000,000        |
| *Property:                   |                                    |                                     |
| Flood                        | Up to \$250,000                    | \$250,000 to \$10,000,000           |
| Perils                       | Up to \$250,000                    | \$250,000 to \$250,000,000          |
| Collision                    | Up to \$500,000                    | \$500,000 to \$250,000,000          |

\* Includes revenue and non-revenue vehicles.

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



## Long-Term Financial Policies cont.

### Cost Allocation

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

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

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





## Budget Process

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

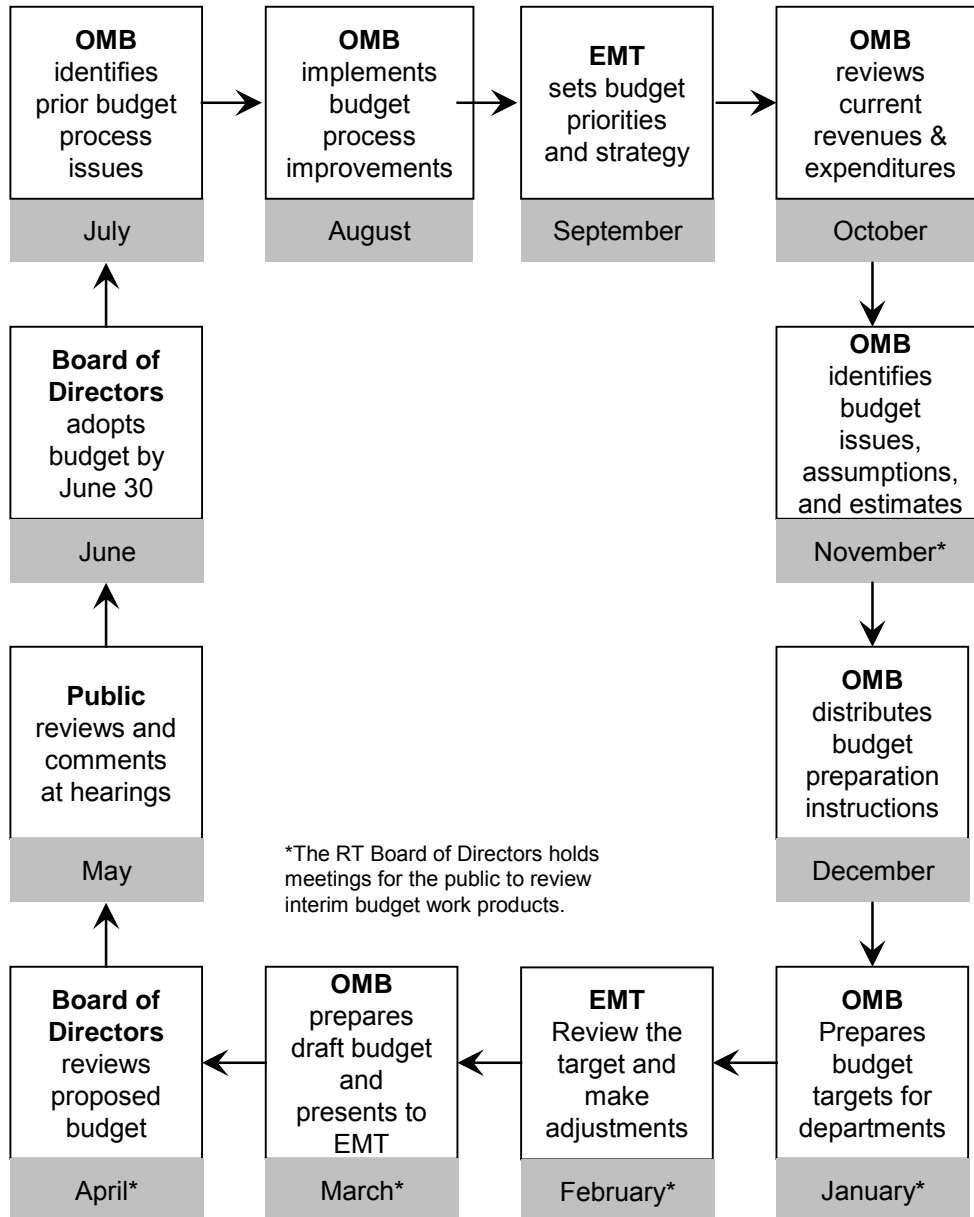
The budget process begins in July. Office of Management and Budget (OMB) staff identify prior budget process issues and recommend solutions. In August, staff review and implement improvements to the budget process. OMB works with the Division Managers, also known as the Executive Management Team, in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

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

The chart on the next page reflects this process.



## Budget Process cont.





## Voting System

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

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

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

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

On March 12, 2007, the RT Board of Directors adopted the new Schedule of Weighted Voting Distribution for the remainder of FY 2007. For all subsequent years, the Schedule is to be included in the proposed budget document and distributed to voting entities at least 60 days in advance of budget adoption. A summary of the tabulated vote shares adopted for FY 2012 and for FY 2013 is shown in the table below. A detailed FY 2013 Schedule of Weighted Voting is shown on the next page.

### Weighted Voting Shares by Jurisdiction

| Jurisdiction           | Status   | Shares - FY<br>2012 Budget | Shares – FY<br>2013 Budget |
|------------------------|----------|----------------------------|----------------------------|
| County of Sacramento   | Annex    | 42                         | 41                         |
| City of Sacramento     | Annex    | 38                         | 36                         |
| City of Rancho Cordova | Annex    | 9                          | 9                          |
| City of Citrus Heights | Contract | 5                          | 6                          |
| City of Elk Grove      | Contract | 3                          | 4                          |
| City of Folsom         | Contract | 3                          | 4                          |
| <b>Total</b>           |          | <b>100</b>                 | <b>100</b>                 |



## Voting System cont. Weighted Voting Distribution Schedule

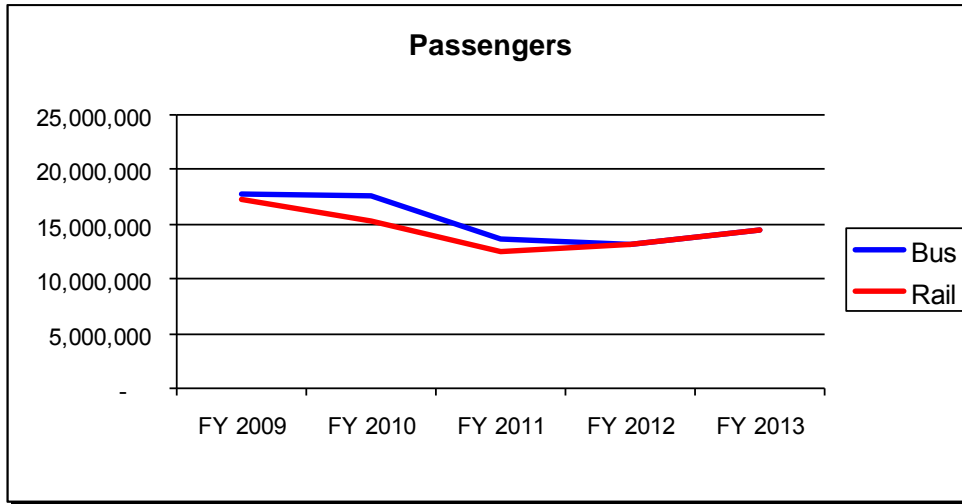
Fiscal Year 2013 Schedule of Weighted Voting Distribution  
Base Values\*

|                                       |  | <u>Federal Financial Information</u> |                      |                |                |           |           |            |    |
|---------------------------------------|--|--------------------------------------|----------------------|----------------|----------------|-----------|-----------|------------|----|
| Code Section:                         |  |                                      |                      |                |                |           |           |            |    |
| 102205(b)(6)                          | FY 12 Federal Funds Available in the Sacramento MSA                                      | 30,067,970                           |                      |                |                |           |           |            |    |
| 102205(b)(7)                          | Allocation of Federal Funds to jurisdictions other than RT                               | 4,383,744                            |                      |                |                |           |           |            |    |
| 102205(b)(8)                          | FY 12 Federal Funds Available for use in RT Service Area:                                | 25,684,226                           |                      |                |                |           |           |            |    |
|                                       |  | <u>Jurisdiction Specific Values</u>  |                      |                |                |           |           |            |    |
|                                       |  | City of Sacramento                   | County of Sacramento | Rancho Cordova | Citrus Heights | Folsom    | Elk Grove | Totals:    |    |
| 102205(b)(10)                         | Population:**  | 469,566                              | 558,061              | 65,502         | 83,618         | 72,439    | 154,594   | 1,403,780  |    |
|                                       | Proportionate Population:  | 33.45%                               | 39.75%               | 4.67%          | 5.96%          | 5.16%     | 11.01%    | 100.00%    |    |
|                                       | Member:  | Yes                                  | Yes                  | Yes            | No             | No        | No        |            |    |
| 102100.2, 102100.3                    |  | 4                                    | 3                    | 1              | 1              | 1         | 1         | 11         |    |
| 102105.1(d)(2)(D)                     | Federal Funds Attributed to Entity (Total Federal Funding x Share of Population):        | 8,591,403                            | 10,210,549           | 1,198,456      | 1,529,915      | 1,325,378 | 2,828,525 | 25,684,226 |    |
| 102105.1(d)(2)(A), 102205(b)(3)       | FY 13 State TDA Funds Made Available to RT:  | 15,513,345                           | 17,564,336           | 2,164,030      | 0              | 0         | 0         | 35,241,711 |    |
| 102105.1(d)(2)(B), 102205(b)(4)       | FY 13 Funds Provided Under Contract:   | 0                                    | 0                    | 0              | 2,886,663      | 1,856,551 | 215,000   | 4,958,214  |    |
| 102105.1(d)(2)(C), 102205(b)(5)       | FY 13 Other Local Funds  | 0                                    | 0                    | 0              | 0              | 0         | 0         | 0          |    |
| 102105.1(d)(2)                        | Total Financial Contribution:  | 24,104,748                           | 27,774,885           | 3,362,486      | 4,416,578      | 3,181,929 | 3,043,525 | 65,884,151 |    |
| 102105.1(d)(2)                        | Proportionate Financial Contribution:  | 36.59%                               | 42.16%               | 5.10%          | 6.70%          | 4.83%     | 4.62%     | 100.00%    |    |
|                                       |  | <u>Voting Calculation</u>            |                      |                |                |           |           |            |    |
|                                       |  | City of Sacramento                   | County of Sacramento | Rancho Cordova | Citrus Heights | Folsom    | Elk Grove | Totals:    |    |
| 102105.1(d)(1)                        | Incentive Shares (5 for member jurisdictions)  |                                      | 5                    | 5              | 5              | 0         | 0         | 0          | 15 |
| 102105.1(d)(2)                        | Financial Contribution Shares (Proportionate Financial Share x Remainder of 100 shares): | 31.0986                              | 35.8336              | 4.3381         | 5.6980         | 4.1051    | 3.9266    | 85.0000    |    |
| 102105.1(d)(3)                        | Total Shares:  | 36.0986                              | 40.8336              | 9.3381         | 5.6980         | 4.1051    | 3.9266    | 100.0000   |    |
| 102105.1(d)(4)(i)                     | Shares After Rounding:   | 36                                   | 41                   | 9              | 6              | 4         | 4         | 100        |    |
| 102105.1(d)(4)(i), 102105.1(d)(4)(ii) | Share Adjustment (To Ensure 100 Shares):   | 36                                   | 41                   | 9              | 6              | 4         | 4         | 100        |    |
| 102105.1(d)(7)                        | Distribution of Shares Among Members (Assuming All Members Present to Vote):***          |                                      |                      |                |                |           |           |            |    |
|                                       | Member 1   | 9                                    | 13                   | 9              | 6              | 4         | 4         |            |    |
|                                       | Member 2   | 9                                    | 14                   | 9              | 6              | 4         | 4         |            |    |
|                                       | Member 3   | 9                                    | 14                   | N/A            | N/A            | N/A       | N/A       |            |    |
|                                       | Member 4   | 9                                    | 13                   | N/A            | N/A            | N/A       | N/A       |            |    |
|                                       | Member 5   | 9                                    | N/A                  | N/A            | N/A            | N/A       | N/A       |            |    |
|                                       | Member 5   | N/A                                  | N/A                  | N/A            | N/A            | N/A       | N/A       |            |    |
|                                       | Total Votes:   | 36                                   | 41                   | 9              | 6              | 4         | 4         | 100        |    |

\* In addition to the funding sources set forth below, RT projects following funds for operating purposes: \$33,143,231 - 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 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2013 to FY 2012 |              |
|--------------|-------------------|-------------------|-------------------|----------------------|-------------------|--------------------|--------------|
|              |                   |                   |                   |                      |                   | Amount             | Percent      |
| Bus          | 17,735,397        | 17,579,268        | 13,617,462        | 13,145,864           | 14,499,980        | 1,354,116          | 10.3%        |
| Rail         | 17,315,017        | 15,317,881        | 12,543,866        | 13,192,601           | 14,500,000        | 1,307,399          | 9.9%         |
| <b>Total</b> | <b>35,050,414</b> | <b>32,897,149</b> | <b>26,161,328</b> | <b>26,338,465</b>    | <b>28,999,980</b> | <b>2,661,515</b>   | <b>10.1%</b> |

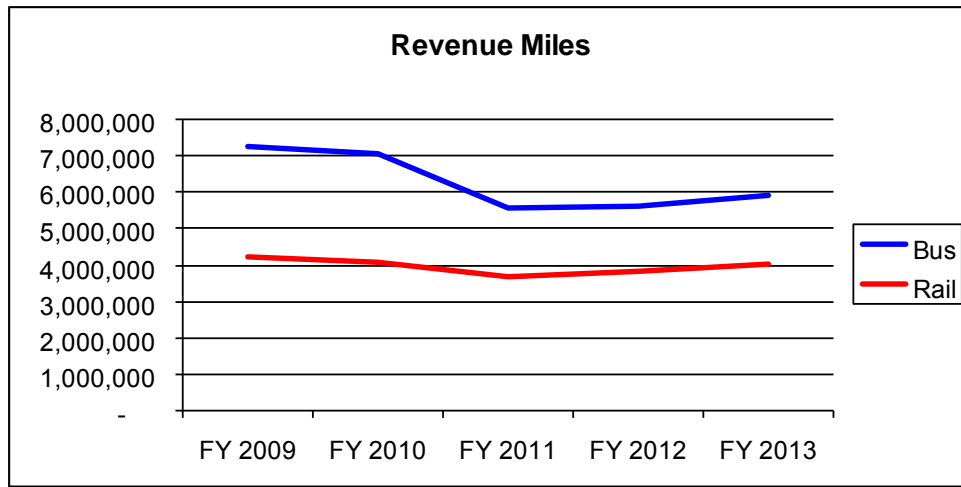
At the end of fiscal year 2008 and beginning of FY 2009, the escalated fuel prices and I-5 Closure construction project had helped boost RT’s ridership significantly. In FY 2009, RT’s ridership had reached its peak. In FY 2010 (September 2009), RT increased fares and reduced unproductive bus service. As a result of this change and other external factors, rail ridership decreased by 11.5%, and bus ridership decreased by 0.9%. In FY 2011, the Bus and rail ridership decreased by 20.5% compared to FY 2010 levels due to the a 21% service reduction in June 2010.

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

In FY 2013, bus and rail ridership is projected to increase 10.3% and 9.9% respectively. This reflects ridership increases due to the first phase of TransitRenewal - a comprehensive operational analysis of the RT bus and light rail system that will restore, restructure and "renew" transit service through FY 2017.

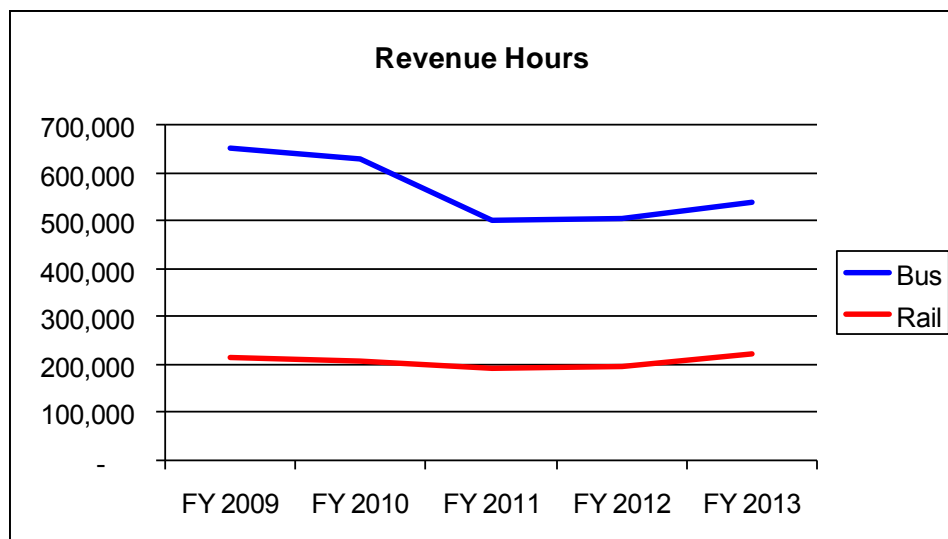


### Trends cont.



Revenue Miles

|              | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2013 to FY 2012<br>Amount | FY 2013 to FY 2012<br>Percent |
|--------------|-------------------|-------------------|-------------------|----------------------|-------------------|------------------------------|-------------------------------|
| Bus          | 7,244,031         | 7,032,396         | 5,589,657         | 5,617,899            | 5,926,425         | 308,526                      | 5.5%                          |
| Rail         | 4,212,646         | 4,073,674         | 3,696,693         | 3,822,585            | 4,022,444         | 199,859                      | 5.2%                          |
| <b>Total</b> | <b>11,456,677</b> | <b>11,106,070</b> | <b>9,286,350</b>  | <b>9,440,484</b>     | <b>9,948,869</b>  | <b>508,385</b>               | <b>5.4%</b>                   |



Revenue Hours

|              | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2013 to FY 2012<br>Amount | FY 2013 to FY 2012<br>Percent |
|--------------|-------------------|-------------------|-------------------|----------------------|-------------------|------------------------------|-------------------------------|
| Bus          | 652,027           | 628,183           | 501,189           | 505,966              | 537,803           | 31,837                       | 6.3%                          |
| Rail         | 213,129           | 206,238           | 191,111           | 195,769              | 221,829           | 26,060                       | 13.3%                         |
| <b>Total</b> | <b>865,156</b>    | <b>834,421</b>    | <b>692,300</b>    | <b>701,735</b>       | <b>759,632</b>    | <b>57,897</b>                | <b>8.3%</b>                   |

## Trends cont.

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

In January 2008, RT implemented a bus service reduction of 5% to maximize total FY 2008 cost savings in order to meet the budgetary constraints. Further economic downturns forced RT to further reduce bus service by 4% in September 2009. The fiscal challenges for RT became worse in late January 2010 with news that STA and SACOG were reducing sales tax projections for FY 2010 and FY 2011. In light of this financially disastrous news, RT had to reduce bus and rail service by 20.2% and 7.3%, respectively, in June 2010 to rebalance the budget. These service reductions are reflected in the trends.

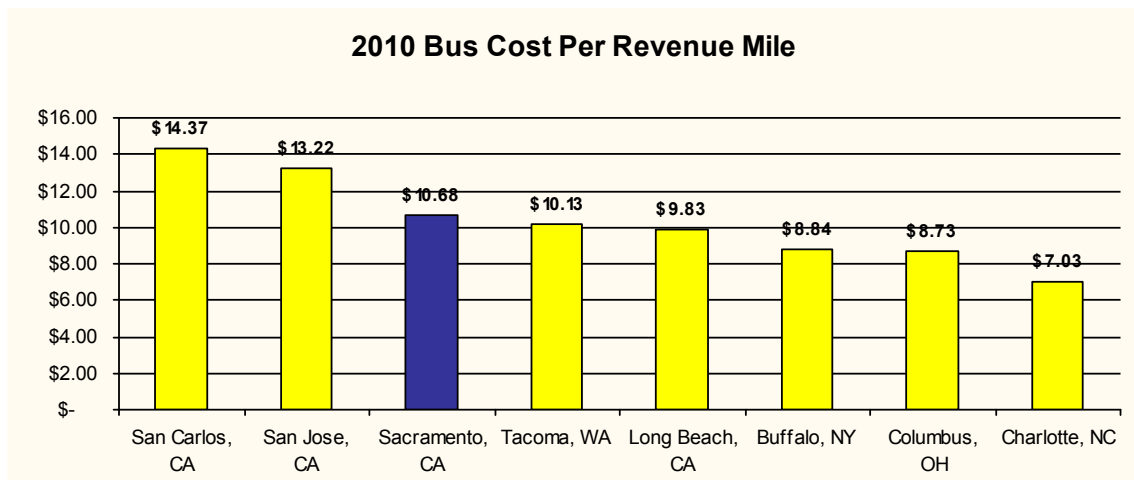
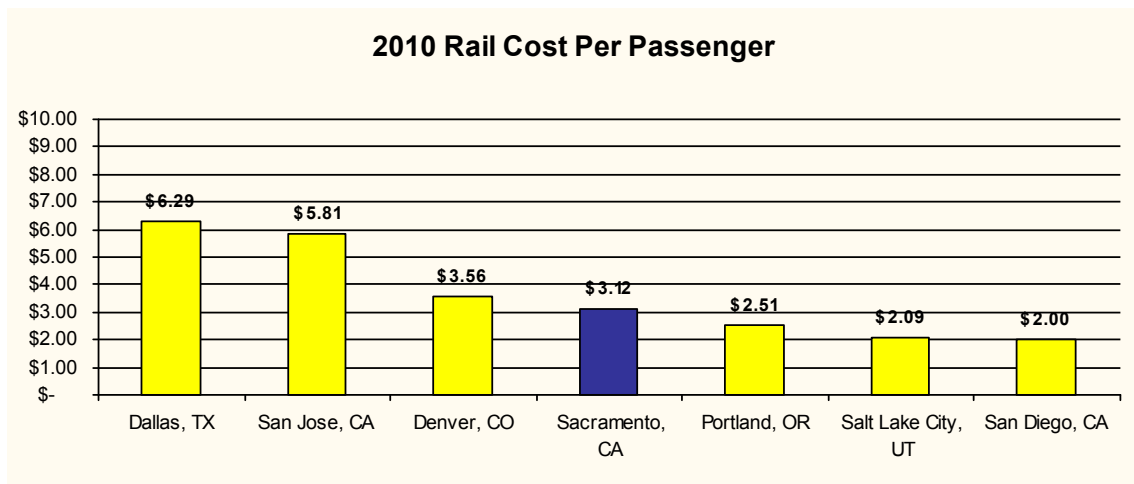
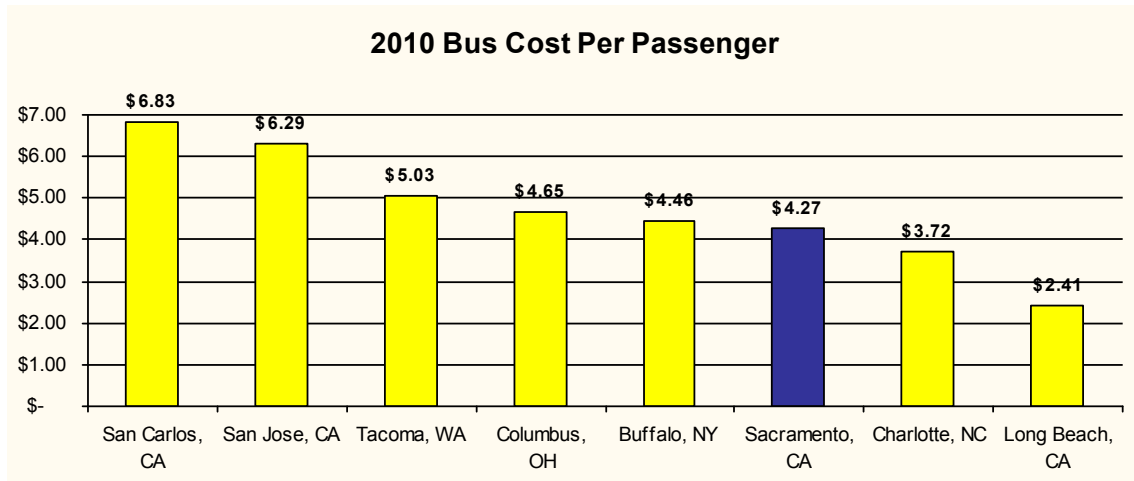
In FY 2012, rail hours increased by 2.4% and bus hours increased by 1.0%. As mentioned earlier, on June 15, 2012, the Green Line to the River District light rail extension began operation.

In FY 2013, bus and rail revenue hours are projected to increase 6.3% and 13.3% respectively. This reflects service changes due to the first phase of TransitRenewal.



