



Sacramento Regional Transit District

# FISCAL YEAR 2018 BUDGET

For the period of July 1, 2017 to June 30, 2018



**Regional Transit**

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# Fiscal Year 2018 Budget

*For the period of July 1, 2017 to June 30, 2018*



**Sacramento Regional Transit District**

Prepared by the Finance Division



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# General Manager/CEO Budget Message

## General Manager/CEO's Budget Message

I am pleased to present to you the annual operating and capital budget for Fiscal Year 2018 (FY 2018). It is important to note that the balanced budget was accomplished without utilizing operating reserve nor any reduction in the levels of service to our customers. In putting our FY 2018 budget together, the primary objective was to present a sustainable budget and set the District on a course toward long-term financial stability and to reorient our business model toward one of innovating and expanding services. The District is committed to a promising future with optimism, flexibility and resilience. This is in keeping with the vision, innovation and leadership, which are the bedrock of the District's financial success.

### ***Charting a New Direction***

SacRT is undergoing an historic transformation to optimize service, modernize our infrastructure, and bring greater value to our region.

In the past 24 months, SacRT has been well on its way to its Journey to Excellence, and significant progress has been made to improve the fiscal stability of Sac RT, attract new riders and heighten our commitment to providing clean, safe and convenient mobility for people who live, work and play in the Sacramento region.

SacRT is excited to build upon this progress via the newly implemented Major Goals and Objectives (see page 24). These goals and objectives are an ambitious, but essential, set of goals and specific initiatives to improve efficiencies, increase service and frequency, focus on "Customers First" culture and address "State of Good Repair" challenges to ensure a sustainable future. SacRT has developed an extensive light rail system that serves as our region's transportation backbone, and our community has an immediate interest in further expanding light rail to high demand corridors, as well as ensuring the bus network keeps up with the future travel demand.

The region deserves a high performing transit system and the time is right for Sacramento to pursue a world-class regional mobility network.

### ***A World-Class Sacramento Regional Transit District***

**Our vision is driven by customer input and key success factors:**

**"Customers First"** – SacRT is undergoing a fundamental cultural change, placing customer interests first in all plans, decisions, investments and actions.

**Clean, Safe, & Convenient Experience** – SacRT is committed to operating a more clean, safe and convenient light rail and bus system. SacRT has increased front-line employees (i.e., cleaners and transit agents), which has already resulted in a much cleaner and safer system – this continues to be a top priority.

## General Manager/CEO's Budget Message continued

**Building Stronger Partnerships** – SacRT is committed to developing meaningful partnerships, engaging with the public, and fully understanding the mobility needs and desires of Sacramento's diverse communities.

**System-Wide Route Optimization** – SacRT is preparing for a comprehensive route optimization study to analyze how we should be serving people taking trips in different areas of the region. SacRT will take a fresh look at the system from a “blank slate” or “starting from scratch” standpoint. In order to optimize route and service connectivity, Sac RT will leverage innovative approaches like bike or ride-share services to bridge the first and last mile trip barriers, and build a seamless mobility network that will include electric and autonomous vehicles.

**Financial Stability** – SacRT is dedicated to strengthening our finances and has tapped innovative revenue sources to fund maintenance and capital investments. SacRT has relentlessly optimized business practices to bring our financial house in order (in the last eight months, SacRT has built up an emergency cash reserve of \$6M with a fiscal year-end goal of \$9-10M).

### Innovation and Service Expansions

**Expanding Coverage and Frequency with Community-Oriented Transit Systems** – to provide improved frequency and coverage, by enhancing neighborhood circulation with buses that will serve community activity centers and connect to regional Sac RT services, including nearby light rail stations. Ideas considered include:

- **Arden-Arcade** – improve frequency and neighborhood connections to regional SacRT services, including light rail.
- **Carmichael** – improve neighborhood circulator service and connections to American River College and light rail.
- **Citrus Heights** – improve neighborhood circulator service in Citrus Heights and provide better connections to regional SacRT services, including over the American River to nearby light rail in Folsom, and implement the innovative new microtransit SmaRT Ride service.
- **Downtown Sacramento** – add circulator buses to connect major attractions.
- **Fair Oaks** – improve neighborhood circulator service and provide better connections to regional SacRT services, including light rail.
- **Land Park** – improve neighborhood circulator service and connections major activity center, such as the Sacramento Zoo.



## General Manager/CEO's Budget Message continued

- **North Highlands** – improve connections with regional SacRT services, including the Blue Line (Watt/I-80), and between North Highlands and Citrus Heights.
- **North/South Natomas** – improve neighborhood coverage further into North Natomas and west of I-5, with connections to downtown and major activity centers.
- **Orangevale** – improve neighborhood circulator service and connections to light rail in Folsom and Citrus Heights. Expand City Ride, demand response bus service, from Citrus Heights to Orangevale.
- **Pocket** – improve neighborhood circulator service and services into downtown Sacramento.
- **Rancho Cordova** – link light rail and bus service that enters Rancho Cordova to more major employment and activity centers in the City of Rancho Cordova; provide expanded service in the currently unserved areas of Rancho Cordova.
- **Rio Linda** – improve neighborhood circulator service that connects to North Sacramento and light rail.
- **Rosemont** – improve neighborhood service and connections between Rosemont and regional SacRT services, including light rail.
- **South Sacramento** – improve connections to the city of Elk Grove, the Blue Line, and currently unserved areas near French Road and Gerber Road.





## General Manager/CEO's Budget Message continued

### **SacRT system enhancement over the next 10 to 15 years would modernize and expand the service in the region**

- **Replacement of all current light rail vehicles with new low-floor vehicles** to provide greater accessibility and faster boarding speed for all riders.
- **Double-tracking** of the light rail system (Gold Line) to Folsom to allow for 15-minute service between Folsom, Rancho Cordova, and downtown Sacramento.
- **High frequency bus routes increased to connect to light rail services** – with the possibility of Bus Rapid Transit (BRT) in certain corridors such as Watt Avenue, Sunrise Boulevard, or Florin Road.
- **Improved Connectivity with Partner Cities** – New connections, extended hours and increased frequency, linking cities and communities across the region.
  - High capacity service to the Sacramento International Airport.
  - High capacity service to city of Elk Grove.
  - High capacity service to city of Roseville.
  - High capacity service to city of West Sacramento.
  - High capacity service to the city of Davis.

### **Operating Budget**

The FY 2018 Operating and Capital budgets were approved by the Sacramento Regional Transit District (SacRT) Board of Directors on June 12, 2017. Both are steady state conservative budgets that control costs but provide sufficient resources for SacRT to continue to enhance operations and quality service. The Operating Budget was balanced with revenues equal to expenses of \$161.3 million, which is about \$1.2 Million less than the previous fiscal year and \$8 million less than what it would have been if past trends were followed.

## General Manager/CEO's Budget Message continued

### Capital Program

During this past year, SacRT staff updated and the SacRT Board of Directors adopted the five-year Capital Improvement Plan (CIP) based on the vision articulated above. The FY 2018 - FY 2022 CIP was approved by the SacRT Board in November 2017. The CIP is updated annually as part of the operating and capital budget process.

The FY 2018 Capital budget includes a total of \$295.1 million comprised of \$224 Million of new funding and \$71.1 Million of funding carried-forward from previous years. The \$224 Million of new funding is comprised of \$101.9 million of Federal funding, \$82.3 million of State funding, and \$39.8 of local funding. Major projects included for new funding during FY 2018 include Downtown/Riverfront Streetcar, Siemens light rail vehicle (LRV) mid-life overhaul, UTDC LRV retrofit and refurbishment, enhanced employee protection warning system, safety and security upgrades, radio communication upgrades, fare vending machines, information signage, and an electrical substation relocation.

### Outlook

This budget and associated plans are SacRT's commitment to the people of the Sacramento region. SacRT will accomplish this through regional leadership and by providing quality service in a respectful, innovative, yet sustainable manner. SacRT will continue to focus on customer service and provide safe, clean, and reliable transportation service that meets the needs of an increasing mobile region. To prepare for future needs, SacRT will build and continuously develop a highly skilled transportation workforce. SacRT will continue to challenge itself to meet the growing transportation needs of the Sacramento region.

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

Sincerely,



Henry Li  
General Manager/CEO





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## Board of Directors



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## Board of Directors

**Andy Morin, Chair**  
City of Folsom

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

**Linda Budge**  
City of Rancho Cordova

**Jeff Harris**  
City of Sacramento

**Steve Hansen**  
City of Sacramento

**Pat Hume**  
City of Elk Grove

**Rick Jennings II**  
City of Sacramento

**Steve Miller**  
City of Citrus Heights

**Don Nottoli**  
County of Sacramento

**Jay Schenirer**  
City of Sacramento

**Phil Serna**  
County of Sacramento

## Board of Directors Alternates

**Steve Detrick**  
City of Elk Grove

**David Sander**  
City of Rancho Cordova

**Jeff Slowey**  
City of Citrus Heights

## Budget Adoption Resolution

RESOLUTION NO. 17-06- 0089

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

June 12, 2017

### APPROVING THE SACRAMENTO REGIONAL TRANSIT DISTRICT FY 2018 OPERATING, DEBT SERVICE, CAPITAL BUDGETS AND VOTE ALLOCATION

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

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

THAT, the Sacramento Regional Transit District's FY 2018 Operating Budget of \$161.3 million and Capital Budget of \$295.1 million as set forth in attached Exhibit A is hereby approved.

THAT, the following voting distribution for FY 2018 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	37
City of Rancho Cordova	10
City of Citrus Heights	5
City of Elk Grove	4
City of Folsom	3
Total	100



ANDREW J. MORIN, Chair

ATTEST:

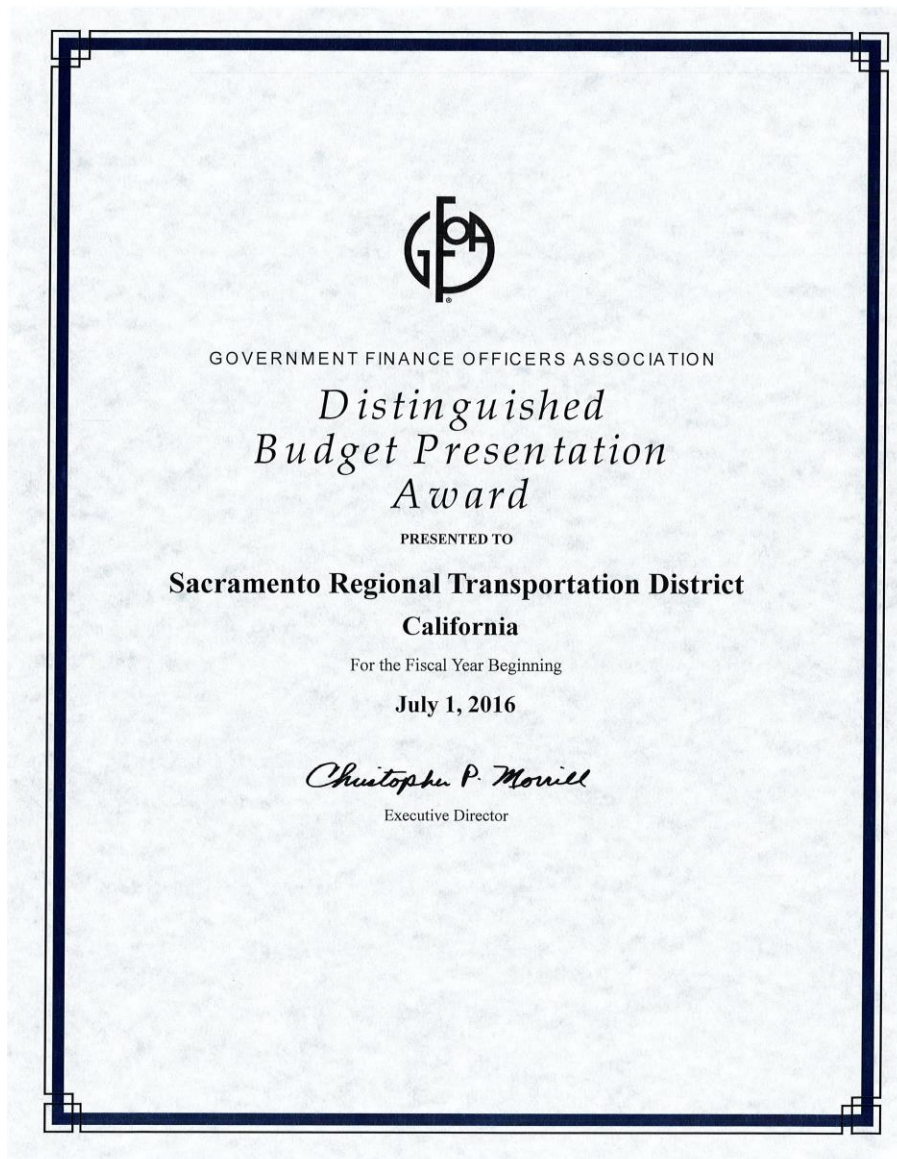
HENRY LI, Secretary

By:   
Cindy Brooks, Assistant Secretary

## Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Sacramento Regional Transit District for the Annual Budget beginning July 01, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This was the tenth consecutive year that the District received the award.

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





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## Executive Management Team



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## Executive Management Team

**Henry Li**  
General Manager/CEO

**Tim Spangler**  
Chief Counsel

**Mark Lonergan**  
Deputy General Manager/COO

**Alva Carrasco**  
Deputy Chief Operating Officer

**Brent Bernegger**  
VP, Finance/CFO

**Laura Ham**  
VP, Planning and Accountability

**Neil Nance**  
VP, Engineering and Facilities

**Suzanne Chan**  
VP, Administration

**Lisa Hinz**  
Chief, Security Operations and Police Services

**Olga Sanchez-Ochoa**  
Deputy Chief Counsel

**Devra Selenis**  
VP, Communications and Partnerships

## Management & Budget Team

**David Goldman**  
Director of Management & Budget

**Maureen Ring**  
Grants Manager

**Nadia Mokhov**  
Senior Financial Analyst

**Carol Cherry**  
Senior Grants Analyst

**Judy Wong**  
Senior Financial Analyst

**Joe Paglieroni**  
Senior Grants Analyst

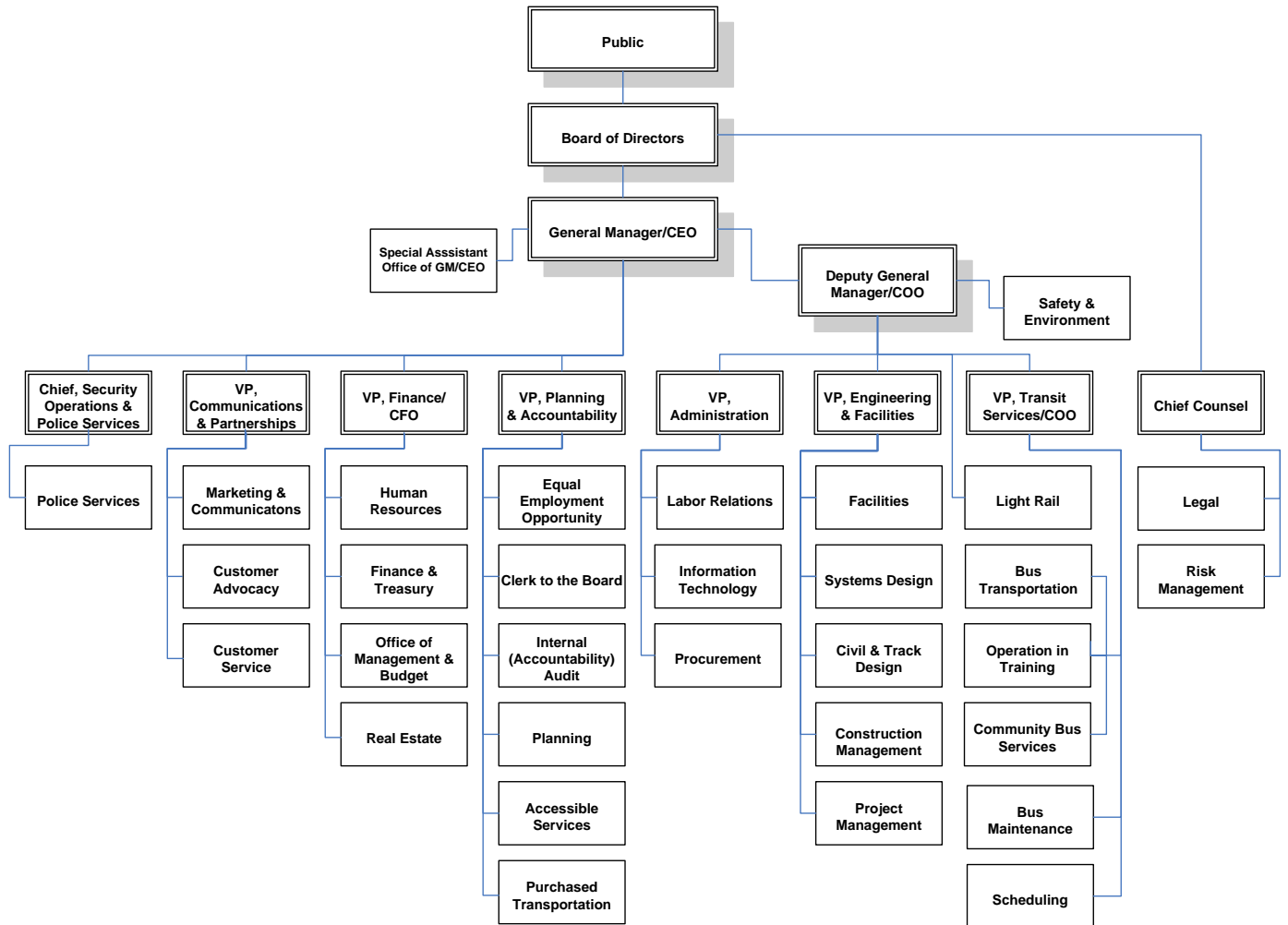
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# Organizational Structure



# Sacramento Regional Transit District Organizational Structure



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## District Overview



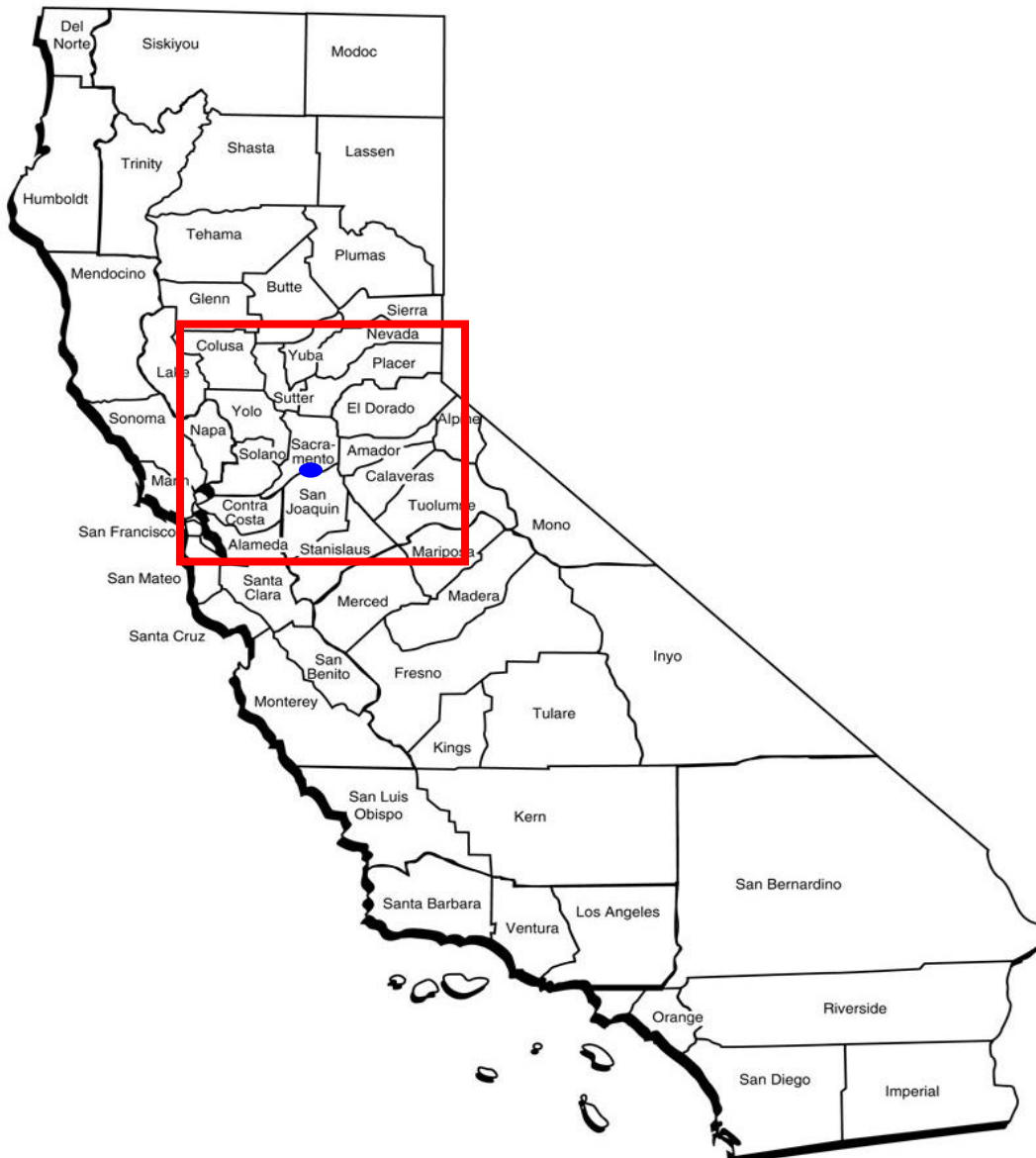


## District Overview

### District Profile

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

### Counties in California



City of Sacramento

## District Profile continued

### Population

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

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

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

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

### Employment

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

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

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

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

### Climate









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

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

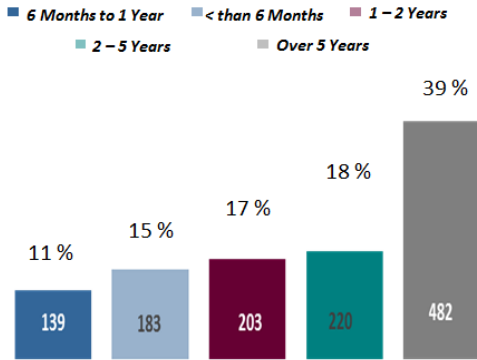
Source: NOAA Technical Memorandum NWS WR-272, "Climate of Sacramento, California"

## District Profile continued

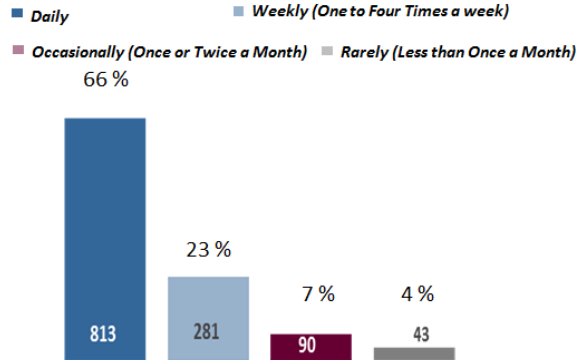
### Customers

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

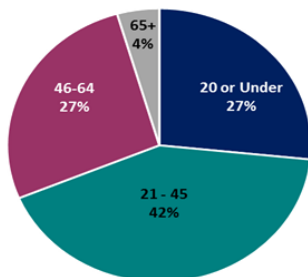
#### 1. How long have you been riding SacRT?



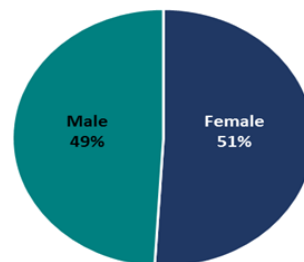
#### 2. How often do you ride SacRT?



#### 16. Age



#### 15. Gender



## District Profile continued

### Highlights

<b>Sacramento Regional Transit District</b>	Constructs, operates, and maintains a comprehensive mass transportation system that serves 367 square miles in Sacramento County
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<b>Bus Service</b>	
Power	Compressed Natural Gas, Diesel, Gasoline
Routes	69
Schedule	4:41 am to 11:38 pm daily
Stops	3,100+
Vehicles	197 - 40' CNG Buses 23 - Shuttle Vans
Annual Ridership	10,100,000

<b>Light Rail Service</b>	
Power	Electrical
Miles	42.9
Schedule	3:49 am to 12:59 am daily
Stops	53
Vehicles	88
Annual Ridership	10,900,000

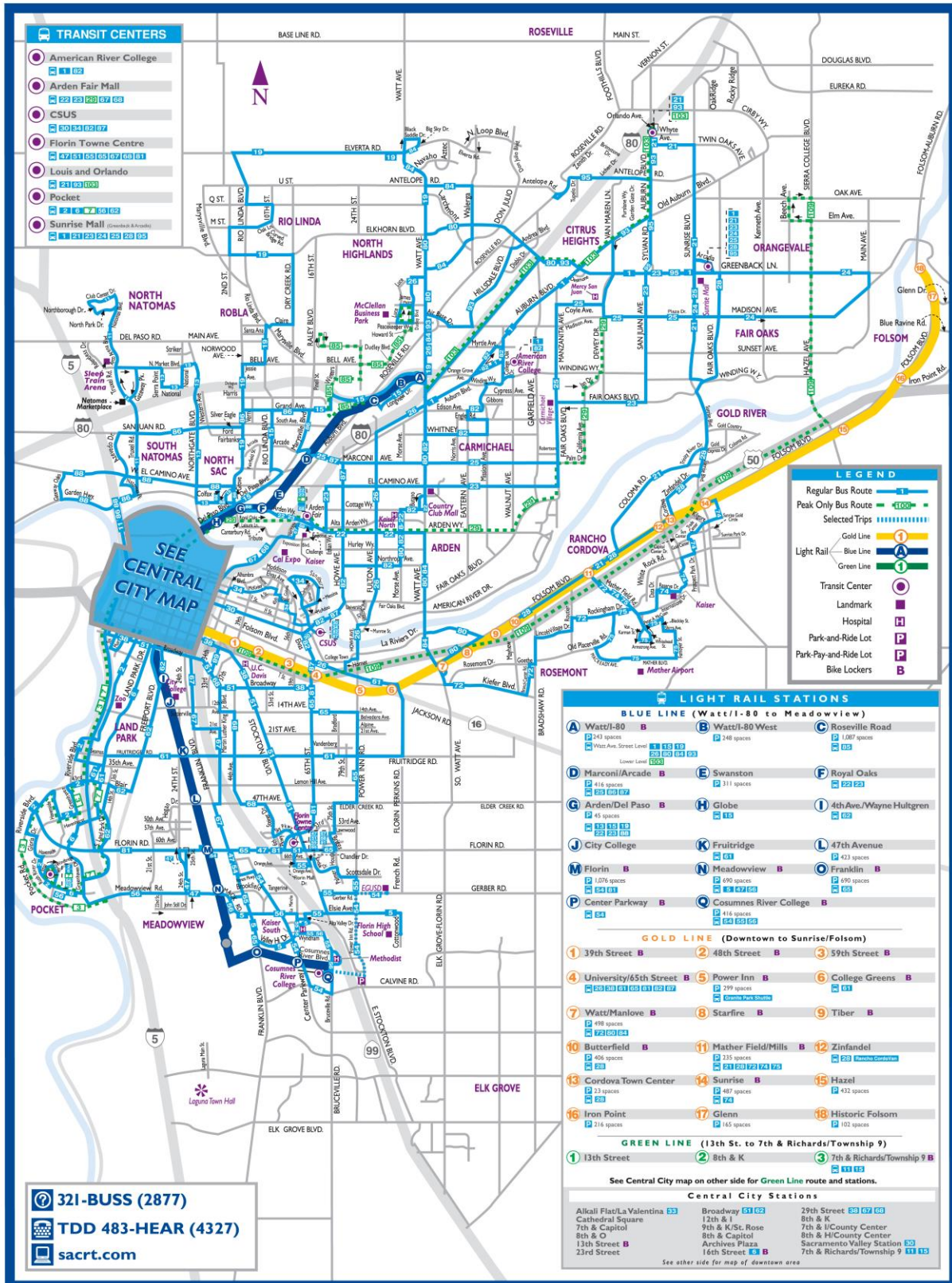
<b>Paratransit</b>	
ADA Passenger Trips Provided	340,370
ADA Vehicle Revenue Miles	3,501,434
Vehicles	102

<b>Passenger Amenities/ Customer Service</b>	
Transfer Centers	32
Park & Ride	22
Annual Customer Service Calls	233,132
Customer Info Line	(916) 321-2877
Website	<a href="http://www.sacrt.com">www.sacrt.com</a>

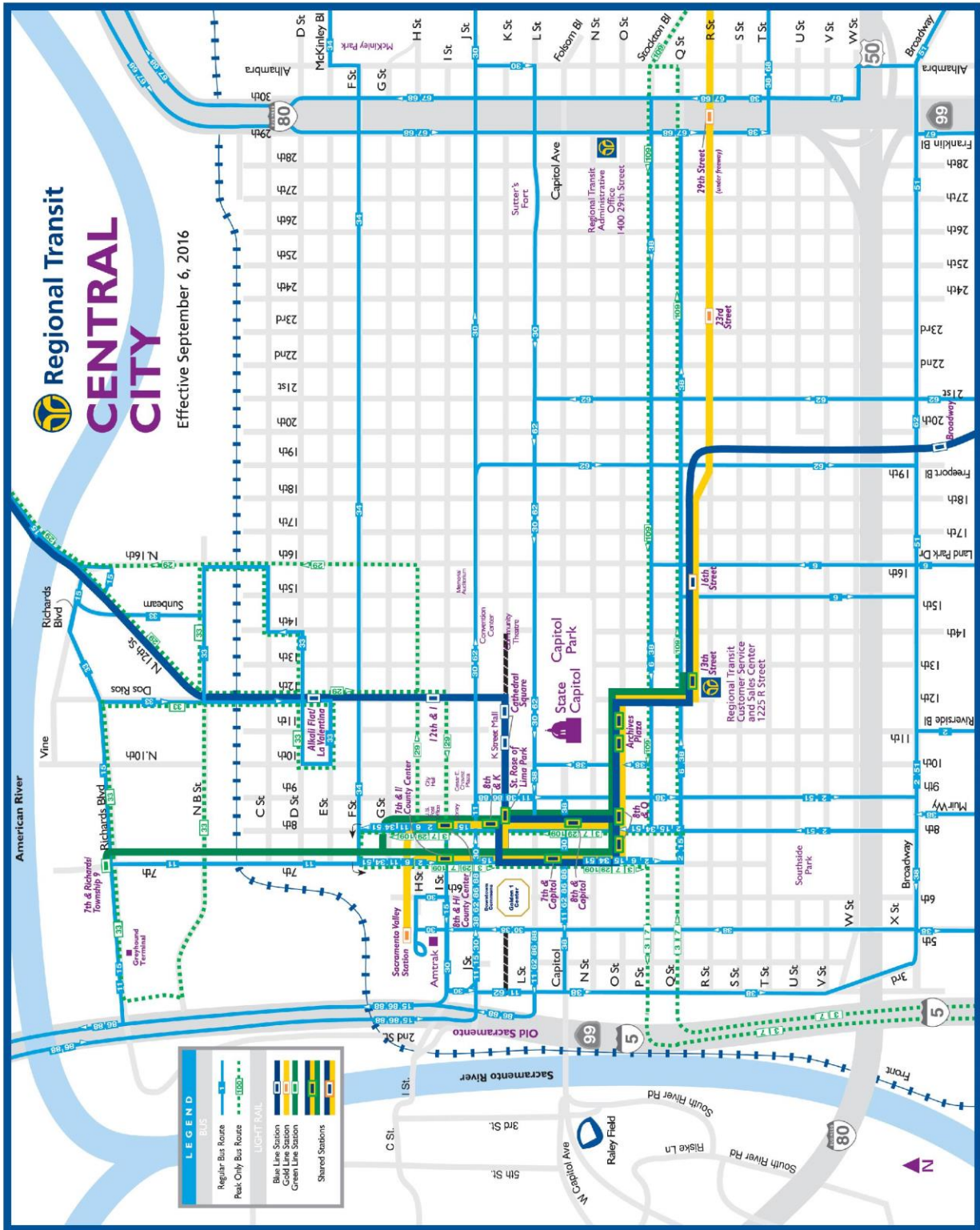
<b>History</b>	
April 1, 1973	Began operations by acquiring the assets of Sacramento Transit Authority
1973	Completed new maintenance facility and purchased 103 new buses
1987	Opened the 18.3 mile light rail system, linking the northeastern Interstate 80 and southeastern Highway 50 corridors with Downtown Sacramento
September 1998	Completed the first light rail extension from Butterfield to Mather Field/Mills Station
September 2003	Opened the South Line (Blue Line), extending light rail 6.3 miles to South Sacramento
June 2004	Extended light rail from Mather Field/Mills to Sunrise Boulevard
October 2005	Extended light rail 7.4 miles from Sunrise Boulevard to Folsom
December 2006	Extended light rail 0.5 miles to Sacramento Valley Station (Amtrak)
June 2012	Opened the 1.1 mile Green Line extension connecting downtown to the River District
September 2015	Extended light rail 4.3 miles from Meadowview to Cosumnes River College



# Sacramento Regional Transit District Service Area Map



## Central Sacramento Service Area Map



## Strategic Plan

Adopted by the Board of Directors in January 2015, SacRT's Strategic Plan reaffirms SacRT's commitment to improve access in the Sacramento region by providing fiscally responsible transit service.

The Strategic Plan outlines the way SacRT will navigate challenges and explore opportunities as it seeks to connect people to resources with consideration and support of regional goals.

SacRT's Strategic Plan requires SacRT to shape activities to support identified Values and Goals, responsibly manage all agency actions and commitment of resources, and measure performance.

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

This plan is SacRT's commitment to the people of the Sacramento Region. SacRT will accomplish this through regional leadership and by providing quality service in a respectful and sustainable manner. SacRT will continue to focus on customer service and provide safe, clean, and reliable transportation service. To prepare for future needs in the 21st Century, SacRT will build and continuously develop a highly skilled transportation workforce. SacRT will continue to challenge itself to meet the growing transportation needs of the Sacramento Region.

The SacRT Strategic Plan's Mission, Vision, Values, and Goals are listed on the following page. The plan is best seen as an evolving process, not a rigid or fixed document. This plan will change as the needs of the Region change and will reflect the transportation requirements of the Region. The updated SacRT Strategic Plan was recently adopted by the Board of Directors and is currently being implemented.



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## Strategic Plan continued

### Mission Statement

The purpose of the Sacramento Regional Transit District (SacRT) is to promote and improve access in the Sacramento region by providing safe, reliable, and fiscally responsible transit service that links people to resources and opportunities.

### Vision Statement

The Sacramento Regional Transit District strives to connect people to resources and opportunities while stimulating livable communities and supporting economic development by providing an efficient and fiscally sustainable transit system that attracts and serves riders by offering an appealing transportation choice.

### Values

- Quality Service & Innovation: SacRT is committed to providing safe, reliable, and cost efficient public transit services, and initiating innovative technologies to improve service effectiveness.
- Customer Service: SacRT places customers first by providing quality transit services and amenities with convenient and easily understood access at an affordable price.
- Respect & Professionalism: SacRT is committed to treating its customers and employees with dignity and respect, recognizing the importance and value of each individual.
- Fiscal Responsibility: SacRT is committed to the pursuit of efficient use of resources and of secure and stable funding sources.
- Integrity & Accountability: SacRT acknowledges its responsibility for actions and performance with an uncompromising commitment to truth, honesty and high ethical standards. SacRT is committed to compliance with regulatory requirements and industry standards and efforts to improve upon existing practices.
- Quality, Diverse & Positive Work Force: SacRT is committed to increasing employee effectiveness and satisfaction through effective communication, teamwork, appropriate resource availability, appreciation of varied abilities, and professional development opportunities.
- Regional Leadership & Coordination: SacRT is committed to work with area stakeholders to create a “world class” transit system that supports livable communities and related efforts.



## Strategic Plan continued

### Values continued

- Health and Safety: SacRT is committed to achieve an optimal level of safety for our employees, customers and the general public by minimizing risk of injury and property loss and promoting a sound safety culture throughout the organization.
- Sustainability: SacRT is committed to environmentally sensitive services and practices.

### Goals

#### Fundamental Goals

- Ensure Financial Stability
- Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner
- Operate in an Ethical Manner
- Invest in the Attraction, Development & Retention of a Quality Workforce

#### Growth Goals

- Improve Access Within and Between Communities in the Sacramento Region in a Cost-Effective Manner
- Increase Transit Market Share in the Sacramento Region
- Adjust to Legislative & Regulatory Changes and to Stakeholder & Community Initiatives, and Support Complementary Efforts



## SacRT Major Goals and Objectives in FY 2018

- **Operator Attendance Control** – As part of the recent negotiations with the Amalgamated Transit Union (ATU), SacRT and ATU have agreed to work together to put into place new attendance control measures with the objective of reducing missed trips, improving customer service, reducing costs, streamline SacRT’s processes, and improving service reliability.
- **Route Optimization Study (ROS) - Phase 1.** With recent downward ridership trends, staff is working on a project to find ways to increase ridership. This project will have many phases and include extensive community engagement. The goal will be to re-imagine SacRT’s system to be consistent with current travel patterns, increase ridership, and reallocate any additional resources. The effort will also seek public input regarding the expansion and customer service priorities for SacRT with increases in funding.
- **Paratransit Business Model** – SacRT understands that lower costs means additional funding, which can be put into service improvements. Finding new ways to provide high quality service to the public, as well as individuals with disabilities, and seniors, in the most cost effective manner will ensure the sustainability of this critical service.
- **IT Modernization** – SacRT wants to be on the cutting edge of technology. Offering innovative rider tools to our customers will improve the customer experience by making it easier to ride, quicker to get train information, and provide for faster payment options, including a permanent mobile fare app; real time light rail train arrival information; smart card fare payment system; free Wi-Fi; expanded public information systems; and a secondary light rail warning system.
- **Security Program** – Phase 1. SacRT has been very focused on making our system more secure. This starts with additional staff presence on the trains and 24 hour monitoring in the security operations center. There will be increased inspections to reduce theft on the system and improved crime reporting statistics.
- **Safety Program** – Phase 1. Using technology to improve safety efforts is critical. Better training, and employee and community safety awareness is key. The goal will be to reduce the number of accidents per mile and reduce any findings and recommendations from the California Public Utilities Commission (CPUC).
- **Strategic Communications** – Ensuring that our customers can easily navigate SacRT’s bus and light rail system and understand how easy it is to pay and ride is critical to attracting new customers. This will involve launching new programs and incentive options that will encourage more people to try transit. This will be done through creative partnership and incentive programs. This effort will also serve to educate the general public regarding the benefits of transit to the community as a whole.

## SacRT Major Goals and Objectives in FY 2018 continued

- **Employee and Labor Relations** – Salaries and benefits continue to be the largest cost factor for transit agencies, as this is the operational engine behind a successful system. Maintaining an open line of communication with our employees improves productivity and morale, which equates to new ideas and dedication that benefits all. We will develop our priorities and provide new forums for members to give feedback and listen to their concerns.
- **Organizational Excellence and Culture Change** – We are striving to be a “world class” organization that attracts and retains a quality workforce while providing the necessary training and mobility opportunities for employees to succeed. We will foster professional development and keep up with industry best practices. Motivation, partnership and teamwork will be a message that all employees will hear. All of this will help improve performance in areas such as increased revenues, reduced expenses, improved on time performance, increased inspection rates, and the creation of new jobs.
- **Campus Master Plan** – SacRT will examine ways to modernize our facilities. This will begin with a comprehensive plan to relocate all administrative staff to one central facility to improve communication. This will improve morale and efficiency.
- **Transit Oriented Development (TOD)** – We are examining our various surplus properties to determine if they can be sold to developers that could use the land for purposes that encourage transit use and potentially increase our ridership.
- **Sustainability and Business Process Optimization** – SacRT has adopted new fiscal policies to improve its long-term financial position. We are dedicated to strengthening our finances by tapping innovative revenue sources and conducting relentless organizational optimization to fund maintenance and capital investments and to build reserves. Moving forward, we will continue to strive to find new ways to improve our business processes, keep expenses down, and generate opportunities to boost operating revenues. We are implementing a strategic effort to educate the public about the benefits of transit and how local funding is important to create a “world class” public transit system.

## Long-Term Financial Policies

### Fiscal Sustainability Policy

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

### Comprehensive Reserve Policy

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

### Farebox Recovery Policy

- Protect and maximize available public funding by, at minimum, meeting the farebox recovery ratio required by the California Transportation Development Act as amended, and other funding and grant provisions each and every year.

## Long-Term Financial Policies continued

- Help SacRT consistently pay ordinary operating costs with current revenues, without accessing multi-year reserves to balance the budget.
- Help SacRT maintain a favorable bond rating, and reasonable interest rates, recognizing that rating services and lenders rely heavily on SacRT's fare revenue trends to determine financial health and credit risk.
- Determine the appropriate target for the farebox recovery ratio in creating a sustainable customer service, considering contributions to operating costs, capital, debt capacity and repayment, grant applications and conditions, and other obligations.
- Determine the time period over which the target farebox recovery ratio will be met considering financial capacity needs, ridership growth, cost control measures, average fare changes required, and impact to fare paying riders.
- Comply with applicable laws and funding regulations, some of which set minimum farebox recovery ratio standards.

## Fare Change Policy

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

## Long-Term Financial Policies continued

### TransitAction Plan (Long-Range Planning)

- The TransitAction Plan (TAP) is the District's vision for the next 25 years and long range planning tool. The TransitAction Plan includes the following transit network and supporting services (all subject to available funding):
  - Major improvements in capital projects;
  - New multi-functional transfer centers that will provide easy and convenient interchange between modes and services;
  - Major investments in operations to provide a comprehensive network with high-frequency services and longer operating hours;
  - Expanded fleet size; and
  - Improvements to information, ticketing, stops and stations, wayfinding, as well as further funding for safety and security.



## Financial Policies

### Accounting

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

### Revenues

- SacRT will continuously explore additional sources of revenue to help balance the budget, such as identifying on an annual basis excess capital property and equipment, including real property, and will make an ongoing attempt to sell such property to enhance revenue.
- SacRT will use the majority of eligible Section 5307 and 5337 formula federal grant funds for capital maintenance projects to minimize the time between appropriation and drawdown of federal funds.
- SacRT will continue to establish a fare structure with due consideration for
  - Consistency and equity throughout the District
  - Ease of use and simplicity
  - Maintaining or increasing ridership and fare revenues
  - Acceptability and marketability of fare structure to customers and the general public
  - Enforceability of fare payment
  - Meeting Fare Revenue Recovery ratio target established by the Board

## Financial Policies continued

### Revenues continued

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

### Expenditures

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

### Budget

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



## Financial Policies continued

### Budget continued

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



## Financial Policies continued

### Grants

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



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## Financial Policies continued

### Debt Service

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

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

### Current Debt

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

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

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

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## Financial Policies continued

### Capital Improvement Program

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

### Capitalized Assets

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

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

## Financial Policies continued

### Compensated Absences

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

### Risk Management and Self-Insurance

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

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

Type of Coverage	Self Insured Retention	Excess Coverage Per Occurrence
Workers' Compensation	\$2,000,000	\$25,000,000
Commercial General Liability		
Bus and Rail	\$3,000,000	\$200,000,000
* Property		
Buildings & Equipment- Blanket	\$100,000	\$121,728,715
Bus	\$100,000	
Light Rail	\$100,000	\$250,000,000
Specialty Vehicles	\$25,000	
Total Limit for all Covered Items:		\$250,000,000
Flood		
Buildings & Equipment	\$250,000	\$10,000,000
Inland Marine (Bus and Light Rail)	\$500,000	\$10,000,000

\* Includes revenue and non-revenue vehicles.

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

## Financial Policies continued

### Cost Allocation

- 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	$[\text{Bus Direct Cost} / (\text{Bus Direct Cost} + \text{Rail Direct Cost})] * \text{Total Indirect Cost}$
Rail Indirect Cost	$[\text{Rail Direct Cost} / (\text{Bus Direct Cost} + \text{Rail Direct Cost})] * \text{Total Indirect Cost}$

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



## Budget Process

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

	<b>Budget Calendar</b>	<b>FY 2018</b>
<b>Dates</b>	<b>Tasks</b>	<b>Responsible Dept.</b>
February 12	Budget and CIP Kickoff (budget documents provided on Headways)	OMB
February 16	Labor recovery allocations spreadsheets due	Departments
February 26	Preliminary labor reports provided	OMB
March 5	Budget documents due	Departments
Week of March 12	General Manager Budget Review	OMB/General Manager
Late March	Departments provided General Manager approved Preliminary Budget	OMB
April 9	Preliminary Budget presented to Board (60 day required review and comment per CPUC Sec. 102205)	Board
May 7	CIP due to General Manager	CFO/OMB/Grants
May 14	Budget public input Board Hearing	Board
May 21	Budget with updates from Board/public input due to General Manager	CFO/OMB
June 11	Final Public Hearing for FY 2018 Budget and 5-year CIP	Board

## Budget Amendments

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

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

## Voting System

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

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

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

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

On March 12, 2007, the SacRT Board of Directors adopted the new Schedule of Weighted Voting Distribution for the remainder of FY 2007. For all subsequent years, the Schedule is to be included in the proposed budget document and distributed to voting entities at least 60 days in advance of budget adoption. A summary of the tabulated vote shares adopted for the FY 2017 Budget and for the FY 2018 Proposed Abridged Budget is shown in the table below. A detailed FY 2018 Schedule of Weighted Voting is shown on the next page.