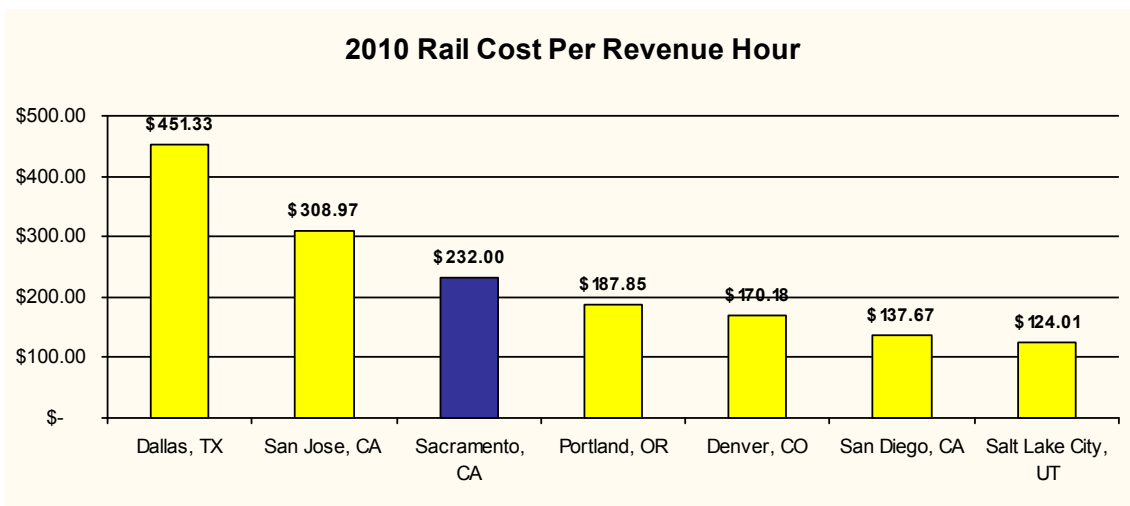
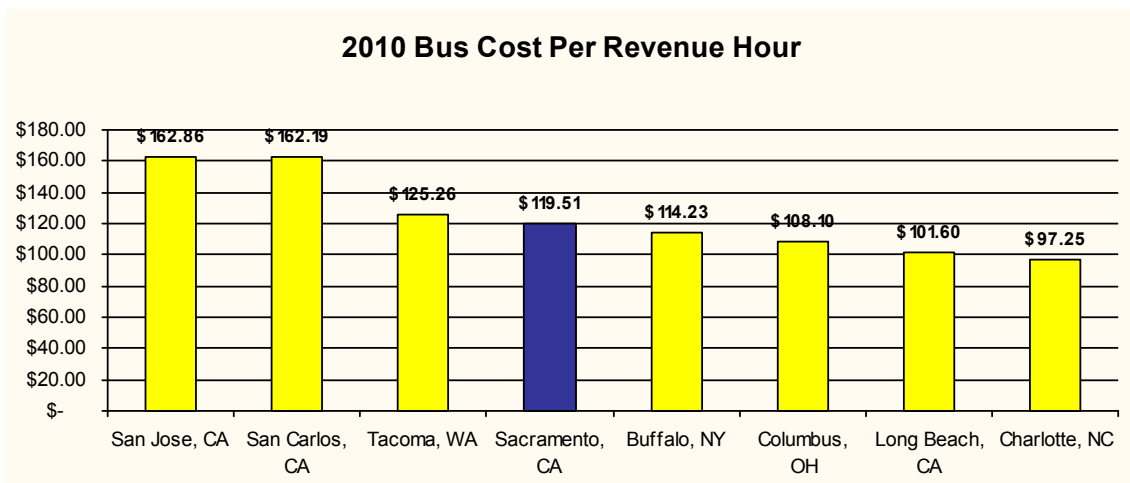
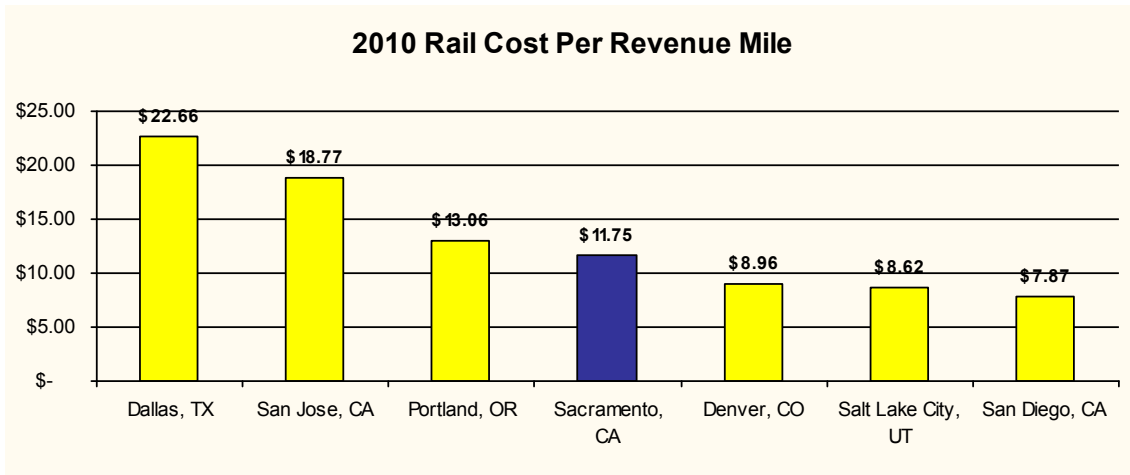


## Peer Comparison



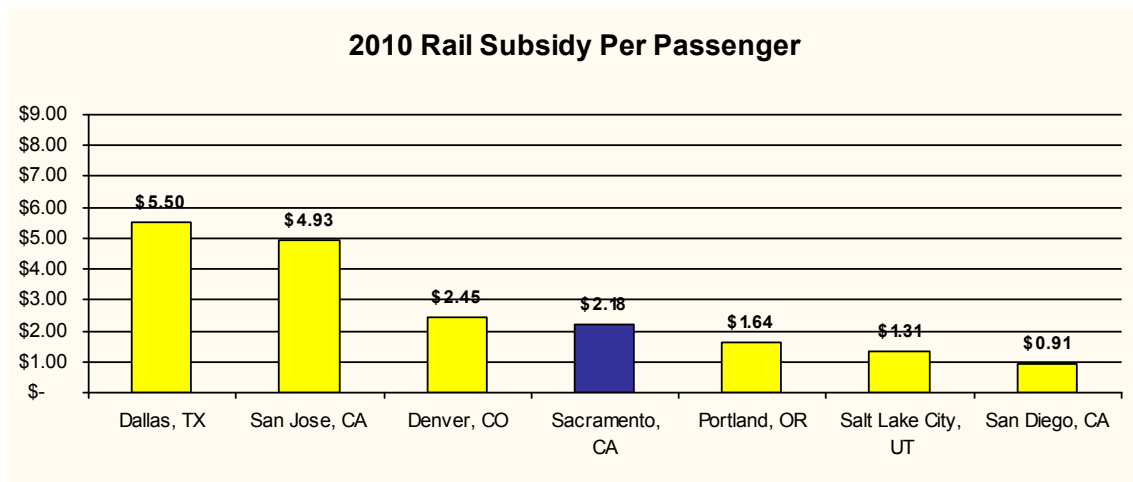
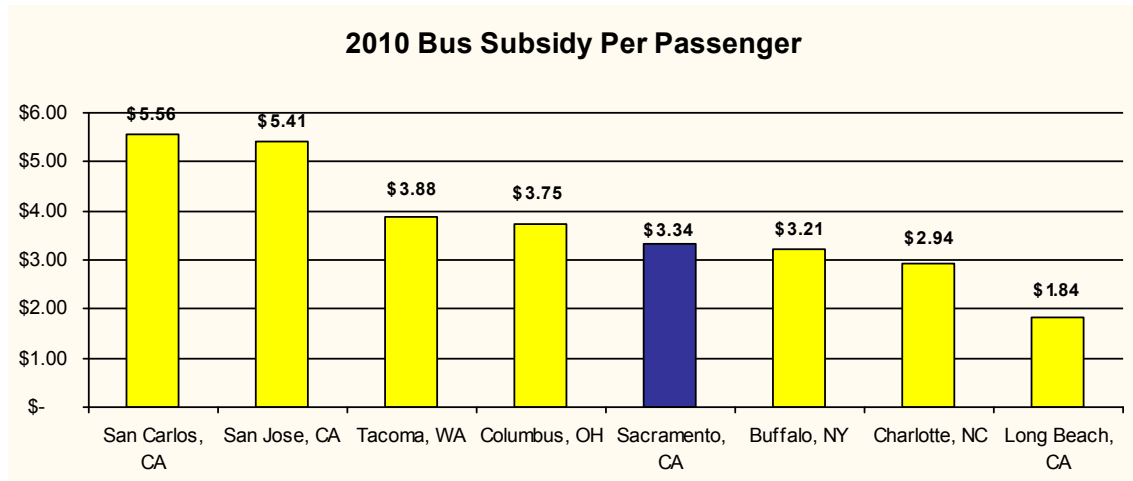
Source: National Transit Database

### Peer Comparison cont.



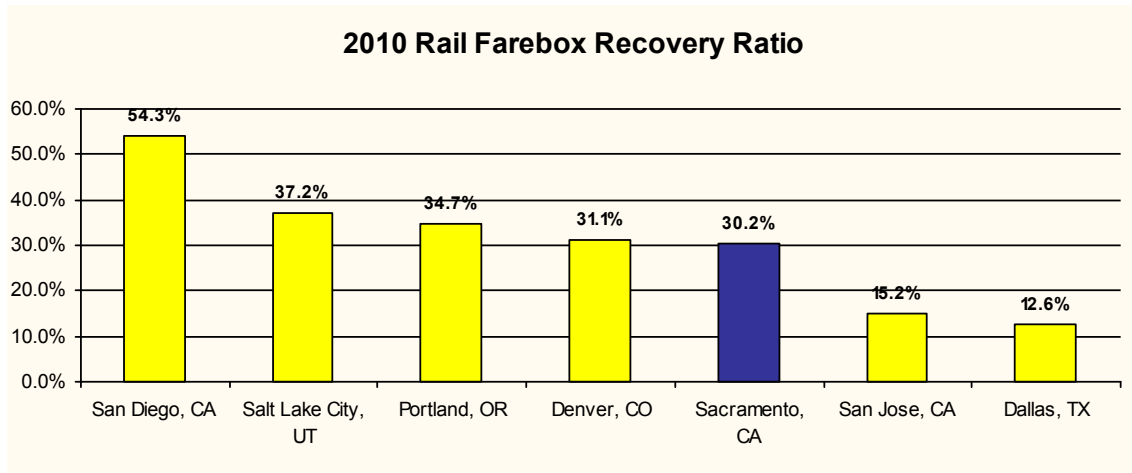
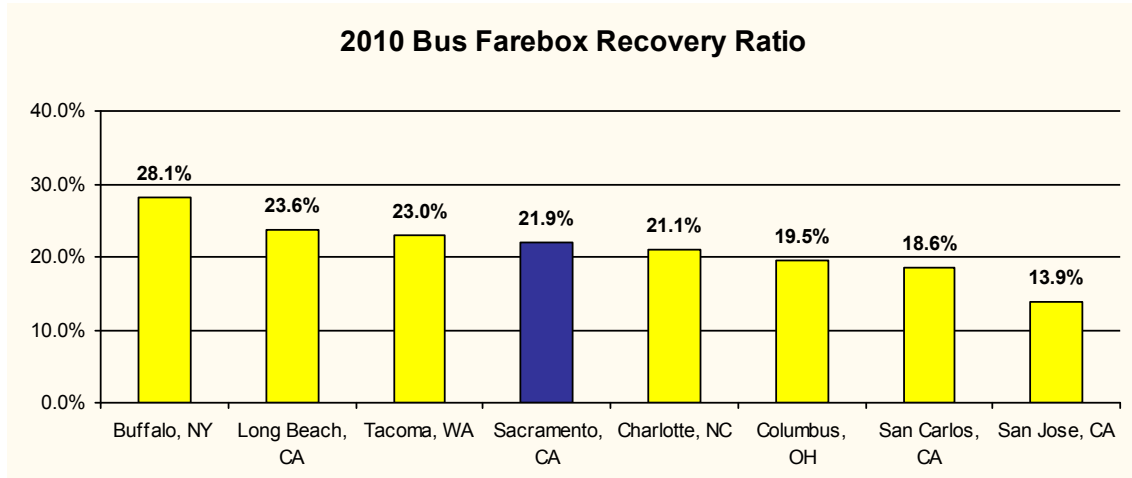
Source: National Transit Database

## Peer Comparison cont.



Source: National Transit Database

### Peer Comparison cont.



Source: National Transit Database



# Operating Budget Summary



## Enterprise Fund Statement (Fund Balance)

Whole Dollars

|                                      | FY 2009<br>Actual        | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget |
|--------------------------------------|--------------------------|-------------------|-------------------|----------------------|-------------------|
| <b>Operating Revenues</b>            |                          |                   |                   |                      |                   |
| Fare Revenue                         | \$ 32,571,459            | \$ 30,863,701     | \$ 28,967,228     | \$ 28,964,148        | \$ 30,964,536     |
| Contracted Services                  | 4,311,430                | 4,598,650         | 4,361,810         | 5,244,807            | 5,651,412         |
| State & Local                        | 70,724,997               | 58,134,639        | 58,109,166        | 69,131,857           | 73,244,320        |
| Federal                              | <sup>1</sup> 30,309,075  | 30,913,817        | 23,331,369        | 24,453,331           | 25,684,226        |
| Other                                | 3,726,173                | 2,962,480         | 4,064,536         | 2,598,039            | 2,920,292         |
| Total Operating Revenue              | 141,643,134              | 127,473,286       | 118,834,110       | 130,392,183          | 138,464,786       |
| <b>Capital Revenue Contributions</b> |                          |                   |                   |                      |                   |
| State & Local                        | 42,441,018               | 29,380,939        | 36,481,569        | 33,473,886           | 77,358,397        |
| Federal                              | 8,984,598                | 4,955,453         | 3,538,233         | 10,015,897           | 75,838,188        |
| Total Capital Revenue                | 51,425,616               | 34,336,392        | 40,019,802        | 43,489,783           | 153,196,585       |
| <b>Operating Expenses</b>            |                          |                   |                   |                      |                   |
| Salaries & Benefits                  | 89,844,539               | 90,548,073        | 78,690,374        | 81,751,427           | 86,705,915        |
| Professional Services                | 25,643,106               | 22,510,928        | 20,068,613        | 20,165,034           | 22,600,663        |
| Materials & Supplies                 | 9,848,243                | 9,127,636         | 7,915,146         | 9,119,204            | 8,451,206         |
| Utilities                            | 5,544,739                | 5,530,888         | 5,741,319         | 5,587,066            | 6,430,950         |
| Insurance & Liability                | 7,104,113                | 2,286,204         | 6,540,245         | 6,353,496            | 7,820,812         |
| Other                                | 2,053,941                | 1,728,477         | 1,790,169         | 1,773,809            | 2,290,785         |
| Total Operating Expenses             | 140,038,681              | 131,732,207       | 120,745,866       | 124,750,036          | 134,300,331       |
| Operating Expenses For Capital       | <sup>2</sup> 3,400,526   | 3,806,049         | 878,825           | 1,377,690            | 4,000,000         |
| <b>Non-Operating Expenses</b>        |                          |                   |                   |                      |                   |
| Depreciation & Amortization          | 30,748,602               | 30,920,183        | 31,288,071        | 31,442,344           | 30,000,000        |
| Interest Expense                     | 447,549                  | 369,799           | 288,132           | 210,559              | 500,000           |
| Total Non-Operating Expenses         | 31,196,151               | 31,289,982        | 31,576,203        | 31,652,903           | 30,500,000        |
| <b>Beginning Balance, July 1</b>     | <sup>3</sup> 756,637,141 | 775,070,534       | 770,051,975       | 775,704,992          | 791,806,329       |
| <b>Ending Balance, June 30</b>       | \$ 775,070,534           | \$ 770,051,975    | \$ 775,704,992    | \$ 791,806,329       | \$ 914,667,369    |
| % Change in Ending Fund Balance      |                          | -0.65%            | 0.73%             | 2.08%                | 15.52%            |

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

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

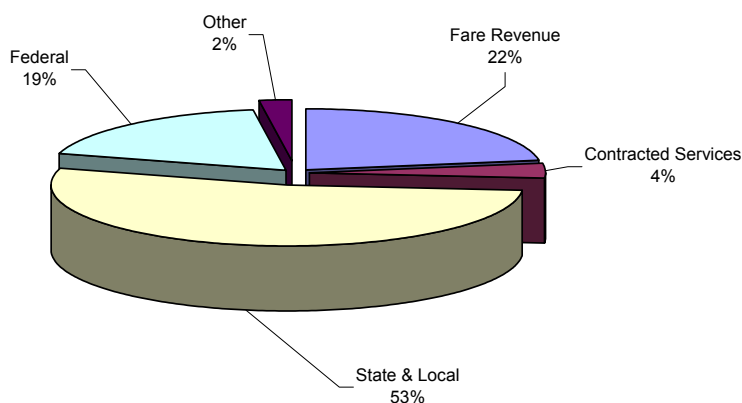
<sup>3</sup> As of June 30, 2008, the District adopted GASB 45 prospectively.





## Revenues

### Operating Revenues by Funding Source



|                     | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2012 to FY 2013<br>Amount | Percent     |
|---------------------|-------------------|-------------------|-------------------|----------------------|-------------------|------------------------------|-------------|
| Fare Revenue        | \$ 32,571         | \$ 30,864         | \$ 28,967         | \$ 28,964            | \$ 30,965         | \$ 2,000                     | 6.9%        |
| Contracted Services | 4,311             | 4,599             | 4,362             | 5,245                | 5,651             | 407                          | 7.8%        |
| State & Local       | 70,725            | 58,135            | 58,109            | 69,132               | 73,244            | 4,112                        | 5.9%        |
| Federal             | 30,309            | 30,914            | 23,331            | 24,453               | 25,684            | 1,231                        | 5.0%        |
| Other               | 3,726             | 2,962             | 4,065             | 2,598                | 2,920             | 322                          | 12.4%       |
| <b>Subtotal</b>     | <b>\$ 141,643</b> | <b>\$ 127,473</b> | <b>\$ 118,834</b> | <b>\$ 130,392</b>    | <b>\$ 138,465</b> | <b>\$ 8,073</b>              | <b>6.2%</b> |
| Potential Reserve   |                   |                   |                   | \$ (5,642)           | \$ (4,164)        |                              |             |
| <b>Total</b>        | <b>\$ 141,643</b> | <b>\$ 127,473</b> | <b>\$ 118,834</b> | <b>\$ 124,750</b>    | <b>\$ 134,300</b> |                              |             |

## Revenues cont.

### Fare Revenue

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

- The FY 2013 Preliminary Budget proposes \$31.0 million in Fare revenue, an increase of \$2.0 million (6.9%) from the FY 2012 Projected revenue (\$29.0 million).
- This reflects a slight increase in ridership projections due to a full year of Green Line and 8<sup>th</sup> train on Gold line operation.
- This also includes Fare Revenue estimates associated with Phase I of Transit Renewal service changes.

### Contracted Services

This category includes contracts with the cities of Citrus Heights, Elk Grove, Folsom, and Rancho Cordova. These cities purchase RT transit services.

- The FY 2013 Preliminary Budget proposes \$5.6 million in Contracted Services revenue, an increase of \$0.4 million (7.8%) from the FY 2012 Projected revenue (\$5.2 million).
- This reflects a full year of Granite Park and North Natomas shuttle service operations.
- This also reflects increase in Folsom contract due to catch-up provision for the prior year.
- This also includes increase in Citrus Heights due to an increase in LTF projections.



## Revenues cont.

### **State and Local Funding**

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

#### **Transportation Development Act**

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

#### **Measure A**

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

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

#### **Percentage of Developer Fees:**

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

## Revenues cont.

### Percentage of Sales Tax:

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

- The FY 2013 Preliminary Budget proposes \$73.2 million in state and local funding revenue, an increase of \$4.1 million (5.9%) from the FY 2012 Projected revenue of \$69.1 million.
- This reflects a 5.5% increase in sales tax growth estimates for Measure A and LTF revenues from FY 2012 year-end projections.
- This also reflects an increase in STA funding of 6.2% based on a projected \$420 million state-wide allocation.



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## Revenues cont.

### Federal Funding

This category includes formula-based allocations to RT from the federal government. Each year Congress authorizes the appropriation and the Federal Transit Administration allocates the dollars to the Sacramento region. Sacramento Area Council of Governments (SACOG), in turn, allocates dollars to RT. RT can use the funds for operating, planning, and capital activities, subject to specific regulations.

Specifically, RT receives Section 5307 Formula Funds, Section 5309 Fixed Guideway and Section 5316 Jobs Access Reverse Commute allocations. The Section 5307 Formula Funds allocation is distributed by formula to urbanized areas for transit planning, capital, and preventive maintenance needs based on population served and the amount of service provided. RT may use these funds either for capital projects or preventive maintenance. Section 5309 Fixed Guideway allocation is distributed by formula to urban rail transit operators for rail system repair, rehabilitation, upgrades, and preventive maintenance.

- The FY 2013 Preliminary Budget proposes \$25.7 million in federal funding, an increase of \$1.2 million (5.0%) from the FY 2012 Projected revenue of \$24.5 million.
- Section 5307 Urbanized Area federal funding is projected to increase by \$1.0 million due to higher allocation to RT.

### Other

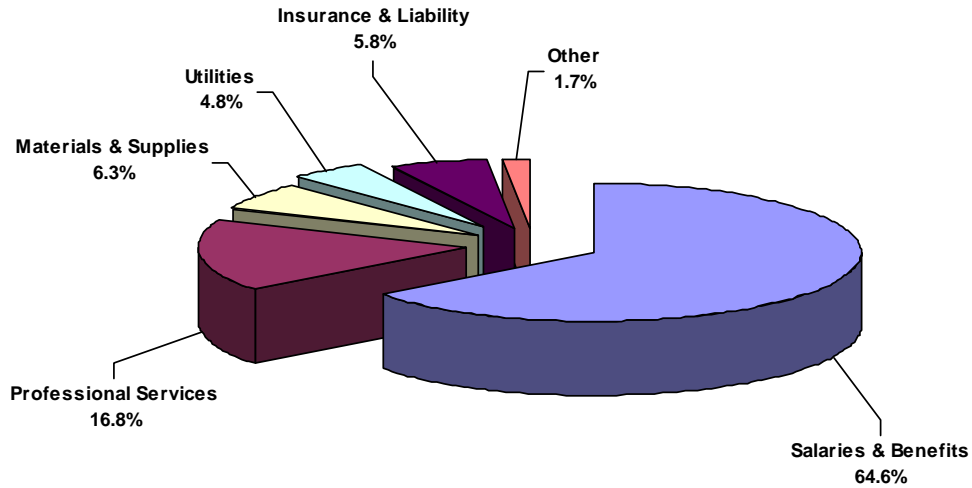
This category includes investment income, commercial real estate leases, advertising income, bus book sales, fare evasion fines, promotional item sales, photo identification activities, and parking revenue.

- The FY 2013 Preliminary Budget proposes \$2.9 million in other revenue, an increase of \$0.3 million (12.4%) from the FY 2012 Projected revenue (\$2.6 million).
- This reflects a decrease in a vehicle advertisement contract of \$0.3 million.
- This includes a full year of CNG tax rebate of \$1.2 million.



## Expenses

### Operating Expenses by Expense Category

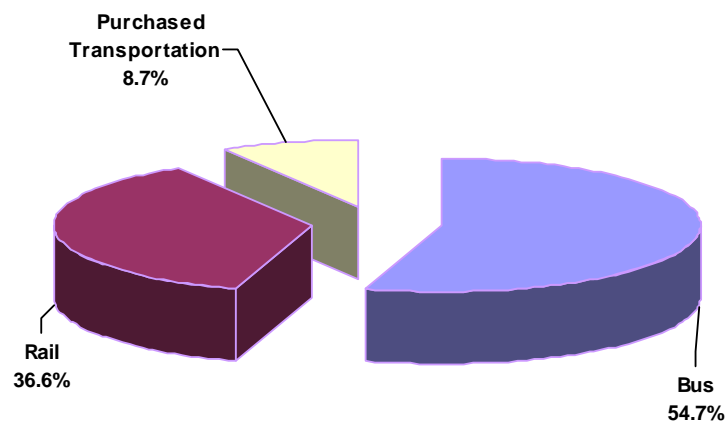


(Dollars in Thousands)

|                       | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2012 to FY 2013 |             |
|-----------------------|-------------------|-------------------|-------------------|----------------------|-------------------|--------------------|-------------|
|                       |                   |                   |                   |                      |                   | Amount             | Percent     |
| Salaries & Benefits   | \$ 89,845         | \$ 90,548         | \$ 78,690         | \$ 81,751            | \$ 86,706         | \$ 4,954           | 6.1%        |
| Professional Services | 25,643            | 22,511            | 20,069            | 20,165               | 22,601            | 2,436              | 12.1%       |
| Materials & Supplies  | 9,848             | 9,128             | 7,915             | 9,119                | 8,451             | (668)              | -7.3%       |
| Utilities             | 5,545             | 5,531             | 5,741             | 5,587                | 6,431             | 844                | 15.1%       |
| Insurance & Liability | 7,104             | 2,286             | 6,540             | 6,353                | 7,821             | 1,467              | 23.1%       |
| Other                 | 2,054             | 1,728             | 1,790             | 1,774                | 2,291             | 517                | 29.1%       |
| <b>Total Expenses</b> | <b>\$ 140,039</b> | <b>\$ 131,732</b> | <b>\$ 120,746</b> | <b>\$ 124,750</b>    | <b>\$ 134,300</b> | <b>\$ 9,550</b>    | <b>7.7%</b> |

## Expenses cont.

### Operating Expenses by Mode



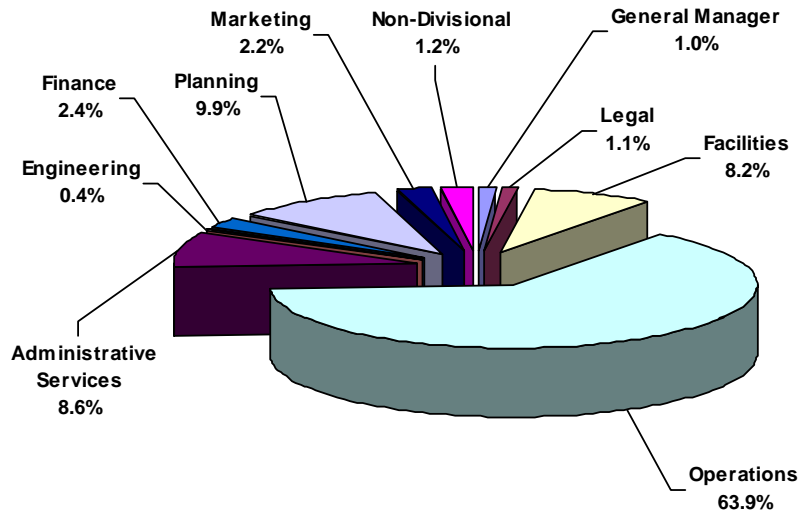
(Dollars in Thousands)

|                          | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2012 to FY 2013 |             |
|--------------------------|-------------------|-------------------|-------------------|----------------------|-------------------|--------------------|-------------|
|                          |                   |                   |                   |                      |                   | Amount             | Percent     |
| Bus                      | \$ 82,001         | \$ 75,623         | \$ 67,668         | \$ 68,252            | \$ 73,485         | \$ 5,233           | 7.7%        |
| Rail                     | 46,957            | 44,144            | 43,468            | 46,163               | 49,186            | 3,022              | 6.5%        |
| Purchased Transportation | 11,081            | 11,966            | 9,611             | 10,335               | 11,629            | 1,294              | 12.5%       |
| <b>Total Expenses</b>    | <b>\$ 140,039</b> | <b>\$ 131,732</b> | <b>\$ 120,746</b> | <b>\$ 124,750</b>    | <b>\$ 134,300</b> | <b>\$ 9,549</b>    | <b>7.7%</b> |



## Expenses cont.

### Operating Expenses by Division



(Dollars in Thousands)

|                         | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2012 to FY 2013 |             |
|-------------------------|-------------------|-------------------|-------------------|----------------------|-------------------|--------------------|-------------|
|                         |                   |                   |                   |                      |                   | Amount             | Percent     |
| General Manager         | \$ 878            | \$ 569            | \$ 646            | \$ 779               | \$ 1,370          | \$ 591             | 75.8%       |
| Legal                   | 1,246             | 1,266             | 1,237             | 1,302                | 1,570             | 268                | 20.6%       |
| Facilities              | 12,668            | 11,611            | 10,972            | 10,893               | 11,475            | 582                | 5.3%        |
| Operations              | 93,863            | 92,413            | 80,815            | 83,837               | 89,929            | 6,092              | 7.3%        |
| Administrative Services | 10,984            | 6,002             | 10,468            | 9,918                | 12,071            | 2,152              | 21.7%       |
| Engineering             | 989               | 841               | 668               | 749                  | 593               | (156)              | -20.9%      |
| Finance                 | 3,170             | 3,157             | 3,115             | 3,182                | 3,391             | 208                | 6.5%        |
| Planning                | 15,098            | 13,561            | 11,207            | 12,288               | 13,996            | 1,708              | 13.9%       |
| Marketing               | 3,315             | 3,173             | 2,498             | 2,624                | 3,149             | 525                | 20.0%       |
| Non-Divisional          | (2,171)           | (862)             | (881)             | (823)                | (3,243)           | (2,420)            | 294.0%      |
| <b>Total Expenses</b>   | <b>\$ 140,039</b> | <b>\$ 131,732</b> | <b>\$ 120,746</b> | <b>\$ 124,750</b>    | <b>\$ 134,300</b> | <b>\$ 9,550</b>    | <b>7.7%</b> |



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## Expenses cont.