### Weighted Voting Shares by Jurisdiction

Jurisdiction	Status	Shares	
		FY 2017 Budget	FY 2018 Budget
County of Sacramento	Annex	42	41
City of Sacramento	Annex	36	37
City of Rancho Cordova	Annex	10	10
City of Citrus Heights	Contract	5	5
City of Elk Grove	Contract	4	4
City of Folsom	Contract	3	3
<b>Total</b>		<b>100</b>	<b>100</b>





## Voting System continued

### Weighted Voting Distribution Schedule

#### Fiscal Year 2018 Schedule of Weighted Voting Distribution Base Values\*

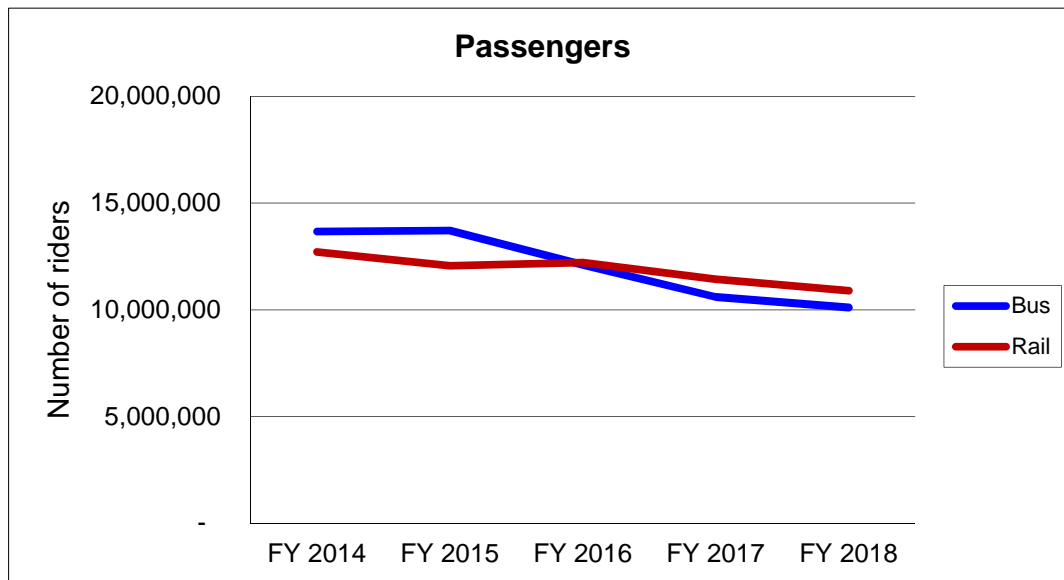
		<u>Federal Financial Information</u>							
Code Section:									
102205(b)(6)	<u>FY 17 Federal Funds Available in the Sacramento MSA</u>	37,432,440							
102205(b)(7)	<u>Allocation of Federal Funds to jurisdictions other than RT</u>	4,746,353							
102205(b)(8)	<u>FY 17 Federal Funds Available for use in RT Service Area:</u>	32,686,087							
		<u>Jurisdiction Specific Values</u>							
		City of Sacramento	County of Sacramento	Rancho Cordova	Citrus Heights	Folsom	Elk Grove	Totals:	
102205(b)(10)	<u>Population:**</u>	482,110	575,928	70,968	85,653	76,122	165,121	1,455,902	
	<u>Proportionate Population:</u>	33.11%	39.56%	4.87%	5.88%	5.23%	11.34%	100.00%	
	<u>Member:</u>	Yes	Yes	Yes	No	No	No		
102100.2, 102100.3		4	3	1	1	1	1	11	
102105.1(d)(2)(D)	<u>Federal Funds Attributed to Entity (Total Federal Funding x Share of Population):</u>	10,823,730	12,930,014	1,593,285	1,922,974	1,708,996	3,707,090	32,686,087	
102105.1(d)(2)(A), 102205(b)(3)	<u>FY 18 State TDA Funds Made Available to RT:</u>	22,779,863	25,770,579	3,353,262	0	0	0	51,903,704	
102105.1(d)(2)(B), 102205(b)(4)	<u>FY 18 Funds Provided Under Contract:</u>	397,688	50,000	289,818	3,334,877	1,182,729	350,000	5,605,112	
102105.1(d)(2)(C), 102205(b)(5)	<u>FY 18 Other Local Funds</u>	0	0	0	0	0	0	0	
102105.1(d)(2)	<u>Total Financial Contribution:</u>	34,001,281	38,750,593	5,236,365	5,257,851	2,891,725	4,057,090	90,194,903	
102105.1(d)(2)	<u>Proportionate Financial Contribution:</u>	37.70%	42.96%	5.81%	5.83%	3.21%	4.50%	100.00%	
		<u>Voting Calculation</u>							
		City of Sacramento	County of Sacramento	Rancho Cordova	Citrus Heights	Folsom	Elk Grove	Totals:	
102105.1(d)(1)	<u>Incentive Shares (5 for member jurisdictions)</u>	5	5	5	0	0	0	15	
102105.1(d)(2)	<u>Financial Contribution Shares (Proportionate Financial Share x Remainder of 100 shares):</u>	32.0429	36.5187	4.9348	4.9550	2.7252	3.8234	85.0000	
102105.1(d)(3)	<u>Total Shares:</u>	37.0429	41.5187	9.9348	4.9550	2.7252	3.8234	100.0000	
102105.1(d)(4)(i)	<u>Shares After Rounding:</u>	37	41	10	5	3	4	100	
102105.1(d)(4)(i), 102105.1(d)(4)(ii)	<u>Share Adjustment (To Ensure 100 Shares):</u>	37	41	10	5	3	4	100	
102105.1(d)(7)	<u>Distribution of Shares Among Members (Assuming All Members Present to Vote):***</u>								
	Member 1	10	14	10	5	3	4		
	Member 2	9	14	N/A	N/A	N/A	N/A		
	Member 3	9	13	N/A	N/A	N/A	N/A		
	Member 4	9	N/A	N/A	N/A	N/A	N/A		
	Member 5	N/A	N/A	N/A	N/A	N/A	N/A		
	<u>Total Votes:</u>	37	41	10	5	3	4	100	

\* In addition to the funding identified above, RT projects the following funds for operating purposes: \$39,755,998 - Measure A

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

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

## Trends



	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2018 to FY 2017	
						Amount	Percent
Bus	13,665,561	13,706,732	12,114,085	10,608,037	10,100,000	(508,037)	-4.8%
Rail	12,710,476	12,061,741	12,216,163	11,442,465	10,900,000	(542,465)	-4.7%
<b>Total</b>	<b>26,376,037</b>	<b>25,768,473</b>	<b>24,330,248</b>	<b>22,050,502</b>	<b>21,000,000</b>	<b>(1,050,502)</b>	<b>-4.8%</b>

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

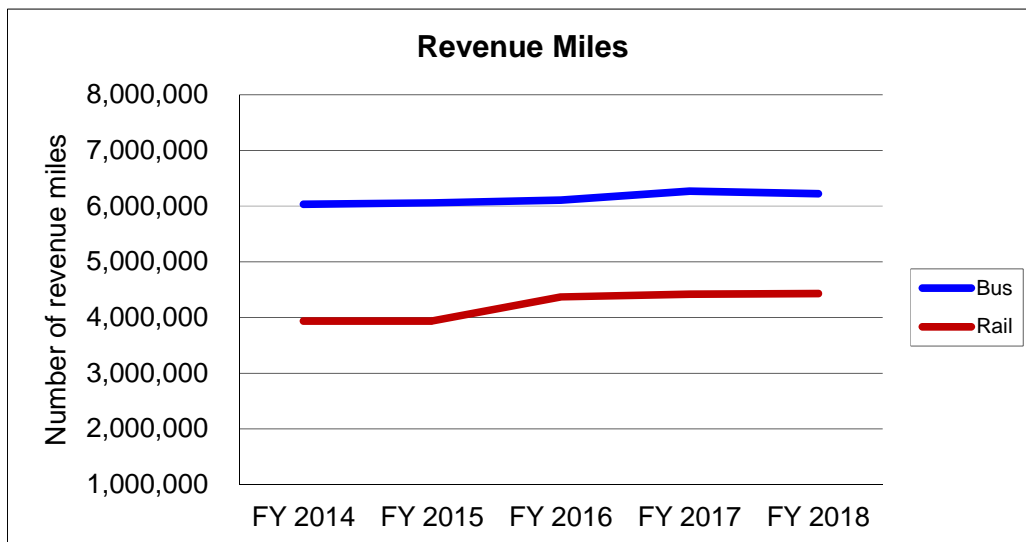
In FY 2015, total ridership decreased by 2.3% compared to FY 2014 mostly due to declines in Light Rail ridership.

In FY 2016, total ridership decreased by 5.6% compared to FY 2015. Bus ridership declined 11.6% mostly due to the changes to the bus lines around the new light rail extension. Light Rail ridership increased by 1.3% due to the opening of Blue Line to CRC light rail extension.

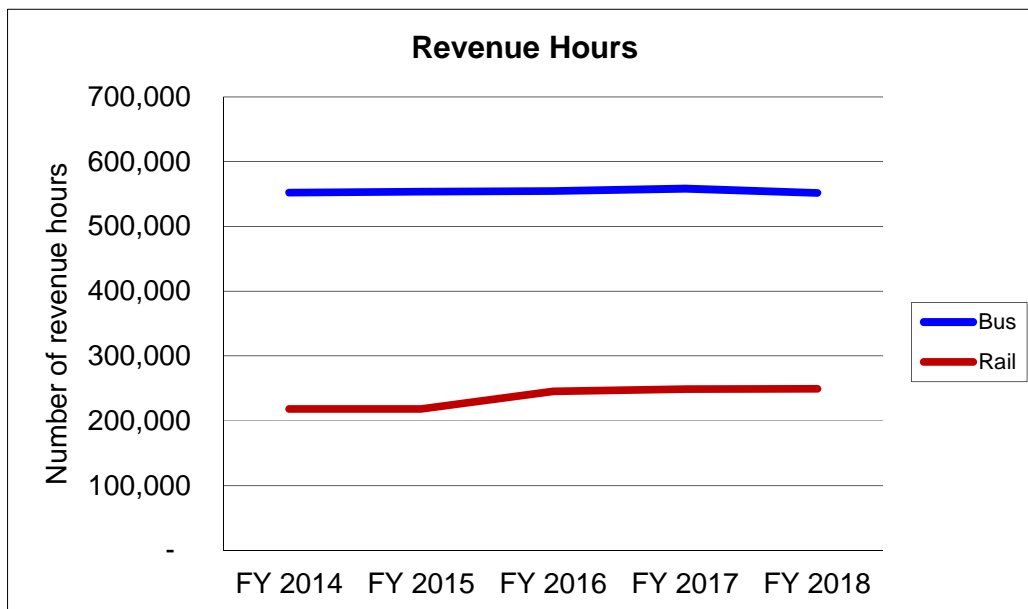
In FY 2017, total ridership decreased by 9.4% due to ridership deflection as a result of fare increase. Light Rail ridership decreased 6.3%. Bus ridership decreased 12.4%.

In FY 2018, total ridership is projected to decrease 4.8% due to declining ridership trends. Light Rail ridership is projected in decrease 4.7%. Bus ridership is projected to decrease 4.8%.

### Trends continued



	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2018 to FY 2017	
						Amount	Percent
Bus	6,034,989	6,061,184	6,110,248	6,268,752	6,226,081	(42,671)	-0.7%
Rail	3,936,754	3,936,282	4,369,541	4,421,880	4,428,950	7,070	0.2%
<b>Total</b>	<b>9,971,743</b>	<b>9,997,466</b>	<b>10,479,789</b>	<b>10,690,632</b>	<b>10,655,031</b>	<b>(35,601)</b>	<b>-0.3%</b>



	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2018 to FY 2017	
						Amount	Percent
Bus	552,250	553,657	554,526	558,534	551,440	(7,094)	-1.3%
Rail	218,077	218,118	245,203	248,913	249,327	414	0.2%
<b>Total</b>	<b>770,327</b>	<b>771,775</b>	<b>799,729</b>	<b>807,447</b>	<b>800,767</b>	<b>(6,680)</b>	<b>-0.8%</b>

## Trends continued

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

In FY 2014, bus and rail revenue hours increased 3.3% and 0.4% respectively due to a full year of the first phase of TransitRenewal implemented in September 2012 and a full year of Citrus Heights City Ride service as well as other minor bus service adjustments completed in January 2014.

In FY 2015, bus and rail revenue hours increased 0.3% and 0.02% respectively due to minor bus service adjustments completed in January and April of 2015.

In FY 2016, bus and rail revenue hours increased 0.2% and 12.4% respectively. Light Rail revenue hours increased due to the opening of Blue Line to CRC light rail extension.

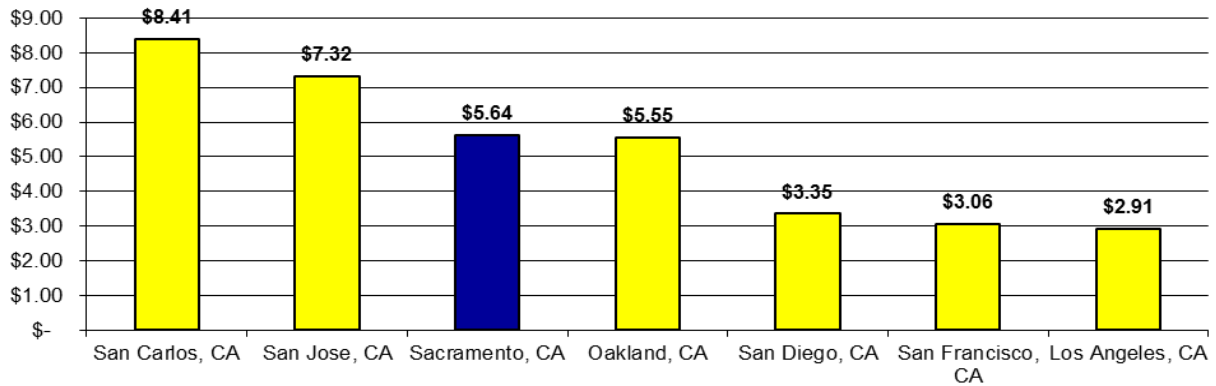
In FY 2017, bus and rail revenue hours increased 0.7% and 1.5% respectively. Rail revenue hours increased due to the full year of Blue Line to CRC light rail extension and due to additional service for major events in Golden 1 Center.

In FY 2018, bus revenue hours are projected to decrease 1.3% and rail revenue hours are projected to increase 0.2% respectively. The changes are due to minor modifications to bus and rail service.

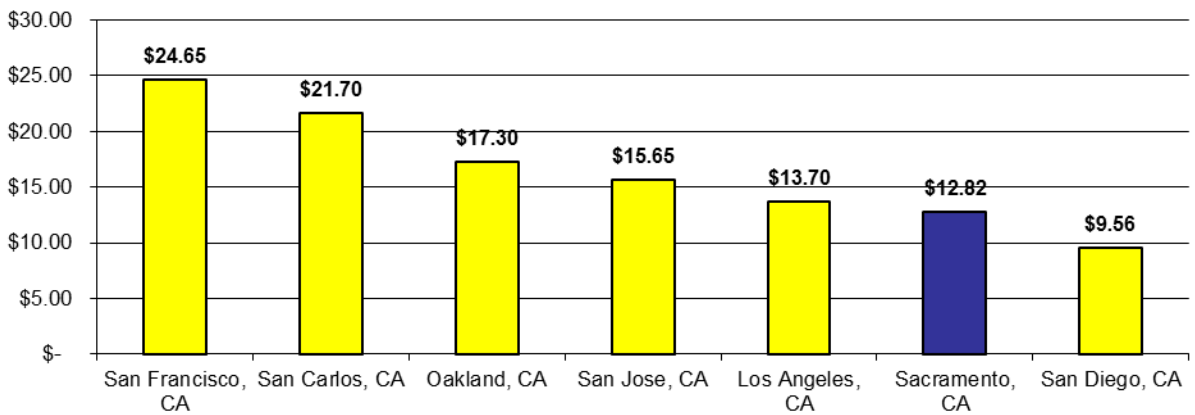




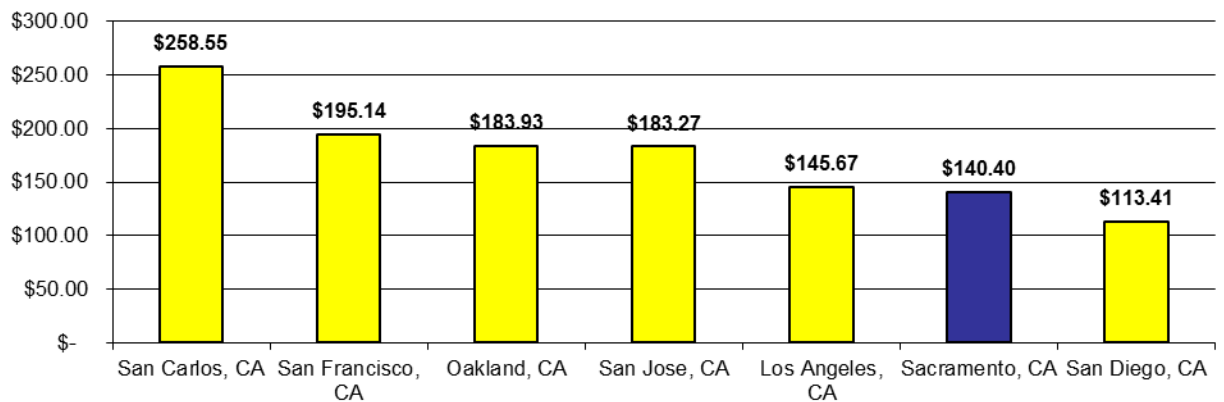
### Peer Comparison 2015 Bus Cost Per Passenger



### 2015 Bus Cost Per Revenue Mile

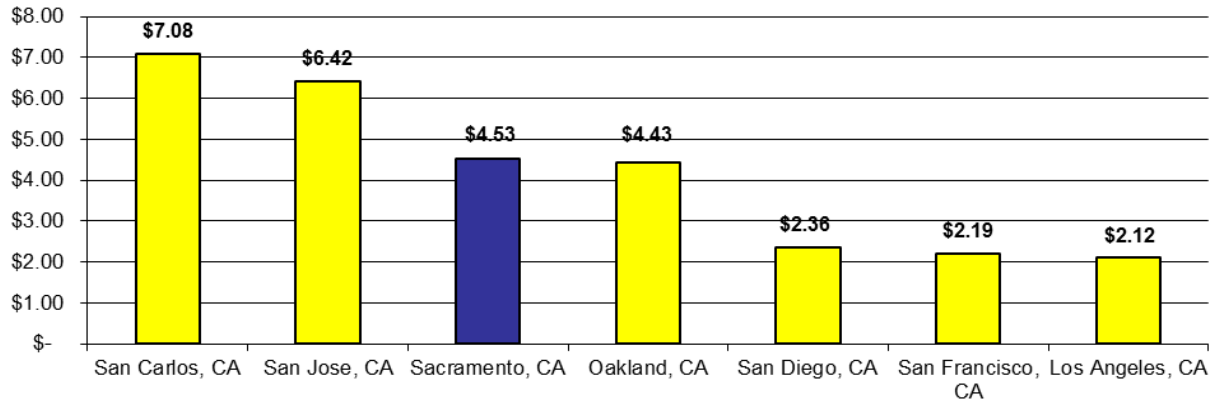


### 2015 Bus Cost Per Revenue Hour

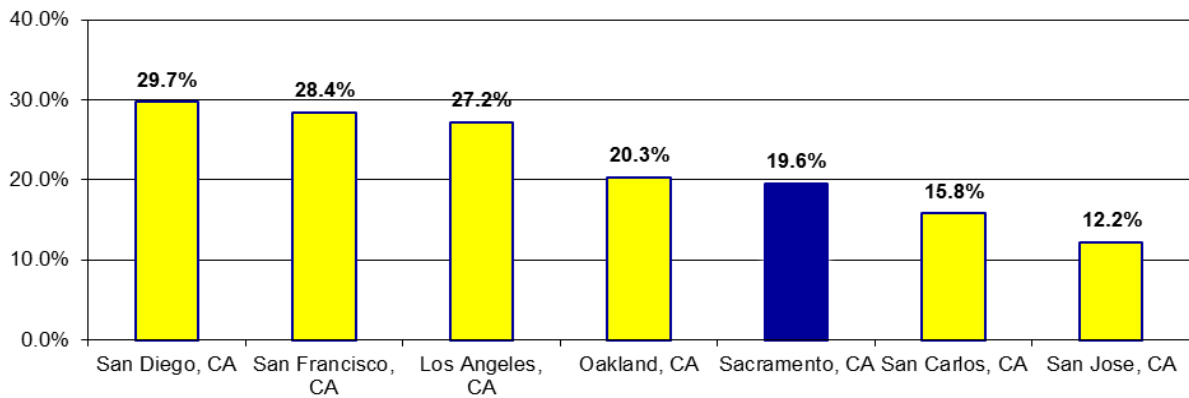


### Peer Comparison continued

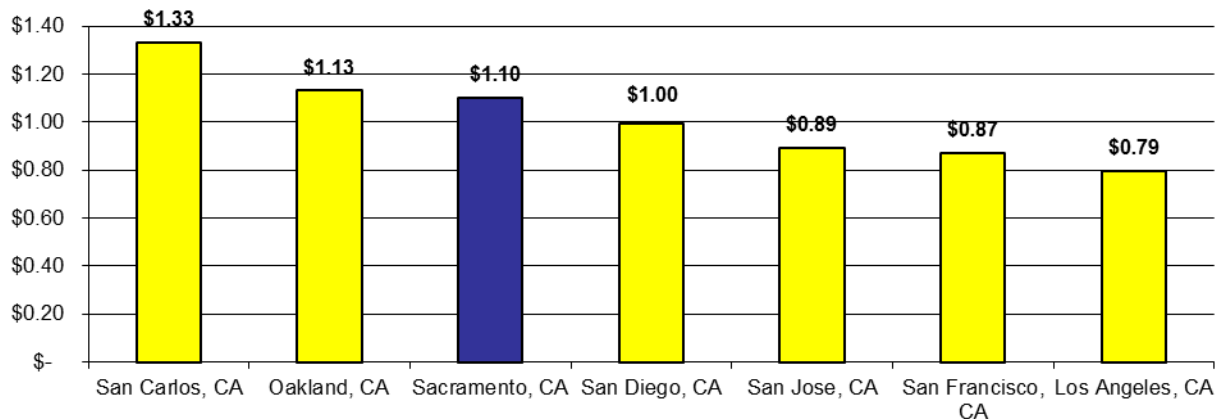
#### 2015 Bus Subsidy Per Passenger



#### 2015 Bus Farebox Recovery Ratio

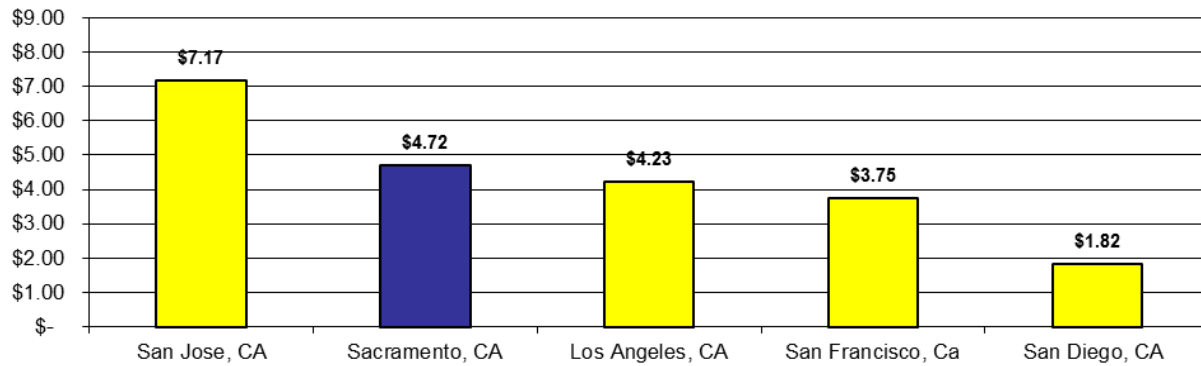


#### 2015 Bus Average Fare Per Passenger

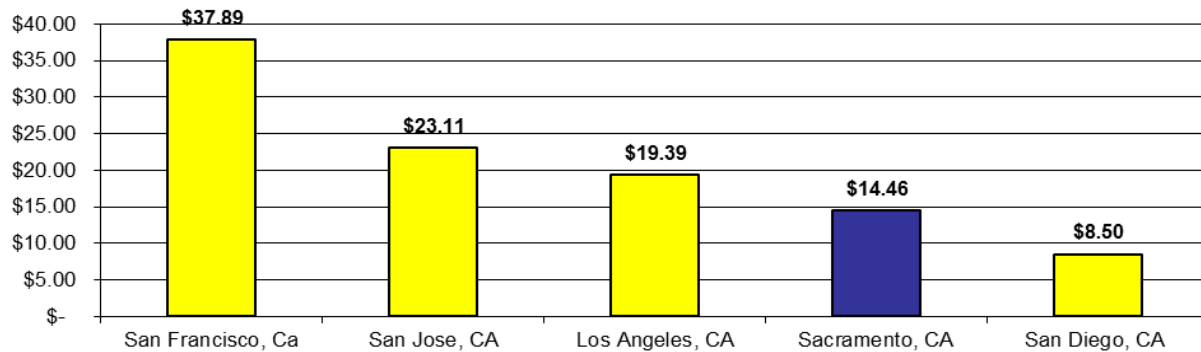


## Peer Comparison continued

### 2015 Rail Cost Per Passenger



### 2015 Rail Cost Per Revenue Mile

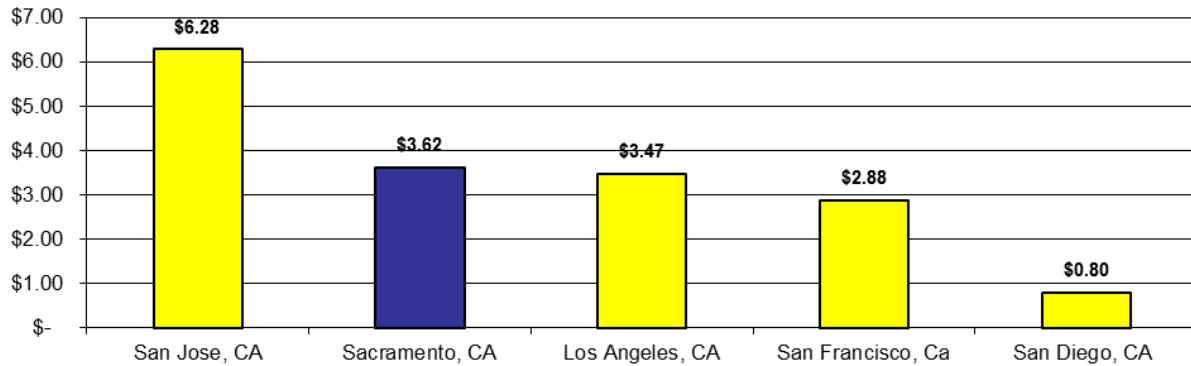


### 2015 Rail Cost Per Revenue Hour

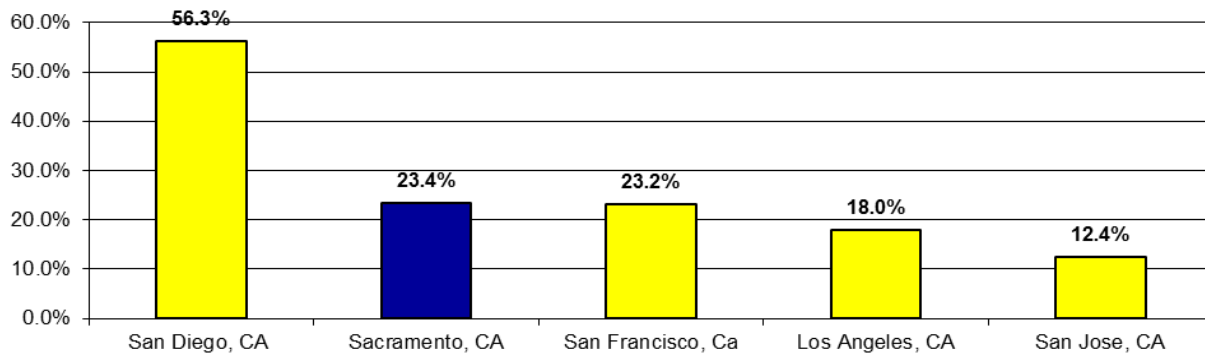


### Peer Comparison continued

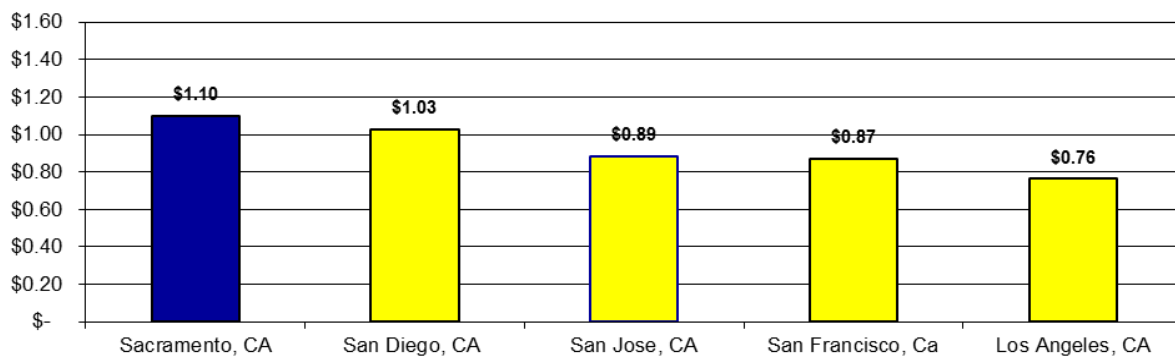
#### 2015 Rail Subsidy Per Passenger



#### 2015 Rail Farebox Recovery Ratio



#### 2015 Rail Average Fare Per Passenger







# Operating Budget Summary



## Operating Budget Summary

### Enterprise Fund Statement (Fund Balance)

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget
<b>Operating Revenues</b>					
Fare Revenue	\$ 29,156,920	\$ 28,396,102	\$ 28,055,804	\$ 30,487,098	\$ 30,571,633
Contracted Services	5,529,534	5,809,754	6,109,926	6,260,028	5,605,112
State & Local	75,295,809	77,394,435	78,492,879	86,911,255	90,515,934
Federal	<sup>1</sup> 28,977,723	29,766,694	34,097,207	34,467,184	31,033,107
Other	2,917,841	4,002,137	5,332,721	4,356,609	3,578,000
Total Operating Revenue	<u>141,877,828</u>	<u>145,369,122</u>	<u>152,088,537</u>	<u>162,482,175</u>	<u>161,303,786</u>
<b>Capital Revenue Contributions</b>					
State & Local	18,899,423	28,848,194	21,401,182	58,243,209	122,122,624
Federal	48,511,721	74,926,092	30,077,779	9,013,013	101,870,000
Total Capital Revenue	<u>67,411,144</u>	<u>103,774,286</u>	<u>51,478,961</u>	<u>67,256,222</u>	<u>223,992,624</u> <sup>6</sup>
<b>Operating Expenses</b>					
Salaries & Benefits	94,017,608	96,267,084	102,134,257	106,940,491	109,879,300
Professional Services	24,933,407	26,337,719	27,860,506	26,422,530	23,498,614
Materials & Supplies	10,251,244	8,556,338	7,823,505	8,932,459	9,041,225
Utilities	5,645,787	5,815,563	6,288,167	6,619,184	6,761,700
Insurance & Liability	8,343,014	7,905,996	7,159,561	9,316,895	7,838,601
Other	2,029,245	1,932,352	1,917,862	2,091,513	4,284,346
Total Operating Expenses	<u>145,220,305</u>	<u>146,815,052</u>	<u>153,183,858</u>	<u>160,323,072</u>	<u>161,303,786</u>
Operating Expenses For Capital	<sup>2</sup> 2,199,119	2,675,232	1,330,441	6,178,067	3,000,000
<b>Non-Operating Expenses</b>					
Depreciation & Amortization	34,032,082	34,177,712	39,974,912	44,009,095	45,000,000
Interest Expense	1,068,566	884,096	1,431,008	(71,304)	-
Total Non-Operating Expenses	<u>35,100,648</u>	<u>35,061,809</u>	<u>41,405,919</u>	<u>43,937,791</u>	<u>45,000,000</u>
GASB 68 Pension Adjustment	<sup>3</sup>	(78,348,050)	3,076,941	(2,008,284)	
Services Funded by Others	<sup>4</sup> -	-	-	(6,161,752)	
<b>Beginning Balance, July 1</b>	806,462,782	833,231,682	819,474,947	830,205,246	841,334,668
<b>Ending Balance, June 30</b>	<sup>5</sup> <u>\$ 833,231,682</u>	<u>\$ 819,474,947</u>	<u>\$ 830,205,246</u>	<u>\$ 841,334,668</u>	<u>\$ 1,017,327,292</u>
% Change in Ending Fund Balance	1.87%	-1.65%	1.31%	1.34%	20.92%

<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> Cumulative effect of GASB Statement no. 68

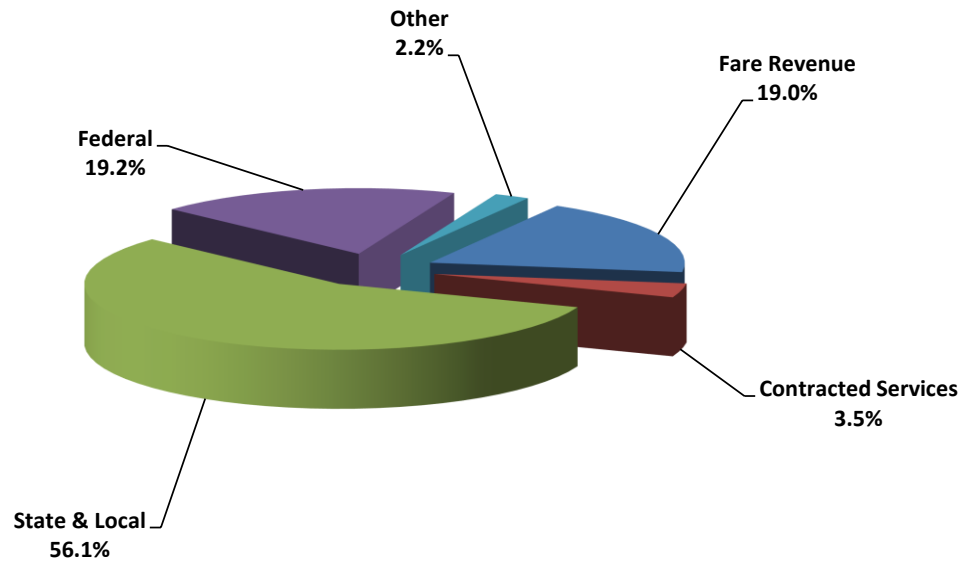
<sup>4</sup> Street Car costs are funded by others

<sup>5</sup> The FY 2018 Budgeted Ending Balance of \$1.0 billion is 20.92% more than FY 2017 Projected.

<sup>6</sup> FY 2018 Capital Revenue Contributions does not include prior year carryover fundings.

## Revenues

### Operating Revenues by Funding Source



(Dollars in Thousands)

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
Fare Revenue	\$ 29,157	\$ 28,396	\$ 28,056	\$ 30,487	\$ 30,572	\$ 85	0.3%
Contracted Services	5,530	5,810	6,110	6,260	5,605	(655)	-10.5%
State & Local	75,296	77,394	78,493	86,911	90,516	3,605	4.1%
Federal	28,978	29,767	34,097	34,467	31,033	(3,434)	-10.0%
Other	2,918	4,002	5,333	4,357	3,578	(779)	-17.9%
<b>Subtotal</b>	<b>\$ 141,878</b>	<b>\$ 145,369</b>	<b>\$ 152,089</b>	<b>\$ 162,482</b>	<b>\$ 161,304</b>	<b>\$ (1,178)</b>	<b>-0.7%</b>
<b>Operating Reserve *</b>	<b>3,342</b>	<b>1,446</b>	<b>1,095</b>	<b>(2,159)</b>	<b>-</b>	<b>2,159</b>	
<b>Operating Revenue</b>	<b>\$ 145,220</b>	<b>\$ 146,815</b>	<b>\$ 153,184</b>	<b>\$ 160,323</b>	<b>\$ 161,304</b>	<b>\$ 981</b>	<b>0.6%</b>

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

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## Revenues continued

### Fare Revenue

This category includes the revenues from carrying passengers. This is money paid by the transit riders to use transit services, but also includes special transit fares from Los Rios and CSUS Student pass program.

- The FY 2018 Adopted Budget proposes \$30.6 million in Fare Revenue, an increase of \$0.1 million (0.3%) from the FY 2017 Projected Revenue of \$30.5 million.
- Fare Revenue is anticipated to decrease slightly due to the introduction of a 90-minute ticket, free ride days and to reflect the current trend.
- This also assumes a reduction in Transfer Agreement pay outs based on the recent trend.

### Contracted Services

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

- The FY 2018 Adopted Budget proposes \$5.6 million in Contracted Services revenue, a decrease of \$0.7 million (10.5%) from the FY 2017 Projected Revenue of \$6.3 million.
- This reflects a reduction of \$0.6 million in Folsom Light Rail Operating and Maintenance cost due to the change to net billing for services as well as a result of true up calculation for FY 2016 billing.
- This also reflects a decrease in Granite Park contract of \$0.1 million due to expiration of the contract.
- This also reflects an increase of \$0.1 million in Citrus Heights contract due to higher LTF allocation.

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## Revenues continued

### State & Local

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

#### California Transportation Development Act

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

#### Measure A

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

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

## Revenues continued

### State & Local continued

#### Measure A continued

#### Percentage of Developer Fees:

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

#### Percentage of Sales Tax:

- 38% Local Road Maintenance, Safety and Congestion Relief Program
  - 38% Transit Congestion Relief Program
  - 5% Senior & Disabled Transportation Services
  - 12% Freeway Safety and Congestion Relief Program
  - 4% Safety, Streetscaping, Pedestrian and Bicycle Facilities
  - 2% Transportation-Related Air Quality Program
  - 1% Program Administration
- The FY 2018 Adopted Budget proposes \$90.5 million in state and local funding revenue, an increase of \$3.6 million (4.1%) from the FY 2017 Projected Revenue of \$86.9 million.
  - This reflects a 1.8% or \$0.7 million increase in sales tax estimates for Measure A over the FY 2017 Projected Revenue.
  - This also reflects a 2.6% or \$1.0 million increase in sales tax estimates for TDA-LTF.
  - This includes a 40.4% or \$2.9 million increase in the TDA-STA Revenue compared to the FY 2017 Projected Revenue due to \$3.0 million in additional SB1 funds, and a \$0.1 million reduction in the existing STA program due to lower diesel prices.
  - This includes \$0.9 million in the Low Carbon Transit Operations Program (LCTOP) revenue, which is a State Cap and Trade program established in 2014 that provides funds to public transportation agencies throughout California for operations that reduce greenhouse gas emissions.

## Revenues continued

### Federal

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

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

- The FY 2018 Adopted Budget proposes \$31.1 million in federal funding, a reduction of \$3.4 million (10.0%) from the FY 2017 Projected Revenue of \$34.5 million.
- This includes \$0.8 million in Congestion Mitigation Air Quality (CMAQ) revenue for South Line Phase 2, which is a \$1.3 million reduction over FY 2017.
- This includes \$1.1 million in Job Access/Reverse Commute funding, which is an increase of \$0.5 million over FY 2017.
- \$1.0 million of limited-time grant revenues associated with the Sacramento Energy Clean Air Transportation Program (SECAT) was used in FY 2017. This funding source is not available for FY 2018.
- Section 5307 Urbanized Area federal funding is projected to decrease 5.3% compared to last year.
- Section 5337 State of Good Repair funding is projected to decrease 4.8% compared to last year.

### 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 2018 Adopted Budget includes \$3.6 million in other revenue, which is a decrease of \$0.8 million (17.9%) from the FY 2017 Projected Revenue of \$4.4 million.

## Revenues continued

- The FY 2018 Adopted Budget includes a reduction in advertising revenue of \$0.05 million due to removing revenue from Arena sponsorship agreement and replacing it with advertising revenue from light rail stations, and from interior and exterior light rail vehicles.
- This includes \$0.2 million for the sale of Federal Renewable Identification Numbers for SacRT's Compressed Natural Gas (CNG) Bio-Gas fuel and \$1.0 million for the sale of Low Carbon Credits through the State Cap and Trade program.







## Revenues continued

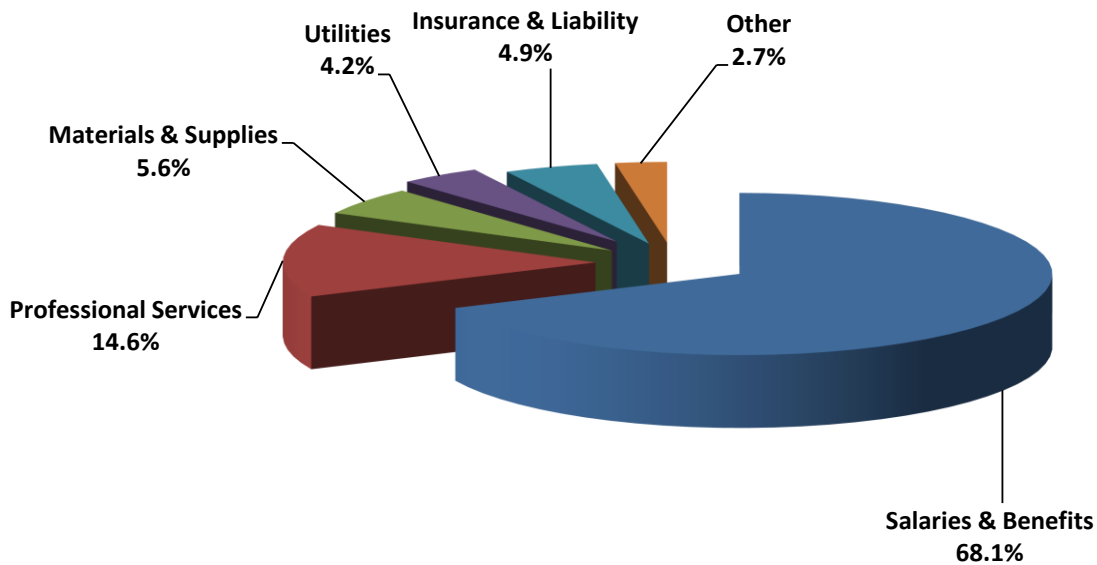
### FY 2017 to FY 2018 Revenue Comparison

Category Group	GL Description	FY 2017 Projected	FY 2018 Budget	Variance
<b>Revenue</b>		<b>162,482,175</b>	<b>161,303,786</b>	<b>(1,178,389)</b>
<i>Fare Revenue</i>				
		30,487,098	30,571,633	84,535
	<i>Farebox Revenue</i>	8,501,420	8,516,661	15,241
	<i>Transfer Agreements</i>	(932,781)	(1,000,000)	(67,219)
	<i>Sales</i>	19,657,422	19,992,585	335,163
	<i>Special Fare Services</i>	3,719,407	3,162,387	(557,020)
	410204 CSUS - Students	1,141,769	822,387	(319,382)
	410205 Los Rios - Student	2,459,099	2,300,000	(159,099)
	420918 Special Services	118,539	40,000	(78,539)
	<i>Miscellaneous Revenue</i>	(458,370)	(100,000)	358,370
<i>Contracted Services</i>				
		6,260,028	5,605,112	(654,916)
	<i>Contract Services</i>	6,260,028	5,605,112	(654,916)
	420919 City Services	6,260,028	-	(6,260,028)
	420920 Folsom Contract Serv	-	1,182,729	1,182,729
	420921 Citrus Heights Cont	-	3,334,877	3,334,877
	420922 Elk Grove Contract	-	350,000	350,000
	420923 Rancho Cordova Cont	-	289,818	289,818
	420924 McClellan TMA	-	50,000	50,000
	420925 North Natomas TMA	-	397,688	397,688
<i>Other Income</i>				
		4,356,609	3,578,000	(778,609)
	<i>Advertising</i>	1,183,454	1,135,000	(48,454)
	430915 Ads shelters	194,403	110,000	(84,403)
	430916 Ads LR Stations	23,333	42,500	19,167
	430919 Ads Bus Vehicles	755,718	575,000	(180,718)
	430920 Advertising LR Vehic	210,000	407,500	197,500
	<i>Miscellaneous Income</i>	2,645,074	1,843,000	(802,074)
	430913 ID Sales	59,885	70,000	10,115
	430914 Fines	28,747	30,000	1,253
	450710 CNG Revenue	129,055	-	(129,055)
	450922 Other Revenue	839,449	336,000	(503,449)
	450926 Bike Locker	885	2,000	1,115
	450930 Vending Machine Comm	4,099	5,000	901
	450935 Parking Lot Fees	238,289	200,000	(38,289)
	450939 RIN Credits- Biofuel	258,983	200,000	(58,983)
	470952 Low Carbon Credit	1,085,682	1,000,000	(85,682)
	<i>Real Estate Income</i>	487,899	500,000	12,101
	441140 RE Lease	453,969	500,000	46,031
	441145 R.E. Processsing Fee	19,130	-	(19,130)
	441146 RE Sales	14,800	-	(14,800)
	<i>Investment Income</i>	40,183	100,000	59,817
<i>State and Local Subsidy</i>				
		86,911,255	90,515,934	3,604,679
	<i>State and Local Assistance</i>	86,911,255	90,515,934	3,604,679
	470930 MSA	39,131,573	39,833,840	702,267
	470934 LTF	38,731,878	39,755,998	1,024,120
	470940 STA	7,156,739	10,050,925	2,894,186
	470945 Cap and Trade LCTOP	1,891,065	875,171	(1,015,894)
<i>Federal Subsidy</i>				
		34,467,184	31,033,107	(3,434,077)
	<i>Federal Assistance</i>	34,467,184	31,033,107	(3,434,077)
	460941 Fed 5307 Prev Maint	19,202,449	18,182,822	(1,019,627)
	460942 Federal Access Jobs	529,566	1,029,819	500,253
	460947 Fed 5337 Good Repair	11,580,302	11,022,176	(558,126)
	460948 Federal CMAQ SL	2,141,422	798,290	(1,343,132)
	460949 Federal CMAQ SECAT	1,013,445	-	(1,013,445)



## Expenses

### Operating Expenses by Expense Category

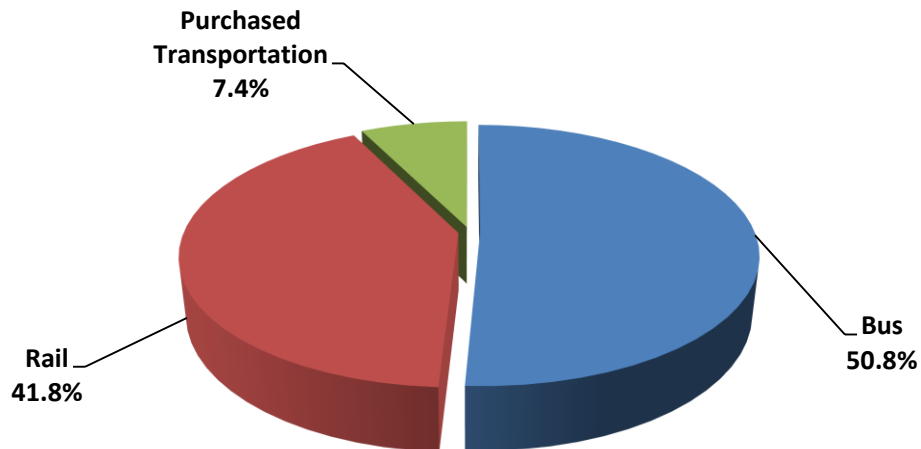


(Dollars in Thousands)

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
Salaries & Benefits	\$ 93,898	\$ 96,243	\$ 102,076	\$ 106,940	\$ 109,879	\$ 2,939	2.9%
Professional Services	24,951	26,347	27,888	26,423	23,499	(2,924)	-10.5%
Materials & Supplies	10,218	8,516	7,798	8,932	9,041	109	1.4%
Utilities	5,646	5,816	6,288	6,619	6,762	143	2.3%
Insurance & Liability	8,343	7,906	7,160	9,317	7,839	(1,478)	-20.6%
Other	2,051	1,936	1,937	2,092	4,284	2,193	113.2%
<b>Total Expenses</b>	<b>\$ 145,106</b>	<b>\$ 146,763</b>	<b>\$ 153,146</b>	<b>\$ 160,323</b>	<b>\$ 161,304</b>	<b>\$ 981</b>	<b>0.6%</b>

## Expenses continued

### Operating Expenses by Mode



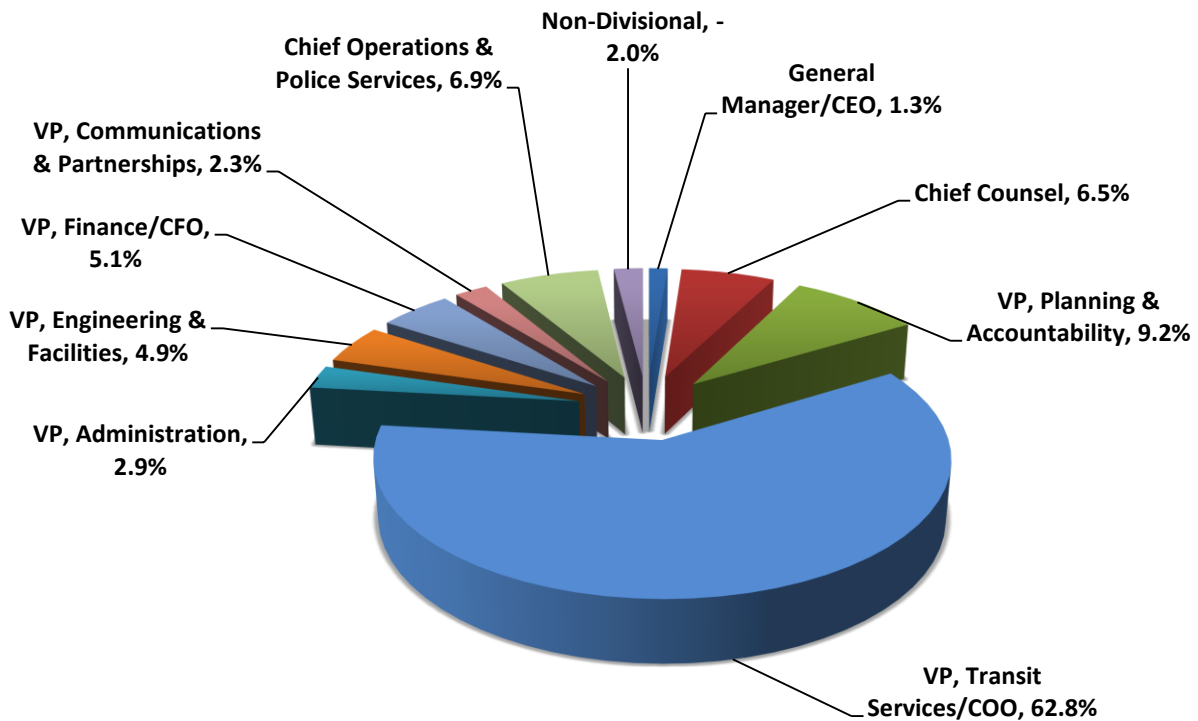
(Dollars in Thousands)