### Salaries & Benefits

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

- The FY 2013 Preliminary Budget proposes \$86.7 million for salaries and benefits, an increase of \$5.0 million (6.1%) from the FY 2012 Projected cost (\$81.8 million).
- Labor increased by \$1.8 million (3.8%) from the FY 2012 Projected cost (\$48.3 million).
- Fringe Benefits increased by \$4.5 million (11.8%) from the FY 2012 Projected cost (\$37.8 million). This reflects a \$2.4 million (19.3%) increase in pension costs and a \$1.3 million increase in Medical cost. Capital recovery and indirect costs have increased by \$1.3 million over FY 2012 Projected cost. This represents labor charged to capital projects, which reduces the operating budget labor costs.
- The Fiscal Year 2013 Preliminary Budget includes 984 Board authorized positions, an increase of 33 authorized positions and 14 positions that were not funded from the Fiscal Year 2012 Revised Budget (951 authorized and 937 funded positions). 23 positions in FY 2013 Preliminary Budget are related to Phase 1 TransitRenewal. All 984 authorized positions are fully or partially funded in the FY 2013 Preliminary Budget.

### Professional Services

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

- The FY 2013 Preliminary Budget proposes \$22.6 million for Professional Services, an increase of \$2.4 million (12.1%) from the FY 2012 Projected cost of \$20.2 million.
- This reflects an increase in purchased transportation (Paratransit) of \$1.3 million.
- This includes an increase of \$0.3 million for Phase I Transit Renewal security services.
- This also includes an increase of \$0.5 million in outside services.

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## Expenses cont.

### Materials and 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 2013 Preliminary Budget proposes \$8.5 million for materials and supplies, a decrease of \$0.7 million (-7.3%) from the FY 2012 Projected cost of \$9.1 million.
- This includes \$0.2 million in Phase I operating cost for materials and supplies.
- This reflects a decrease in bus, light rail and fare vending machine parts.
- The cost in FY 2013 Budget is lower than the FY 2012 Projected cost due to \$0.5 million obsolete inventory write-off in FY 2012.

### Utilities

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

- The FY 2013 Preliminary Budget proposes \$6.4 million for Utilities, an increase of \$0.8 million (15.1%) from the FY 2012 Projected cost (\$5.6 million).
- This reflects an increase in Light Rail Traction costs due to Kwh rate change and a full year of Green Line and 8<sup>th</sup> train operations.
- This includes \$0.14 million in Phase I TransitRenewal related costs.

### Insurance and Liability

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

- The FY 2013 Preliminary Budget proposes \$7.8 million for casualty and liability insurance, an increase of \$1.5 million (23.1%) from the FY 2012 Projected cost (\$6.4 million).

## Expenses cont.

### 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.

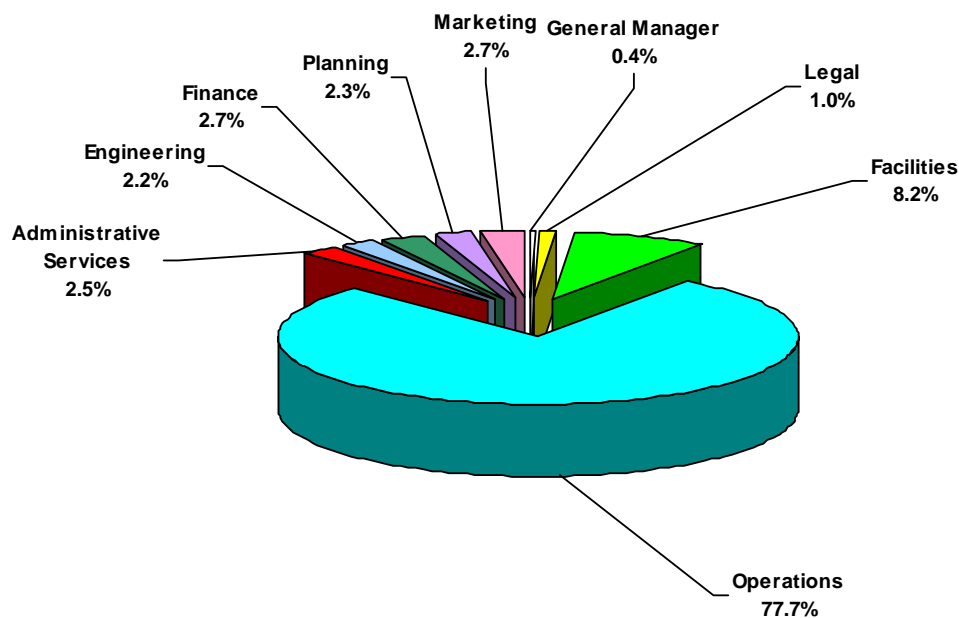
- The FY 2013 Preliminary Budget proposes \$2.3 million for other expenditures, an increase of \$0.5 million (29.1%) from the FY 2012 Projected cost (\$1.8 million).
- This reflects an increase of \$0.5 million in General Manager's Contingency.
- This includes \$0.1 million for Rodeo competitions.





## Positions

The Fiscal Year 2013 Preliminary Budget includes 984 Board authorized positions, an increase of 33 authorized positions and 14 positions that were not funded from the Fiscal Year 2012 Revised Budget (951 authorized and 937 funded positions). 23 positions in FY 2013 Operating Budget are related to Phase 1 Transit Renewal. All 984 authorized positions are fully or partially funded.



| Division                | FY 2009<br>Funded | FY 2010<br>Funded | FY 2011<br>Funded | FY 2012<br>Funded | FY 2012<br>Authorized | FY 2013<br>Funded |
|-------------------------|-------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|
| General Manager         | 6                 | 3                 | 3                 | 3                 | 4                     | 4                 |
| Legal                   | 9                 | 9                 | 10                | 10                | 10                    | 10                |
| Facilities              | 95                | 90                | 73                | 74                | 75                    | 81                |
| Operations              | 902               | 870               | 719               | 734               | 741                   | 765               |
| Administrative Services | 28                | 24                | 21                | 22                | 23                    | 25                |
| Engineering             | 43                | 34                | 24                | 21                | 22                    | 22                |
| Finance                 | 32                | 29                | 25                | 26                | 27                    | 27                |
| Planning                | 39                | 35                | 21                | 21                | 22                    | 23                |
| Marketing               | 37                | 35                | 26                | 26                | 27                    | 27                |
| <b>Total</b>            | <b>1,191</b>      | <b>1,129</b>      | <b>922</b>        | <b>937</b>        | <b>951</b>            | <b>984</b>        |



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## Positions cont.

There are 14 unfunded positions in the FY 2012 Operating budget that remained on the authorized position list during the year. These positions will be additions in the FY 2013 Operating budget.

### Office of the General Manager

One Compliance and Quality Assurance Auditor

### Facilities and Business Support Services Division

One Facilities and Grounds Worker I

### Operations Division

Three Transportation Supervisors, one Lineworker III, two Transit Officers and one Community Bus Services Dispatcher Supervisor

### Administrative Services Division

One Senior Labor Relations Analyst

### Engineering and Construction Division

One Senior Administrative Assistant

### Finance Division

One Clerk II

### Planning and Transit System Development Division

One Route Checker Supervisor

### Marketing and Communications Division

One Clerk II

In addition, there are 33 new positions and a few staffing changes to the FY 2013 Operating budget. These positions are all fully or partially funded.

### Legal Division

One Administrative Assistant II position has been eliminated and one Legal Secretary position has been added to provide the required knowledge, skill and abilities of administrative support that the litigation team requires.

### Facilities and Business Support Services Division

Two Facilities Maintenance Mechanic positions have been added to provide support to the Facilities Department with the addition of a second CNG fueling facility at the McClellan location.



## Positions cont.

One Safety Specialist II position has been eliminated and one Senior Safety Specialist position has been added to provide support for the Safety Department with the expansion of the District's light rail projects, such as the South Sacramento Corridor Phase-II, Green Line, BMF-II facility, and maintenance of additional Occupational Safety and Health Programs required by state and federal safety regulations.

Two Network Operations Technicians, one Senior Information Technology Business Systems Analyst, and one Senior Programmer Analyst positions have been added to provide support for the Information Technology Department with the District's bus and light rail SmartCard technology, Trapeze and SAP systems.

### Operations Division

One Bus Service Worker, one Light Rail Service Worker and twenty Operator positions have been added to the Operations Division to properly staff the upcoming service expansion of Bus and Light Rail Services.

Two Rail Laborer positions have been added to provide support for the Light Rail Wayside area with the expansion of the District property to stay within the timelines for all required regulatory maintenance and inspections.

### Administrative Services Division

One Administrative Technician and One Human Resources Analyst II position have been added to provide support for the Human Resources Department with the Retirement Board, CalPERS benefits and billing, overall dependent reporting and tracking, Family Medical Leave assistance and tracking, pension estimates and vendors/broker contacts.

### Planning and Transit System Development Division

One Assistant Planner and one Long Range Planner position have been moved from the Service Planning Department to the Strategic Planning Department to provide more assistance in this area.

One Administrative Technician position has been added to provide support for the Accessible Service Department with gathering and interpreting statistical data for the ADA Paratransit eligibility program, as well as ADA Paratransit service-data sharing analysis, pre-screening ADA Paratransit application requests and writing summary reports.



## Forecast

### Revenues & Expenses (Dollars in Thousands)

|                          | FY 2013         | FY 2014        | FY 2015         | FY 2016         | FY 2017         |
|--------------------------|-----------------|----------------|-----------------|-----------------|-----------------|
| <b>Revenues</b>          |                 |                |                 |                 |                 |
| Fare Revenue             | \$ 30,965       | \$ 32,779      | \$ 39,268       | \$ 43,024       | \$ 46,551       |
| Contracted Services      | 5,652           | 5,934          | 6,234           | 6,549           | 6,883           |
| Other                    | 2,920           | 2,991          | 3,087           | 3,170           | 3,576           |
| State & Local            | 73,244          | 74,167         | 77,994          | 81,262          | 85,718          |
| Federal                  | 25,684          | 27,029         | 28,380          | 33,246          | 34,808          |
| <b>Total</b>             | <b>138,465</b>  | <b>142,900</b> | <b>154,963</b>  | <b>167,250</b>  | <b>177,537</b>  |
| <b>Expenses</b>          |                 |                |                 |                 |                 |
| Salaries & Benefits      | 86,706          | 91,978         | 97,726          | 104,692         | 112,155         |
| Professional Services    | 22,601          | 23,975         | 25,474          | 27,289          | 29,235          |
| Materials & Supplies     | 8,451           | 8,965          | 9,525           | 10,204          | 10,931          |
| Utilities                | 6,431           | 6,822          | 7,248           | 7,765           | 8,319           |
| Insurance & Liability    | 7,821           | 8,297          | 8,815           | 9,443           | 10,117          |
| Other                    | 2,290           | 2,429          | 2,581           | 2,765           | 2,962           |
| <b>Total</b>             | <b>134,300</b>  | <b>142,466</b> | <b>151,369</b>  | <b>162,159</b>  | <b>173,895</b>  |
| <b>Potential Reserve</b> | <b>\$ 4,165</b> | <b>\$ 434</b>  | <b>\$ 3,594</b> | <b>\$ 5,091</b> | <b>\$ 3,642</b> |

### Service Plan (Revenue Hours)

|                       | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 |
|-----------------------|---------|---------|---------|---------|---------|
| <b>Service Plan</b>   |         |         |         |         |         |
| Fixed Route Bus       | 511,074 | 525,903 | 549,503 | 567,894 | 583,403 |
| Community Bus Service | 26,729  | 35,094  | 41,790  | 42,822  | 45,962  |
| Light Rail            | 221,829 | 224,821 | 225,097 | 245,100 | 261,158 |

Source: RT's Financial Forecast Model



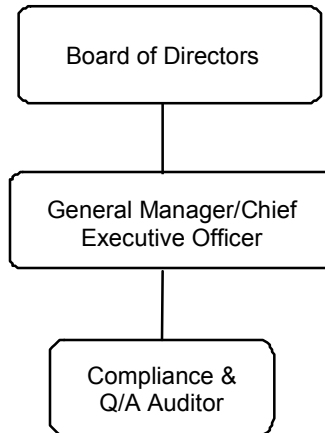
## Division Budgets





## General Manager

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



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

### FY 2012 Accomplishments

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

- Ended FY 2012 under budget on expenditures and accumulated about \$5.2 million in reserve.
- Achieved Farebox Recovery Ratio of 25.1% for FY 2012.
- Examined the potential to place a transit expansion local funding measure on the November 2012 ballot.

**General Manager cont.****FY 2012 Accomplishments cont.*****Strategic Plan Goal #2: Provide total Quality Customer Service***

- Achieved district-wide ridership of 26.8 million.
- Continued to enhance RT's passenger security program with the passage of Assembly Bill 717, which will renew and update RT's passenger safety act.
- Achieved RT's fare inspection Rate of 9.5%. Reduced the number of crimes reported per thousand customers from 0.018 in FY 2011 to 0.008 in FY 2012.

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

- Received FTA approval to enter into final design of the South Line Phase 2 in May 2012. Prepared bid documents for construction. Began construction of the parking structure at Cosumnes River College in November of 2011. Began construction of the aerial structures in April 2012.
- Began implementation of the Universal Fare Card Program.
- Achieved 19,512 miles between road calls for rail and 10,931 miles between road calls for bus.
- Achieved an on-time reliability rate of 83.3% for bus and 97.1% for light rail.
- Completed the Design/Build contract for Green Line to the River District and started revenue service on June 15, 2012.
- Maintained employee unscheduled absences at 7.7%.
- Completed the Comprehensive Operational Analysis by Spring 2012.

## General Manager cont.

### FY 2013 Goals

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

- End FY 2013 within budget on expenditures and at or over budget on revenues.
- Achieve Farebox Recovery Ratio of at least 25.2% for FY 2013.
- Continue to pursue a ballot measure to increase local funding to expand transit in Sacramento County.

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

- Successfully implement the September 2012 bus and rail service improvements and prepare recommendations for COA service improvements phase 2.
- Ñ Complete the construction of the first phase of the second bus maintenance facility, a CNG fueling facility, by September 2012.
- Ñ Continue further design and environmental work on the Green Line to the Airport. Select consultants by November 2012.
- Ñ By January of 2013 receive FTA approval to execute a FFGA. Prepare bid documents for construction and begin construction by March 2013.
- Ñ Continue implementation of the Universal Fare Card Program. Award the installation contract by August 2012 and fully implement by June 2013.
- Ñ Complete midlife overhaul of the first phase of the UTDC rail cars by June 2013.
- Ñ Meet or exceed an average of 16,800 miles between road calls for rail and an average of 9,500 miles between road calls for bus.
- Ñ Achieve an on-time reliability rate of 80% or better for bus and 97% or better for light rail.
- Ñ Reduce Employee unscheduled absences from 7.7% to 7.5%.



**General Manager cont.**

**FY 2013 Goals cont.**

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

- Successfully complete labor negotiations for new labor agreements with ATU and IBEW by June 30, 2013.

**PERFORMANCE MEASURES / STATISTICS**

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

|                               | FY 2008<br>Actual | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2013 to FY 2012<br>Amount | Percent |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|-------------------|------------------------------|---------|
| <b>Efficiencies Measures</b>  |                   |                   |                   |                   |                      |                   |                              |         |
| Cost Per Passenger            |                   |                   |                   |                   |                      |                   |                              |         |
| Bus                           | \$ 5.15           | \$ 4.93           | \$ 4.29           | \$ 4.94           | \$ 5.26              | \$ 5.34           | \$ 0.08                      | 1.5%    |
| Rail                          | \$ 3.03           | \$ 2.83           | \$ 2.91           | \$ 3.43           | \$ 3.43              | \$ 3.39           | \$ (0.04)                    | (1.2%)  |
| Cost Per Revenue Mile         |                   |                   |                   |                   |                      |                   |                              |         |
| Bus                           | \$ 11.50          | \$ 11.46          | \$ 10.73          | \$ 12.10          | \$ 12.28             | \$ 12.40          | \$ 0.12                      | 1.0%    |
| Rail                          | \$ 11.69          | \$ 11.58          | \$ 10.95          | \$ 11.41          | \$ 12.13             | \$ 12.23          | \$ 0.10                      | 0.8%    |
| Cost Per Revenue Hour         |                   |                   |                   |                   |                      |                   |                              |         |
| Bus                           | \$ 126.06         | \$ 127.07         | \$ 120.14         | \$ 134.92         | \$ 136.37            | \$ 136.64         | \$ 0.27                      | 0.2%    |
| Rail                          | \$ 226.01         | \$ 223.94         | \$ 216.22         | \$ 222.80         | \$ 234.24            | \$ 221.73         | \$ (12.51)                   | (5.3%)  |
| Subsidy Per Passenger         | \$ 3.28           | \$ 2.92           | \$ 2.69           | \$ 3.08           | \$ 3.56              | \$ 3.50           | \$ (0.06)                    | (1.7%)  |
| <b>Effectiveness Measures</b> |                   |                   |                   |                   |                      |                   |                              |         |
| Farebox Recovery Ratio        | 22.0%             | 24.7%             | 25.6%             | 26.1%             | 25.1%                | 25.2%             | 0.1%                         |         |

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

|                               | FY 2008<br>Actual | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2013 to FY 2012<br>Amount | Percent |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|-------------------|------------------------------|---------|
| <b>Effectiveness Measures</b> |                   |                   |                   |                   |                      |                   |                              |         |
| Total Ridership               |                   |                   |                   |                   |                      |                   |                              |         |
| Bus                           | 16,607,800        | 16,873,700        | 17,579,268        | 13,617,462        | 13,126,207           | 13,749,980        | 623,773                      | 4.8%    |
| Rail                          | 16,154,400        | 17,193,300        | 15,480,652        | 12,543,866        | 13,627,808           | 14,500,000        | 872,192                      | 6.4%    |
| Total                         | 32,762,200        | 34,067,000        | 33,059,920        | 26,161,328        | 26,754,015           | 28,249,980        | 1,495,965                    | 5.6%    |
| Average Weekday Ridership     |                   |                   |                   |                   |                      |                   |                              |         |
| Bus                           | 56,783            | 58,200            | 53,112            | 43,294            | 45,909               | 48,192            | 2,283                        | 5.0%    |
| Rail                          | 55,150            | 58,842            | 55,147            | 47,736            | 46,955               | 50,417            | 3,462                        | 7.4%    |
| Total                         | 111,933           | 117,042           | 108,259           | 91,030            | 92,864               | 98,609            | 5,745                        | 6.2%    |
| Passengers Per Mile           |                   |                   |                   |                   |                      |                   |                              |         |
| Bus                           | 2.23              | 2.32              | 2.17              | 2.45              | 2.33                 | 2.32              | (0.01)                       | (0.4%)  |
| Rail                          | 3.86              | 4.10              | 3.90              | 3.33              | 3.54                 | 3.60              | 0.06                         | 1.7%    |

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

|                            | FY 2008<br>Actual | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2013 to FY 2012<br>Amount | Percent |
|----------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|-------------------|------------------------------|---------|
| <b>Quality Measures</b>    |                   |                   |                   |                   |                      |                   |                              |         |
| Employee Availability Days |                   |                   |                   |                   |                      |                   |                              |         |
| ATU All                    | 208               | 206               | 208               | 207               | 208                  | 208               | -                            | 0.0%    |
| IBEW                       | 222               | 225               | 225               | 225               | 222                  | 225               | 3                            | 1.4%    |
| AEA                        | 230               | 232               | 234               | 232               | 233                  | 232               | (1)                          | (0.4%)  |
| AFSCME                     | 225               | 229               | 225               | 229               | 222                  | 230               | 8                            | 3.6%    |
| MCEG                       | 234               | 234               | 234               | 234               | 231                  | 235               | 4                            | 1.7%    |



## General Manager cont.

### Expenses

#### By Expense Category (Whole dollars)

|                       | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget   | FY 2012 to FY 2013 |              |
|-----------------------|-------------------|-------------------|-------------------|----------------------|---------------------|--------------------|--------------|
|                       |                   |                   |                   |                      |                     | Amount             | Percent      |
| Salaries & Benefits   | \$ 734,031        | \$ 488,608        | \$ 462,900        | \$ 533,757           | \$ 679,221          | \$ 145,464         | 27.3%        |
| Professional Services | 71,296            | 50,591            | 45,936            | 215,418              | 198,500             | (16,918)           | (7.9%)       |
| Materials & Supplies  | 2,678             | 648               | 977               | 698                  | 2,000               | 1,302              | 186.4%       |
| Utilities             | -                 | -                 | -                 | -                    | -                   | -                  | 0.0%         |
| Insurance & Liability | -                 | -                 | -                 | -                    | -                   | -                  | 0.0%         |
| Other                 | 69,700            | 28,969            | 135,731           | 29,133               | 490,030             | 460,897            | 1582.1%      |
| <b>Total</b>          | <b>\$ 877,704</b> | <b>\$ 568,815</b> | <b>\$ 645,545</b> | <b>\$ 779,005</b>    | <b>\$ 1,369,751</b> | <b>\$ 590,746</b>  | <b>75.8%</b> |

#### By Department

|                              | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget   | FY 2012 to FY 2013 |              |
|------------------------------|-------------------|-------------------|-------------------|----------------------|---------------------|--------------------|--------------|
|                              |                   |                   |                   |                      |                     | Amount             | Percent      |
| General Manager              | \$ 532,760        | \$ 405,289        | \$ 489,794        | \$ 604,960           | \$ 981,111          | \$ 376,151         | 62.2%        |
| Equal Employment Opportunity | 116,153           | 118,376           | 107,349           | 130,221              | 148,342             | 18,121             | 13.9%        |
| Board of Directors           | 42,985            | 45,104            | 48,402            | 43,825               | 67,230              | 23,405             | 53.4%        |
| Quality Assurance            | 185,806           | 46                | -                 | -                    | 173,068             | 173,068            | 0.0%         |
| <b>Total</b>                 | <b>\$ 877,704</b> | <b>\$ 568,815</b> | <b>\$ 645,545</b> | <b>\$ 779,005</b>    | <b>\$ 1,369,751</b> | <b>\$ 590,746</b>  | <b>75.8%</b> |

#### Positions

|                              | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2012 to FY 2013 |              |
|------------------------------|-------------------|-------------------|-------------------|----------------------|-------------------|--------------------|--------------|
|                              |                   |                   |                   |                      |                   | Amount             | Percent      |
| General Manager              | 3                 | 2                 | 2                 | 2                    | 2                 | 0                  | 0.0%         |
| Equal Employment Opportunity | 2                 | 1                 | 1                 | 1                    | 1                 | 0                  | 0.0%         |
| Board of Directors           | 0                 | 0                 | 0                 | 0                    | 0                 | 0                  | 0.0%         |
| Quality Assurance            | 1                 | 0                 | 0                 | 0                    | 1 <sup>1</sup>    | 1                  | 0.0%         |
| <b>Total</b>                 | <b>6</b>          | <b>3</b>          | <b>3</b>          | <b>3</b>             | <b>4</b>          | <b>1</b>           | <b>33.3%</b> |

<sup>1</sup> Add 1 Compliance and Quality Assurance Auditor



## Chief Counsel

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

Chief Counsel

- The Chief Counsel guides and directs the division.
- Transactions staff prepare ordinances, contracts, policies, and other administrative documents.
- Litigation staff engages in court legal proceedings and oversee all litigation assigned to outside counsel.