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
Bus	\$ 78,454	\$ 78,268	\$ 79,613	\$ 81,632	\$ 82,007	\$ 375	0.5%
Rail	54,417	55,035	59,103	64,433	67,371	2,938	4.6%
Purchased Transportation	12,349	13,512	14,468	14,258	11,925	(2,333)	-16.4%
<b>Total Expenses</b>	<b>\$ 145,220</b>	<b>\$ 146,815</b>	<b>\$ 153,184</b>	<b>\$ 160,323</b>	<b>\$ 161,304</b>	<b>\$ 981</b>	<b>0.6%</b>



## Expenses continued

### Operating Expenses by Division



(Dollars in Thousands)

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018 Amount	Percent
General Manager/CEO	\$ 1,087	\$ 1,321	\$ 1,510	\$ 1,127	\$ 2,094	\$ 966	85.7%
Chief Counsel	11,206	10,649	10,054	12,026	10,548	(1,478)	-12.3%
VP, Planning & Accountability	15,039	16,269	17,571	17,021	14,841	(2,181)	-12.8%
VP, Transit Services/COO	86,569	86,841	91,245	97,654	101,341	3,688	3.8%
VP, Administration	6,324	6,646	6,537	4,479	4,684	205	4.6%
VP, Engineering & Facilities	7,779	8,001	8,754	8,251	7,871	(380)	-4.6%
VP, Finance/CFO	5,428	5,601	5,843	6,267	8,296	2,030	32.4%
VP, Communications & Partnerships	3,321	3,057	2,935	3,872	3,777	(95)	-2.5%
Chief Operations & Police Services	9,355	9,629	9,772	10,164	11,150	986	9.7%
Non-Divisional	(887)	(1,200)	(1,037)	(538)	(3,299)	(2,760)	512.8%
<b>Total Expenses</b>	<b>\$ 145,220</b>	<b>\$ 146,815</b>	<b>\$ 153,184</b>	<b>\$ 160,323</b>	<b>\$ 161,304</b>	<b>\$ 981</b>	<b>0.6%</b>

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## Expenses continued

### Salaries & Benefits

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

- The FY 2018 Adopted Budget proposes \$109.9 million for salaries and benefits, an increase of \$2.9 million (2.9%) from the FY 2017 Projected cost of \$106.9 million.
- The Fiscal Year 2018 Adopted Budget includes funding for 1038 full time funded positions, which is an increase of 33 funded positions from the Fiscal Year 2017 Budget of 1005 funded positions. See Positions section for details.
- Total salaries, overtime and personal service contract costs increased by \$2.4 million (3.9%) from the FY 2017 Projected cost of \$59.6 million. This reflects various District position salary adjustments, salaries for new positions, increase in overtime cost based on higher wages. This also reflects cost of additional 34 funded positions as well as 25 personal service contractors to move security services in house and to bring Student interns.
- Fringe Benefits cost decreased by \$0.06 million (-0.1%) from the FY 2017 Projected cost of \$51.0 million. This reflects increases of 0.5 million in pension costs, increases of \$1.2 million in medical costs, decrease of \$2.4 million in post-retirement benefits, decrease of \$0.06 million in unemployment cost, increase of \$0.7 million in vacation and sick leave accrual, etc.
- Capital recovery and indirect costs have decreased by \$0.6 million over the FY 2017 Projected cost. This represents labor charged to capital projects and other initiatives such as the Connect Card Consortium cost and labor cost allocation to pension fund.

### Professional Services

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

- The FY 2018 Adopted Budget proposes \$23.5 million for Professional Services, a reduction of \$2.9 million (10.5%) from the FY 2017 Projected cost of \$26.4 million.
- This reflects a decrease in ADA paratransit cost of \$2.3 million due to business optimization improvements.
- This includes a \$1.4 million decrease in security services cost due to bringing security services in-house.

## Expenses continued

- This includes a \$0.7 million increase in outside services in Facilities, Light Rail and other departments.
- There are other minor increases in various general ledger (GL) accounts that make up the difference.

### Materials & Supplies

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

- The FY 2018 Adopted Budget proposes \$9.0 million for materials and supplies, an increase of \$0.1 million (1.4%) from the FY 2017 Projected cost of \$8.9 million.
- This reflects an increase in CNG cost of \$0.7 million.
- This also includes a \$0.1 million increase in bus parts.
- This includes a decrease of \$0.5 million in Light Rail parts.
- This includes a decrease in Printing tickets costs and Fare Vending Machine parts of \$0.06 million each.
- There are other minor changes in various general ledger (GL) accounts that make up the difference.

### Utilities

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

- The FY 2018 Adopted Budget proposes \$6.8 million for Utilities, an increase of \$0.2 million (2.3%) from the FY 2017 Projected cost of \$6.6 million.
- This includes increases in costs for traction power and telephone.

### Insurance & Liability

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

- The FY 2018 Adopted Budget proposes \$7.8 million for Insurance & Liability, a decrease of approximately \$1.5 million (20.6%) from the FY 2017 Projected cost of \$9.3 million.

## Expenses continued

- This reflects a decrease of \$2.3 million in the projected claims reserves for Property and Liability for FY 2018.
- This also reflects an increase of \$1.1 million in the projected claims reserves for Workers' Compensation for FY 2018.
- This reflects the updated insurance premium costs.

## 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 2018 Adopted Budget proposes \$4.3 million for other expenditures, an increase of \$2.2 million (113.2%) from the FY 2017 Projected cost of \$2.1 million.
- This includes \$1.1 million in Connect Card fees, which is SacRT's portion of running the Connect Card Regional Service Center. About half of this cost is offset by Connect Card labor recovery.
- This reflects a Contingency balance of \$0.45 million.
- This also reflects creation of Budget Stabilization account with a balance of \$0.47 million in order to address the reserve shortfall, per the adopted Reserve Policy.
- This also reflects an increase of \$0.1 million for employees' training opportunities.



## Expenses continued

### FY 2017 to FY 2018 Expenses Comparison

Category Group	GL Description	FY 2017 Projected	FY 2018 Budget	Variance
<b>Expenses</b>		<b>160,323,073</b>	<b>161,303,786</b>	<b>980,713</b>
<b>Wages</b>		<b>106,940,499</b>	<b>109,879,300</b>	<b>2,938,801</b>
<i>Labor/Fringes</i>		<i>106,940,499</i>	<i>109,879,300</i>	<i>2,938,801</i>
<i>Labor</i>		<i>59,605,044</i>	<i>61,955,407</i>	<i>2,350,363</i>
510010	Straight Time	52,692,451	55,254,781	2,562,330
510011	Overtime	5,798,815	5,775,056	(23,759)
510025	Salary PSC	469,111	873,858	404,747
510050	Supplemental Pension	38,231	41,712	3,481
630015	Temporary Help	606,436	10,000	(596,436)
<i>Fringes</i>		<i>50,950,849</i>	<i>50,894,405</i>	<i>(56,444)</i>
510017	Med Cost Pay	551,548	-	(551,548)
520001	FICA	4,965,362	5,297,190	331,828
520002	Pension	18,623,883	19,111,622	487,739
520003	Medical	12,724,065	13,979,246	1,255,181
520004	Dental	1,243,624	1,315,406	71,782
520005	Life	205,205	240,562	35,357
520007	Unemployment	206,021	150,000	(56,021)
520008	Post Retirement	5,743,800	3,013,746	(2,730,054)
520009	Vacation Accrual Exp	4,525,205	4,876,554	351,349
520010	Sick Leave Accrual Exp	2,812,560	3,165,741	353,181
520016	Vision Care	167,392	174,068	6,676
520019	1/2 Percent ATU	307,643	339,540	31,897
520108	OPEB Implicit RateCR	(1,125,459)	(769,270)	356,189
<i>Capital Labor &amp; Fringes</i>		<i>(3,615,395)</i>	<i>(2,970,512)</i>	<i>644,883</i>
550001	Project Labor Rollup	(2,560,590)	(1,710,917)	849,673
550002	Project Indirect	(538,334)	(372,438)	165,896
550003	Pension Contra	(344,358)	(319,566)	24,792
550004	Connect Contra	(172,113)	(567,591)	(395,478)







### Expenses continued

Category Group	GL Description	FY 2017 Projected	FY 2018 Budget	Variance
<b>Other Expenditures</b>		<b>53,382,574</b>	<b>51,424,486</b>	<b>(1,958,088)</b>
<i>Services</i>		<i>26,422,531</i>	<i>23,597,614</i>	<i>(2,824,917)</i>
	<i>Professional &amp; Other Services</i>	<i>12,160,466</i>	<i>11,672,614</i>	<i>(487,852)</i>
	610014 Board Fees	15,900	25,000	9,100
	630001 Laundry	133,677	114,500	(19,177)
	630002 Consultants	-	7,750	7,750
	630003 Outside Service	1,483,116	2,173,900	690,784
	630005 Insurance Brokers	106,918	174,785	67,867
	630006 Arbitration	12,705	15,000	2,295
	630008 Management Fees	433,086	445,778	12,692
	630009 Legal Services	20,134	174,353	154,219
	630010 Physicals	109,683	96,500	(13,183)
	630011 Auditing	8,260	8,500	240
	630012 Timetables and Maps	53,604	50,000	(3,604)
	630016 Accident Board	2,600	2,400	(200)
	630018 Building grounds	345,534	300,000	(45,534)
	630019 Bus Stops	39,574	60,000	20,426
	630020 Revenue Vehicles	21,460	25,000	3,540
	630021 Contract Maintenance	480,255	495,000	14,745
	630022 LR Non Rev Vehicles	59,266	57,000	(2,266)
	630023 Bus Non Rev Vehicles	12,755	20,000	7,245
	630024 Service Maintenance	760,375	656,800	(103,575)
	630025 Landscaping	11,917	12,000	83
	630026 Radio Maintenance	337,403	347,000	9,597
	630027 Custodial	129,532	133,000	3,468
	630029 Computer Maintenance	19,708	25,000	5,292
	630031 Data Communications	64	-	(64)
	630038 Plants etc	15	-	(15)
	630040 Work program	194,726	209,000	14,274
	630041 SAC Vocational Svcs	131,249	150,000	18,751
	630042 SAC Conservation Cor	40,150	40,000	(150)
	630045 Security Services	6,697,712	5,343,348	(1,354,364)
	630047 Printing	14,935	10,000	(4,935)
	630050 Weeds	42,742	63,000	20,258
	630056 Promotions	59,282	60,000	718
	630057 Other Prod Serv	282	-	(282)
	630061 Record Destruction	2,836	2,000	(836)
	630065 Management Services	13,395	12,000	(1,395)
	630082 Board Support	3,283	5,500	2,217
	630083 Art Work	1,340	5,000	3,660
	630085 Media Advertising	106,126	100,000	(6,126)
	630089 Advocacy Services	151,500	157,500	6,000
	630090 Legal Notices	12,574	13,000	426
	630095 Employee Advertising	20,378	13,000	(7,378)
	630096 Pre-Employment Costs	69,104	70,000	896
	690019 Advertising	1,311	-	(1,311)
	<i>Purchased Transportation</i>	<i>14,262,065</i>	<i>11,925,000</i>	<i>(2,337,065)</i>
	630091 Purch Transportation	14,257,511	11,925,000	(2,332,511)
	630092 Trans Network Fees	4,554	-	(4,554)



### Expenses continued

Category Group	GL Description	FY 2017 Projected	FY 2018 Budget	Variance
<i>Supplies</i>		8,932,460	9,041,225	108,765
<i>Materials &amp; Supplies</i>		8,932,460	9,041,225	108,765
640001	Tires	13,625	18,000	4,375
640002	Gasoline	403,955	450,000	46,045
640003	Diesel	17,787	32,000	14,213
640004	CNG	1,406,259	2,000,300	594,041
640005	Sac Vocational Suppl	24,630	19,000	(5,630)
640006	Lubricants	68,696	130,000	61,304
640007	Cleaning	67,658	73,000	5,342
640008	Bus Parts	1,846,889	1,950,000	103,111
640009	Parts Non Rev Veh	26,656	45,000	18,344
640010	Parts LRV	2,879,620	2,400,000	(479,620)
640011	Parts Farebox	8	-	(8)
640012	Parts Fare Vending	361,415	305,000	(56,415)
640013	Equipment Supplies	46,880	30,100	(16,780)
640014	Parts Facilitiy	25,885	13,000	(12,885)
640015	Building and Grounds	244,550	225,000	(19,550)
640017	WaysideSpares/supply	288,809	270,000	(18,809)
640020	Camera	11,534	12,000	466
640021	Printing Tickets	233,999	173,650	(60,349)
640022	Printed Materials	765	2,550	1,785
640023	Copier Supplies	12,760	15,000	2,240
640024	Postage	110	-	(110)
640025	Office Supplies	105,099	119,400	14,301
640026	Legal Research Mater	39,915	50,000	10,085
640027	Small Tools	41,131	47,500	6,369
640030	Equipment Items	487	-	(487)
640031	Other Supplies	190,174	223,725	33,551
640032	District Supplies	10,000	10,000	-
640033	Consumables LR	205,752	240,000	34,248
640037	Metro Tools	31,295	30,000	(1,295)
640038	Office Furniture	-	-	-
640040	District Postage	74,157	72,000	(2,157)
640050	Connect Parts & Supp	-	35,000	35,000
640051	DMS Parts & Supply	-	15,000	15,000
640101	Invent Value Adj Bus	(11,261)	-	11,261
640102	Inv Gain or Loss Bus	226,297	-	(226,297)
640103	Invent Val Adj Rail	37,657	35,000	(2,657)
640104	Inv Gain or Loss LR	(735)	-	735
<i>Utilities</i>		6,619,184	6,761,700	142,516
<i>Utilities</i>		6,619,184	6,761,700	142,516
650001	Natural Gas	81,977	73,000	(8,977)
650002	Water	450,600	450,000	(600)
650003	Electricity	815,837	785,000	(30,837)
650004	Garbage	67,700	66,000	(1,700)
650006	Telephone	405,364	437,700	32,336
650007	LRV Traction	4,797,706	4,950,000	152,294

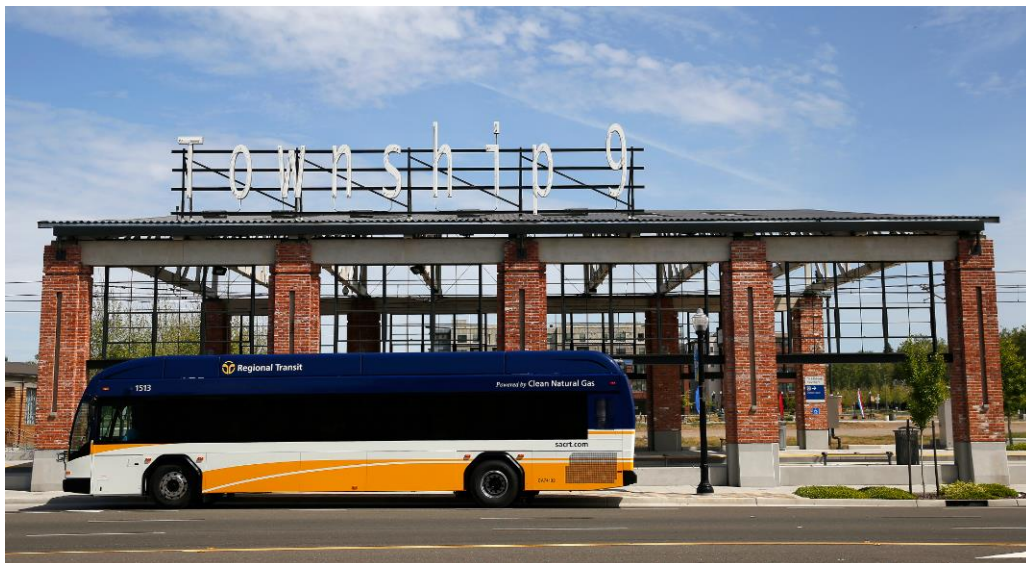


### Expenses continued

Category Group	GL Description	FY 2017 Projected	FY 2018 Budget	Variance
<i>Insurance/Liabilities</i>		9,316,895	7,838,601	(1,478,294)
<i>Casualty &amp; Liability</i>		9,316,895	7,838,601	(1,478,294)
660004	Liab PLPD Accrual	3,803,520	1,456,000	(2,347,520)
660022	WC Accrual	2,530,572	3,596,000	1,065,428
660027	Employment Practices	90,050	70,163	(19,887)
660038	Recoveries	(268,486)	(150,000)	118,486
660040	Crime	10,875	10,830	(45)
660041	Boiler & Machinery	11,749	10,158	(1,591)
660043	Excess WC	131,205	150,902	19,697
660044	Excess Liability	2,386,018	2,110,299	(275,719)
660047	Assault Premium	2,430	2,000	(430)
660049	Property Premium	570,468	538,069	(32,399)
660060	Pollution/UST Prem	5,961	5,329	(632)
660062	Flood Premium	21,831	17,232	(4,599)
660063	Privacy/Cyber Liab	14,835	15,996	1,161
660064	Fiduciary Insurance	5,869	5,623	(246)
<i>Other Expenses</i>		2,091,504	4,185,346	2,093,842
<i>Miscellaneous - Taxes</i>		351,870	372,858	20,988
630097	Hazardous Materials	14,443	14,758	315
670001	Fuel Taxes	36,052	38,000	1,948
670002	Highway Use	24	100	76
670004	Property Taxes	301,351	320,000	18,649
<i>Miscellaneous - Leases</i>		403,786	389,585	(14,201)
680001	Copier Lease	65,520	75,000	9,480
680002	Property Leases	325,066	301,385	(23,681)
680003	Other Leases	13,200	13,200	-
680005	Amortize Parking	-	-	-
<i>Other Employee Benefits</i>		165,850	293,060	127,210
520020	Car Allowance	5,000	5,000	-
630007	Training Materials	1,238	3,000	1,762
630013	Uniforms	84,875	116,150	31,275
630014	Employee Assist Prog	42,994	51,500	8,506
630081	Drivers licenses	2,362	4,460	2,098
630084	Tuition Reimb	5,649	10,000	4,351
690016	Continuing Education	664	9,500	8,836
690023	Train Operations	715	5,450	4,735
690025	Training Engineering	708	8,000	7,292
690033	Training Others	19,760	80,000	60,240
690056	Train Legal	796	-	(796)
690057	Train Finance	-	-	-
690058	Train Facilities Mgm	1,090	-	(1,090)

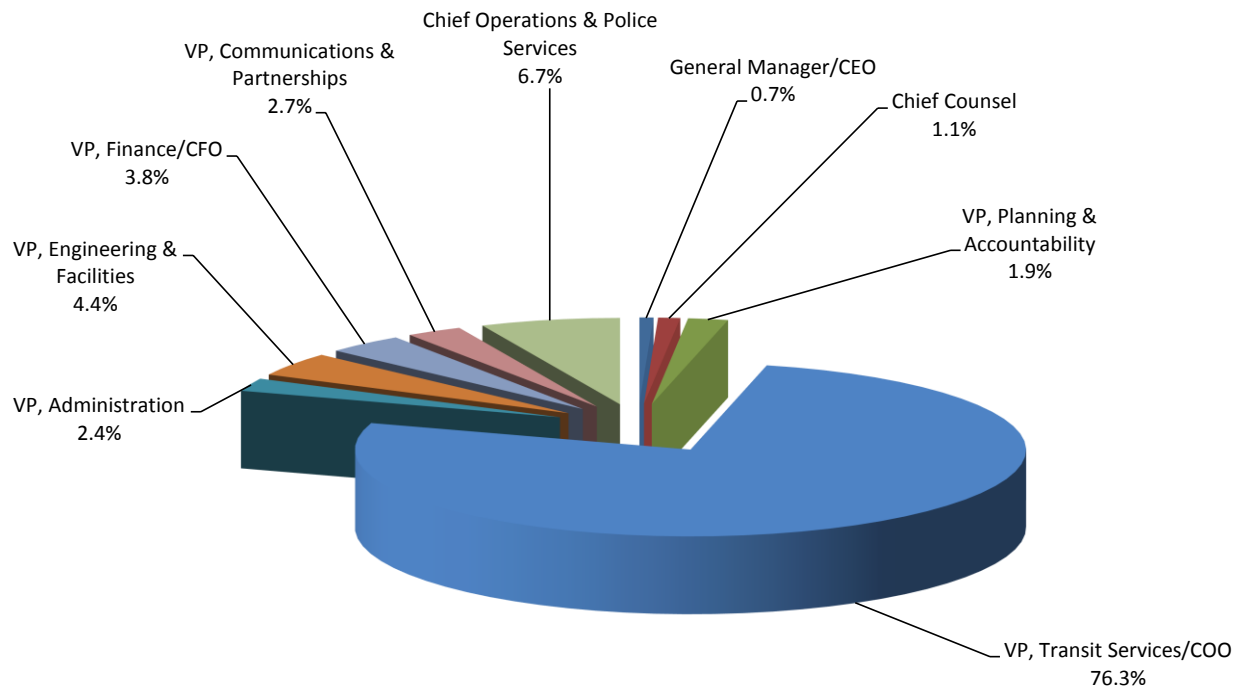
## Expenses continued

Category Group	GL Description	FY 2017 Projected	FY 2018 Budget	Variance
<i>Miscellaneous - Other</i>		<i>1,169,997</i>	<i>3,129,843</i>	<i>1,959,846</i>
630044	Emergency Prep.	-	1,000	1,000
685001	Freight Out	12,841	15,250	2,409
690001	Dues & Subscriptions	196,543	218,804	22,261
690003	Bad Debt	22,941	-	(22,941)
690004	Bad Debt Return Cks	1,290	4,000	2,710
690005	Meals & Lodging	30,591	69,642	39,051
690006	Travel & Mileage	20,099	55,292	35,193
690010	Roadeo	11,301	200	(11,101)
690014	Miscellaneous	(32,397)	71,990	104,387
690022	Conference & Seminar	18,624	68,950	50,326
690030	Awards Ceremonies	28,359	49,500	21,141
690034	Events & Sponsorship	47,478	39,000	(8,478)
690050	Contingency	-	351,000	351,000
690051	Budget Stabilization	-	450,000	450,000
690070	Investment Fees	12,095	12,000	(95)
690071	Banking Fees	177,612	180,000	2,388
690072	Interest Expense	435,595	415,000	(20,595)
690075	Connect Card Fees	152,025	1,128,215	976,190
690080	Penalties and Fines	35,000	-	(35,000)



## Positions

The Fiscal Year 2018 Budget includes 1,038 fully or partially funded positions, which is an increase of 33 funded position from the Fiscal Year 2017 projection of 1,005 funded positions.