### FY 2012 Accomplishments

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

- Effective litigation defense resulted in case resolutions well below claimant demands and corresponding reserves.

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

- Prepared and reviewed approximately 34 solicitation documents (ITBs/RFPs) and 413 contracts, with only two resulting bid protests or contract claims.
- The average time for preparing a contract following request for preparation was 1.4 days (compared with 2.8 days in 2010 and 2.6 in 2011), with 84% prepared within 2 days (compared with 76% in 2010 and 69% in 2011).

**Chief Counsel cont.****Expenses****By Expense Category**

(whole dollars)

|                       | FY 2009             | FY 2010             | FY 2011             | FY 2012             | FY 2013             | FY 2012 to FY 2013 |              |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------|
|                       | Actual              | Actual              | Actual              | Projected           | Budget              | Amount             | Percent      |
| Salaries & Benefits   | \$ 1,136,532        | \$ 1,163,156        | \$ 1,152,090        | \$ 1,201,144        | \$ 1,444,395        | \$ 243,251         | 20.3%        |
| Professional Services | 50,350              | 46,815              | 30,775              | 44,361              | 55,000              | 10,639             | 24.0%        |
| Materials & Supplies  | 55,241              | 53,099              | 49,779              | 53,021              | 58,000              | 4,979              | 9.4%         |
| Utilities             | -                   | -                   | -                   | -                   | -                   | -                  | 0.0%         |
| Insurance & Liability | -                   | -                   | -                   | -                   | -                   | -                  | 0.0%         |
| Other                 | 4,071               | 2,938               | 4,707               | 3,102               | 12,700              | 9,598              | 309.4%       |
| <b>Total</b>          | <b>\$ 1,246,194</b> | <b>\$ 1,266,008</b> | <b>\$ 1,237,351</b> | <b>\$ 1,301,628</b> | <b>\$ 1,570,095</b> | <b>\$ 268,467</b>  | <b>20.6%</b> |

**By Department**

|               | FY 2009             | FY 2010             | FY 2011             | FY 2012             | FY 2013             | FY 2012 to FY 2013 |              |
|---------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------|
|               | Actual              | Actual              | Actual              | Projected           | Budget              | Amount             | Percent      |
| Chief Counsel | \$ 1,246,194        | \$ 1,266,008        | \$ 1,237,351        | \$ 1,301,628        | \$ 1,570,095        | \$ 268,467         | 20.6%        |
| <b>Total</b>  | <b>\$ 1,246,194</b> | <b>\$ 1,266,008</b> | <b>\$ 1,237,351</b> | <b>\$ 1,301,628</b> | <b>\$ 1,570,095</b> | <b>\$ 268,467</b>  | <b>20.6%</b> |

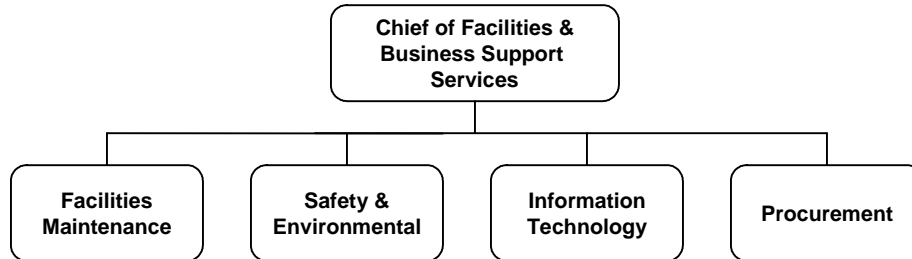
**Positions**

|               | FY 2009  | FY 2010  | FY 2011   | FY 2012   | FY 2013   | FY 2012 to FY 2013 |             |
|---------------|----------|----------|-----------|-----------|-----------|--------------------|-------------|
|               | Actual   | Actual   | Actual    | Projected | Budget    | Amount             | Percent     |
| Chief Counsel | 9        | 9        | 10        | 10        | 10        | 0                  | 0.0%        |
| <b>Total</b>  | <b>9</b> | <b>9</b> | <b>10</b> | <b>10</b> | <b>10</b> | <b>0</b>           | <b>0.0%</b> |



## Facilities & Business Support Services

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



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

### FY 2012 Accomplishments

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

- All departments stayed within budget.

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

- Implemented limited on line sales.



## **Facilities & Business Support Services cont.**

### **FY 2012 Accomplishments cont.**

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

- Rebuilt all 5 CNG compressor systems.
- Maintained 100% reliability for meeting fueling needs of the CNG system.
- Continued to maintain the RT infrastructure, in spite of tight budgets.
- Implemented 30 digital signs at 18 light rail stations.
- Implemented real time bus tracking and on line services using the real time system.

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

- Continued the training of new procurement staff.
- Updated the employee safety committee process to improve its effectiveness.
- Consolidated RT staff at RT Main office.



## **Facilities & Business Support Services cont.**

### **FY 2013 Goals**

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

- All departments in the division stay within budget.
- Retire old Accounting AS400 servers.

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

- Complete fiber backbone in rail right-of-way
- Complete digital information sign implementation at light rail stations
- Add WiFi to all conference rooms & all the light rail fleet
- Roll out the smart card agency wide.
- Complete implementation of Trapeze (OPS and Plan)
- Add smart phone application for real time bus and schedule rail information
- Maintain 100% reliability for meeting fueling needs of the CNG system
- Rebuild 5 compressor systems

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

- Vacate Evergreen facilities (relocating staff to McClellan)



## Facilities & Business Support Services cont.

### Expenses

#### By Expense Category (Whole dollars)

|                       | FY 2009<br>Actual    | FY 2010<br>Actual    | FY 2011<br>Actual    | FY 2012<br>Projected | FY 2013<br>Budget    | FY 2012 to FY 2013 |             |
|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------|-------------|
|                       |                      |                      |                      |                      |                      | Amount             | Percent     |
| Salaries & Benefits   | \$ 7,706,680         | \$ 7,563,768         | \$ 6,459,343         | \$ 6,849,236         | \$ 7,306,833         | \$ 457,596         | 6.7%        |
| Professional Services | 1,986,598            | 1,311,472            | 1,720,625            | 1,319,141            | 1,425,321            | 106,180            | 8.0%        |
| Materials & Supplies  | 555,709              | 423,966              | 349,260              | 343,639              | 405,000              | 61,361             | 17.9%       |
| Utilities             | 1,588,807            | 1,579,217            | 1,558,461            | 1,535,427            | 1,585,000            | 49,573             | 3.2%        |
| Insurance & Liability | (4,994)              | (611)                | (2,676)              | (4,851)              | -                    | 4,851              | (100.0%)    |
| Other                 | 835,024              | 733,637              | 887,264              | 850,312              | 752,400              | (97,912)           | (11.5%)     |
| <b>Total</b>          | <b>\$ 12,667,824</b> | <b>\$ 11,611,449</b> | <b>\$ 10,972,277</b> | <b>\$ 10,892,904</b> | <b>\$ 11,474,554</b> | <b>\$ 581,650</b>  | <b>5.3%</b> |

#### Expenses by Department

|                        | FY 2009<br>Actual    | FY 2010<br>Actual    | FY 2011<br>Actual    | FY 2012<br>Projected | FY 2013<br>Budget    | FY 2012 to FY 2013 |             |
|------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------|-------------|
|                        |                      |                      |                      |                      |                      | Amount             | Percent     |
| Chief of Facilities    | \$ 189,516           | \$ 126,914           | \$ 119,136           | \$ 151,147           | \$ 180,012           | \$ 28,865          | 19.1%       |
| Facilities Maintenance | 7,145,562            | 6,277,488            | 6,583,660            | 6,304,898            | 6,270,291            | (34,607)           | (0.5%)      |
| Safety                 | 688,319              | 629,216              | 556,795              | 547,077              | 606,896              | 59,819             | 10.9%       |
| Information Technology | 1,918,537            | 1,828,487            | 1,470,441            | 1,552,910            | 2,049,670            | 496,760            | 32.0%       |
| Procurement            | 2,725,888            | 2,749,344            | 2,242,244            | 2,336,871            | 2,367,685            | 30,814             | 1.3%        |
| <b>Total</b>           | <b>\$ 12,667,824</b> | <b>\$ 11,611,449</b> | <b>\$ 10,972,277</b> | <b>\$ 10,892,904</b> | <b>\$ 11,474,554</b> | <b>\$ 581,650</b>  | <b>5.3%</b> |

#### Positions

|                        | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2012 to FY 2013 |             |
|------------------------|-------------------|-------------------|-------------------|----------------------|-------------------|--------------------|-------------|
|                        |                   |                   |                   |                      |                   | Amount             | Percent     |
| Chief of Facilities    | 1                 | 1                 | 1                 | 1                    | 1                 | 0                  | 0.0%        |
| Facilities Maintenance | 43                | 40                | 34                | 34                   | 37 <sup>1</sup>   | 3                  | 8.8%        |
| Safety                 | 5                 | 5                 | 4                 | 4                    | 4                 | 0                  | 0.0%        |
| Information Technology | 15                | 14                | 10                | 11                   | 15 <sup>2</sup>   | 4                  | 36.4%       |
| Procurement            | 31                | 30                | 24                | 24                   | 24                | 0                  | 0.0%        |
| <b>Total</b>           | <b>95</b>         | <b>90</b>         | <b>73</b>         | <b>74</b>            | <b>81</b>         | <b>7</b>           | <b>9.5%</b> |

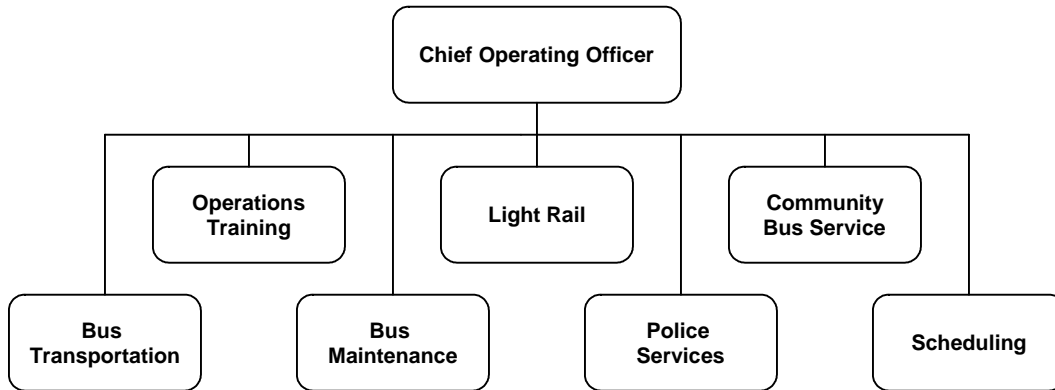
<sup>1</sup> Add 1 Facilities and Grounds Worker I and 2 Facilities Maintenance Mechanic

<sup>2</sup> Add 2 Network Operations Technicians, 1 Senior Information Technology Business Systems Analyst and 1 Senior Programmer Analyst



## Operations

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



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

## Operations cont.

### FY 2012 Accomplishments

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

- Managed the operations of the system in a time of reduced resources.
- Maintained operator staffing levels through the attrition based call-back of operators that had been laid off during the FY 2010 service reductions.

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

- Tracked and reported the Completion of Scheduled Service to achieve basic service reliability goal for 99.90%.
- Maintained service reliability through effective maintenance programs exceeding RT's goals with respect to miles between mechanical failures for both Bus and Rail; and as demonstrated through RT's on-time performance indicator for both bus and rail.

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

- Continued to enhance Emergency Preparedness to assure Transportation response to short-term emergencies including conducting a training exercise.
- Continued to implement Trapeze OPS software package.
- Tracked and recorded felony crimes against person and property, total misdemeanor crimes, total auto thefts, total RT citations, total passengers inspected, total passengers inspected, total violations, and total RT citations.
- Completed the implementation of Assembly Bill 716 including the tracking and administration of exclusion orders issued.

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

- Managed employee attendance working on continual improvement in employee availability.
- Continued the VTT training with the goal of keeping all Operators compliant with DMV rules and regulations.
- Searched for local training opportunities for RT Employees that are usually reserved for law enforcement.

## Operations cont.

### FY 2013 Goals

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

- Continue to actively manage the operations of the system in a time of modest recovery.
- Implement the first year of a multi-year program of service restoration under Transit Renewal.
- Maintain Operator staffing levels thru balancing attrition and service expansion with recruitment and training.

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

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

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

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



**Operations cont.**

**FY2013 Goals cont.**

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

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

**PERFORMANCE MEASURES/ STATISTICS**

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

|   | FY 2008<br>Actual | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2013 to FY 2012 |         |
|---|-------------------|-------------------|-------------------|-------------------|----------------------|-------------------|--------------------|---------|
|   |                   |                   |                   |                   |                      |                   | Amount             | Percent |
| <b>Reliability Measures</b>             |                   |                   |                   |                   |                      |                   |                    |         |
| On-Time Performance                     |                   |                   |                   |                   |                      |                   |                    |         |
| Bus                                     | 77.2%             | 82.9%             | 86.2%             | 85.3%             | 83.3%                | 85.0%             | 1.7%               |         |
| On-Time Departures                      |                   |                   |                   |                   |                      |                   |                    |         |
| Rail                                    | 97.7%             | 98.2%             | 97.8%             | 96.2%             | 97.1%                | 97.0%             | (0.1%)             |         |
| Completed Trips                         |                   |                   |                   |                   |                      |                   |                    |         |
| Bus                                     | 99.9%             | 99.9%             | 99.8%             | 99.9%             | 99.9%                | 99.8%             | (0.1%)             |         |
| Rail                                    | 99.8%             | 99.9%             | 99.8%             | 99.9%             | 99.9%                | 99.8%             | (0.1%)             |         |
| Miles Between Service Calls             |                   |                   |                   |                   |                      |                   |                    |         |
| Bus                                     | 11,494            | 13,274            | 11,149            | 10,850            | 10,931               | 9,500             | (1,431)            | (13.1%) |
| Rail                                    | 15,490            | 25,431            | 24,868            | 26,617            | 19,512               | 16,800            | (2,712)            | (13.9%) |
| <b>Quality Measures</b>                 |                   |                   |                   |                   |                      |                   |                    |         |
| Accidents Per 100,000 Miles             |                   |                   |                   |                   |                      |                   |                    |         |
| Bus                                     | 0.9               | 0.7               | 0.9               | 1.0               | 0.6                  | 1.2               | 0.60               | 100.0%  |
| Rail                                    | 0.8               | 0.9               | 0.7               | 1.3               | 1.1                  | 2.2               | 1.10               | 100.0%  |
| Crimes Committed Per Million Passengers | 14.3              | 18.5              | 18.4              | 18.7              | 8.0                  | 20.0              | 12.00              | 150.0%  |
| Percent of passengers inspected         | N/A               | 11.41%            | 10.55%            | 12.30%            | 12.00%               | 9.50%             | -2.50%             | (20.8%) |
| Cited passengers without proper fare    | N/A               | 17,309            | 15,236            | 22,183            | 22,000               | 23,436            | 1,436              | 6.5%    |
| Light Rail Fare evasion                 | N/A               | 0.88%             | 0.89%             | 1.42%             | 1.20%                | 1.42%             | 0.22%              | 18.3%   |

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

|   | FY 2008<br>Actual | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2013 to FY 2012 |         |
|---|-------------------|-------------------|-------------------|-------------------|----------------------|-------------------|--------------------|---------|
|   |                   |                   |                   |                   |                      |                   | Amount             | Percent |
| <b>Quality Measures</b>                 |                   |                   |                   |                   |                      |                   |                    |         |
| Employee Availability Days <sup>1</sup> |                   |                   |                   |                   |                      |                   |                    |         |
| ATU operators                           | 207.00            | 209.00            | 208.10            | 206.00            | 208.58               | 208.00            | (0.58)             | (0.3%)  |
| Lost Time Injuries Per 100 Employees    | 0.88              | 0.73              | 0.62              | 0.67              | 0.79                 | 0.8               | 0.01               | 1.3%    |



## Operations cont.

### Expenses

#### By Expense Category (Whole dollars)

|                       | FY 2009<br>Actual    | FY 2010<br>Actual    | FY 2011<br>Actual    | FY 2012<br>Projected | FY 2013<br>Budget    | FY 2012 to FY 2013  |             |
|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|-------------|
|                       |                      |                      |                      |                      |                      | Amount              | Percent     |
| Salaries & Benefits   | \$ 71,710,962        | \$ 71,819,746        | \$ 62,596,495        | \$ 64,318,664        | \$ 69,735,342        | \$ 5,416,678        | 8.4%        |
| Professional Services | 9,328,414            | 8,362,405            | 7,040,734            | 7,007,534            | 7,565,321            | 557,787             | 8.0%        |
| Materials & Supplies  | 8,771,326            | 8,306,267            | 7,235,078            | 8,407,002            | 7,702,406            | (704,596)           | (8.4%)      |
| Utilities             | 3,955,932            | 3,951,671            | 4,182,858            | 4,051,639            | 4,845,950            | 794,311             | 19.6%       |
| Insurance & Liability | (181,164)            | (219,342)            | (414,338)            | (210,433)            | (250,000)            | (39,567)            | 18.8%       |
| Other                 | 277,212              | 192,149              | 174,235              | 262,886              | 330,030              | 67,144              | 25.5%       |
| <b>Total</b>          | <b>\$ 93,862,683</b> | <b>\$ 92,412,896</b> | <b>\$ 80,815,062</b> | <b>\$ 83,837,292</b> | <b>\$ 89,929,049</b> | <b>\$ 6,091,757</b> | <b>7.3%</b> |

#### By Department

|                         | FY 2009<br>Actual    | FY 2010<br>Actual    | FY 2011<br>Actual    | FY 2012<br>Projected | FY 2013<br>Budget    | FY 2012 to FY 2013  |             |
|-------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|-------------|
|                         |                      |                      |                      |                      |                      | Amount              | Percent     |
| Chief Operating Officer | \$ 589,875           | \$ 600,163           | \$ 458,008           | \$ 520,683           | \$ 503,756           | \$ (16,927)         | (3.3%)      |
| Bus Transportation      | 38,713,617           | 38,203,820           | 32,554,457           | 32,690,689           | 34,790,329           | 2,099,640           | 6.4%        |
| Operations Training     | 492,666              | 496,438              | 327,833              | 454,128              | 619,229              | 165,101             | 36.4%       |
| Bus Maintenance         | 16,790,399           | 15,717,850           | 13,774,379           | 14,028,537           | 15,064,594           | 1,036,057           | 7.4%        |
| Light Rail              | 25,018,615           | 25,960,071           | 24,548,524           | 26,509,727           | 28,316,474           | 1,806,746           | 6.8%        |
| Police Services         | 9,540,746            | 8,657,403            | 7,074,095            | 7,170,234            | 7,922,593            | 752,358             | 10.5%       |
| Community Bus Service   | 2,197,282            | 2,310,091            | 1,693,792            | 1,959,342            | 2,283,992            | 324,650             | 16.6%       |
| Scheduling              | 519,484              | 467,059              | 383,974              | 503,952              | 428,083              | (75,869)            | (15.1%)     |
| <b>Total</b>            | <b>\$ 93,862,683</b> | <b>\$ 92,412,896</b> | <b>\$ 80,815,062</b> | <b>\$ 83,837,292</b> | <b>\$ 89,929,049</b> | <b>\$ 6,091,757</b> | <b>7.3%</b> |

#### Positions

|                         | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2012 to FY 2013 |             |
|-------------------------|-------------------|-------------------|-------------------|----------------------|-------------------|--------------------|-------------|
|                         |                   |                   |                   |                      |                   | Amount             | Percent     |
| Chief Operating Officer | 4                 | 4                 | 3                 | 3                    | 3                 | 0                  | 0.0%        |
| Bus Transportation      | 490               | 488               | 380               | 379                  | 392               | <sup>1</sup> 13    | 3.4%        |
| Operations Training     | 7                 | 5                 | 3                 | 5                    | 5                 | 0                  | 0.0%        |
| Bus Maintenance         | 125               | 112               | 101               | 101                  | 102               | <sup>2</sup> 1     | 1.0%        |
| Light Rail              | 216               | 202               | 189               | 196                  | 205               | <sup>3</sup> 9     | 4.6%        |
| Police Services         | 23                | 23                | 20                | 19                   | 21                | <sup>4</sup> 2     | 10.5%       |
| Community Bus Service   | 32                | 32                | 20                | 27                   | 33                | <sup>5</sup> 6     | 22.2%       |
| Scheduling              | 5                 | 4                 | 3                 | 4                    | 4                 | 0                  | 0.0%        |
| <b>Total</b>            | <b>902</b>        | <b>870</b>        | <b>719</b>        | <b>734</b>           | <b>765</b>        | <b>31</b>          | <b>4.2%</b> |

<sup>1</sup> Add 11 Bus Operators and 2 Transportation Supervisors

<sup>2</sup> Add 1 Bus Service Worker

<sup>3</sup> Add 1 Light Rail Service Worker, 1 Lineworker III, 4 Rail Operators, 2 Rail Laborers and 1 Transportation Supervisor

<sup>4</sup> Add 2 Transit Officers

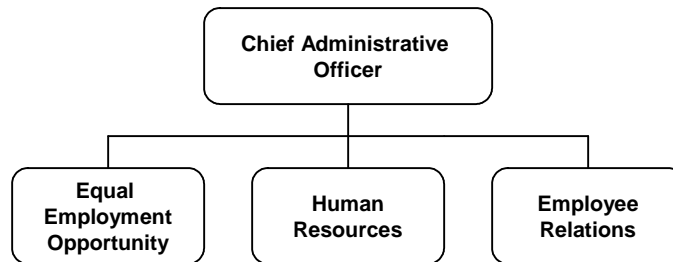
<sup>5</sup> Add 1 CBS Dispatcher Supervisor, remove 13 Bus Operators and add 18 CBS Operators





## Administrative Services & Equal Employment Opportunity

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



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

## Administrative Services & Equal Employment Opportunity cont.

### FY 2012 Accomplishments

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

- Initiated development of the Diversity and Inclusion Program incorporating employee core values, which will involve training and development of on-going employee teams.
- Workplace Conduct/Discrimination complaints rose by 21% over the Fiscal Year. Seventeen (17) internal and external employee complaints were investigated and resolved.
- Cross trained Administrative Technician and staff in Retirement Board processes, with complete conversion as of 7/2013
- Finalized all staff training on MyCalPERS
- Reviewed all HR Analyst Job Descriptions, incorporating all aspects of new roles
- Completed “How to Retire” training
- Completed “PASS Class” training
- Updated and revised the Triennial EEO/AA Plan and submitted it to FTA within required deadline.
- Coordinated the training of 108 managers and supervisors in Sexual Harassment Prevention training as required by CA State Law AB1825.
- Updated the pre-employment background check standards as required by the 911 Act. Placed on hold by Legal
- Successfully completed negotiations and implemented, Collective Bargaining Agreements (CBA) with AFSCME.
- Negotiated and implement the transition of MCEG, AEA and AFSCME labor groups into the CalPERS Medical Program.
- Completed RFP processes for a new Drug and Alcohol Rehabilitation Provider.
- Complete plan documents for Pension Plans including Master Trust Agreements and submit to IRS for Letter of Determination.
- Expand the Grievance Tracking database to include IBEW, AEA and AFSCME grievances. Significant “clean-up” of HRIS data per new contracts and conversation to CalPERS

## **Administrative Services & Equal Employment Opportunity cont.**

### **FY 2012 Accomplishments cont.**

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

- Completed Internal Hiring process SOP
- Recalled 52 employees, 46 returned
- Revised total compensation and benefits statement
- Completed benefits billing “clean up”
- Completed State Controller’s Salary Survey
- Determine the viability of electronic delivery of all board packages
- Completed Emerging Market vendor selection
- Completed review of Goldman Sachs and Brandes for possible replacement
- Completed Valuation and Experience Study
- Continue to work with Retirement Boards/Procurement Committee on updated Investment Policy Guidelines.
- Completed negotiations on the inaugural AFSCME Administrative/ Technical Unit Collective Bargaining Agreement.
- Managed RT’s Safety Awards and distribution of awards to employees.
- Updated and maintained RT’s Drug and Alcohol Testing and Rehabilitation program to ensure compliance by the Federal Transportation Administration (FTA) and Department of Transportation (DOT).
- Completed RFP process and awarded contract to Drug and Alcohol Collection Facility for the District’s Drug and Alcohol Testing Program.
- Collaborated with Procurement and Finance Departments to monitor record and ensure FTA/DOT Drug and Alcohol Regulations compliance of RT’s subcontractors subject to this regulation
- Recalled the remaining employees from the 2010 lay-off. Twenty-one (21) employees were recalled.

## Administrative Services & Equal Employment Opportunity cont.

### FY 2012 Accomplishments cont.

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

- .Completed Arbitrations/Fact-Finding:
  - 2 - ATU - (1) Pending
  - 2 - IBEW
- Unemployment Claims, Appeals, and ALJ Appeals
- 37 - Total Claims Filed
  - 23 – RT Account Relieved
  - 13 – RT Account Charged Uncontested
  - 01 – RT Account Charged Contested
  - 10 – Appeal Hearings
  - 02 – Favorable Appeals - (3) Pending
- Completed Triennial Audit without findings in the Districts administration of the Drug and Alcohol and Rehabilitation Program.



## **Administrative Services & Equal Employment Opportunity cont.**

### **FY 2012 Accomplishments cont.**

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

- Risk along with our property insurer, Travelers did a two day physical inspection of RT owned property identifying any potential safety hazards and/or areas of recommended improvement. Risk worked with RT employees to correct or improve identified areas. This work will result in reduced premium and safer work environment.
- Premium Cost Comparison: In California, Workers' Compensation, flood and employment practices liability rates are increasing as much as 20%-25% due to high loss ratios in these lines of coverage. Despite these headwinds, we were successful in maintaining a near flat overall renewal program this year.
- Recovered \$181,000 in third party recoveries.
- Effectively worked with appropriate departments to identify dangerous conditions, hazards and reduce accident, injury and illness claims against RT. This is demonstrated by a 14% decrease in Workers' Compensation claims filed and a 7% decrease in General Liability claims filed.
- Section 111 of the Medicare, Medicaid and SCHIP extension act of 2007 (MMSEA) requires reporting information to Medicare and Medicaid (CMS) regarding claimants who are entitled to Medicare benefits. Risk worked with IT to extract claims data from our claims program, developed internal systems and began reporting claims June 1, 2012.
- The contract for Insurance Broker Services expired in December 2011. We reviewed and updated the contract language providing for heightened service, better accounting of broker compensation, and broadened the required additional services prior to releasing RFP.

## **Administrative Services & Equal Employment Opportunity cont.**

### **FY 2013 Goals**

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

- Hire Human Resources Analyst II no later than October, 2012
- Hire Administrative Technician no later than February 2013
- Staff development will continue, with external training being the focus for the Administrators and Senior Analysts
- Review budgets for potential mid-year budget increases
- Develop process to conduct criminal background checks and credit checks for defined classifications; implementation date 1/2013
- Research various bus operator testing assessments and implement new test
- Revitalize training programs including:
  - Interviewing Techniques
  - How to Apply
  - Manager Training regarding LOAs, Interactive Process, etc.
  - New Manager Training
- Completed the ATU Job Description (JD) project and; incorporate all changes into the negotiations
- Complete the IBEW salary survey and incorporate all changes into the negotiations
- Complete the rewording of various compensable factors in the salaried group JDs
- Reviewed Human Resources Administrator and Claims Analyst series for potential changes/rewrites
- Review and revise all JDs presented by EMT related to the “new look” of their department
- Finalize process document for the calculation of retiree pensions
- Develop a process where CalPERS bills are reviewed against SAP and corrections are made in a timely manner

## **Administrative Services & Equal Employment Opportunity cont.**

### **FY 2013 Goals cont.**

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

- Incorporate the following ACA changes:
  - W2 to include total cost of benefits
  - Post Summary of Benefits and Coverage on website
  - Implement tracking of realigning workforce and complete definition of Full Time Equivalent (FTE)
  - Begin implementing “preventative care” initiatives, including:
    - Make Corporate sponsorship of Gym memberships – available at House Fair
    - Complete “Diabetes awareness month” presentations for 11/2012
- Complete IBEW wage project no later than 9/30/2012
- Complete Consent Decree payment project
- Develop QDRO and Joinder FAQs for distribution, as necessary
- Finalize all issues associated with the retiree pre-tax and post tax
- Cross train at least 1 staff member in preparation of pension calculations and retirement process – 3/2012
- Begin clean-up work on a variety of pension administration issues, retiree communications, and beneficiary survivor booklets
- Continue Pension Benchmarking/Review/Revamp project

**Administrative Services & Equal Employment Opportunity cont.****FY 2013 Goals cont.*****Strategic Plan Goal #5: Conduct Our Business in a Sound and Ethical Matter***

- Negotiate the new terms and conditions of the Collective Bargaining Agreement with the Amalgamated Transit Union (ATU) – contract expires 02-28-2013.
- Complete the ATU Job Description revisions.
- Negotiate the new terms and conditions of the Collective Bargaining Agreement with the International Brotherhood of Electrical Workers (IBEW) – contract expires 03-31-2013.
- Begin preparations to open the Collective Bargaining Agreement with the American federation of State, County, and Municipal Employees (AFSCME) – Supervisor Unit – contract expires 12-31-2013.
- Maintain a professional and productive working relationship with all bargaining units and their representatives.
- Monitor and report monthly on employee availability and continue emphasis on improving employee attendance.
- Train all safety-sensitive employees of the RX/OTC policy.
- Monitor and report monthly on employee availability and continue emphasis on improving employee attendance.
- Perform a thorough audit of all of RT's insurance programs this coming year.
- Implement an OCIP for construction of its South Line Extension Project from Meadow View Road to Consumes River College.
- Ensure Pharmacy Benefit Management (PBM) review our injured employees to have immediate access to approved medications at the time of the reported injury without delay or out of pocket expenses.
- Continue to work with IT to develop software capable of tracking and recording accident data and performing trend analysis.
- Continue to work with IT to increase the flexibility of the Risk claims management software.
- Continue to work with Safety in reviewing current incidents/accidents, identifying trends and recommending remedial actions.





## Administrative Services & Equal Employment Opportunity cont.

### PERFORMANCE MEASURES/ STATISTICS

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

| Human Resources                    | FY 2008<br>Actual | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|-------------------|
| <b>Positions Filled/Recalled</b>   |                   |                   |                   |                   |                      |                   |
| Operators                          | 20                | 9                 |                   | 32                | 37                   | 26                |
| Support - Maintenance & Facilities | 14                | 13                | 10                | 10                | 8                    | 22                |
| Support - Other                    | 33                | 20                | 9                 | 9                 | 15                   | 27                |
| <b>Total</b>                       | <b>67</b>         | <b>42</b>         | <b>19</b>         | <b>51</b>         | <b>60</b>            | <b>75</b>         |

| Employee Relations | FY 2007<br>Actual | FY 2008<br>Actual | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget |
|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------------|-------------------|
|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------------|-------------------|

#### **Service Awards Issued**

##### *By Years of Service - All Employee Groups*

|          |    |    |    |    |    |    |    |
|----------|----|----|----|----|----|----|----|
| 5 years  | 14 | 13 | 17 | 26 | 21 | 7  | 16 |
| 10 years | 10 | 5  | 14 | 14 | 17 | 13 | 17 |
| 15 years | 4  | 1  | 1  | 4  | 6  | 5  | 12 |
| 20 years | 2  | 10 | 6  | 2  | 5  | 1  | 0  |
| 25 years | 5  | 1  |    | 6  | 1  | 11 | 11 |
| 30 years | 1  |    | 8  | 3  | 2  | 1  | 0  |
| 35 years |    |    |    | 1  | 1  | 2  | 3  |

#### **Safety Awards Issued**

##### *By Years of Award*

|               |     |     |     |     |     |     |     |
|---------------|-----|-----|-----|-----|-----|-----|-----|
| 01 - 09 years | 266 | 317 | 355 | 326 | 299 | 102 | n/a |
| 10 - 19 years | 86  | 92  | 104 | 103 | 106 | 61  | n/a |
| 20 - 29 years | 41  | 41  | 42  | 40  | 39  | 18  | n/a |
| 30 - 39 years | 3   | 6   | 8   | 9   | 9   | 3   | n/a |

| Risk Management | FY 2008<br>Actual | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Actual | FY 2013<br>Budget |
|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|

#### **Case Load**

##### *Workers Compensation Claims*

|           |     |     |     |     |     |           |
|-----------|-----|-----|-----|-----|-----|-----------|
| Open      | 180 | 142 | 144 | 134 | 133 | 2,959,000 |
| Close     | 172 | 161 | 183 | 154 | 123 |           |
| Litigated | 39  | 30  | 33  | 14  | 7   |           |

##### *General Liability Claims*

|           |     |     |     |     |     |           |
|-----------|-----|-----|-----|-----|-----|-----------|
| Open      | 296 | 270 | 311 | 252 | 190 | 2,921,000 |
| Close     | 410 | 251 | 312 | 251 | 220 |           |
| Litigated | 20  | 20  | 32  | 32  | 19  |           |

##### *Property Recovery Claims*

|       |     |     |     |    |    |  |
|-------|-----|-----|-----|----|----|--|
| Open  | 108 | 107 | 144 | 59 | 78 |  |
| Close | 123 | 120 | 145 | 84 | 67 |  |

|                   |            |            |            |            |         |                              |
|-------------------|------------|------------|------------|------------|---------|------------------------------|
| <b>Recoveries</b> | \$ 309,367 | \$ 183,308 | \$ 161,397 | \$ 372,193 | 180,907 | Non budgeted recovery monies |
|-------------------|------------|------------|------------|------------|---------|------------------------------|

|                           |           |           |         |           |            |           |
|---------------------------|-----------|-----------|---------|-----------|------------|-----------|
| <b>Insurance Renewals</b> | 2,872,224 | 2,711,451 | 2409078 | 2,428,526 | 2,315,948, | 2,334,462 |
|---------------------------|-----------|-----------|---------|-----------|------------|-----------|



## Administrative Services & Equal Employment Opportunity cont.

### Expenses

#### Expenses by Category (Whole dollars)

|                       | FY 2009<br>Actual    | FY 2010<br>Actual   | FY 2011<br>Actual    | FY 2012<br>Projected | FY 2013<br>Budget    | FY 2012 to FY 2013  |              |
|-----------------------|----------------------|---------------------|----------------------|----------------------|----------------------|---------------------|--------------|
|                       |                      |                     |                      |                      |                      | Amount              | Percent      |
| Salaries & Benefits   | \$ 2,653,402         | \$ 2,652,736        | \$ 2,665,024         | \$ 2,561,039         | \$ 3,016,476         | \$ 455,437          | 17.8%        |
| Professional Services | 821,161              | 704,988             | 727,701              | 672,309              | 830,236              | 157,927             | 23.5%        |
| Materials & Supplies  | 13,809               | 9,246               | 10,428               | 9,171                | 9,500                | 329                 | 3.6%         |
| Utilities             | -                    | -                   | -                    | -                    | -                    | -                   | 0.0%         |
| Insurance & Liability | 7,290,271            | 2,506,192           | 6,957,260            | 6,568,780            | 8,070,812            | 1,502,032           | 22.9%        |
| Other                 | 204,934              | 128,414             | 107,579              | 107,054              | 143,625              | 36,571              | 34.2%        |
| <b>Total</b>          | <b>\$ 10,983,576</b> | <b>\$ 6,001,577</b> | <b>\$ 10,467,991</b> | <b>\$ 9,918,353</b>  | <b>\$ 12,070,649</b> | <b>\$ 2,152,296</b> | <b>21.7%</b> |

#### By Department

|                     | FY 2009<br>Actual    | FY 2010<br>Actual   | FY 2011<br>Actual    | FY 2012<br>Projected | FY 2013<br>Budget    | FY 2012 to FY 2013  |              |
|---------------------|----------------------|---------------------|----------------------|----------------------|----------------------|---------------------|--------------|
|                     |                      |                     |                      |                      |                      | Amount              | Percent      |
| Chief Admin Officer | \$ 517,372           | \$ 372,438          | \$ 294,439           | \$ 439,627           | \$ 518,367           | \$ 78,740           | 17.9%        |
| Human Resources     | 1,679,211            | 1,706,987           | 1,773,112            | 1,517,461            | 1,722,761            | 205,300             | 13.5%        |
| Employee Relations  | 522,542              | 505,785             | 508,426              | 431,691              | 617,035              | 185,344             | 42.9%        |
| Training            | 30,578               | 2                   | 150                  | 1,430                | 15,000               | 13,570              | 948.9%       |
| Risk Management     | 8,233,872            | 3,416,364           | 7,891,863            | 7,528,143            | 9,197,486            | 1,669,343           | 22.2%        |
| <b>Total</b>        | <b>\$ 10,983,576</b> | <b>\$ 6,001,577</b> | <b>\$ 10,467,991</b> | <b>\$ 9,918,353</b>  | <b>\$ 12,070,649</b> | <b>\$ 2,152,296</b> | <b>21.7%</b> |

#### Positions

|                     | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2012 to FY 2013 |              |
|---------------------|-------------------|-------------------|-------------------|----------------------|-------------------|--------------------|--------------|
|                     |                   |                   |                   |                      |                   | Amount             | Percent      |
| Chief Admin Officer | 3                 | 2                 | 2                 | 3                    | 3                 | 0                  | 0.0%         |
| Human Resources     | 17                | 14                | 12                | 11                   | 13 <sup>1</sup>   | 2                  | 18.2%        |
| Employee Relations  | 4                 | 4                 | 3                 | 3                    | 4 <sup>2</sup>    | 1                  | 33.3%        |
| Training            | 0                 | 0                 | 0                 | 0                    | 0                 | 0                  | 0.0%         |
| Risk Management     | 4                 | 4                 | 4                 | 5                    | 5                 | 0                  | 0.0%         |
| <b>Total</b>        | <b>28</b>         | <b>24</b>         | <b>21</b>         | <b>22</b>            | <b>25</b>         | <b>3</b>           | <b>13.6%</b> |

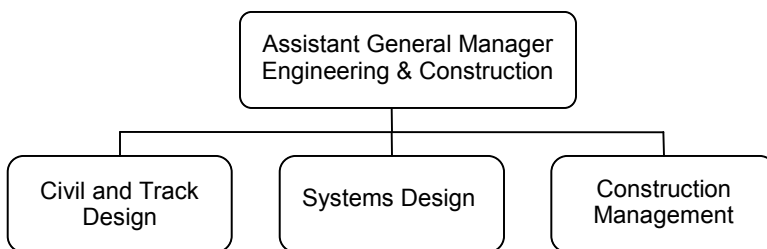
<sup>1</sup> Add 1 Administrative Technician and 1 Human Resources Analyst II

<sup>2</sup> Add 1 Senior Labor Relations Analyst



## Engineering & Construction

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



- The Assistant General Manager of Engineering and Construction guides and directs the division. This department’s staff also provides Quality Assurance and Project Management functions.
- Civil and Track Design develops improvement plans, specifications and estimates for construction of bus, light rail and facilities capital projects, and provides technical support to operations staff (related to civil, track and structures).
- Systems Design develops improvement plans, specifications and estimates for construction of bus, light rail and facilities capital projects, and provides technical support to operations staff (related to vehicles, traction power, communications, and overhead catenary, electrical and mechanical systems).
- Construction Management monitors scope, cost, and schedule, and provides oversight to construction of the District’s capital projects.

### FY 2012 Accomplishments

|  |
|--|
| <p><b><i>Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs</i></b></p>   |
| <ul style="list-style-type: none"> <li>• Received authorization to enter Final Design and process Full Funding Grant Agreement for Blue Line to Cosumnes River College project.</li> <li>• Worked with Grants staff to apply for and receive Proposition 1B State bond funding for the Blue Line to Cosumnes River College project.</li> <li>• Worked with Community and Government affairs staff to investigate the possibility for allocation of Traffic Congestion Relief Funds for the Blue Line to Cosumnes River College.</li> </ul> |

## Engineering & Construction cont.

### FY 2012 Accomplishments cont.

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

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

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

- Completed environmental studies necessary to comply with the National Environmental Policy Act and California Environmental Quality Act, including the issuance of a Finding of No Significant Impact from FTA for the Blue Line to Cosumnes River College project.
- Submitted to FTA and receive a Letter of No Prejudice for the parking structure and aerial structure for the Blue Line to Cosumnes River College project.
- Bid and awarded construction contract for aerial structures for the Blue Line to Cosumnes River College project.

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

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

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

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

## Engineering & Construction cont.

### FY 2013 Goals

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

- Execute Full Funding Grant Agreement for Blue Line to Cosumnes River College project.
- Work with Grants staff and State Lobbyist to prioritize RT to receive Traffic Congestion Relief Program funding for the Blue Line to Cosumnes River College.
- Work with Grants staff and Sacramento Area Council of Government staff to prioritize receipt of Proposition 1B - Public Transportation Modernization, Improvement, and Service Enhancement Account Program monies for the Blue Line to Cosumnes River College project.

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

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

## Engineering & Construction cont.

### FY 2013 Goals cont.

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

- Work with Los Rios Community College District to complete the construction of the parking structure at the Cosumnes River College campus needed for the capital lease to provide 2,000 parking spaces for the Blue Line to Cosumnes River College project.
- Closeout construction activities related to the Green Line to the River District.
- Complete reconciliation of construction costs and reimbursements needed for the closeout of grants for the Green Line to the River District.
- Complete construction of the Cosumnes River Boulevard aerial structure.
- Bid and awarded construction contract for Civil, Track, Systems and Stations for the Blue Line to Cosumnes River College project.

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

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

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

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



## Engineering & Construction cont.

### Expenses

#### By Expense Category (Whole Dollars)

|                       | FY 2009           | FY 2010           | FY 2011           | FY 2012           | FY 2013           | FY 2012 to FY 2013  |                |
|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------|
|                       | Actual            | Actual            | Actual            | Projected         | Budget            | Amount              | Percent        |
| Salaries & Benefits   | \$ 961,068        | \$ 825,039        | \$ 655,146        | \$ 735,650        | \$ 568,648        | \$ (167,002)        | (22.7%)        |
| Professional Services | 960               | 2,207             | -                 | -                 | 1,000             | 1,000               | 0.0%           |
| Materials & Supplies  | 10,863            | 5,722             | 4,650             | 5,340             | 9,500             | 4,160               | 77.9%          |
| Utilities             | -                 | -                 | -                 | -                 | -                 | -                   | 0.0%           |
| Insurance & Liability | -                 | -                 | -                 | -                 | -                 | -                   | 0.0%           |
| Other                 | 16,168            | 8,257             | 8,092             | 8,327             | 13,800            | 5,473               | 65.7%          |
| <b>Total</b>          | <b>\$ 989,059</b> | <b>\$ 841,225</b> | <b>\$ 667,888</b> | <b>\$ 749,318</b> | <b>\$ 592,948</b> | <b>\$ (156,370)</b> | <b>(20.9%)</b> |

#### By Department

|                      | FY 2009           | FY 2010           | FY 2011           | FY 2012           | FY 2013           | FY 2012 to FY 2013  |                |
|----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------|
|                      | Actual            | Actual            | Actual            | Projected         | Budget            | Amount              | Percent        |
| AGM of Engineering   | \$ 375,060        | \$ 308,033        | \$ 186,276        | \$ 219,117        | \$ 255,116        | \$ 35,999           | 16.4%          |
| Systems Design       | 200,244           | 179,499           | 88,366            | 89,697            | 41,072            | (48,626)            | (54.2%)        |
| Civil & Track Design | 237,625           | 248,059           | 284,784           | 317,611           | 163,592           | (154,019)           | (48.5%)        |
| Management           | 176,130           | 105,635           | 108,463           | 122,892           | 133,168           | 10,276              | 8.4%           |
| <b>Total</b>         | <b>\$ 989,059</b> | <b>\$ 841,225</b> | <b>\$ 667,888</b> | <b>\$ 749,318</b> | <b>\$ 592,948</b> | <b>\$ (156,370)</b> | <b>(20.9%)</b> |

#### Positions

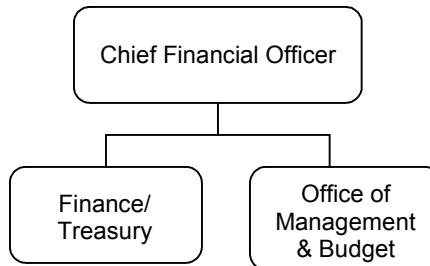
|                         | FY 2009   | FY 2010   | FY 2011   | FY 2012   | FY 2013        | FY 2012 to FY 2013 |             |
|-------------------------|-----------|-----------|-----------|-----------|----------------|--------------------|-------------|
|                         | Actual    | Actual    | Actual    | Projected | Budget         | Amount             | Percent     |
| AGM of Engineering      | 12        | 10        | 6         | 6         | 7 <sup>1</sup> | 1                  | 16.7%       |
| Systems Design          | 8         | 7         | 5         | 3         | 3              | 0                  | 0.0%        |
| Civil & Track Design    | 12        | 9         | 7         | 7         | 7              | 0                  | 0.0%        |
| Construction Management | 11        | 8         | 6         | 5         | 5              | 0                  | 0.0%        |
| <b>Total</b>            | <b>43</b> | <b>34</b> | <b>24</b> | <b>21</b> | <b>22</b>      | <b>1</b>           | <b>4.8%</b> |

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



## Finance

This division provides all financial services to the District.



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

### FY 2012 Accomplishments

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

- Received unqualified independent audit report on 2010-11 Comprehensive Annual Financial Report.
- Received Certificate of Achievement for Excellence in Financial Reporting from Government Finance Officers Association for 2010-11 Comprehensive Annual Financial Report.
- Completed 2010-11 Comprehensive Annual Financial Report by November 30, 2011.
- Received Distinguished Budget Presentation Award from Government Finance Officers Association for 2011-12 Budget.
- Published Vital Statistics and Internal Financial Reports on time and in advance in accordance with the monthly close schedule.



## Finance cont.

### FY 2012 Accomplishments cont.

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

- Participated in the ongoing conversations of pension reform measures with other RT Divisions to help contain escalating pension costs.
- Conducted ticket exchange and fare increase implementation sales and report changes in buying patterns.
- Continued to perform all grant reporting and requirements for all Federal, State and Local funding sources.
- Closed out five FTA grants during the fiscal year.
- Negotiated and completed an amendment to the Sacramento State College discount pass program agreement.
- Assisted in completion of Transit Renewal Project for the District.

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

- Continued to assist with the implementation of the pilot Smart Card Program.
- Worked with outside legal counsel, Human Resources, and Investment Advisor to hire an emerging market fund manager for the pension funds.
- Updated the 5-Year Capital Improvement Program for FY 2012-2016.
- Revised and improve RT's subrecipient monitoring and oversight program.
- Successfully completed negotiations to increase Los Rios discount pass fees.
- Completed the FTA Triennial Review for the District, with assistance from all RT Divisions and Departments.

## Finance cont.

### FY 2013 Goals

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

- Receive unqualified independent audit report on 2011-12 Comprehensive Annual Financial Report.
- Receive Certificate of Achievement for Excellence in Financial Reporting from Government Finance Officers Association for 2011-12 Comprehensive Annual Financial Report.
- Complete 2011-12 Comprehensive Annual Financial Report by November 30, 2012.
- Receive Distinguished Budget Presentation Award from Government Finance Officers Association for 2012-13 Budget.
- Publish Vital Statistics and Internal Financial Reports on time and in advance in accordance with the monthly close schedule.
- Participate in the ongoing conversations of pension reform measures with other RT Divisions to help contain escalating pension costs.
- Conduct ticket exchange and fare increase implementation sales and report changes in buying patterns.
- Continue to perform all grant reporting and requirements for all Federal, State and Local funding sources.
- Close out four FTA grants during the fiscal year.
- Issue Revenue Bonds for the South Line Phase 2 Project to commit local funding.
- Assist with Transit Renewal Phase 2, working with planning and operations Divisions.

## Finance cont.

### FY 2013 Goals cont.

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

- Continue to assist with the implementation of the pilot Smart Card Program.
- Work with outside legal counsel, Human Resources, and Investment Advisor to hire an emerging market fund manager for the pension funds.
- Update the 5-Year Capital Improvement Program for FY 2013-2017.
- Implement and improve RT’s subrecipient monitoring and oversight program.
- Assist in the preparation of an RFP for P-card services for RT.
- Work with outside legal counsel to select a domestic and international equities fund for the pension funds.
- Complete the FTA response and follow up for Triennial Review for the District, with assistance from all RT Divisions and Departments.
- Develop a pilot program whereby RT will install new FVM machines with credit card purchasing capabilities.