Division	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018
General Manager/CEO	6	6	6	6	7	1
Chief Counsel	15	15	14	12	11	-1
VP, Planning & Accountability	26	26	26	19	20	1
VP, Transit Services/COO	767	775	776	779	792	13
VP, Administration	50	50	46	42	25	-17
VP, Engineering & Facilities	65	63	58	48	46	-2
VP, Finance/CFO	40	40	38	35	39	4
VP, Communications & Partnerships	27	27	26	27	28	1
Chief Operations & Police Services	16	15	16	37	70	33
<b>Total</b>	<b>1,012</b>	<b>1,017</b>	<b>1,006</b>	<b>1,005</b>	<b>1,038</b>	<b>33</b>

## FY 2018 Position Changes and Additions

From FY 2017 to FY 2018, the district had a net increase of 33 funded positions. During FY2017, continued GM organizational optimization activities were conducted to realign some departments and divisions. The changes reflected in the FY 2018 proposed budget are as follows:

General Manager/CEO Division had a net increase of 1 funded position.

- Transferred 1 VP, Transit Service/COO from VP, Transit Service/COO Division and converted to Deputy General Manager/COO.

Chief Counsel Division had a net decrease of 1 funded positions.

- Unfunded 1 Attorney III.

VP, Planning and Accountability Division, formally called VP of Accountability and Performance, had a net increase of 1 funded positions. The changes are as follows:

- Transferred 1 Senior Administrative Assistant from VP, Engineering & Facilities.
- Added 1 Internal Accountability Auditor in Quality Assurance (swapped from Attorney III in Chief Counsel).
- Transferred two positions in Strategic Planning to Planning and unfunded 1 Service Planner.





## FY 2018 Position Changes and Additions continued

VP, Transit Services/Chief of Operation Division had a net increase of 13 funded positions. The changes are as follows:

- Transferred 1 VP, Transit Service/COO to General Manager/CEO and converted to Deputy General Manager/COO.
- Total of 6 positions were funded: 1 Operations Trainer, 1 Bus Service Worker, 3 Facilities Service Workers, and 1 Mechanic A Body/Fender.
- Total of 4 positions were unfunded: 1 Administrative Assistant II, 1 Maintenance Superintendent – Bus, 1 Rail Maintenance Worker – HLC, and 1 Director, Community Bus Services.
- Transferred 10 Storekeepers and 2 Materials Management Superintendent from Procurement.

VP, Administration Division was separated from VP of Business Services/Chief Financial Officer Division in FY 2017. It had a net decrease of 17 funded positions. The position changes are as follows:

- Transferred 1 Senior Administrative Assistant to VP, Planning and Accountability.
- Total of 4 positions were unfunded: 1 Senior Labor Relation Analyst, 1 IT Technician, 1 Senior Programmer Analyst, and 1 Director, Procurement Services.
- Transferred 12 positions in Procurement to VP, Transit Services/COO Division: 10 Storekeepers and 2 Materials Management Superintendents.

VP, Engineering and Facilities Division, formally called VP of Strategic Planning & System Development Division, had a net decrease of 2 funded positions. The position changes are as follows:

- Unfunded 1 Administrative Assistant II.
- Transferred 1 Real Estate Administrator – Asset Management to VP, Finance/CFO division.

VP, Finance/Chief Financial Officer (CFO) Division was separated from VP of Business Services/Chief Financial Officer Division in FY 2017. It had a net increase of 4 funded positions. The position changes are as follows:

- Transferred 2 positions from VP, Administration; swapped 1 Senior Administrative Assistant to Program Analyst.
- Added 1 Electronic Fare Collections Systems Administrator, funded 1 Accountant II and unfunded 1 Accounting Technician

## FY 2018 Position Changes and Additions continued

VP, Finance/CFO Division continued

- Converted 1 Director, Finance and Treasury with Treasury Controller
- Transferred 1 Real Estate Administrator – Asset Management from Project Management.

VP, Communications and Partnerships Division had a net increase of 1 funded positions. The position changes are as follows:

- Funded 1 Senior Marketing and Communication Specialist

Chief of Security Operations and Police Services, formally called VP of Safety and Security Division, had a net increase of 33 funded positions. The position changes are as follows:

- Added 30 Transit Agents and 3 Transportation Supervisor – Police Services





**Forecast****Revenues & Expenses**

(Dollars in Thousands)

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
<b>Revenues</b>					
Fare Revenue	\$ 30,572	\$ 30,795	\$ 31,021	\$ 32,784	\$ 33,644
Contracted Services	5,605	5,874	6,156	6,452	6,761
Other	3,578	3,633	3,690	3,810	3,872
State & Local	90,516	95,404	97,895	101,552	105,385
Federal	31,057	30,717	31,181	31,653	32,131
<b>Total</b>	<b>161,328</b>	<b>166,423</b>	<b>169,944</b>	<b>176,251</b>	<b>181,794</b>
<b>Expenses</b>					
Salaries & Benefits	109,879	112,762	115,669	118,943	122,732
Professional Services	23,499	24,115	24,737	25,437	26,247
Materials & Supplies	9,041	9,278	9,518	9,787	10,099
Utilities	6,762	6,939	7,118	7,319	7,553
Insurance & Liability	7,839	8,044	8,252	8,485	8,755
Other	4,308	4,421	4,535	4,664	4,812
<b>Total</b>	<b>161,328</b>	<b>165,560</b>	<b>169,829</b>	<b>174,635</b>	<b>180,198</b>
<b>Potential Reserve</b>	<b>\$ -</b>	<b>\$ 863</b>	<b>\$ 115</b>	<b>\$ 1,616</b>	<b>\$ 1,596</b>

**Service Plan**

(Revenue Hours)

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
<b>Service Plan</b>					
Fixed Route Bus	525,186	527,037	527,037	527,037	527,037
Community Bus Service	26,254	27,793	27,793	27,793	27,793
Light Rail	249,327	280,617	280,617	280,617	280,617

Source: SacRT's Financial Forecasting Model

## Forecast continued

### Forecast Assumptions

Assumptions are the same as the August 9, 2017 Financial Forecasting Model (FFM).

- Bus Service – FY 2018 assumes no service changes in bus service.
- Rail Service – FY 2018 assumes no service changes in rail service.

Specific revenue assumptions:

- Measure A and Local Transportation Fund (LTF) increase 4.8% annually from FY 2019 to FY 2020. SacRT continues to receive these revenues from smaller cities excluding Folsom, Isleton and Galt.
- Sacramento Transit Authority (STA): \$7.1 million in FY 2018 and increases 4.2% every year. New revenue source, SB1, is forecasted at \$3.0 million in FY 2018 and growing \$0.8 million every year. Debt Service payment is suspended until FY 2020. Payments for debt service appear as a reduction in revenue and are transferred to capital where the debt service cost also appears.
- Federal Section 5307 and 5337 State of Good Repair increase 1.5% in FY 2018 - 2022.
- Federal Section 5307 Jobs Access and Reverse Commute is projected at \$1.1 million in FY 2018 and growing at the same rate as Section 5307 Federal Revenue.
- \$0.8 million out of \$6 million in Congestion Mitigation/Air Quality (CMAQ) funds allocated to SacRT is budgeted in FY 2018 for operating subsidy for Blue Line operations. FY 2018 is the last year SacRT is receiving these funds.
- Fare revenue (average fare) – no fare increase was assumed in FY 2018 Budget. The next fare increase is projected in FY 2021. Fare Revenue calculations take into account ridership deflection when fares increase.
- Number of Park and ride lots with paid parking fees are the same throughout the forecast.

Specific Cost Assumptions:

- Consumer Price Index at 2.5% per year.
- SacRT unit labor costs increase 2.5% in FY 2019 and thereafter until FY 2022.
- Materials/service unit costs increase at 2.0% in FY 2019 and thereafter until FY 2022.

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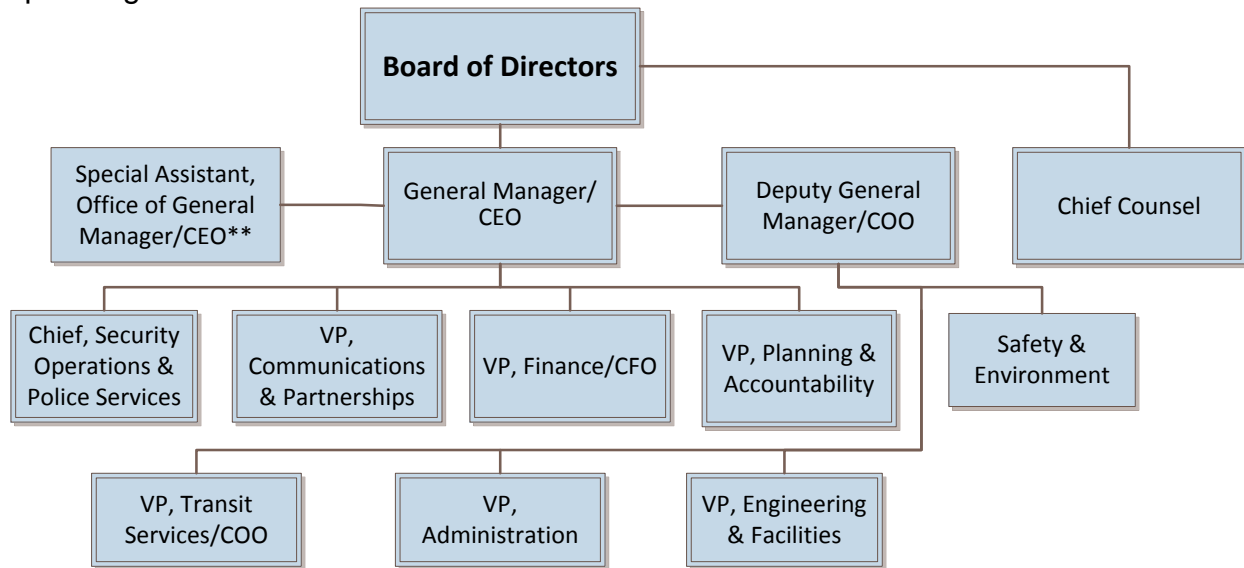


## Division Budgets

## Division Budgets

### Office of the General Manager

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



- The General Manager/CEO guides and directs all activities of the District.
- Special Assistant to General Manager (GM/CEO) is responsible for assisting the GM/CEO on a variety of projects, programs, and initiatives.
- The VP, Finance/Chief Financial Officer guides and directs the Finance, Office of Management and Budget, Human Resources (HR) and Real Estate departments.
- The VP, Communications and Partnerships manages media relations; oversees government affairs between the District and elected officials, state and federal lobbyists, and key agencies; and directs the activities of the Customer Service, and Marketing and Communications departments.
- The VP, Planning and Accountability creates and manages the crucial link between external and internal resources by identifying key issues and concerns, and facilitates the development and implementation of key project objectives and resulting process improvements within the District's operations. The department provides leadership, strategic direction and supervision over the District's internal audit activities, district-wide initiatives, long, short-range and strategic planning, and accessible services and provides supervision to the Equal Employment Opportunity Administrator and Clerk to the Board.

## Office of the General Manager continued

- The Chief, Security Operations and Police Services produces executive leadership, direction and management over the departments of Contracted Police and Sheriff, Transit Agents and Transit Officers, the Security Operations Center and Contracted Security.
- Deputy General Manager/Chief Operating Officer (DGM/COO) guides and directs the VP, Administration, VP, Engineering & Facilities, Deputy Chief Operating Officer and Light Rail Operations.
- The Deputy Chief Operating Officer under the direction of the DGM/COO guides and directs bus operations.
- The VP, Engineering & Facilities under the direction of the DGM/COO guides and directs the division. This department's staff also provides Quality Assurance functions.
- The VP, Administration under the direction of the DGM/COO provides executive direction and management over the areas of Labor Relations, Information Technology, and Procurement; provides executive leadership and strategic direction in policy development and cross-divisional activities for assigned areas; serves as executive advisor to the negotiations team; plans, organizes, directs, and coordinates the full range of duties related to overseeing the expenditure of funds for goods, services, and capital assets, and administration of the District's Disadvantaged Business Enterprise (DBE) program.



## Office of the General Manager continued

### FY 2017 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Saved \$1.75 million through a combination of staff restructuring and a reduction in administrative staff salary increases to control costs and future obligations.
- Built up a cash reserve of \$6 million in only eight months.
- Through substantial efforts related to the Traffic Congestion Relief Program (TCRP), SacRT received over \$40 million in cash. That money was used to reduce the debt service obligation on the District's bonds from \$5.5 million to \$3.5 million over the next 20 years (during the first 3 fiscal years, FY17 - FY19, the debt service is reduced to zero), a move that resulted in Moody's upgrading our bond rating from "negative watch" to "stable."
- Resolved an outstanding "Buy America" requirement with the Federal Transit Administration (FTA), which initially required the District to back-pay the FTA approximately \$3 million to \$5 million. SacRT successfully demonstrated that the required reimbursement should only be \$74,000.
- Collaborated with the Sacramento Area Council of Governments (SACOG) and Sacramento Metropolitan Air Quality Management District (SMAQMD) to generate approximately \$2.1 million in operating funds to provide essential service to the Golden 1 Center.
- Successfully negotiated with labor unions to reduce annual salary adjustments, reducing costs.
- Hired new Transit Agents to prevent fare evasion, and to provide additional customer service and security. The effort resulted in fare evasion rates dropping from 20% to 5%.
- Implemented employee pension reform measures that reduced the agency's financial obligation from 26% to just 3% for a group of new employees.
- Submitted an FY18 budget to the Board that is \$10 million lower than what was expected based on historical trends, resulting in a 6% budget savings.
- Accelerated the District's effort to develop transit supportive services and worked to clear the agency of surplus property. This potential effort could bring up to \$20 million in revenue and new riders to the system.

## Office of the General Manager continued

### FY 2017 Accomplishments continued

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safety & Quality Service in a Cost-Effective Manner

- Implemented an “adopt a station” program where each member of SacRT’s Executive Leadership team adopts three stations and are responsible for weekly inspections and are teamed with a police officer for safety quality.
- Extended customer service and sales centers hours for special events and increased train frequency during events to quickly disperse crowds. Instituted a 24-hour customer response policy and addressed most customer concerns within two hours.
- Developed and implemented an aggressive station and vehicle cleaning policy, cleaning 52 stations, 228 buses, and 97 light rails cars, seven days a week. Increased cleaning staff by 120 percent.
- Successfully launched the Alert SacRT mobile app that enables customers to send pictures, text messages and six-second videos to police if they see suspicious activity. This further advances our See it Hear it and Report it campaign.
- Installed 200 security cameras and new lighting improvements at key light rail stations. Designated Paid Fare Zones within all 52 light rail stations to allow fare inspection on platforms and reduce loitering at stations.
- Created a Transit Agent employee class to provide security, passenger service, and fare enforcement on trains and at stations, deploying an initial 25 staff to this role and expanding that force to approximately 60. The new transit agents have increased inspections at transit stations 400 percent; there has also been a correlating increase in citations by 600 percent. Transit Agents assigned to ride trains all day, constantly moving from one light rail car to another.
- Installed a public announcement (PA) system in our stations paired with remote controlled cameras to allow direct contact with passengers and loiterers. The District’s Security Operations Center was expanded to a 24/7 operation and it continuously monitors all station platforms.

#### Accomplishment #3: Operate in an Ethical Manner

- Completed Title VI analysis of multiple fare changes.
- Monitored system-wide improvements that led to improved cleanliness, safety and security.



## Office of the General Manager continued

### FY 2017 Accomplishments continued

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Successfully provided service to the Golden 1 Center and completed related infrastructure improvements.
- Bolstered coordination with the businesses community, neighborhood groups, universities and external stakeholders.
- Managed workforce to avoid significant vacancies in critical positions, including the development and implementation of the absenteeism plan to reduce missed bus trips as a result of deficient operators.

#### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

- Seized a golden opportunity to improve the quality of our service with the opening of arena. It was an excellent catalyst for reinvention. Accomplished this by investing in system-wide improvements, and did an exceptional job to ensure our service was convenient for all riders. As a result, 8 to 11% of arena attendees opted to use transit and rode with us during the first year.
- Successfully launched Connect Card, the region's smart card fare payment system that allows riders to use one card to access nine different transit providers.
- Piloted Station Link, a First Mile/Last Mile Pilot Program with Uber, Lyft and taxis service. One of only eight transit agencies nationwide to partner with transportation network company's (TNC's).
- Completed nearly all light rail vehicle modifications and refurbishment and have begun to put vehicles into operation.
- Continued to progress on the Sacramento Downtown Riverfront Streetcar project which will provide last mile connections and connect with West Sacramento.
- Partnered with the Sacramento Metro Chamber on the first "Transit Means Business" event that successfully raised awareness of the nexus between public transit and economic vitality.

## Office of the General Manager continued

### FY 2017 Accomplishments continued

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Made significant progress in sale and development of surplus property that will result in more Transit Oriented Development (TOD). Such efforts will bring new riders to the system.
- Implemented a Station Activation program during the build up to the Golden 1 Center opening. Additionally, invested over \$2 million in station improvements system-wide.
- Implemented for the first time in SacRT's 30 years history, a train wrap program to improve the look of light rail trains. By wrapping light rail trains instead of painting them, saved over \$300,000.
- Assisted in grant applications along with SACOG, the cities of Sacramento and West Sacramento, and with the Yolo County Transit District for the development of a future streetcar project. The project received \$30 million from the state's Transit Intercity Rail Capital Program (TIRCP).
- Successfully served Sacramento's new downtown Entertainment and Sports Center (ESC), Golden 1 Center, to show the region the convenience and value of public transit and build new ridership. The District is focusing on every minor detail and proactively focused on increasing ridership.
- Promoted a "Customer First" culture. Upgraded seats on all vehicles to vinyl, affording a cleaner and better experience for all customers.
- Implemented a free 90-minute transfer to all riders who use the Connect Card or mobile fare app.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Maintained compliance with the Federal DOT Disadvantaged Business Enterprise (DBE) regulations published at 49 C.F.R. Part 26.
- Continued to work with Agencies, Organizations and SacRT Departments on advancing various transit-related projects including, but not limited to, the Green Line, LRT Stations, SVS and the SVS Tail/Storage Tracks, Dos Rios & Horn Stations and other projects.

## Office of the General Manager continued

### FY 2018 Goals

#### Strategic Plan Goal #1: Ensure Financial Stability

- Continue to implement the Operator Attendance Control Program, which will reduce missed trips, reduce costs and improve reliability.
- Successfully implement a new business model with Paratransit that prioritizes service quality and effectiveness while saving approximately \$3 million in FY18.
- Address significant capital replacement and infrastructure maintenance needs for existing bus and light rail systems.
- Work with Real Estate on the TOD Program to generate land sales for reinvestment in SacRT infrastructure and operations.
- Continually assess salaries and benefits which continue to be the largest cost factor for SacRT's budget.
- Successfully complete a pre-paid ticket and pass exchange.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Develop, integrate and expand the District's safety and security team to include 60 Transit Agents, 25 Police Officers, 3 Transit Supervisors, 1 Transit Superintendent, 6 Transit Officers and contracted security guards.
- Continue to conduct IT Modernization efforts to ensure that SacRT is at the forefront of technology innovations and providing riders will excellent customer service.
- Focus on efforts that will make the system more secure and new security business models that improve monitoring.
- Increase inspections and reduce fare evasion. Continue to partner with external organizations to clean light stations.
- Fill vacancies within the Safety department to ensure this critical effort is being implemented.
- Enhance strategic communications so that customers can easily navigate SacRT's bus and light rail system and educate the public about the benefits of transit.

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## Office of the General Manager continued

### FY 2018 Goals continued

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Continue to ensure that all work completed is within compliance of federal and state laws and within the District contracts and policies.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Cultural change and organizational excellence are needed to attract and retain a future workforce. SacRT strives to be a world class organization and will continue to implement best practices.
- Examine opportunities for a Campus Master Plan. Consolidating administrative and operational functions to improve productivity, communication and morale.

#### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

- Launch ZipPass, the District's new mobile fare app that seamlessly allows transit riders to purchase tickets using a smartphone.
- Begin the Route Optimization Study by conducting planning and submitting a recommendation to the Board.
- Continue to transition outlets and businesses from paper fare media to Connect Card.
- Make progress on TOD and Joint Development Projects, encouraging transit use and provide neighborhoods with increased mobility.
- Examine opportunities to restore or add new service as well as improve frequency of service. Increase the number of light rail and bus routes that operate at 10 or 15 minute frequency and added more early morning, late night, and weekend light rail and bus service.

## Office of the General Manager continued

### FY 2018 Goals continued

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Progress on the Route Optimization Study, which when fully implemented, will improve service connections and increase ridership.
- Continue progress being made on TOD and Joint Development for any surplus or underutilized properties. These developments will increase ridership and reduce blight in neighborhoods.
- Continue to operate with the customer as the first priority.
- Roll out a new user-friendly website, provide real-time light rail train arrival information and Wi-Fi at stations and on vehicles.
- Expand light rail to high demand corridors such as the Sacramento International Airport and Elk Grove and make SacRT a point of civic pride and a true economic engine for the region.
- Partner with the City of Citrus Heights and City of Roseville to upgrade the Louis and Orlando Transit Center to provide improve access.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Continue to build and strengthen community partnerships and external relations that will help SacRT to attract riders, improve our financial situation and complete capital improvement projects.
- Examine and pursue improvements to our enabling charter that will allow SacRT to operate more efficiently and effectively.
- Maintain compliance with Federal DOT Disadvantaged Business Enterprise regulations.





## Office of the General Manager continued

### Performance Measures/Statistics

#### Strategic Plan Goal #1: Ensure Financial Stability

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2018 to FY 2017	
						Amount	Percent
<b>Efficiencies Measures</b>							
Cost Per Passenger							
Bus	\$ 5.46	\$ 5.74	\$ 6.58	\$ 7.64	\$ 8.12	\$ 0.48	6.3%
Rail	\$ 4.03	\$ 4.31	\$ 4.64	\$ 5.53	\$ 6.80	\$ 1.27	23.0%
Cost Per Revenue Mile							
Bus	\$ 13.06	\$ 12.91	\$ 13.07	\$ 13.06	\$ 13.17	\$ 0.11	0.8%
Rail	\$ 13.68	\$ 14.01	\$ 13.70	\$ 14.51	\$ 15.21	\$ 0.70	4.8%
Cost Per Revenue Hour							
Bus	\$ 141.88	\$ 141.41	\$ 144.05	\$ 146.67	\$ 148.74	\$ 2.07	1.4%
Rail	\$ 244.11	\$ 252.79	\$ 244.07	\$ 257.70	\$ 270.26	\$ 12.56	4.9%
Subsidy Per Passenger	\$ 3.74	\$ 4.05	\$ 4.50	\$ 5.44	\$ 5.79	\$ 0.35	6.4%
<b>Effectiveness Measures</b>							
Farebox Recovery Ratio	21.9%	21.3%	20.0%	20.9%	20.5%	\$ (0.00)	(1.9%)

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2018 to FY 2017	
						Amount	Percent
<b>Effectiveness Measures</b>							
Total Ridership							
Bus	14,365,941	13,706,732	12,114,085	10,714,654	10,100,000	(614,654)	(5.7%)
Rail	13,499,150	12,061,741	12,216,163	11,610,693	10,900,000	(710,693)	(6.1%)
Total	27,865,091	25,768,473	24,330,248	22,325,347	21,000,000	(1,325,347)	(5.9%)
Average Weekday Ridership							
Bus	50,185	49,547	42,103	37,676	35,534	(2,142)	(5.7%)
Rail	46,009	41,350	41,547	40,281	42,667	2,386	5.9%
Total	96,194	90,897	83,650	77,957	78,201	244	0.3%
Passengers Per Mile							
Bus	2.39	2.25	2.26	1.71	1.62	(0)	(5.3%)
Rail	3.39	3.25	3.21	2.62	2.46	(0)	(6.1%)

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2018 to FY 2017	
						Amount	Percent
<b>Quality Measures</b>							
Employee Availability Days							
ATU All	206	202	208	207	210	3	1.4%
IBEW	216	220	225	215	225	10	4.5%
AEA	229	222	234	227	230	3	1.1%
AFSCME - Supervisor	223	221	225	220	225	5	2.3%
AFSCME - Admin Tech	229	225	225	224	225	1	0.4%
MCEG	227	228	234	229	235	6	2.6%

## Office of the General Manager continued

### Expenses

#### By Expense Category

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
Salaries & Benefits	\$ 440,743	\$ 471,500	\$ 545,003	\$ 968,258	\$ 1,471,439	\$ 503,181	52.0%
Professional Services	(1,080)	179,333	300,855	135,510	64,200	(71,310)	(52.6%)
Materials & Supplies	76	2,183	346	39,517	52,825	13,308	33.7%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	17,724	29,156	34,075	(15,852)	505,312	521,164	(3287.7%)
<b>Total</b>	<b>\$ 457,463</b>	<b>\$ 682,172</b>	<b>\$ 880,279</b>	<b>\$ 1,127,433</b>	<b>\$ 2,093,776</b>	<b>\$ 966,343</b>	<b>85.7%</b>

#### By Department

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
General Manager	\$ 457,463	\$ 682,172	\$ 880,279	\$ 614,693	\$ 1,511,180	\$ 896,487	145.8%
Safety & Environmental	629,671	639,242	629,913	512,740	582,596	69,856	13.6%
<b>Total</b>	<b>\$ 1,087,134</b>	<b>\$ 1,321,414</b>	<b>\$ 1,510,192</b>	<b>\$ 1,127,433</b>	<b>\$ 2,093,776</b>	<b>\$ 966,343</b>	<b>85.7%</b>

#### Positions

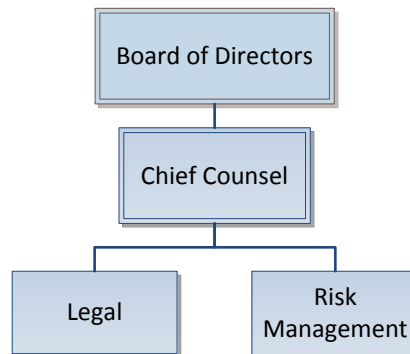
	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
General Manager	2	2	2	3	4	1	33.3%
Safety & Environmental	4	4	4	3	3	0	0.0%
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>1</b>	<b>16.7%</b>

<sup>1</sup> Swapped 1 Deputy General Manager/COO from VP, Transit Services/COO



## Office of the Chief Counsel

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



- The Chief Counsel guides and directs the division.
- Legal staff prepares ordinances, contracts, policies, and other administrative documents; provides advisory services to staff and management; represents SacRT in court and administrative legal proceedings; and oversees litigation assigned to outside counsel.
- Risk Management manages SacRT's workers' compensation, light duty, and self-administered general liability programs; directs the activities of the insurance broker to place and service SacRT's excess insurance; administers the Owner Controlled Insurance Program (OCIP) for the South Line Phase II project; sets and monitors insurance requirements for contractors performing work on behalf of SacRT; prepares Osha 300 and OCIP annual reporting; and works with Training, Safety and other departments to identify hazards and analyze trending in an attempt to reduce accident, injury and illness claims against the District.





## Office of the Chief Counsel continued

### FY 2017 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Assisted in drafting bid documents and a contract for advertising services including light rail vehicle advertising and station naming rights.
- Assisted staff with legal aspects of surplus real property sales to generate revenue.
- Closed out and recognized significant cost savings in connection with the Owner Controlled Insurance Program for the Blue Line to CRC Project.
- Provided legal advice and counsel to SacRT's Cost Containment Committee.
- Recognized cost savings by modernizing legal library.
- Decreased worker's compensation medical costs, temporary disability payments, permanent disability payments, and legal expenses through improved claims management.
- Consolidated flood insurance policies to recognize a premium cost savings.
- Continued to provide legal support to lead counsel in SacRT v. Dept. of Labor regarding The California Public Employees' Pension Reform Act (PEPRA) and cost of retirement benefits.
- Received exemplary findings in general liability, excess liability, and worker's compensation audits.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Assisted SacRT's Safety and Security Department in drafting bid documents and a contract for security guard services.
- Developed and implement changes to claims management system to capture additional information leading to better trend identification and claim outcomes.
- Provided legal support for expansion of Paid Fare Zones.

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Conducted training for supervisors and managers regarding appropriate management of leaves of absence and employee attendance
- Assisted in drafting updated the Equal Employment Opportunity (EEO), Non-Discrimination, and Workplace Conduct Policies to be adopted by the SacRT Board.

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## Office of the Chief Counsel continued

### FY 2017 Accomplishments continued

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Amended SacRT Administrative Code, Title II, regarding conflicts of interest to include newly-created and modified job descriptions.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Worked with labor union partners to improve attendance monitoring and control.
- Worked closely with the Cost Containment Committee to develop modifications to SacRT's benefits program to reduce SacRT's overall benefit costs while keeping SacRT competitive in the job marketplace.
- Developed SOP related to claims for employee's lost or damaged property.
- Completed recruitment for Labor Director position.
- Completed ATU contract negotiations.

#### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

- Provided legal support for close-out of the Blue Line to CRC project.
- Provided legal support for close-out of the Trapeze project.
- Provided legal support for the Downtown Riverfront Streetcar Project, including assisting in drafting governance documents.
- Assisted in drafting Operations and Maintenance Agreement with the City of Folsom for light rail service, including special event service.
- Assisted staff in drafting a new A.B. 466 cost-sharing agreement with the City of Elk Grove to promote regional coordination of service.
- Assisted in drafting agreements to continue the McClellan Park Shuttle service at a higher cost recovery ratio.

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Worked with staff to develop innovative contracts with Transportation Network Companies to provide "first mile/last mile" connectivity to SacRT's light rail stations to boost ridership.
- Assisted staff in developing new fare types to promote ridership in connection with the opening of the Golden 1 Center.

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## Office of the Chief Counsel continued

### FY 2017 Accomplishments continued

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Developed a contract for a permanent mobile fare smartphone application.
- Assisted in drafting bid documents and contract for purchase of new fare vending machines.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Provided legal advice and counsel to the Board and staff regarding efforts to reduce the impact of the failure of Measure B.
- Developed a comprehensive “clean up” bill to modify portions of SacRT’s Enabling Act that are outdated, ambiguous, or otherwise could benefit from changes to advance SacRT’s interests.
- Advocated at the State Legislative level for development of capital funding programs that will provide SacRT with the “local match” funds need to purchase new low-floor light rail vehicles and complete station modifications to accommodate the new vehicles.

### FY 2018 Goals

#### Strategic Plan Goal #1: Ensure Financial Stability

- Draft purchase and sale agreements for surplus property transactions.
- Support credit line negotiations and agreement.
- Provide guidance on developer fee issues.
- Seek release of withheld FTA grant funds arising out of PEPRA legislation.
- Assist with amendments to fare structure.
- Assist in identifying priorities for collective bargaining.
- Provide guidance regarding PEPRA.
- Draft new paratransit service agreement with Paratransit, Inc. and support contract management.
- Complete procurement process improvements.
- Team Risk, Safety, Transportation and Finance to create a cross-agency accident reduction plan.

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## Office of the Chief Counsel continued

### FY 2018 Goals continued

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Provide guidance in connection with CPUC audit and rule interpretation.
- Provide guidance for fare enforcement and Prohibited Acts Ordinance.
- Provide guidance for improving attendance control program.
- Support procurement of wayside worker protection system.

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Ensure transparency in public communications, social media, and the SacRT website.
- Seek fast and fair resolution of adverse liability claims.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Hire an Attorney III Litigator to replace departed Litigator.
- Hire a Paralegal to replace retiring Sr. Paralegal.
- Hire a Claims Analyst to replace retired analyst.
- Hire a Risk Administrator to replaced retired administrator.
- Establish and maintain an effective and efficient Law Clerk Program.
- Provide guidance for performance management plans.
- Support revisions to the Family and Medical Leave Act (FMLA) Standing Operating Procedure (SOP).
- Assist with employee handbook.
- Support the Campus Master Plan initiative including providing assistance with FTA requirements, guiding real estate efforts, and document drafting.

## Office of the Chief Counsel continued

### FY 2018 Goals continued

#### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

- Assist in drafting new County of Sacramento bus stop maintenance agreement.
- Support Route Optimization procurements.
- Draft governance agreements for the Streetcar project.
- Monitor Streetcar compliance with FTA requirements.
- Support Streetcar-related procurements.
- Assist in drafting agreements for Bike Share program.
- Provide legal support for Connect Card program.

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Support procurements for fare vending machines and dynamic messaging signs.
- Support light rail automatic passenger counter procurement.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Provide guidance relating to any applicable transportation sales tax measures.
- Continue to seek legislation updating SacRT's Enabling Act.



## Office of the Chief Counsel continued

### Performance Measures/Statistics

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

<b>Claim/Case Load Measures</b>	<b>FY 2013 Actual</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Projected</b>	<b>FY 2018 Budget</b>
<i>Workers Compensation Claims</i>						
Open	148	140	141	142	143	145
Close	127	134	164	171	153	155
Litigated	17	12	8	13	10	12
Pending			329	319	292	300
<i>General Liability Claims</i>						
Open	258	236	231	261	180	220
Close	256	266	179	255	254	220
Litigated	22	14	22	32	12	15
Pending			167	180	160	175
<i>Property Recovery Claims</i>						
Open	83	84	93	82	70	75
Close	63	75	98	80	74	75
Pending			42	44	34	40
Recoveries	\$ 981,517	238,401	117,172	134,204	258,506	Non-budgeted
Insurance Renewals	\$ 2,334,462	\$ 2,885,710	\$ 2,839,938	3,256,710	2,914,478	3,082,204



## Office of the Chief Counsel continued

### Expenses

#### By Expense Category

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2017 to FY 2018	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 2,557,343	\$ 2,505,646	\$ 2,549,611	\$ 2,043,392	\$ 1,795,276	\$ (248,116)	(12.1%)
Professional Services	696,896	743,697	818,468	602,784	836,813	234,029	38.8%
Materials & Supplies	62,443	51,642	46,109	43,607	54,500	10,893	25.0%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	8,358,108	7,907,570	7,181,311	9,320,595	7,838,601	(1,481,994)	(15.9%)
Other	46,403	24,625	50,917	15,537	23,050	7,513	48.4%
<b>Total</b>	<b>\$ 11,721,193</b>	<b>\$ 11,233,180</b>	<b>\$ 10,646,416</b>	<b>\$ 12,025,915</b>	<b>\$ 10,548,240</b>	<b>\$ (1,477,675)</b>	<b>(12.3%)</b>

#### By Department

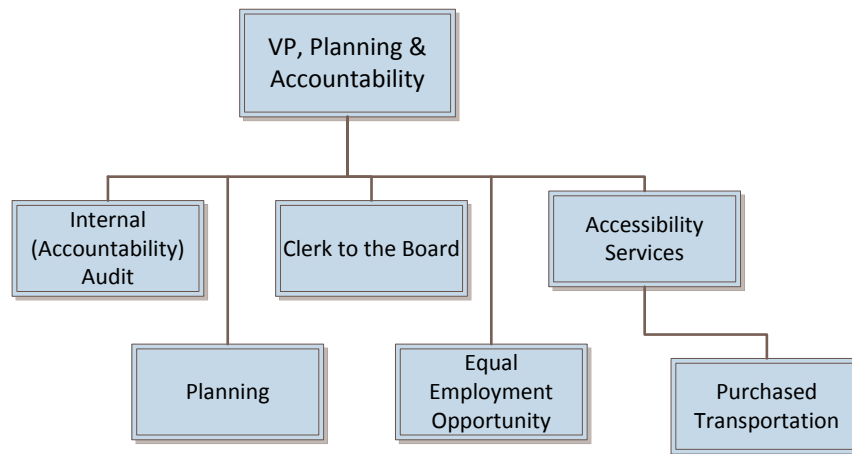
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2017 to FY 2018	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Chief Counsel	\$ 1,737,441	\$ 1,567,335	\$ 1,619,944	\$ 1,467,939	\$ 1,442,935	\$ (25,004)	(1.7%)
Risk Management	9,468,163	9,082,059	8,433,983	10,557,976	9,105,305	(1,452,671)	(13.8%)
<b>Total</b>	<b>\$ 11,205,603</b>	<b>\$ 10,649,394</b>	<b>\$ 10,053,927</b>	<b>\$ 12,025,915</b>	<b>\$ 10,548,240</b>	<b>\$ (1,477,675)</b>	<b>(12.3%)</b>

#### Positions

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2017 to FY 2018	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Chief Counsel	10	10	9	7	6 <sup>1</sup>	-1	(14.3%)
Risk Management	5	5	5	5	5	0	0.0%
<b>Total</b>	<b>15</b>	<b>15</b>	<b>14</b>	<b>12</b>	<b>11</b>	<b>-1</b>	<b>(8.3%)</b>

<sup>1</sup> Unfunded 1 Attorney III in Chief Legal

## VP, Planning and Accountability



- The VP, Planning and Accountability creates and manages the crucial link between external and internal resources by identifying key issues and concerns, and facilitates the development and implementation of key project objectives and resulting process improvements within the District's operations. The department provides leadership, strategic direction and supervision over the District's internal audit activities, district-wide initiatives, long, short-range and strategic planning, and accessible services and provides supervision to the EEO Administrator and Clerk to the Board.
- The Clerk to the Board assists the Board of Directors and District staff in the conduct of its business by performing duties mandated by state law, agency ordinances, administrative code and Board directives. The Clerk serves as the Assistant Secretary/Clerk to the SacRT Board of Directors, and performs all functions required as such, as well as serving as Filing Officer for the District's Conflict of Interest Program.
- The Equal Employment Opportunity administers the affirmative action and EEO programs to ensure SacRT operations and policies are in compliance with Federal and State regulations. This is accomplished by developing and recommending policies, administering the processing of complaints and investigations, preparing the EEO/AA plan and periodic progress reports, serving as liaison between the District and state and federal agencies, creating and delivering training, and assisting management in the collection and analysis of employment and program data.



## VP, Planning and Accountability continued

- The Planning Department oversees a wide range of planning activities for SacRT. Short Range Planning is responsible for the service planning functions. This includes formulating recommendations for service changes to bus and light rail service, overseeing a wide a range of data collection efforts, data compilation for analysis on ridership and accounting purposes, and also leading efforts concerning Title VI monitoring, service agreements, and various other short range planning documents. Strategic and Long Range Planning are additional function of the Planning Department. Responsibilities include leading and/or participating in service area wide major transit project development, coordinating technical assistance for key community projects with transit interface and benefits, and identifying and pursuing applicable planning grants. Long Range Planning also leads and/or participates in developing strategic goals and updating the Long Range and Short Range Transit Plan for SacRT.
- Accessible Services ensures that SacRT remains in federal compliance with each component of the Americans with Disabilities Act (ADA), as well as other applicable state and federal laws, including management of SacRT's ADA paratransit service. Accessible Services is also responsible for the administration of SacRT's Mobility Advisory Council (MAC).
- The Internal (Accountability) Audit function is an independent, objective assurance and consulting activity to enhance operations and help SacRT achieve its strategic, financial, and compliance goals by evaluating and improving the effectiveness of risk management, internal controls, and the governance process.



## VP, Planning and Accountability continued

### FY 2017 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Transitioned to only distributing electronic SacRT Board and Retirement Board packages. 95% of SacRT Board agendas and packages are distributed electronically.
- Helped administer and update service agreements with Capitol Corridor, Elk Grove, and Citrus Heights.
- Worked with ADA paratransit provider in achieving cost efficiencies and significant savings to SacRT.
- Supported the preparation and tracking of key strategic initiatives, including several business process improvement efforts, such as the modification of the ADA paratransit service agreement.
- Supported educational efforts related to SacRT's strategic planning efforts, informing the public of the SacRT transformation, improving fiscal sustainability, attracting new riders, and heightened commitment to providing clean, safe and convenient mobility for citizens of the Sacramento region.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Facilitated the development and implementation of extensive Golden 1 Center preparation, including numerous system-wide improvements and planning efforts prior to the opening of the Golden 1 Center in October 2016, including the closure of a light rail station near the center, \$6M in improvements to stations system-wide, improvements to cleaning and security, and a comprehensive customer assistance program. SacRT successfully transported event attendees to more than 100 events last year, 50 percent of whom tend to be first time riders, and it was the cornerstone of our Clean, Safe and Convenient Ridership Campaign benefiting all riders everywhere. The Planning and Accountability division managed the SacRT district-wide implementation plan, and coordinated with numerous external stakeholders for an extremely successful roll out. SacRT's Service Planning team also began tracking ridership, hours, and miles for Golden 1 Center special service, where we have exceeded projections and carried 7 to 10 percent of event attendees.
- Retired and replaced DOS-based G/Sched reporting platforms, expand bus/APC monitoring program by 400 percent, added Connect Card and other new fare types to annual fare survey, and completed an in-house origin-destination survey.

## **VP, Planning and Accountability continued**

### **FY 2017 Accomplishments continued**

#### *Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner*

- Analyzed applications to determine eligibility for ADA paratransit service in five or fewer days on average, far surpassing the 21-day processing time allowable under federal regulations pertaining to ADA paratransit service.
- Sought funding to procure and implement software program to streamline Board Issue Paper review process for an efficient means for processing electronic issue papers.

#### *Strategic Plan Goal #3: Operate in an Ethical Manner*

- Completed Title VI analysis of multiple fare changes.
- Conducted Equal Employment Opportunity Outreach by monitoring SacRT facilities to ensure the presence of EEO posters, policies & notifications.
- Updated the SacRT EEO/AA Plan to maintain compliance with the newly approved (October 2016) FTA EEO Program guidelines.
- Successfully underwent and completed FTA EEO Compliance Audit and met all FTA EEO Guidelines.
- Managed EEO program in an honest and ethical manner.
- Provided facilitation and staff support services to develop and enact a work plan for the Mobility Advisory Council (MAC).
- Made significant progress toward a revision of the Americans with Disabilities (ADA) paratransit Application to make it more comprehensive for the applicant and provide better information to the Eligibility Specialist to better access ADA paratransit eligibility.
- Made significant progress in a revision of the 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 SacRT's ADA paratransit service, thereby containing costs and increasing capacity on this service; coordinate with SacRT's Mobility Advisory Council (MAC) and our ADA paratransit provider to provide public input on the policy revision, followed by implementation of a revised ADA Paratransit No-Show and Late-Cancellation Policy.
- 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 SacRT's services.

## **VP, Planning and Accountability continued**

### **FY 2017 Accomplishments continued**

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Recruited two new members to the Mobility Advisory Council.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Continued involvement with California Association for Commuter Transportation, American Public Transportation Association (APTA), ADA Roundtable, and Title VI working group
- Increased coordination with business community, neighborhood groups, universities, and other interested stakeholder groups.
- Disseminated EEO related pamphlets intended to prevent discriminatory practices through the development of a more informed workforce.
- Trained all management and supervisory staff in Discrimination Prevention Training as mandated per California Assembly Bill 1825.
- Distributed on an annual basis, SacRT's EEO Policy Statement and SacRT's Harassment, Discrimination and Retaliation Prevention and Complaint Process to every employee.
- Demonstrated that SacRT is an equal opportunity employer by including minority media and organizations in our recruitment and outreach activities.
- Provided harassment and discrimination prevention training to new and existing employees.
- Actively monitored SacRT hiring and recruitment activity.
- Tracked applicant and hiring data and compare to underutilization ratios.
- Monitored progress towards EEO employee hiring and utilization goals.
- Monitored and assessed whether advancement opportunities and promotions create diversity and provide gains against underutilization goals.
- Cultivated relationships with external employment sources through outreach ( letter campaigns, job fairs, apprentice programs, etc.)
- Recruited internal auditor and developed District-Wide internal auditing plan to increase efficiencies and accountability.
- Coordinated the updating of the employee performance review management system for all employees for use by the end of FY17, including the notification of all employees regarding the update of the program.

## **VP, Planning and Accountability continued**

### **FY 2017 Accomplishments continued**

#### *Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner*

- Assisted customers during Golden 1 Center special service.
- Initiated and concluded the Station Link pilot program with Uber, Lyft, and Yellow Cab for first and last mile services to SacRT light rail stations.
- Initiated a route optimization study, a comprehensive and objective look at SacRT routes. Goals include understanding changes in regional travel demand patterns, identifying opportunities and challenges presented by new mobility options, better aligning people with where they live and where they want to go, connecting neighborhoods and major activity and employment centers, and providing SacRT with a well-defined plan for expansion if able to secure additional local funding for transit.
- Periodically reviewed schedule performance to identify potential service and route alignment changes to improve reliability, on-time performance, and efficiencies in fixed route and ADA paratransit services.

#### *Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)*

- Lead district Route Optimization Initiative.
- Successfully served Sacramento's new downtown ESC, Golden 1 Center, to show the region the convenience and value of public transit and build new ridership. The District is focusing on every minor detail and proactively focused on increasing ridership.
- Continued to monitor system wide improvements focused on improving cleanliness, safety, security and on-time performance.

#### *Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts*

- Updated district Title VI program.
- Coordinated with multiple stakeholders and government organizations prior to the opening of the Golden 1 Center ESC in downtown Sacramento.

## **VP, Planning and Accountability continued**

### **FY 2018 Goals**

#### Strategic Plan Goal #1: Ensure Financial Stability

- Continue to administer and update service agreements with Capitol Corridor, Elk Grove, and Citrus Heights as necessary.
- Develop audit plan in coordination with executive management, include a focus on audits that assess efficiency, risk management, and the protection of SacRT assets.
- Continue to monitor (and seek new) efficiencies with ADA paratransit operator.
- Explore options for self-funding of transit service in new growth areas in the Sacramento region.
- 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 SacRT's ADA paratransit service, thereby containing costs and increasing capacity on this service; coordinate with SacRT's Mobility Advisory Council (MAC) and SacRT'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.
- Implementation of ADA Paratransit Trip-by-Trip Eligibility for conditionally-eligible paratransit passengers in order to manage demand and ensure sustainability of ADA paratransit service.
- Complete acquisition of software for Board Agenda creation and distribution.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Continue tracking ridership, hours, and miles for Golden 1 Center special service and other special service as needed.
- Focus a portion of audits on business process enhancements (e.g. procurement process).
- Analyze applications to determine eligibility for ADA paratransit service in five or fewer days on average, but not exceeding the 21-day processing time allowable under federal regulations pertaining to ADA paratransit service.

## **VP, Planning and Accountability continued**

### **FY 2018 Goals continued**

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Complete training on EEO, ADA, Title VI, and DBE to provide counsel to the SacRT's civil rights compliance programs (EEO, ADA, Title VI, DBE, etc.).
- Revise the current ADA paratransit-eligibility appeals hearing process to enhance representation and diversity and ensure our process conforms to the highest applicable standards in a cost efficient manner.
- Assist with new EEO program in accordance with new EEO requirements.
- Develop process for ADA training for subcontractors (e.g. security guards).
- Revise and implement a new appeals hearing process to enhance representation and diversity and ensure our appeals process continues to run smoothly, achieve cost savings and ensure the process conforms to the highest applicable standards.
- Implement the revised Americans with Disabilities (ADA) Paratransit Application to make it more comprehensive for the applicant and provide better information to the Eligibility Specialist to better access ADA Paratransit eligibility.
- Recruit viable Mobility Advisory Council members to enhance representation and diversity on the MAC for individuals and organizations that represent/serve persons with disabilities and seniors.
- Conduct Equal Employment Opportunity (EEO) Outreach by monitoring SacRT facilities to ensure the presence of EEO posters, policies & notifications.
- Audit eligible sub-recipient's EEO programs.
- Manage an honest and ethical EEO program.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Increase coordination with business community, neighborhood groups, universities, and other interested stakeholder groups.
- Track applicant and hiring data and compare to underutilization ratios.
- Monitor progress towards EEO employee hiring and utilization goals.
- Monitor and assess whether advancement opportunities and promotions create diversity and provide gains against underutilization goals.

## **VP, Planning and Accountability continued**

### **FY 2018 Goals continued**

#### *Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce*

- Cultivate relationships with external employment sources through outreach ( letter campaigns, job fairs, apprentice programs, etc.)
- Manage EEO program in an honest and ethical manner.
- Disseminate EEO related pamphlets intended to prevent discriminatory practices through the development of a more informed workforce.
- Train all management and supervisory staff in Discrimination Prevention Training as mandated per California Assembly Bill 1825.
- Distribute on an annual basis, SacRT's EEO Policy Statement and SacRT's Harassment, Discrimination and Retaliation Prevention and Complaint Process to every employee.
- Demonstrate that SacRT is an equal opportunity employer by including minority media and organizations in our recruitment and outreach activities.
- Provide harassment and discrimination prevention training to new and existing employees.
- Actively monitor SacRT hiring and recruitment activity.