**Finance cont.**

**PERFORMANCE MEASURES / STATISTICS**

| <b><i>Strategic Plan Goal #1: Secure the financial means to deliver our services and programs</i></b> |                |                |                |                |                  |                |
|---|----------------|----------------|----------------|----------------|------------------|----------------|
|   | <b>FY 2008</b> | <b>FY 2009</b> | <b>FY 2010</b> | <b>FY 2011</b> | <b>FY 2012</b>   | <b>FY 2013</b> |
|   | <b>Actual</b>  | <b>Actual</b>  | <b>Actual</b>  | <b>Actual</b>  | <b>Projected</b> | <b>Budget</b>  |
| <b>Effectiveness Measures</b>   |                |                |                |                |                  |                |
| GFOA Certificate of Achievement for Excellence in Finance Reporting                                   | Yes            | Yes            | Yes            | Yes            | Yes              | TBD            |
| GFOA Distinguished Budget Award   | Yes            | Yes            | Yes            | Yes            | Yes              | TBD            |
| Accounts Payable Check Processed  | 9,289          | 8,288          | 7,567          | 7,118          | 7,500            | 7431           |
| Annual Audit Adjustments  | 4              | 1              | 1              | 1              | 1                | 1              |
| <b>Efficiencies Measures</b>  |                |                |                |                |                  |                |
| Submit CAFR report on time  | Yes            | Yes            | Yes            | Yes            | Yes              | TBD            |
| Submit State Controller's Report on time  | Yes            | Yes            | Yes            | Yes            | Yes              | TBD            |
| File annual NTD report on time  | Yes            | Yes            | Yes            | Yes            | Yes              | TBD            |
| Complete month-end Financial closing within target # of days or less from month end                   | 11             | 10             | 10             | 10             | 10               | 10             |
| Submit month-end Vital Stat Report to EMTs within target # of days or less from month-end close       | 5              | 5              | 5              | 5              | 5                | 5              |
| Submit month-end Financial Report to EMTs within target # of days or less from month-end close        | 7              | 7              | 7              | 7              | 7                | 7              |
| Submit FTA Financial and Milestone Report Quarterly   | 4              | 4              | 4              | 4              | 4                | 4              |
| Produce Cost Allocation Plan  | N/A            | 1              | 1              | 1              | 1                | 1              |

**Finance cont.****Expenses****By Expense Category**  
(Whole dollars)

|                       | FY 2009<br>Actual   | FY 2010<br>Actual   | FY 2011<br>Actual   | FY 2012<br>Projected | FY 2013<br>Budget   | FY 2012 to FY 2013 |             |
|-----------------------|---------------------|---------------------|---------------------|----------------------|---------------------|--------------------|-------------|
|                       |                     |                     |                     |                      |                     | Amount             | Percent     |
| Salaries & Benefits   | \$ 2,312,428        | \$ 2,504,569        | \$ 2,259,251        | \$ 2,560,169         | \$ 2,760,130        | \$ 199,961         | 7.8%        |
| Professional Services | 105,540             | 24,852              | 379,350             | 66,957               | 83,900              | 16,943             | 25.3%       |
| Materials & Supplies  | 363,132             | 277,886             | 215,843             | 260,334              | 219,800             | (40,534)           | (15.6%)     |
| Utilities             | -                   | -                   | -                   | -                    | -                   | -                  | 0.0%        |
| Insurance & Liability | -                   | (35)                | -                   | -                    | -                   | -                  | 0.0%        |
| Other                 | 388,491             | 350,016             | 260,890             | 294,952              | 326,900             | 31,948             | 10.8%       |
| <b>Total</b>          | <b>\$ 3,169,590</b> | <b>\$ 3,157,288</b> | <b>\$ 3,115,335</b> | <b>\$ 3,182,412</b>  | <b>\$ 3,390,730</b> | <b>\$ 208,317</b>  | <b>6.5%</b> |

**By Department**

|                         | FY 2009<br>Actual   | FY 2010<br>Actual   | FY 2011<br>Actual   | FY 2012<br>Projected | FY 2013<br>Budget   | FY 2012 to FY 2013 |             |
|-------------------------|---------------------|---------------------|---------------------|----------------------|---------------------|--------------------|-------------|
|                         |                     |                     |                     |                      |                     | Amount             | Percent     |
| Chief Financial Officer | \$ 338,745          | \$ 283,883          | \$ 624,094          | \$ 360,976           | \$ 347,607          | \$ (13,369)        | (3.7%)      |
| Finance/Treasury        | 2,102,961           | 2,084,988           | 1,803,939           | 1,973,752            | 2,220,306           | 246,553            | 12.5%       |
| Office of Mgmt & Budget | 727,883             | 788,417             | 687,303             | 847,684              | 822,817             | (24,867)           | (2.9%)      |
| <b>Total</b>            | <b>\$ 3,169,590</b> | <b>\$ 3,157,288</b> | <b>\$ 3,115,335</b> | <b>\$ 3,182,412</b>  | <b>\$ 3,390,730</b> | <b>\$ 208,317</b>  | <b>6.5%</b> |

**Positions**

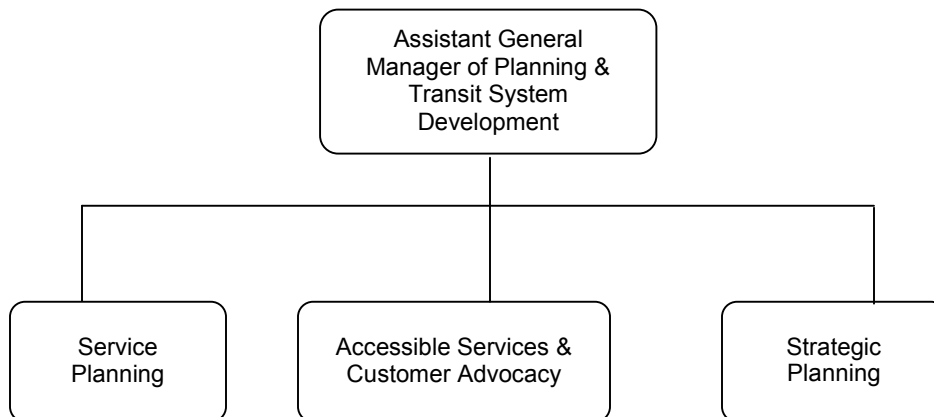
|                         | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2012 to FY 2013 |             |
|-------------------------|-------------------|-------------------|-------------------|----------------------|-------------------|--------------------|-------------|
|                         |                   |                   |                   |                      |                   | Amount             | Percent     |
| Chief Financial Officer | 2                 | 2                 | 2                 | 2                    | 2                 | 0                  | 0.0%        |
| Finance/Treasury        | 22                | 19                | 16                | 17                   | 18 <sup>1</sup>   | 1                  | 5.9%        |
| Office of Mgmt & Budget | 8                 | 8                 | 7                 | 7                    | 7                 | 0                  | 0.0%        |
| <b>Total</b>            | <b>32</b>         | <b>29</b>         | <b>25</b>         | <b>26</b>            | <b>27</b>         | <b>1</b>           | <b>3.8%</b> |

<sup>1</sup> Add 1 Clerk II



## Planning & Transit System Development

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



- The Assistant General Manager of Planning and Transit System Development guides and directs the division.
- Service Planning develops and maintains transportation schedule and route programs.
- Strategic Planning is responsible for project development reviews, Transit Master Plan development and grants planning activities.
- The purpose of the Customer Advocacy Unit is to provide a centralized operation to manage, track, resolve, and analyze customer complaints, commendations and suggestions.
- The main function of the Accessible Services unit is to ensure that RT remains in federal compliance with each component of the Americans with Disabilities Act (ADA), as well as other applicable state and federal laws.

**Planning & Transit System Development cont.****FY 2012 Accomplishments*****Strategic Plan Goal #1: Secure the Financial Means to Deliver Our Services and Programs***

- Developed a *Pilot Program for ADA Paratransit Trip-by-Trip Eligibility Enforcement* for conditionally-eligible paratransit passengers in order to manage demand on RT's ADA paratransit service; this program was developed with the assistance of RT's Mobility Advisory Council (MAC) and RT's ADA paratransit service provider for implementation in Fiscal Year 2012-2013.
- Ñ Worked with Finance to either lead or provide info for grant applications grant application and Identify potential grant sources and either lead or provide support on pursuits as appropriate and consistent with the "Roles & Responsibilities" white paper.
- Ñ Provided analysis of various options considered for the Dedicated Transit Funding effort.
- Ñ Worked with Marketing to secure and implement Community Outreach Grant funded by Caltrans. The Decision was made not to pursue the grant.
- Ñ Worked with SACOG and FTA to secure "flex funds" for Green Line advanced conceptual engineering purposes. The funds were put on new grant to be used starting late in calendar year 2012
- Ñ Prepared a "Development Impact Fee" white paper and accompanying Fee Estimator tool for determining impact fees for transit service Need to focus on County Fee Program and Status/Location of Accrued Funds
- Completed annual fare survey, including 12,700 customer fare inspections.
- Ñ Completed NTD ridership report, including successful audit of new methodology using Automatic Passenger Counters, reducing staffing requirement by six part-time positions; conducted over 2,700 route checks on the bus and light rail system.
- Provided key information for JARC application, achieving highest rating; computed.
- Provided supporting information for Citrus Heights contract negotiations, FTA triennial review, Financial Forecast model updates, New Starts submissions, Key Performance Report, college pass agreements.
- Completed annual fare survey, including 12,700 customer fare inspections.

## Planning & Transit System Development cont.

### FY 2012 Accomplishments cont.

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

- Provided facilitation and staff support services to develop and enact a work plan for the Mobility Advisory Council (MAC), for which MAC's purpose is to solicit input from individuals and organizations that represent/serve persons with disabilities and seniors regarding RT's services.
- Recruited five new members to the Mobility Advisory Council (MAC) to enhance representation and diversity on the MAC for individuals and organizations that represent/serve persons with disabilities and seniors.
- Implemented enhanced customer feedback database (Trapeze INFO-COM) to streamline customer feedback handling procedures.
- Managed 530 passenger service reports and 8,358 total customer contacts in RT's Customer Advocacy department, providing a centralized operation to manage, track, resolve, and analyze customer complaints, commendations and suggestions.
- Implemented a *Title VI Complaint Policy* for special handling of complaints related to potential discrimination on the grounds of race, color, or national origin, as is described in Title VI of the 1964 Civil Rights Act.
- Administered 49 Americans with Disabilities Act (ADA) related passenger service reports, with an average processing time of 21 days, to ensure swift review of any customer service issues pertaining to RT's customers with disabilities and facilitate full and equal access to RT's public transit system.
- Analyzed 2,784 applications to determine eligibility for ADA paratransit service, with an average processing time of 6 days in order to provide persons with disabilities prompt access to RT's ADA paratransit services.
- Responded to all letters, emails and phone calls concerning service related questions or concerns in a timely manner.
- Worked with Marketing to distribute information on buses, trains, parking lots, bus stops and train stations concerning September service changes. Made a giant effort to inform customers of the many changes brought about by TransitRenewal that included extending hours and making the service more efficient.
- Insured that the service design and measures of TransitRenewal recommendations were reflected customer needs and responded to travel patterns.
- Worked consistently with Finance to either lead or provide info for grant application



## Planning & Transit System Development cont.

### FY 2012 Accomplishments cont.

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

- Ñ Advanced the Green Line into preparation of the Draft EIS and through advanced conceptual engineering. Scope of work for EIS completed; continue in FY12/13
- Ñ Completed the update of the Rail Fleet Management Plan (RFMP).
- Ñ Completed a revised Bus Fleet Management Plan (BFMP) and then updated the BFMP (on an annual basis).
- Ñ RT Board adopted the 10-Year Short Range Transit Plan (SRTP).
- Ñ Worked to complete agreements with Stonebridge Development and Sacramento County for inclusion of BRT/Hi-Bus route and concept design into the State Route 16/Jackson Corridor and General Plan Update Circulation Element with an emphasis on transit and to ensure consistency with *TransitAction*. Stonebridge “stepped away” before completion
- Ñ Participated with ULI-TOD Committee and SACOG on the Sustainable Communities Strategy (SCS) design development efforts within RT service area (Fruitridge/Stockton, Mather/Mills in Rancho Cordova, and Watt/Manlove).
  - Coordinated with CA High Speed Rail Authority (CHSRA) and our Sacramento-oriented transportation partners on matters associated with Central Valley HSR alignment selection process and the Capital Corridor upgrade.
  - Developed an Arena/Intermodal Facility white paper detailing RT’s needs and work with our transportation partners to ensure RT’s interests are communicated and achieved in the design development process. Arena effort terminated by others.
  - Updated the *TransitAction* strategies and documentation based on on-going planning and funding efforts, as well as updating the Community Maps and preparing the Charrette Notebook documenting earlier efforts has been moved to FY 12/13 effort.
  - Began development of a bus transit-oriented “TOD Guidelines” document to compliment the LRT-Oriented TOD Guidelines document has been moved to FY 12/13 effort.
  -

## Planning & Transit System Development cont.

### FY 2012 Accomplishments cont.

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

- Worked with Citrus Heights to develop a Sunrise Mall-oriented Transit Center concept and early implementation strategies working with the various stakeholder. This project is ongoing.
- Coordinated and provided input on the “transit/bike” interface and needs and provided an update for the SACOG Bike Master plan reflecting RT’s interests and strategies.
- Prepared development reviews for new projects in the RT service area with an enhanced focus on service needs and compatibility with transit. Worked on re-formatting RT response letters.
- Began identifying locations and strategies for improvements to up 15 “strategic bus stops” in the RT system that is focused on “waiting areas” and future grant opportunities for funding the improvements. This effort has been moved to FY 12/13 or later.
- Coordinated the update of department databases to handle three light rail schedule changes (8th & H, Green Line, and Gold Line 8th Train), two new mid-signup bus services (Granite Park and North Natomas Flyer), and updates to both the GFI firebox and the Clever Devices APC system.
- Completed TransitRenewal Comprehensive Operational Analysis, including September 2012 service changes, Title VI assessment, environmental assessment, and elimination of five redundant routes; effort included an online survey with 3,300 responses, over 20 customer outreach events at light rail stations, approximately 40 presentations to small groups, information in six different languages, and a well-attended public hearing prior to the final recommendations.
- Represented RT on SACOG Downtown Circulation Study.
- Provided project oversight for the contracted Rancho Cordova Transit Service Plan.

**Planning & Transit System Development cont.**

**FY 2012 Accomplishments cont.**

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

- Promoted an Accessible Services employee to the position of Accessible Services Eligibility Specialist and hired an Administrative Assistant II to enhance the functions of the Accessible Services department.
- Completed training of staff utilizing Caltrans Professional Development grant funds to enhance skill set of Planning team.
- Continued relationships with organizations including North Natomas TMA, SACOG, CADA, Del Paso Partnership, FLRT, ULI and WTS.
- Expanded exposure of Associate-level staff to transportation partners and technical areas.

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

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

## Planning & Transit System Development cont.

### FY 2013 Goals

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

- *Revise Americans with Disabilities Act (ADA) Paratransit No-Show and Late-Cancellation Policy* in order to more effectively reduce the number of late-cancellations and no-shows on RT's ADA paratransit service, thereby containing costs and increasing capacity on this service; coordinate with RT's Mobility Advisory Council (MAC) and RT's ADA paratransit provider to update the policy by forming an ad-hoc committee of the MAC that will provide public input on the policy revision, followed by implementation of a revised *ADA Paratransit No-Show and Late-Cancellation Policy*.
- *Implement ADA Paratransit Trip-by-Trip Eligibility Policy* for conditionally-eligible paratransit passengers in order to manage demand on RT's ADA paratransit service; coordinate with MAC and RT's ADA paratransit provider to implement and evaluate the *Pilot Program for ADA Paratransit Trip-by-Trip Eligibility Enforcement*, incorporate public input, and then enforce *ADA Paratransit Trip-by-Trip Eligibility Policy* for all conditionally-eligible paratransit passengers.
- Ñ Identify potential grant sources and either lead or provide support on pursuits as appropriate and consistent with the "Roles & Responsibilities" white paper.
- Ñ Support with technical information the Dedicated Transit Funding effort.
- Ñ Work with Finance to refine development of revised Countywide Development Impact Fee program and tools.
- Ñ Work with Finance to determine location, amount and conditions by which the existing Countywide Impact Fee can be accessed.
- Ñ Lead effort with SACOG, Finance and Rail Ops to develop funding strategy and plan for LRV replacements
- Ñ Implement a performance monitoring plan designed to insure financial sustainability and optimum use of RT resources.
- Ñ Working with Finance, research and analysis to develop fare policy and pricing options consistent with smart card implementation; establish fare policy objectives; establish methodology for selecting fare levels/changes.
- Ñ Lead the activities necessary to negotiate with Citrus Heights for a new service agreement.

## Planning & Transit System Development cont.

### FY 2013 Goals cont.

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

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

**Planning & Transit System Development cont.**

**FY 2013 Goals cont.**

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

- Insure that route and service design complies with Transit Renewal to provide equitable and financially efficient service to our customers.
- Monitor fare change and service changes for compliance with Title IV requirements.  
Assist with extensive public involvement for substantial service or fare changes.

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

- Activate 102 new buses for Americans with Disabilities Act (ADA) paratransit service to reduce operating costs and emissions, as well as improve passenger comfort, and enhance RT’s branding on the ADA paratransit fleet.
- Ñ Respond to Engineering, etc. AI. requirements for completion of the FFGA as requested.
- Ñ Advance the Green Line into preparation of the Draft EIS and advanced conceptual engineering.
- Ñ Work with City of Sacramento on the American River Bridge Crossing and advance RT’s interests, concerns, and perspectives; identify opportunities for Green Line.
- Ñ Advance the Sacramento Streetcar project into *Project Development* phase consistent with MAP-21.
- Ñ Update the Rail Fleet Management Plan (RFMP).
- Ñ Update the Bus Fleet Management Plan (BFMP)
- Ñ Update and adopt the 10-Year Short Range Transit Plan (SRTP)
- Ñ Develop refined/revised development reviews template and prepare development reviews for new projects in the RT service area with an enhanced focus on service needs and compatibility with transit.
- Ñ Work with “West Jackson Masterplan” (Jackson Highway Watt to Excelsior) for inclusion of BRT/Hi-Bus route and concept design into the State Route 16/Jackson Corridor.

**Planning & Transit System Development cont.****FY 2013 Goals cont.*****Strategic Plan Goal #3: Create a “World Class” Regional Transit System***

- Ñ Work with City, SHRA, etc. on Dos Rios Housing project.
- Ñ Lead with our Sacramento-oriented transportation partners on matters associated with the San Joaquin JPA, the Northern CA Interim Rail improvements, and Central Valley HSR CA and with the High Speed Rail Authority (CHSRA).
- Ñ Participate with ULI-TOD Committee and SACOG on the Sustainable Communities Strategy (SCS) design development efforts within RT service area (Fruitridge/Stockton, Mather/Mills in Rancho Cordova, and Watt/Manlove).
  - Coordinate and provide input on the “transit/bike” interface and “bike share” interface reflecting RT’s interests and strategies.
  - Develop and implement TransitRenewal year two recommendations for September 2013 implementation; develop new route and schedule alternatives for Routes 24 and 28.
  - Complete NTD report; coordinate database updates for September 2012 service changes; complete annual fare survey; complete transition to updated APC database; revise and restate FY 2011 and 2012 ridership stats and KPIs; update GIS system to use Census 2010 data.
  - Coordinate the implementation of year 2 of Transit Renewal recommendations .
  - Conduct info sessions on September service changes for Bus Operators, Transportation Supervisors, Customer Service Representatives, G4S Security Guards, Transit Officers, and volunteer transit ambassadors; prepare special maps and promotional materials for route-specific outreach; supervise light duty operators and route checkers conducting in-field promotional activities; develop ridership on new/expanded services including Route 11, 25, and 95.
  - Continue and develop relationships with various transit supportive organizations and governmental organizations.

**Planning & Transit System Development cont.**

**FY 2013 Goals cont.**

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

**Potential Goals**

- Identify locations and strategies for improvements to up 15 “strategic bus stops” in the RT system that is focused on “waiting areas” and future grant opportunities for funding the improvements.
- Develop a Sunrise Mall-oriented Transit Center concept and early implementation strategies working with the various stakeholders.
- Develop a bus transit-oriented “TOD Guidelines” document to compliment the LRT-Oriented TOD Guidelines document.

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

- Recruit an Administrative Assistant II and an Administrative Technician to enhance the functions of the Accessible Services department.
- Maintain relationships with the California Association for Coordinated Transportation and the ADA Roundtable to provide ADA-related training opportunities for Accessible Services Staff; actively seek training opportunities to enhance Customer Advocacy and Accessible Services functions.
- Expand exposure of Associate-level staff to transportation partners and technical areas.
- Recruit, hire and train an Assistant Planner and a Planning Intern.



## Planning & Transit System Development cont.

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

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

## PERFORMANCE MEASURES/ STATISTICS

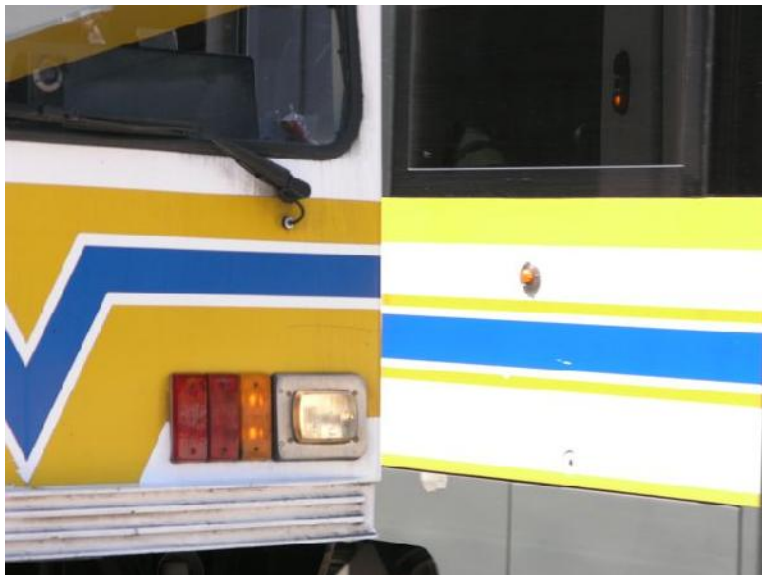
### **Strategic Plan Goal #2: Provide Total Quality Customer Service**

| Quality Measures   | FY 2008<br>Actual | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2013 to FY 2012<br>Amount | Percent |
|--|-------------------|-------------------|-------------------|-------------------|----------------------|-------------------|------------------------------|---------|
| Average Days To Respond to Passenger ADA Complaints <sup>1</sup> | 14.8              | 16.3              | 19.3              | 19.6              | 20.8                 | 30.0              | 9.20                         | 44.2%   |
| Average Days To Complete ADA Assessments <sup>2</sup>            | 13.8              | 15.0              | 15.7              | 5.6               | 5.8                  | 21.0              | 15.20                        | 262.1%  |
| ADA Trip Denials   | 0.4%              | 0.1%              | 0.0%              | 0.0%              | 0.0%                 | 0.0%              | -                            |         |

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

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

|   |     |     |     |     |     |     |
|---|-----|-----|-----|-----|-----|-----|
| Produce monthly ridership reports on time | Yes | Yes | Yes | Yes | Yes | Yes |
| Produce NTD required statistics on time   | Yes | Yes | Yes | Yes | Yes | Yes |





## Planning & Transit System Development cont.

### Expenses

#### By Expense Category (Whole dollars)

|                       | FY 2009<br>Actual    | FY 2010<br>Actual    | FY 2011<br>Actual    | FY 2012<br>Projected | FY 2013<br>Budget    | FY 2012 to FY 2013  |              |
|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|--------------|
|                       |                      |                      |                      |                      |                      | Amount              | Percent      |
| Salaries & Benefits   | \$ 2,360,909         | \$ 2,095,466         | \$ 1,493,850         | \$ 1,915,855         | \$ 2,205,258         | \$ 289,403          | 15.1%        |
| Professional Services | 12,641,966           | 11,318,253           | 9,699,737            | 10,354,663           | 11,773,385           | 1,418,722           | 13.7%        |
| Materials & Supplies  | 14,584               | 9,065                | 4,824                | 7,700                | 6,000                | (1,700)             | (22.1%)      |
| Utilities             | -                    | -                    | -                    | -                    | -                    | -                   | 0.0%         |
| Insurance & Liability | -                    | -                    | -                    | -                    | -                    | -                   | 0.0%         |
| Other                 | 80,323               | 138,462              | 8,946                | 10,078               | 11,300               | 1,222               | 12.1%        |
| <b>Total</b>          | <b>\$ 15,097,782</b> | <b>\$ 13,561,245</b> | <b>\$ 11,207,357</b> | <b>\$ 12,288,295</b> | <b>\$ 13,995,943</b> | <b>\$ 1,707,648</b> | <b>13.9%</b> |

#### By Department

|                          | FY 2009<br>Actual    | FY 2010<br>Actual    | FY 2011<br>Actual    | FY 2012<br>Projected | FY 2013<br>Budget    | FY 2012 to FY 2013  |              |
|--------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|--------------|
|                          |                      |                      |                      |                      |                      | Amount              | Percent      |
| AGM of Planning          | \$ 185,253           | \$ 158,804           | \$ 177,589           | \$ 286,070           | \$ 355,820           | \$ 69,750           | 24.4%        |
| Strategic Planning       | 545,722              | 47,564               | 25,479               | 118,485              | 323,977              | 205,492             | 173.4%       |
| Service Planning         | 1,030,177            | 920,956              | 535,849              | 606,857              | 491,578              | (115,279)           | (19.0%)      |
| Real Estate              | 431,419              | 344,501              | -                    | -                    | -                    | -                   | 0.0%         |
| Purchased Transportation | 11,965,602           | 11,158,539           | 9,610,760            | 10,334,921           | 11,629,385           | 1,294,464           | 12.5%        |
| Accessible Services      | 939,609              | 930,881              | 857,680              | 941,963              | 1,195,183            | 253,220             | 26.9%        |
| <b>Total</b>             | <b>\$ 15,097,782</b> | <b>\$ 13,561,245</b> | <b>\$ 11,207,357</b> | <b>\$ 12,288,295</b> | <b>\$ 13,995,943</b> | <b>\$ 1,707,648</b> | <b>13.9%</b> |

### Positions

|                          | FY 2009<br>Actual | FY 2010<br>Actual | FY 2011<br>Actual | FY 2012<br>Projected | FY 2013<br>Budget | FY 2012 to FY 2013 |             |
|--------------------------|-------------------|-------------------|-------------------|----------------------|-------------------|--------------------|-------------|
|                          |                   |                   |                   |                      |                   | Amount             | Percent     |
| AGM of Planning          | 1                 | 1                 | 1                 | 2                    | 2                 | 0                  | 0.0%        |
| Strategic Planning       | 0                 | 0                 | 0                 | 1                    | 3 <sup>1</sup>    | 2                  | 0.0%        |
| Service Planning         | 20                | 18                | 10                | 8                    | 7 <sup>2</sup>    | -1                 | (12.5%)     |
| Real Estate              | 6                 | 5                 | 0                 | 0                    | 0                 | 0                  | 0.0%        |
| Purchased Transportation | 0                 | 0                 | 0                 | 0                    | 0                 | 0                  | 0.0%        |
| Accessible Services      | 12                | 11                | 10                | 10                   | 11 <sup>3</sup>   | 1                  | 0.0%        |
| <b>Total</b>             | <b>39</b>         | <b>35</b>         | <b>21</b>         | <b>21</b>            | <b>23</b>         | <b>2</b>           | <b>9.5%</b> |

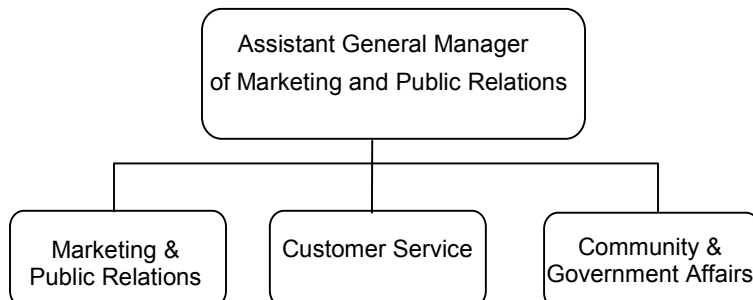
<sup>1</sup> Add 1 Assistant Planner and 1 Long Range Planner

<sup>2</sup> Move Assistant Planner and Long Range Planner to Strategic Planning  
Add 1 Route Check Supervisor

<sup>3</sup> Add 1 Administrative Technician



## Marketing & Public Relations



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



## Marketing & Public Relations cont.

### FY 2012 Accomplishments

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

- Participation in California Transit Association (CTA) Legislative Committee activities to advance transit supportive legislation and secure continued funding for public transit.
- Successful introduction and Governor Brown's signature approval enacting SB 1068, the District-sponsored measure to provide RT with best value contracting authority. The measure streamlines procurement requirements by raising the threshold for competitive bidding from \$10,000 to \$100,000 for the purchase of supplies, materials and equipment.
- Initiated strategic plan in an effort to quantify fiscal data; establish timeframes; and explore, evaluate and categorize priority projects to identify a potential Dedicated Transit Funding source.
- Participated in efforts to implement MAP-21 Transportation Authorization and commented on public transit supportive policies.
- Participated as part of a delegation communicating transportation priorities during the Sacramento Metro Chamber's annual Capitol-to-Capitol trip to Washington, DC.

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

- Answered 298,294 calls with an average handle time of one minute, 53 seconds
- Continued to promote the "We Speak Your Language" program that provides language interpretation services to non-English speaking passengers in need of RT customer assistance. This year, RT received 190 calls in the following languages: Spanish, Russian, Mandarin, Cantonese, Arabic, Farsi, French, Korean and Tagalog.
- Conducted outreach to promote the December 2011 pre-paid ticket and pass exchange. Customer Service exchanged \$459,930.75 in fare media between December 1, 2011 and February 28, 2012.
- On a scale of 1 (Poor) to 5 (Excellent), RT received an average Overall Quality of Service score of 3.98 as a result of Customer Service feedback forms.

## Marketing & Public Relations cont.

### FY 2012 Accomplishments cont.

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

- Marketing staff and/or Customer Service Representatives participated in over 50 community festivals and fairs to increase transit awareness and build ridership.
- Developed and implemented a "Ride Transit October" campaign.
- Promoted the "Ride with the General Manager" promotion.
- Partnered with Cosumnes River College (CRC) to promote the groundbreaking ceremony to celebrate the start of construction on the Blue Line Light Rail/CRC Parking Structure.
- Implemented and promoted RT's 4th annual "Season of Civil Rights ... It All Started on a Bus" campaign.
- Implemented and promoted regional shuttle programs.
- Coordinated major outreach efforts to seek participation in TransitRenewal (a comprehensive operational analysis of the RT bus and light rail system) from community members and stakeholders.
- Hosted a grand opening celebration of the 8th & H/County Center light rail station.
- Coordinated the 4th annual State of RT Breakfast and TransitAction Awards program highlighting the District's goals and accomplishments.
- Increased the attendance at the 4th annual State of RT Breakfast by 25 percent.
- Implemented and promoted new "real-time" bus location and arrival service.
- Hosted a groundbreaking ceremony for the Blue Line to Cosumnes River College light rail bridges.
- Mitigated issues for residents and businesses during construction of the Green Line to the River District light rail project.
- Hosted a grand opening celebration for the opening of the Green Line to the River District light rail extension.
- Completed over 350 graphic design assignments.

## Marketing & Public Relations cont.

### FY 2013 Goals

#### **Strategic Plan Goal #1: Secure the Financial Means to Deliver RT Services & Programs**

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

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

- Improve quality of Customer Service by maintaining quality and availability standards.
- Improve the customer experience by increasing deliveries of lost and found items to the Customer Service and Sales Center from two times to five times per week.
- Continue to participate in community festivals, fairs and celebrations to increase transit awareness.
- Continue to sponsor community events.
- Develop and implement a regional marketing campaign to help increase ridership and build brand awareness.
- Increase route specific marketing.
- Implement a major outreach campaign to promote the Green Line to the River District service.
- Develop partnership with City Year Sacramento to conduct outreach in five low-performing schools.

## Marketing & Public Relations cont.

### FY 2012 Goals cont.

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

- Promote and conduct outreach for the September 2012 service improvements (first phase of TransitRenewal). Promote "Ride Transit October" campaign.
- Host celebration of the 25th anniversary of light rail.
- Implement City Ride, a new dial-a-ride service in the city of Citrus Heights.
- Implement and promote the "See It - Hear It - Report It" anti-terrorism campaign.
- Host a press conference for the Blue Line to Cosumnes River College Full Funding Grant Agreement signing (FFGA).
- Host grand opening celebration of the new Bus Maintenance Facility 2 (BMF2).
- Host a groundbreaking ceremony for the start of construction on the Blue Line to Cosumnes River College light rail extension project.
- Implement major outreach campaign to promote the construction of the Blue Line to Cosumnes River College light rail extension project.
- Host 5th annual State of RT Breakfast.
- Host celebration of the 40th anniversary of RT.
- Redevelop RT website.
- Implement public outreach campaign to promote the audio portion of the Electronic Message Signs.
- Expand marketing and outreach programs to include the use of email programs and social media tools to promote RT alerts and events.

### **PERFORMANCE MEASURES/STATISTICS**

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

| Quality Measures                              | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012   | FY 2013 | FY 2013 to FY 2012 |         |
|---|---------|---------|---------|---------|-----------|---------|--------------------|---------|
|   | Actual  | Actual  | Actual  | Actual  | Projected | Budget  | Amount             | Percent |
| Number of customer contacts                   | N/A     | 16,866  | 13,209  | 9,281   | 8,358     | 9,500   | 1,142              | 13.7%   |
| Number of passenger service reports processed | N/A     | 1,168   | 910     | 641     | 530       | 660     | 130                | 24.5%   |
| Number of security related customer reports   | N/A     | 111     | 90      | 114     | 91        | 100     | 9                  | 9.9%    |
| Percent of security related customer contact  | N/A     | 0.65%   | 0.68%   | 1.20%   | 1.09%     | 1.05%   | -0.04%             | (3.7%)  |



## Marketing & Public Relations cont.

### Expenses

#### By Expense Category

(Whole dollars)

|                       | FY 2009             | FY 2010             | FY 2011             | FY 2012             | FY 2013             | FY 2012 to FY 2013 |              |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------|
|                       | Actual              | Actual              | Actual              | Projected           | Budget              | Amount             | Percent      |
| Salaries & Benefits   | \$ 2,439,365        | \$ 2,296,564        | \$ 1,827,590        | \$ 1,899,047        | \$ 2,232,398        | \$ 333,351         | 17.6%        |
| Professional Services | 636,819             | 689,346             | 423,754             | 484,651             | 668,000             | 183,349            | 37.8%        |
| Materials & Supplies  | 60,901              | 41,738              | 44,308              | 32,298              | 39,000              | 6,702              | 20.8%        |
| Utilities             | -                   | -                   | -                   | -                   | -                   | -                  | 0.0%         |
| Insurance & Liability | -                   | -                   | -                   | -                   | -                   | -                  | 0.0%         |
| Other                 | 178,112             | 145,635             | 202,725             | 207,965             | 210,000             | 2,035              | 1.0%         |
| <b>Total</b>          | <b>\$ 3,315,197</b> | <b>\$ 3,173,283</b> | <b>\$ 2,498,377</b> | <b>\$ 2,623,961</b> | <b>\$ 3,149,398</b> | <b>\$ 525,436</b>  | <b>20.0%</b> |

### By Department

|                          | FY 2009             | FY 2010             | FY 2011             | FY 2012             | FY 2013             | FY 2012 to FY 2013 |              |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------|
|                          | Actual              | Actual              | Actual              | Projected           | Budget              | Amount             | Percent      |
| AGM of Marketing         | \$ 171,469          | \$ 166,987          | \$ 704,428          | \$ 738,373          | \$ 763,013          | \$ 24,640          | 3.3%         |
| Marketing                | 983,485             | 876,193             | 767,344             | 854,897             | 1,168,844           | 313,946            | 36.7%        |
| Customer Relations       | 1,337,270           | 1,260,274           | 1,026,605           | 1,030,691           | 1,217,541           | 186,850            | 18.1%        |
| Community & Gov. Affairs | 822,974             | 869,829             | -                   | -                   | -                   | -                  | 0.0%         |
| <b>Total</b>             | <b>\$ 3,315,197</b> | <b>\$ 3,173,283</b> | <b>\$ 2,498,377</b> | <b>\$ 2,623,961</b> | <b>\$ 3,149,398</b> | <b>\$ 525,436</b>  | <b>20.0%</b> |

### Positions

|                          | FY 2009   | FY 2010   | FY 2011   | FY 2012   | FY 2013         | FY 2012 to FY 2013 |             |
|--------------------------|-----------|-----------|-----------|-----------|-----------------|--------------------|-------------|
|                          | Actual    | Actual    | Actual    | Projected | Budget          | Amount             | Percent     |
| AGM of Marketing         | 1         | 1         | 2         | 2         | 2               | 0                  | 0.0%        |
| Marketing                | 7         | 7         | 7         | 7         | 7               | 0                  | 0.0%        |
| Customer Relations       | 25        | 23        | 17        | 17        | 18 <sup>1</sup> | 1                  | 5.9%        |
| Community & Gov. Affairs | 4         | 4         | 0         | 0         | 0               | 0                  | 0.0%        |
| <b>Total</b>             | <b>37</b> | <b>35</b> | <b>26</b> | <b>26</b> | <b>27</b>       | <b>1</b>           | <b>3.8%</b> |

<sup>1</sup> Add 1 Clerk II





## Non Divisional

### Expenses

#### By Expense Category

(Whole dollars)

|                       | FY 2009<br>Actual     | FY 2010<br>Actual   | FY 2011<br>Actual   | FY 2012<br>Projected | FY 2013<br>Budget     | FY 2012 to FY 2013    |               |
|-----------------------|-----------------------|---------------------|---------------------|----------------------|-----------------------|-----------------------|---------------|
|                       |                       |                     |                     |                      |                       | Amount                | Percent       |
| Indirect Cost Savings | \$ (2,171,760)        | \$ (862,965)        | \$ (881,316)        | \$ (823,572)         | \$ (1,070,750)        | \$ (247,178)          | 30.0%         |
| Salaries & Benefits   | 924                   | 1,385               | -                   | 439                  | (2,172,035)           | (2,172,474)           | 0.0%          |
| Professional Services | -                     | -                   | -                   | -                    | -                     | -                     | NA            |
| Materials & Supplies  | -                     | -                   | -                   | -                    | -                     | -                     | NA            |
| Utilities             | -                     | -                   | -                   | -                    | -                     | -                     | NA            |
| Insurance & Liability | -                     | -                   | -                   | -                    | -                     | -                     | NA            |
| Other                 | (92)                  | -                   | -                   | -                    | -                     | -                     | 0.0%          |
| <b>Total</b>          | <b>\$ (2,170,929)</b> | <b>\$ (861,579)</b> | <b>\$ (881,316)</b> | <b>\$ (823,133)</b>  | <b>\$ (3,242,785)</b> | <b>\$ (2,419,652)</b> | <b>294.0%</b> |

This category includes estimated savings for future vacancies for FY 2013 and RT's indirect cost allocation plan in accordance with OMB Circular A-87 "Cost Principles for State and Local Governments." The cost allocation plan is a document that distributes the District's allocated departmental indirect costs to capital projects. It accounts as additional savings for labor and fringe benefits.

- The FY 2013 Adopted Budget proposes \$3.2 million for non-divisional savings from vacancy and indirect costs for capital projects, an increase of \$2.4 million (294%) from the FY 2012 year-end projections (\$0.8 million).
- Savings of 3% vacancy factor used on all District positions for future vacancies for FY 2013 and Vacation/Sick Leave sellbacks are estimated at \$2.2 million.
- Indirect Savings from Capital Projects is estimated at \$1.1 million an increase by \$0.25 million (30%) from the FY 2012 year-end projection of \$0.8 million.



# Capital Improvement Program



## Capital Improvement Program

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

The FY 2013 Budget focuses on the following capital priorities:

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

- **Blue Line to Cosumnes River College**

This project will extend light rail from the terminus of South Line Phase 1 at Meadowview Station further south to Cosumnes River College (CRC), which will add 4.3 miles of track, 4 new stations, and 3 park-and-ride facilities (2 parking lots and 1 parking garage) for a total of 2,700 parking spaces. The estimated cost for this project is \$270 million. RT is anticipated to receive a Full Funding Grant Agreement (FFGA) by the end of December 2012. Proceeds from a Bond Issuance is anticipated to be received by the end of November 2012. Project will start revenue operation in September 2015.

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

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

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

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

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## Capital Improvement Program cont.

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

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

RT acquired 21 UDTC light rail vehicles from the Santa Clara Valley Transportation Authority and is modifying them to meet our operational requirements and provide service on the expanded light rail system.

As of mid 2004, 21 light rail vehicles were delivered to RT. These vehicles need to be modified to operate on our system. To date, technical specifications for long lead terms are completed. Negotiations are underway for vehicle refurbishment proposals. Some purchase contracts have been authorized. The bid package for major subsystems is being developed. The estimated cost for this project is \$24.0 million and will be completed by August 2014.

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

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

This project redesigns the bus-bus and bus-light rail transfers at the University/65th Street Station for a more efficient use of space and to facilitate intermodal transfers. The purpose of the project is for RT to vacate our existing 2.23 acre parcel in order to free it for future transit-oriented development. The University/65th Street Station is located in an area designated in the City of Sacramento General Plan as a transit village, and is in a Transit Overlay (TO) Zone. The estimated cost for this project is \$3.9 million. The completion is estimated for summer 2013.

## Capital Improvement Program cont.

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

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

RT purchased property at the former McClellan Air Force base including several buildings. Initial plans are to construct a four bus capacity CNG fueling station including a CNG facility building. This initial phase will support up to 250 buses. Future plans include renovation of an existing structure into a second bus maintenance facility, a bus wash, an emergency control room, and site improvements. The estimated cost of the property purchase and the initial phase is \$29 million. Completion date for the purchase/installation of the fueling system is November 2012.

**Infrastructure Program:** projects used for general planning or to identify project feasibility, scope, estimated costs, and other significant issues

- **Amtrak-Folsom Limited Stop Service**

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

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

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## Capital Improvement Program cont.

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

- **Smart Media Implementation**

This project is to implement Smart Media for the rail and bus revenue fleet. RT is coordinating with Regional Agencies at this time to develop a region wide plan being coordinate by the Sacramento Area Council of Governments (SACOG). SACOG will be funding this effort and RT will be the lead agency. This project includes RT changes at the light rail stations needed to support installation of smart card add fare machines and tap devices. The estimated cost for the entire project is \$11.3 million and will be completed by November 2013.

- **Completing Electronic Messaging Sign Deployment**

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

In addition, RT will purchase and install approximately 45 digital messaging signs to be installed at 26 light rail stations, providing passengers arriving train, delay and disruption, and emergency information messages. The estimated cost for this project is \$0.8 million and will be completed by end of March 2014.



## **Capital Improvement Program cont.**

### **Revenues & Expenses**

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

- The FY 2013 budget proposes \$153.2 million in capital grant funding, an increase of \$115.4 million from the FY 2012 Budget (\$37.8 million).
- The capital project funding for FY 2013 consists of \$75.9 million in federal, \$37.8 million in State and \$39.5 million in Local.
- Federal, State and Local funding for capital projects is comprised of funding sources that are applied for on a project by project basis. The availability of the funding is dependent upon individual funding programs. The total funding for a fiscal year is based on the amount of funding sources available from federal appropriations, program allocations made by the State, or other funding sources made available for application. Capital project funding increased from FY 2012 due to an overall increase availability of funding for capital projects. This resulted in a federal funding increase of \$57.9 million, a state funding increase of \$23.2 million, and a local funding increase of \$34.3 million.
- The FY 2013 budget proposes a spending plan of \$138.4 million, which consists of \$95.1 million for System Expansion Programs, \$11.1 million for Fleet Programs, \$17.0 million for Infrastructure Programs, \$10.2 million for Facility Programs, and \$2.7 million for Transit Technologies Programs. Transit Security & Safety, Planning and Other Programs make up the remaining difference.



## Capital Improvement Program cont.

### Debt Service

As a non-operating expense, debt service was transferred to the capital budget in January 2007 by Board-approved amendment. In 2003, the California Transit Finance Corporation issued COPs totaling \$18.0 million for RT. RT used the money to purchase light rail vehicles, trolley vehicles, and real property used as maintenance facilities. The installment payment schedule is as follows:

| Fiscal Year  | Principal            | Interest            | Total                | Outstanding Balance |
|--------------|----------------------|---------------------|----------------------|---------------------|
| 2004         | \$ -                 | \$ 143,903          | \$ 143,903           | \$ 18,000,000       |
| 2005         | 1,370,000            | 709,658             | 2,079,658            | 16,630,000          |
| 2006         | 1,400,000            | 682,258             | 2,082,258            | 15,230,000          |
| 2007         | 1,425,000            | 654,258             | 2,079,258            | 13,805,000          |
| 2008         | 1,470,000            | 611,508             | 2,081,508            | 12,335,000          |
| 2009         | 1,530,000            | 549,033             | 2,079,033            | 10,805,000          |
| 2010         | 1,605,000            | 472,533             | 2,077,533            | 9,200,000           |
| 2011         | 1,690,000            | 392,283             | 2,082,283            | 7,510,000           |
| 2012         | 1,770,000            | 307,783             | 2,077,783            | 5,740,000           |
| 2013         | 1,835,000            | 244,063             | 2,079,063            | 3,905,000           |
| 2014         | 1,905,000            | 175,250             | 2,080,250            | 2,000,000           |
| 2015         | 2,000,000            | 80,000              | 2,080,000            | -                   |
| <b>Total</b> | <b>\$ 18,000,000</b> | <b>\$ 5,022,525</b> | <b>\$ 23,022,525</b> | <b>\$ -</b>         |







## FY 2013 Funding Additions to the Capital Improvement Program

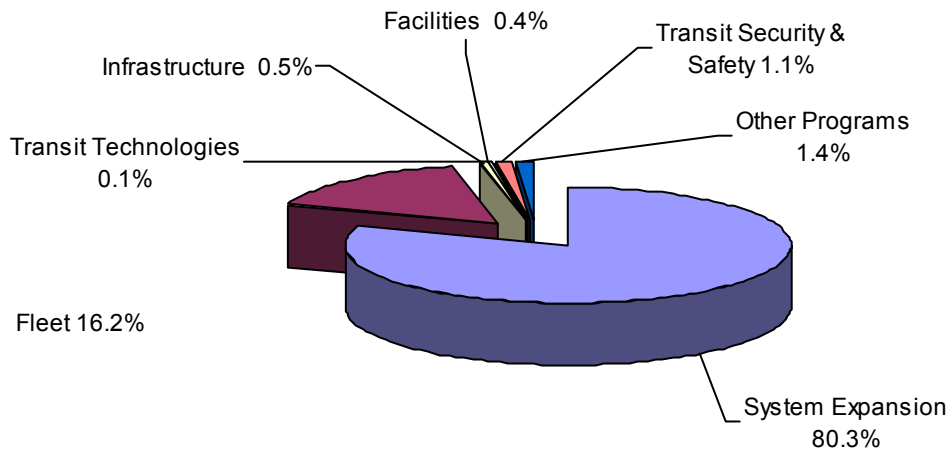
| ID           | DESCRIPTION   | TOTAL                 | FEDERAL              | STATE                | LOCAL                |
|--------------|---|-----------------------|----------------------|----------------------|----------------------|
| 410          | Blue Line to Cosumnes River College                           | \$ 120,805,984        | \$ 66,553,333        | \$ 15,527,000        | \$ 38,725,651        |
| 402          | Green Line Light Rail Extension                               | 640,000               | -                    | -                    | 640,000              |
| B040         | Neighborhood Ride Vehicle Replacement (Gasoline)              | 500,000               | -                    | 500,000              | -                    |
| B100         | CNG Existing Bus Fleet Replacement (2013 - 2042)              | 9,375,000             | 7,500,000            | 1,875,000            | -                    |
| F            | Amtrak/Folsom Light Rail Extension                            | 278,851               | -                    | 278,851              | -                    |
| F015         | Facilities New Freedom Tasks-Add Mini-Hi's to Light Rail Stat | 625,000               | 500,000              | 125,000              | -                    |
| G225         | Non-Revenue Vehicle Replacement                               | 4,423,044             | -                    | 4,423,044            | -                    |
| G230         | Certificates of Participation Payments                        | 2,079,062             | -                    | 2,079,062            | -                    |
| R085         | UTDC Light Rail Vehicle Retrofit and Mid Life Refurbishment   | 10,536,687            | -                    | 10,536,687           | -                    |
| R255         | Richards Blvd/12th & 16th St Grade Xing                       | 647,202               | -                    | 647,202              | -                    |
| T003         | Google Transit Trip Planner                                   | 84,855                | 84,855               | -                    | -                    |
| S010         | Sacramento-West Sacramento Streetcar Starter Line             | 1,355,000             | 1,200,000            | -                    | 155,000              |
| T005         | CPUC General Order 172 - LRV Camera                           | 305,482               | -                    | 305,482              | -                    |
| T006         | LRV System AVL Equipment                                      | 401,025               | -                    | 401,025              | -                    |
| T007         | Rail Infrastructure Hardening, Surveillance and Monitoring #2 | 317,000               | -                    | 317,000              | -                    |
| T008         | Completion Fiber Optics Communications Backbone               | 417,900               | -                    | 417,900              | -                    |
| T009         | Data Center Redundancy & Reliability                          | 53,709                | -                    | 53,709               | -                    |
| T010         | Light Rail Facility Hardening                                 | 170,784               | -                    | 170,784              | -                    |
| <b>TOTAL</b> |   | <b>\$ 153,196,585</b> | <b>\$ 75,838,188</b> | <b>\$ 37,837,746</b> | <b>\$ 39,520,651</b> |





## Capital Improvement Program cont.

### Funding By Category



(Dollars in Thousands)

| <b>Project Programs</b>   | <b>FY 2013 Proposed</b> |               |
|---------------------------|-------------------------|---------------|
| System Expansion          | \$ 123,079,835          | 80.3%         |
| Fleet                     | 24,834,731              | 16.2%         |
| Infrastructure            | 827,202                 | 0.5%          |
| Facilities                | 625,000                 | 0.4%          |
| Transit Technologies      | 84,855                  | 0.1%          |
| Transit Security & Safety | 1,665,900               | 1.1%          |
| Other Programs            | 2,079,062               | 1.4%          |
| <b>Total</b>              | <b>\$ 153,196,585</b>   | <b>100.0%</b> |



## Capital Improvement Program cont.

### Impact of Capital Improvements on Operating Budget

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

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

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

| Project Name                            | FY 2013   | FY 2014    | FY 2015    | FY 2016    | FY 2017    |
|---|-----------|------------|------------|------------|------------|
| Amtrak-Folsom Limited Stop Service      | \$ -      | \$ 259,000 | \$ 533,000 | \$ 533,000 | \$ 548,000 |
| Green Line to the River District (GL-1) | 2,210,000 | 2,274,000  | 2,340,000  | 2,340,000  | 2,409,000  |
| Blue Line to Cosumnes River College     | -         | -          | -          | 4,523,000  | 5,579,000  |

#### Footnotes:

<sup>1</sup> The operating budget impact for first year is a partial year for these projects, the estimated completion dates are: Amtrak-Folsom Limited Stop Service FY 2014; Green Line to the River District (GL-1) FY 2012; Blue Line to Cosumnes River College FY 2015;

<sup>2</sup> Operating cost shown above for each capital project consists of the following expense categories: Salaries and Benefits 64.6%, Professional Services 16.8%, Materials and Supplies 6.3%, Utilities 4.8%, Casualty and Liability 5.8%, and Others 1.7%



## Capital Improvement Program cont.

### Five-Year Capital Improvement Plan

On February 27, 2012, the RT Board of Directors adopted the updated Five-Year Capital Improvement Plan (CIP) that identified RT's critical capital funding priorities between FY 2012 and FY 2016. The CIP is updated annually as part of the annual budget process to reflect changing priorities and availability of funding. The FY 2012-2013 capital budget represents the one year capital spending plan for RT. RT staff plans to update the CIP in January 2013.

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

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

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

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

- Tier 0        projects are fully funded
- Tier I        high priority projects established by the RT Board that are not fully funded
- Tier II       projects are contingent upon revenue being available
- Tier III      projects are identified as opportunity-based and are unfunded based upon current revenue projections, but there is potential for State and other funding sources to promote these projects
- Tier IV      projects are longer term future projects, planned for completion from 2016 to 2043, contingent upon adequate future revenues becoming available

## Capital Improvement Program cont.

The FY 2013 Budget shows projects as adopted for funding in the CIP (page 123). The Capital Project Expenditure Plan (pages 124-125) lists RT's existing capital projects, shows historical expenditures, projected expenditures for FY 2013, and includes a capital expenditure projection for FY 2014 and beyond. RT forecasts capital project expenditures of approximately \$138.4 million in FY 2013.





Fiscal Year 2012-2013 Budget

Capital Improvement Program

## Capital Improvement Funding Additions

| Program                                    | Project Name  | Tier | Funded Through FY 2012 | FY 2013 Budget Funding | Future Funding Additions | Total Project Cost Through FY 2013 |
|--|---|------|------------------------|------------------------|--------------------------|------------------------------------|
| <b>System Expansion Programs</b>           |   |      |                        |                        |                          |                                    |
| 402  | Green Line Light Rail Extension                               | I    | \$ 20,572,590          | \$ 640,000             | \$ 1,080,896,410         | \$ 1,102,109,000                   |
| 410  | Blue Line to Cosumnes River College                           | I    | 80,965,350             | 120,805,984            | 68,228,666               | 270,000,000                        |
| F  | Amtrak/Folsom Light Rail Extension                            | I    | 268,134,206            | 278,851                | -                        | 268,413,057                        |
| S010                                       | South Loop Streetcar Phase I & II                             | IV   | -                      | 1,355,000              | 218,558,127              | 219,913,127                        |
| <b>System Expansion Total</b>              |   |      | <b>369,672,146</b>     | <b>123,079,835</b>     | <b>1,367,683,203</b>     | <b>1,860,435,184</b>               |
| <b>Fleet Programs</b>                      |   |      |                        |                        |                          |                                    |
| B040                                       | Neighborhood Ride Vehicle Replacement (Gasoline)              | II   | 2,078,409              | 500,000                | 17,702,207               | 20,280,616                         |
| B100                                       | CNG Existing Bus Fleet Replacement (2013 - 2042)              | II   | 6,250,000              | 9,375,000              | 378,973,842              | 394,598,842                        |
| G225                                       | Non-Revenue Vehicle Replacement                               | I    | 1,378,940              | 4,423,044              | 35,135,335               | 40,937,319                         |
| R085                                       | UTDC LR Vehicle Retrofit and Mid Life Refurbishment           | I    | 13,380,539             | 10,536,687             | -                        | 23,917,226                         |
| <b>Fleet Program Total</b>                 |   |      | <b>23,087,888</b>      | <b>24,834,731</b>      | <b>431,811,384</b>       | <b>479,734,003</b>                 |
| <b>Infrastructure Programs</b>             |   |      |                        |                        |                          |                                    |
| 4017                                       | Bus Stop Improvement Program                                  | I    | 286,883                | 180,000                | 4,861,922                | 5,328,805                          |
| R255                                       | Richards Blvd/12th & 16th St Grade Xing                       | 0    | 1,185,601              | 647,202                | -                        | 1,832,803                          |
| <b>Infrastructure Program Total</b>        |   |      | <b>1,472,484</b>       | <b>827,202</b>         | <b>4,861,922</b>         | <b>7,161,608</b>                   |
| <b>Facilities Programs</b>                 |   |      |                        |                        |                          |                                    |
| F015                                       | Facilities New Freedom-Add Mini-Hi's to Light Rail Station    | 0    | -                      | 625,000                | -                        | 625,000                            |
| <b>Facilities Program Total</b>            |   |      | <b>-</b>               | <b>625,000</b>         | <b>-</b>                 | <b>625,000</b>                     |
| <b>Transit Technologies Programs</b>       |   |      |                        |                        |                          |                                    |
| T003                                       | Google Transit Trip Planner                                   | 0    | 47,747                 | 84,855                 | 10,994                   | 143,596                            |
| <b>Transit Technologies Program Total</b>  |   |      | <b>47,747</b>          | <b>84,855</b>          | <b>10,994</b>            | <b>143,596</b>                     |
| <b>Transit Security &amp; Safety</b>       |   |      |                        |                        |                          |                                    |
| T005                                       | CPUC General Order 172 - LRV Camera                           | 0    | -                      | 305,482                | -                        | 305,482                            |
| T006                                       | LRV System AVL Equipment                                      | 0    | -                      | 401,025                | -                        | 401,025                            |
| T007                                       | Rail Infrastructure Hardening, Surveillance and Monitoring #2 | 0    | -                      | 317,000                | -                        | 317,000                            |
| T008                                       | Completion Fiber Optics Communications Backbone               | 0    | -                      | 417,900                | -                        | 417,900                            |
| T009                                       | Data Center Redundancy & Reliability                          | 0    | -                      | 53,709                 | -                        | 53,709                             |
| T010                                       | Light Rail Facility Hardening                                 | 0    | -                      | 170,784                | -                        | 170,784                            |
| <b>Transit Security &amp; Safety Total</b> |   |      | <b>-</b>               | <b>1,665,900</b>       | <b>-</b>                 | <b>1,665,900</b>                   |
| <b>Other Programs</b>                      |   |      |                        |                        |                          |                                    |
| G230                                       | Certificates of Participation Payments                        | I    | 16,783,213             | 2,079,062              | 4,160,250                | 23,022,525                         |
| <b>Other Programs Total</b>                |   |      | <b>16,783,213</b>      | <b>2,079,062</b>       | <b>4,160,250</b>         | <b>23,022,525</b>                  |
| <b>Total</b>                               |   |      | <b>\$ 411,063,478</b>  | <b>\$ 153,196,585</b>  | <b>\$ 1,808,527,753</b>  | <b>\$ 2,372,787,816</b>            |

\* All project expenditures are subject to available funding.



## Capital Project Expenditure Plan

| Program                                   | Project Name  | Tier | Expended Through FY 2012 | FY 2013 Budget Expenditures | Future Expenditures  | Total Project Cost through FY 2013 |
|---|---|------|--------------------------|-----------------------------|----------------------|------------------------------------|
| <b>System Expansion Programs</b>          |   |      |                          |                             |                      |                                    |
| 410                                       | Blue Line to Cosumnes River College                               | I    | \$ 56,947,123            | \$ 90,000,000               | \$ 123,052,877       | \$ 270,000,000                     |
| 230                                       | Northeast Corridor Enhancements (Phase 1)                         | I    | 23,451,071               | 749,984                     | 10,298,946           | 34,500,000                         |
| 404                                       | Green Line to the River District (GL-1)                           | 0    | 48,057,881               | 942,120                     | -                    | 49,000,000                         |
| 402                                       | Green Line Light Rail Extension                                   | I    | 15,025,145               | 2,000,000                   | 1,085,083,855        | 1,102,109,000                      |
| F   | Amtrak/Folsom Light Rail Extension                                | I    | 267,787,147              | 317,179                     | 308,731              | 268,413,057                        |
| S010                                      | Sacramento-West Sacramento Streetcar Starter Line                 | IV   | -                        | 1,085,000                   | 218,828,127          | 219,913,127                        |
| <b>System Expansion Total</b>             |   |      | <b>411,268,366</b>       | <b>95,094,283</b>           | <b>1,437,572,536</b> | <b>1,943,935,184</b>               |
| <b>Fleet Programs</b>                     |   |      |                          |                             |                      |                                    |
| 651                                       | Siemens Light Rail Vehicle Mid-Life Overhaul                      | 0    | 7,198,425                | 1,388,944                   | 1,359,043            | 9,946,412                          |
| G225                                      | Non-Revenue Vehicle Replacement                                   | I    | 763,690                  | 1,702,683                   | 38,470,947           | 40,937,319                         |
| R001                                      | CAF Light Rail Vehicle Painting                                   | 0    | -                        | 447,500                     | 547,500              | 995,000                            |
| R085                                      | UTDC Light Rail Vehicle Retrofit and Mid Life Refurbishment       | I    | 1,632,282                | 6,646,338                   | 15,638,607           | 23,917,226                         |
| R110                                      | Siemens E & H Ramp Replacement                                    | 0    | 117                      | 660,000                     | 659,883              | 1,320,000                          |
| R320                                      | Light Rail Bucket & Platform Trucks                               | 0    | 86                       | 250,000                     | 124,915              | 375,000                            |
| <b>Fleet Program Total</b>                |   |      | <b>9,594,599</b>         | <b>11,095,465</b>           | <b>56,800,894</b>    | <b>77,490,957</b>                  |
| <b>Infrastructure Programs</b>            |   |      |                          |                             |                      |                                    |
| G238                                      | Repairs per Biennial Bridge Inspection                            | II   | 44,789                   | 111,212                     | 1,721,000            | 1,877,000                          |
| M002                                      | University/65th Street Transit Center Relocation                  | I    | 267,484                  | 452,517                     | 2,925,000            | 3,645,000                          |
| R255                                      | Richards Blvd/12th & 16th St Grade Xing                           | 0    | 422,944                  | 647,202                     | 762,657              | 1,832,803                          |
| R280                                      | Amtrak-Folsom Limited Stop Service                                | 0    | 235,641                  | 460,477                     | 11,303,882           | 12,000,000                         |
| R321                                      | Sacramento Intermodal Facility High Speed Rail (HSR) Connectivity | 0    | -                        | 15,295,000                  | 28,405,000           | 43,700,000                         |
| <b>Infrastructure Program Total</b>       |   |      | <b>970,857</b>           | <b>16,966,407</b>           | <b>45,117,539</b>    | <b>63,054,803</b>                  |
| <b>Transit Oriented Development</b>       |   |      |                          |                             |                      |                                    |
| 0542                                      | Transit Oriented Development at 13th Street LR Station            | 0    | -                        | 37,500                      | 37,500               | 75,000                             |
| 0543                                      | Transit Oriented Development at Power Inn LR Station              | 0    | 26,300                   | 18,646                      | 30,054               | 75,000                             |
| <b>Transit Oriented Development Total</b> |   |      | <b>26,300</b>            | <b>56,146</b>               | <b>67,554</b>        | <b>150,000</b>                     |
| <b>Facilities Programs</b>                |   |      |                          |                             |                      |                                    |
| 4007                                      | ADA Transition Plan Improvements                                  | I    | 294,757                  | 157,062                     | 5,336,181            | 5,788,000                          |
| 4011                                      | Facilities Maintenance & Improvements                             | I    | 2,239,856                | 438,143                     | 18,898,121           | 21,576,120                         |
| 645                                       | Major Light Rail Station Enhancements                             | I    | 5,184,474                | -                           | 43,399,808           | 48,584,282                         |
| 715                                       | Bus Maintenance Facility #2 (Phase 1)                             | I    | 16,871,407               | 8,555,229                   | 20,771,701           | 46,198,337                         |
| B017                                      | Citrus Heights Transit Enhancements                               | II   | -                        | 363,450                     | 1,136,550            | 1,500,000                          |
| F011                                      | Facilities New Freedom Tasks-Audible Feature Signal               | 0    | -                        | 257,799                     | -                    | 257,799                            |
| F012                                      | Facilities New Freedom Tasks-DWT's & Guidestrips RT bus loops     | 0    | -                        | 40,000                      | -                    | 40,000                             |
| F013                                      | Facilities New Freedom Tasks-Upgrade Startline Mini-Hi's          | 0    | -                        | 100,000                     | -                    | 100,000                            |
| F015                                      | Facilities New Freedom Tasks-Add Mini-Hi's to Light Rail Stations | 0    | -                        | 237,070                     | 387,930              | 625,000                            |
| R319                                      | Light Rail Station Rehab Project                                  | 0    | -                        | 79,500                      | 79,500               | 159,000                            |
| <b>Facilities Program Total</b>           |   |      | <b>24,590,494</b>        | <b>10,228,253</b>           | <b>90,009,791</b>    | <b>124,828,538</b>                 |
| <b>Transit Technologies Programs</b>      |   |      |                          |                             |                      |                                    |
| G035                                      | Fiber/50-Fig Installation, Maintenance, & Repair                  | II   | 174,335                  | 25,000                      | 278,075              | 477,410                            |
| G240                                      | Additional Fare Vending Machines/Spares                           | 0    | 386,700                  | 50,000                      | 763,301              | 1,200,000                          |
| T003                                      | Google Transit Trip Planner                                       | 0    | 47,747                   | 84,855                      | 10,994               | 143,596                            |
| <b>Transit Technologies Program Total</b> |   |      | <b>608,782</b>           | <b>159,855</b>              | <b>1,052,370</b>     | <b>1,821,006</b>                   |



### Capital Project Expenditure Plan cont.

| Program                                    | Project Name  | Tier | Expended Through FY 2012 | FY 2013 Budget Expenditures | Future Expenditures     | Total Project Cost through FY 2013 |
|--|---|------|--------------------------|-----------------------------|-------------------------|------------------------------------|
| <b>Transit Security &amp; Safety</b>       |   |      |                          |                             |                         |                                    |
| B133                                       | Bus Lot Improvements  | 0    | 66,306                   | 319,900                     | 253,795                 | 640,000                            |
| H022                                       | Completing Electronic Messaging Sign Deployment               | I    | 129,122                  | 423,463                     | 294,343                 | 846,927                            |
| H023                                       | Rail Infrastructure Hardening, Surveillance and Monitoring #1 | I    | -                        | 124,455                     | 124,454                 | 248,909                            |
| T001                                       | LRV Video Surveillance System Upgrade                         | 0    | -                        | 200,000                     | 325,350                 | 525,350                            |
| T005                                       | CPUC General Order 172 - LRV Camera                           | 0    | -                        | 305,482                     | -                       | 305,482                            |
| T006                                       | LRV System AVL Equipment                                      | 0    | -                        | 401,025                     | -                       | 401,025                            |
| T007                                       | Rail Infrastructure Hardening, Surveillance and Monitoring #2 | 0    | -                        | 317,000                     | -                       | 317,000                            |
| T008                                       | Completion Fiber Optics Communications Backbone               | 0    | -                        | 417,900                     | -                       | 417,900                            |
| T009                                       | Data Center Redundancy & Reliability                          | 0    | -                        | 53,709                      | -                       | 53,709                             |
| T010                                       | Light Rail Facility Hardening                                 | 0    | -                        | 170,784                     | -                       | 170,784                            |
| <b>Transit Security &amp; Safety Total</b> |   |      | <b>195,427</b>           | <b>2,733,718</b>            | <b>997,941</b>          | <b>3,927,086</b>                   |
| <b>Other Programs</b>                      |   |      |                          |                             |                         |                                    |
| 4024                                       | General Construction Management Support Services              | II   | 357,303                  | 21,673                      | 3,106,024               | 3,485,000                          |
| 4025                                       | General Engineering Support Services                          | II   | 313,689                  | 10,030                      | 1,899,970               | 2,223,689                          |
| G230                                       | Certificates of Participation Payments                        | I    | 16,783,213               | 2,079,062                   | 4,160,250               | 23,022,525                         |
| <b>Other Program Total</b>                 |   |      | <b>17,454,205</b>        | <b>2,110,765</b>            | <b>9,166,244</b>        | <b>28,731,214</b>                  |
| <b>Total</b>                               |   |      | <b>\$ 464,709,029</b>    | <b>\$ 138,444,892</b>       | <b>\$ 1,640,784,868</b> | <b>\$ 2,243,938,788</b>            |

\* All project expenditures are subject to available funding.





## Statistical Section



### Demographic and Economic Indicators Last Ten Fiscal Years

|      | Population <sup>1,2</sup> |                      | Personal Income <sup>1,2</sup><br>(In Thousands) |                      | Per Capital Personal <sup>1</sup><br>Income |                      | Unemployment Rate <sup>3</sup> |                      |
|------|---------------------------|----------------------|--|----------------------|---|----------------------|--------------------------------|----------------------|
|      | Sacramento<br>County      | Six-County<br>Region | Sacramento<br>County                             | Six-County<br>Region | Sacramento<br>County                        | Six-County<br>Region | Sacramento<br>County           | Six-County<br>Region |
| 2003 | 1,328,531                 | 2,117,946            | 42,564,972                                       | 69,870,550           | 32,039                                      | 32,990               | 5.90%                          | 6.10%                |
| 2004 | 1,348,932                 | 2,158,889            | 45,282,367                                       | 75,034,013           | 33,569                                      | 34,756               | 5.60%                          | 5.80%                |
| 2005 | 1,360,816                 | 2,189,899            | 47,563,421                                       | 79,258,385           | 34,952                                      | 36,193               | 5.00%                          | 5.20%                |
| 2006 | 1,369,563                 | 2,218,269            | 50,165,916                                       | 84,523,505           | 36,629                                      | 38,103               | 4.80%                          | 4.90%                |
| 2007 | 1,381,161                 | 2,245,937            | 52,572,684                                       | 88,921,252           | 38,064                                      | 39,592               | 5.40%                          | 5.60%                |
| 2008 | 1,394,438                 | 2,273,938            | 54,078,812                                       | 92,217,442           | 38,782                                      | 40,554               | 7.20%                          | 7.40%                |
| 2009 | 1,408,601                 | 2,298,630            | 52,377,247                                       | 89,058,617           | 37,184                                      | 38,744               | 11.30%                         | 11.50%               |
| 2010 | 1,422,094                 | 2,321,806            | 53,612,730                                       | 91,477,503           | 37,700                                      | 39,399               | 12.70%                         | 12.90%               |
| 2011 | 1,427,961                 | 2,327,914            | Not available                                    | Not available        | Not available                               | Not available        | 12.10%                         | 12.30%               |
| 2012 | 1,435,153                 | 2,341,006            | Not available                                    | Not available        | Not available                               | Not available        | 11.00%                         | 11.50%               |

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

1. 2003-2010 U.S. Department of Commerce, Bureau of Economic Analysis, *CA1-3 Personal income population, per capital personal income*.

2. 2011-2012 State of California, Department of Finance, E-1 City, County and State Population Estimates, 2011-2012.

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



### Principal Employers Current Year and Ten Years Ago

| Employer                                | Fiscal Year 2012 |      |                                       | Fiscal Year 2003 |      |                                       |
|---|------------------|------|---------------------------------------|------------------|------|---------------------------------------|
|   | Employees        | Rank | Percentage of Total County Employment | Employees        | Rank | Percentage of Total County Employment |
| State of California                     | 69,763           | 1    | 11.46%                                |                  |      |                                       |
| Sacramento County                       | 11,450           | 2    | 1.88%                                 |                  |      |                                       |
| UC Davis Health System                  | 7,725            | 3    | 1.27%                                 | 9,000            | 1    | 1.48%                                 |
| Dignity Health                          | 7,069            | 4    | 1.16%                                 | 6,709            | 6    | 1.10%                                 |
| Intel Corporation                       | 6,633            | 5    | 1.09%                                 | 7,000            | 5    | 1.15%                                 |
| Kaiser Permanente                       | 6,360            | 6    | 1.04%                                 | 7,480            | 4    | 1.23%                                 |
| Sutter Health Sacramento Sierra Region  | 5,765            | 7    | 0.95%                                 | 8,250            | 2    | 1.35%                                 |
| Elk Grove Unified School District       | 5,021            | 8    | 0.82%                                 |                  |      |                                       |
| Sacramento City Unified School District | 5,000            | 9    | 0.82%                                 |                  |      |                                       |
| San Juan Unified School District        | 4,700            | 10   | 0.77%                                 |                  |      |                                       |
| Raley's Inc.                            |                  |      |                                       | 7,746            | 3    | 1.27%                                 |
| SBC Communications                      |                  |      |                                       | 5,753            | 7    | 0.94%                                 |
| Hewlett-Packard                         |                  |      |                                       | 4,000            | 8    | 0.66%                                 |
| Bank of America                         |                  |      |                                       | 3,500            | 9    | 0.57%                                 |
| Wal-Mart                                |                  |      |                                       | 3,220            | 10   | 0.53%                                 |
| <b>Total</b>                            | <b>129,486</b>   |      | <b>21.26%</b>                         | <b>62,658</b>    |      | <b>10.28%</b>                         |

Sources: Fiscal Year 2012, Sacramento Business Journal  
Fiscal Year 2003, Sacramento Area Commerce and Trade Organization



## Appendix



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## GLOSSARY OF TERMS AND ABBREVIATIONS

### A

#### Absenteeism

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

#### Accessible Service

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

#### Accessibility

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

#### Accidents

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

#### Accidents per 100,000 Miles

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

#### Accountability

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

#### Accounting

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

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## Glossary cont.

### Accounting Cycle

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

### Accrual Basis of Accounting

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

### Accrued Expense

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

### Accrued Revenue

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

### Activity Center

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

### Americans with Disability Act (ADA)

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

### ADA Trip Denials

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

### Advertising Revenue

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

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## Glossary cont.

### 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 cont.

### Authorization

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

### Average Daily Weekday Ridership

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

### Average Weekday Boardings

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

## B

### Baseline

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

### Basis of Accounting

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

### Boarding

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



## Glossary cont.

### Bond

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

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

### Budget

1. Any financial plan serving as an estimate of and control over a future fiscal period of operation (includes income and expenditure).

2. Any systematic plan for the utilization of manpower, materials, or other resources.

- *Adopted* - Official budget approved by the Board of Directors.
- *Amended* - Changes to the Adopted Budget that is formally approved by the Board of Directors.
- *Base* - Activities, which support a core level of service.
- *Budget Call* - The formal request for upcoming fiscal year financial plans from each Department within the Agency.
- *Capital Budget* - The financial plan, which outlines the cost of carrying on activities that relate to/meet the criteria for capitalization. Development of the capital budget includes a decision-making process by which an agency evaluates the purchase/construction of fixed assets.
- *Expense Budget* - The financial plan which outlines the costs of carrying on activities that do not meet the criteria for capitalization.
- *General Manager's Recommended Budget* - The financial planning document recommended by the General Manager to the Board of Directors.

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## Glossary cont.

### Budget cont.

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

### Budget Resolution

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

### Budgeting

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

### Budget Process

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

### Budgetary Control

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

## Glossary cont.

### C

#### Capital Assets

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

#### Capital Expenditure

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

#### Capital Maintenance

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

#### Capital Outlay (See Capital Expenditure)

#### Capital Project

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

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

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

Tier 0 projects are fully funded

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

Tier II projects are contingent upon revenue being available

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

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

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## Glossary cont.

### Certificate of Participation (COP)

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

### Charters

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

### Circulator (Routes)

Routes serving neighborhoods or specific areas.

### Commendations Per Million Passengers

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

### Commercial Paper

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

### Complaints Per Million Passengers

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

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

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

### Contingency

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

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## Glossary cont.

### Contributed Capital

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

### Corridor

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

### Cost Center

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

### Cost Per Passenger

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

### Cost Per Revenue Hour

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

### Cost Per Revenue Mile

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

### Crimes Committed Per Million Passengers

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

## Glossary cont.

### D

#### Debt

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

#### Debt Service

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

#### Department

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

#### Depreciation

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

#### Direct Cost

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

#### Discretionary

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

#### Division

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

## Glossary cont.

### E

#### Employee Availability Days

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

#### Enterprise Fund

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

#### Enterprise Resource Planning (ERP)

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

#### Environmental Impact Statement (EIS)

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

#### Expenditure

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

#### Expense Category

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

#### Express (Routes)

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

## Glossary cont.

### E

#### Farebox Revenue

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

#### Farebox Recovery Ratio

The percentage of operating costs paid by transit riders, required by California Public Utilities Code Section 99268.2 and 99268.3, derived by dividing total fare revenues by total operating expenses minus purchased transportation.

#### Fare Revenue (See Farebox Revenue)

#### Favorable Variance

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

#### Federal

United States Government

#### Federal Transit Administration (FTA)

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

#### Financial Analysis

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

#### Fiscal Year

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

#### Final Design

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



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## Glossary cont.

### Final Design cont.

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

### Financial Forecasting Model

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

### Finding of No Significant Impact (FONSI)

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

### Fixed Costs

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

### Fixed Assets

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

### Forecast

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

### FTE (Full-Time Equivalent)

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

### Full-time Authorized Employee

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

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## Glossary cont.

### Fund

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

### Fund Balance

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

## **G**

### Generally Accepted Accounting Principles (GAAP)

A widely accepted set of rules, conventions, standards, and procedures for reporting financial information, as established by the Government Accounting Standards Board and the Financial Accounting Standards Board.

### Goal

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

### Government Accounting Standards Board (GASB)

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

### Government Finance Officers Association (GFOA)

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

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## Glossary cont.

### H

#### Headcount

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

#### High Occupancy Vehicle (HOV)

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

#### Hub Miles

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

### I

#### Indirect costs

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

#### Infrastructure

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

#### Intelligent Transportation Systems (ITS)

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

#### Intergovernmental Agreement (IGA)

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

## Glossary cont.

### Intern

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

### International Brotherhood of Electrical Workers (IBEW)

The union representing mechanics and other maintenance employees.

### Investment Income

Interest from investing any available working capital.

## J

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

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

### Joint Development

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

### Joint Venture (Service)

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

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## Glossary cont.

### L

#### Lease

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

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

#### Light Rail

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

Light Rail Transit (LRT) (See Light Rail)

Light Rail Vehicle (See Vehicles – Light Rail)

#### Limited (Routes)

Routes serving high-density corridors with less frequent stops than local routes.

#### Line Item

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

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## Glossary cont.

### Local (Routes)

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

### Lost Service Maintenance Road Call

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

## M

### Marginal Cost

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

### Materials and Supplies (costs)

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

### Mean Distance Between Failures

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

### Medium Bus

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

### Miles (See Service Miles)

### Multi-Year Project

A project that requires more than one year to complete.

## Glossary cont.

### N

#### Net Assets

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

#### New Freedoms

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

#### Notice to Proceed (NTP)

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

### O

#### Object Classification

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

#### Objective(s)

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

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

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

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## Glossary cont.

### On-Time Performance

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

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

### Operating

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

### Operating Expense

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

### Operating Cost Recovery Ratio

The ratio of operating revenues divided by eligible costs, including depreciation.

### Operating Revenue

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

### Operator Complaint

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



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## Glossary cont.

### Other Expenses

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

### Other Income

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

### Outside Services (costs)

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

### Overhead

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

### Overtime

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

## P

### Paratransit

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

### Park and Ride

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

## Glossary cont.

### Pass through to recipients

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

### Passenger (See Boardings)

### Peak Vehicles (See Vehicles - Peak)

### Performance Measure

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

### Permanent Part-Time Employee

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

### Preliminary Engineering (PE)

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

### Principal

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

### Privatization

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

### Program

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

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## Glossary cont.

### 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.

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## Glossary cont.

### Regional (Routes)

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

### Represented Employee

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

### Retained earnings

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

### Revenue

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

### Revenue Service

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

### Revenue Vehicles (See Vehicles - Revenue)

### Ridership

Total number of riders, passengers or boardings.

### Risk

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

## Glossary cont.

### S

#### Salaried Employee

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

#### Sales Tax

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

#### Self-Insurance

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

#### Service Hours

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

#### Service Miles

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

#### Small Bus

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

#### Station

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

#### Stock-out

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

#### Subrogation

Recovery of part or all of third party insurance settlements.

## Glossary cont.

### Subsidy

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

### Supervisory Control and Data Acquisition (SCADA)

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

### Support Vehicles (see Vehicles - Support)

### Swap

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

## T

### Temporary Employee

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

### Ticket Vending Machines (TVM)

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

### Tort

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

### Transit Bus

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

## Glossary cont.

### Transit Center

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

### Transit Oriented Development

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

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

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

### Trip

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

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

## U

### Unallocated

Not appropriated for a specific purpose.

### Uncontrollable Cost

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

### Unfavorable Variance

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

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## Glossary cont.

### Urban Land Institute (ULI)

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

## V

### Vacancy Savings

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

### Variance

The difference between planned costs and actual costs.

### Variable Cost

Cost that fluctuates with the level of operational activity.

### Vehicles

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

## W

### Working Capital

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





## List of Acronyms

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

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**List of Acronyms cont.**

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

## List of Acronyms cont.

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





# Regional Transit

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