#### *Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner*

- Continue to assist customers during Golden 1 Center special service.
- Lead the route optimization study that will take a comprehensive and objective look at SacRT's system. Goals include understanding changes in regional travel demand patterns, identifying opportunities and challenges presented by new mobility options, better aligning people with where they live and where they want to go, connecting neighborhoods and major activity and employment centers, and providing SacRT with a well-defined plan for expansion if able to secure additional local funding for transit. Make major recommendations that will impact service, while improving ridership, efficiency and reliability.
- Periodically review schedule performance to identify potential service and route alignment changes to improve reliability, on-time performance, and efficiencies in fixed route and ADA paratransit services.
- Update Mobility Advisory Council's Bylaws for diversity and effective representation.



## VP, Planning and Accountability continued

### FY 2018 Goals continued

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Lead district Route Optimization Study (ROS) as noted above.
- Successfully serve Sacramento's new downtown ESC, Golden 1 Center, to show the region the convenience and value of public transit and build new ridership. The District is focusing on every minor detail and proactively focused on increasing ridership.
- Continue to monitor system wide improvements focused on improving cleanliness, safety, security and on-time performance.
- Continue to partner with neighboring transit agencies for improved connectivity and seamless transfers.
- Continue to work with Marketing and Communications on developing new special service and attracting choice riders to the system.
- Continue to work with major stakeholders to encourage cooperation within decision making bodies that encourage transit use.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Update plans as needed.
- Engage the community and local community groups as needed throughout the ROS process.



## VP, Planning and Accountability continued

### Performance Measures/Statistics

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

Quality Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget
Produce monthly ridership reports on time	Yes	Yes	Yes	Yes	Yes
Produce NTD required statistics on time	Yes	Yes	Yes	Yes	Yes

#### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

Quality Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2018 to FY 2017 Amount	Percent
Average Days To Respond to Passenger ADA Complaints <sup>1</sup>	15.1	17.8	19.3	20.3	30.0	970.0%	47.8%
Average Days To Complete ADA Assessments <sup>2</sup>	7.5	4.7	15.7	5.8	21.0	1520.0%	262.1%

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

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





## VP, Planning and Accountability continued

### Expenses

#### By Expense Category

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
Salaries & Benefits	\$ 2,603,747	\$ 2,641,114	\$ 3,023,450	\$ 2,596,258	\$ 2,511,139	\$ (85,119)	(3.3%)
Professional Services	12,412,395	13,607,502	14,530,990	14,402,752	12,276,000	(2,126,752)	(14.8%)
Materials & Supplies	6,145	9,071	6,880	6,344	10,300	3,956	62.4%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	16,672	11,781	9,565	15,811	43,174	27,363	173.1%
<b>Total</b>	<b>\$ 15,038,958</b>	<b>\$ 16,269,468</b>	<b>\$ 17,570,886</b>	<b>\$ 17,021,165</b>	<b>\$ 14,840,613</b>	<b>\$ (2,180,552)</b>	<b>(12.8%)</b>

#### By Department

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
Equal Employment Opportunity	\$ 148,784	\$ 97,612	\$ 151,548	\$ 164,537	\$ 180,206	\$ 15,669	9.5%
Board of Directors	50,425	47,149	189,297	182,546	236,390	53,844	29.5%
VP, Planning & Accountability	-	-	256,028	620,029	721,290	101,261	16.3%
Quality Assurance	-	-	-	52,788	185,879	133,091	252.1%
AGM of Planning	338,151	343,971	236,204	-	-	-	0.0%
Purchased Transportation	12,349,422	13,544,165	14,473,570	14,257,511	11,925,000	(2,332,511)	(16.4%)
Planning	476,246	477,482	526,894	530,671	800,372	269,701	50.8%
Strategic Planning	370,095	345,767	391,411	291,746	-	(291,746)	(100.0%)
Accessible Services	1,305,835	1,413,322	1,345,934	921,337	791,476	(129,861)	(14.1%)
<b>Total</b>	<b>\$ 15,038,958</b>	<b>\$ 16,269,468</b>	<b>\$ 17,570,886</b>	<b>\$ 17,021,165</b>	<b>\$ 14,840,613</b>	<b>\$ (2,180,552)</b>	<b>(12.8%)</b>

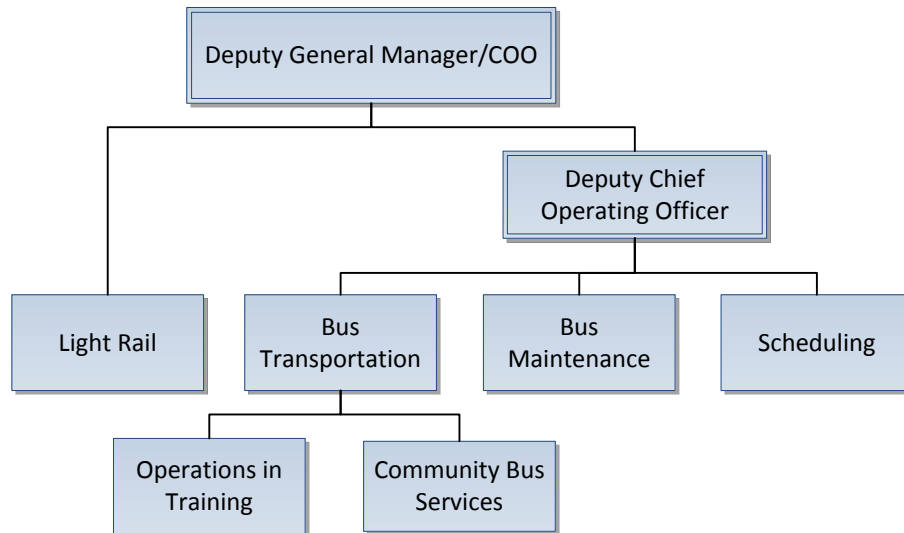
#### Positions

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
Equal Employment Opportunity	1	1	1	1	1	0	0.0%
Board of Directors	0	0	1	1	1	0	0.0%
VP, Planning & Accountability	0	0	0	2	3	1	50.0%
Quality Assurance	1	1	0	0	1	1	0.0%
AGM of Planning	2	2	2	0	0	0	0.0%
Purchased Transportation	0	0	0	0	0	0	0.0%
Planning	6	6	7	7	8	1	14.3%
Strategic Planning	4	4	3	2	0	-2	(100.0%)
Accessible Services	12	12	12	6	6	0	0.0%
<b>Total</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>19</b>	<b>20</b>	<b>1</b>	<b>5.3%</b>

<sup>1</sup> Transfer 1 Senior Administrative Assistant from VP, Engineering & Facilities  
<sup>2</sup> Added 1 Internal Accountability Auditor in Quality Assurance (swapped from Attorney III)  
<sup>3</sup> Transferred 2 positions from Strategic Planning to Planning  
 Unfunded 1 Service Planner

## VP, Transit Services/Chief Operating Officer

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



- The Deputy General Manager/Chief Operating Officer (DGM/COO) guides and directs the division.
- Light Rail dispatches and supervises daily light rail service, trains, maintains and repairs the light rail vehicle fleet and rail infrastructure.
- Bus Transportation dispatches and supervises daily bus service and Community Bus Service (CBS) neighborhood bus service and schedules route deviation requests.
- Operations in Training provides all bus operator training.
- Bus Maintenance maintains and repairs the bus fleet, including Neighborhood Ride buses.
- Scheduling plans and maintains bus, rail, and Neighborhood Ride schedules, and operator work shifts.

## **VP, Transit Services/Chief Operating Officer continued**

### **FY 2017 Accomplishments**

#### Strategic Plan Goal #1: Ensure Financial Stability

- Actively managed the operations of the system in a time of modest recovery. This includes controlling the availability and use of overtime, and exploring initiatives to reduce the cost of the District's routine business practices.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Cleaned all buses and light rail vehicles that have been in service each day and establish a permanent program for the midday cleaning of light rail vehicles while they are in service.
- Performed a deep cleaning of each bus and light rail vehicle twice during the year.
- Enhanced the state of good repair efforts for the bus and light rail system including timely preventive maintenance and inspections and vehicle and station enhancements.
- Completed the light rail vehicle modifications to remove seating, creating more space for passengers in wheelchairs, passengers with utility carts, passengers traveling with children in strollers and passengers with bicycles.
- Monitored and analyzed vehicle failures in service, miles between mechanical failures, with a goal of continuous improvement.
- Developed a plan to replace and procure a light rail vehicle wash rack.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Provided annual training/retraining for supervisors, operators, customer service, and transit agents/inspectors, with the goal of providing safe, informed, courteous and professional service to our customers.
- Maintained Operator staffing levels by balancing attrition and service expansion with recruitment and training.
- Managed attrition in all maintenance areas through the timely recruitment and training of mechanics and service personnel.
- Continued to manage employee attendance; working on continual improvement in employee availability.
- Continued and completed the Verification of Transit Training (VTT) with the goal of keeping all Operators compliant with the Department of Motor Vehicle (DMV) rules and regulations.

## **VP, Transit Services/Chief Operating Officer continued**

### **FY 2018 Goals**

#### Strategic Plan Goal #1: Ensure Financial Stability

##### Operator Attendance Control

- Continue to manage employee attendance; working on continual improvement in employee availability.
- Collaborate with ATU to revise the operator attendance control program (ACP) policy.
- Streamline and decentralize administration of attendance discipline and relocate to responsible departments.
- Reduce operator absenteeism rate to improve customer service and service reliability and to reduce costs.
- Maintain Operator staffing levels by balancing attrition and service expansion with recruitment and training.

##### Paratransit Business Model

- Investigate best practices to provide high quality service to the public, as well as individuals with disabilities, and seniors, in the most cost effective manner.
- Collaborate with stakeholders and partners to determine best service options available.

##### Sustainability and Business Process Optimization

- Analyze and control the availability and use of overtime, and exploring initiatives to reduce the cost of the District's routine business practices.
- Develop key performance metrics to measure service and cost effectiveness.

## **VP, Transit Services/Chief Operating Officer continued**

### **FY 2018 Goals continued**

Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner and Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

#### IT Modernization

- Investigate available technology to enhance customer service experience, increase ridership and convenience, and attract new customers.
- Investigate available technology to enhance the safety operations of bus and light rail service.
- Complete the installation of the Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) system and associated reports to improve service operations and reliability

#### Safety Program

- Implement a secondary light rail warning system to improve safety of SacRT employees.
- Enhance annual refresher training curriculum and increase number of training hours provided to operators.
- Provide annual VTT training to operators and maintain DMV training rules and regulations compliance.
- Provide a mechanism for operators to report safety hazards and conditions that includes a follow up status report.
- Increase safety awareness communications and provide personal protection equipment (PPE) to operators and maintenance personnel.
- Provide Transit Safety Institute (TSI) certification training to supervisors and training personnel.
- Reduce the number of accidents per mile (Bus and Light Rail) and reduce the number of findings and recommendations from the Public Utilities Commission (PUC).

## VP, Transit Services/Chief Operating Officer continued

### FY 2018 Goals continued

Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner and Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

#### Organizational Excellence and Culture Change

- Replace and install a new light rail vehicle wash rack.
- Continue to clean all buses and light rail vehicles that have been in service each day and establish a permanent program for the midday cleaning of light rail vehicles while they are in service.
- Perform a deep cleaning of each bus and light rail vehicle twice during the year.
- Continue to enhance state of good repair efforts for the bus and light rail system including timely preventive maintenance and inspections and vehicle and station enhancements.
- Monitor and analyze vehicle failures in service and miles between mechanical failures with a goal of continuous improvement.







## VP of Transit Services/Chief Operating Officer continued

### Performance Measures/Statistics

*Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner*

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2018 to FY 2017	
						Amount	Percent
<b>Reliability Measures</b>							
On-Time Performance							
Bus	81.2%	79.2%	86.2%	75.4%	85.0%	0	12.7%
On-Time Departures							
Rail	96.7%	98.3%	97.8%	96.4%	97.0%	0	0.6%
Completed Trips							
Bus	99.8%	99.8%	99.8%	99.7%	99.8%	0	0.1%
Rail	99.6%	99.7%	99.8%	99.7%	99.8%	0	0.2%
Miles Between Service Calls							
Bus	9,368	11,550	11,149	13,402	9,500	(3,902)	(29.1%)
Rail	8,878	13,424	24,868	10,376	12,000	1,624	15.7%
<b>Quality Measures</b>							
Percent of passengers inspected	9.51%	14.33%	12.00%	21.82%	16.06%	(0)	(26.4%)
Cited passengers without proper fare	22,637	17,399	22,500	13,006	7,560	(5,446)	(41.9%)
Light Rail Fare evasion	1.60%	0.95%	1.50%	1.80%	1.70%	(0)	(5.6%)

*Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce*

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2018 to FY 2017	
						Amount	Percent
<b>Quality Measures</b>							
Employee Availability Days <sup>1</sup>							
ATU operators	205.82	201.95	208.10	206.78	209.00	2	1.1%
Lost Time Injuries Per 100 Employees	0.8	0.7	0.6	0.7	0.8	0	7.1%



## VP, Transit Services/Chief Operating Officer continued

### Expenses

#### By Expense Category

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
Salaries & Benefits	\$ 71,227,517	\$ 73,331,493	\$ 77,874,281	\$ 83,159,295	\$ 86,570,861	\$ 3,411,566	4.1%
Professional Services	1,521,046	1,319,514	1,499,780	1,504,354	1,454,900	(49,454)	(3.3%)
Materials & Supplies	9,546,815	7,743,301	7,022,318	8,011,644	8,145,100	133,456	1.7%
Utilities	3,968,030	4,275,594	4,659,092	4,797,706	4,950,000	152,294	3.2%
Insurance & Liability	(5,388)	(1,574)	(21,750)	(3,700)	-	3,700	(100.0%)
Other	310,661	172,828	211,286	184,447	220,410	35,963	19.5%
<b>Total</b>	<b>\$ 86,568,681</b>	<b>\$ 86,841,156</b>	<b>\$ 91,245,006</b>	<b>\$ 97,653,746</b>	<b>\$ 101,341,271</b>	<b>\$ 3,687,525</b>	<b>3.8%</b>

#### By Department

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
VP, Transit Services/COO	\$ 573,816	\$ 618,073	\$ 618,218	\$ 705,482	\$ 391,254	\$ (314,228)	(44.5%)
Bus Transportation	36,739,786	38,051,896	39,456,948	40,700,726	42,438,735	1,738,009	4.3%
Operations Training	1,035,517	724,195	1,168,884	1,059,205	1,049,110	(10,095)	(1.0%)
Bus Maintenance	15,616,273	14,147,057	13,776,353	14,735,657	15,923,628	1,187,971	8.1%
Light Rail	29,756,668	30,286,762	33,011,111	36,973,013	38,406,773	1,433,760	3.9%
Community Bus Service	2,285,215	2,393,131	2,567,812	2,807,343	2,506,551	(300,792)	(10.7%)
Scheduling	561,407	620,041	645,681	672,320	625,220	(47,100)	(7.0%)
<b>Total</b>	<b>\$ 86,568,681</b>	<b>\$ 86,841,156</b>	<b>\$ 91,245,006</b>	<b>\$ 97,653,746</b>	<b>\$ 101,341,271</b>	<b>\$ 3,687,525</b>	<b>3.8%</b>

#### Positions

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
VP, Transit Services/COO	3	3	3	3	2 <sup>1</sup>	-1	(33.3%)
Bus Transportation	393	383	392	392	390 <sup>2</sup>	-2	(0.5%)
Operations Training	14	14	14	13	14 <sup>3</sup>	1	7.7%
Bus Maintenance	102	102	94	91	99 <sup>4</sup>	8	8.8%
Light Rail	218	236	237	244	250 <sup>5</sup>	6	2.5%
Community Bus Service	33	33	32	32	33 <sup>6</sup>	1	3.1%
Scheduling	4	4	4	4	4	0	0.0%
<b>Total</b>	<b>767</b>	<b>775</b>	<b>776</b>	<b>779</b>	<b>792</b>	<b>13</b>	<b>1.7%</b>

<sup>1</sup> Transferred 1 VP, Transit Service/COO to GM Division and converted to Deputy General Manager/COO

<sup>2</sup> Unfund 1 Administrative Assistant II

Converted 2 Bus Operators to Community Bus Operator

<sup>3</sup> Funded 1 Operations Trainer

<sup>4</sup> Funded 1 Bus Service Worker

Unfunded 1 Maintenance Superintendent - Bus

Transferred 1 Materials Management Superintendent from Procurement

Transferred 7 Storekeeper from Procurement

<sup>5</sup> Funded 3 Facilities Service Workers

Converted 1 Maintenance Supervisor - Wayside to Rail Maintenance Worker

Transferred 1 Materials Management Superintendent from Procurement

Transferred 3 Storekeeper from Procurement

Funded 1 Mechanic A Body/Fender

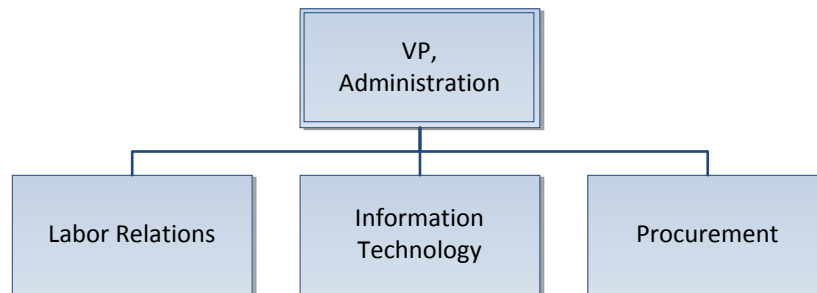
Unfunded 1 Rail Maintenance Worker - HLC

<sup>6</sup> Converted 2 Community Bus Operators from Bus Operator

Unfunded 1 Director, Community Bus Services

## VP, Administration

The Administration Division provides labor relations, information technology, and procurement services to the District.



- The VP, Administration provides executive direction and management over the areas of labor relations, information technology, and procurement; provides executive leadership and strategic direction in policy development and cross-divisional activities for assigned areas; serves as executive advisor to the negotiations team; plans, organizes, directs, and coordinates the full range of duties related to overseeing the expenditure of funds for goods, services, and capital assets, and administration of the District's Disadvantaged Business Enterprise (DBE) program.
- The Labor Relations manages and directs the District's employee and labor relations programs in the areas of labor contract negotiations and contract administration, drug and alcohol testing (DAT), employment law compliance, and resolution of employee complaints and grievances; advises management on disciplinary actions; advises senior management and the District's Board of Directors on labor and management issues to maintain efficient employee and labor relations in support of the District's goals; and administers the District's employee Service Award and Safety Award programs.
- The Information Technology manages and establishes enterprise-wide technology policies and procedures; serves as subject matter experts for Information Technology (IT) and Intelligent Transportation Systems (ITS) within the District; serves as liaisons with outside agencies and vendors on behalf of the District for technology and systems issues; influences technology direction, selection, and procurements for the District; and directs projects and special operations.

## VP, Administration continued

- The Procurement manages and oversees the acquisition and contract administration functions related to construction contracts and professional and non-professional services; reviews, analyzes, and applies procurement policies for District, federal, state, and local contracting regulations; implements and complies with all aspects of the DBE program; oversees the District's Small Business Enterprise (SBE) program; and develops outreach activities and technical training opportunities to DBEs and small businesses.

### FY 2017 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Labor Relations: negotiated two contract extension agreements during the current calendar year which contain lower percentage wage increases than had been provided to labor groups in the past several years. The agreements opened the door for reducing pension costs for future employees. These lower employee costs coupled with the reliability of the scheduled pay increases will facilitate budget planning during this and the next two fiscal years.
- Information Technology: designed, developed, and implemented Attendance Control software application allowing SacRT management to better track and manage employee attendance.
- Procurement: reviewed proposed procurements to avoid purchase of unnecessary or duplicative items. Consideration was given to consolidating or breaking out procurements to obtain a more economical purchase. Where appropriate, an analysis was made of lease versus purchase alternatives and any other appropriate analysis to determine the most economical approach.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Labor Relations: negotiated an expansion of the Transit Agent program and recent amendments to the previous enabling agreement with ATU which enhanced the safety and comfort of SacRT's ridership and provided a cost-effective alternative to previous vendor contracts for security guards.
- Information Technology: completed the final segment of SacRT's 53 mile regional fiber optics communications backbone. This backbone provided enhanced business and operations communications capabilities to SacRT's Academy Way rail operations facility by providing direct high speed connectivity to SacRT's downtown Network Operations Center and corporate headquarters.

## VP, Administration continued

### FY 2017 Accomplishments continued

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Information Technology: after several years of intensive technical work with SACOG and their vendor, INIT, successful deployment and “go-live” of the Connect Card system.
- Information Technology: developed a Regional Memorandum of Understanding (MOU) and formed a collaborative consortium for the management and governance of the Connect Card system.
- Information Technology: implementation and phased go-live of Light Rail station public address system at primary downtown Light Rail stations for the opening of the Golden One center.
- Information Technology: installed new Parkeon ticket vending machines as part of SacRT’s system wide improvement project prior to the opening of the Golden One Center.
- Information Technology: major improvements to SacRT’s video surveillance infrastructure through the addition of cameras at key Light Rail stations.
- Information Technology: complete implementation of a new Computer Based Facilities Maintenance Management system.
- Information Technology: designed, developed, and implemented Computer Based Fleet Maintenance System for bus maintenance.
- Information Technology: implemented Computer Aided Dispatch system for Bus Dispatch (CleverCAD).
- Information Technology: implemented Computer Based Service Management system for Scheduling (CleverWorks).
- Information Technology: implemented Computer Based Operations Management system for both Bus and Light Rail (Trapeze OPS).

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Labor Relations: provided training and instructive materials to supervisors and managers regarding a variety of topics with a consistent theme of modeling appropriate and ethical behavior and holding all levels of the organization accountable for its work and work ethics.
- Procurement: continued work with Procurement and Legal staff to update and improve services and contractor solicitation documents.

## VP, Administration continued

### FY 2017 Accomplishments continued

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Labor Relations, Information Technology, Procurement: partnered with a number of operating departments to improve communication, reduce conflict, and enhance the work experience for all employees in an effort to help SacRT become a “destination employer” for prospective employees.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Labor Relations: monitored changes in the law, regulation, and/or judicial decisions with which SacRT is required to comply and which may affect the wages, hours or working conditions of SacRT employees. Positive and creative dialogue with the labor organizations representing SacRT employees facilitated implementation of such changes.
- Procurement: maintained compliance with the Federal Department of Transportation DBE regulations published at 49 C.F.R. Part 26.
- Procurement: developed and implemented with a local chamber of commerce a DBE/SBE Business Development Program the purpose of which was to further the development of DBEs/SBEs to be able to successfully compete in the marketplace via training and technical assistance provided by SacRT staff and partners in the community including the chambers of commerce and other regional public contracting officers.

## VP, Administration continued

### FY 2018 Goals

#### Strategic Plan Goal #1: Ensure Financial Stability

- Labor Relations: work on a request for SacRT Board approval to create a new category of employee, Limited Term Employee, which would enable the District to hire employees for a contract for services with another entity and/or where a funding source of limited duration is available. Limited Term employees could be hired at a reduced wage and benefit package and without full employment status, thereby permitting SacRT to competitively bid for new business and/or provide specific services pursuant to a limited funding source.
- Labor Relations: approach bargaining with the International Brotherhood of Electrical Workers (IBEW) with an expectation to agree upon lower wage increases consistent with those agreed upon for ATU and with the American Federation of State, County, & Municipal Employees (AFSCME) in the Spring and Summer of 2017.
- Procurement: continue to ensure that SacRT procurement procedures provide for a review of proposed procurements to avoid the purchase of unnecessary or duplicative items. Consideration will be given to consolidating or breaking out procurements to obtain a more economical purchase. Where appropriate, an analysis will be made of lease versus purchase alternatives and any other appropriate analysis to determine the most economical approach.
- Procurement: continue to work with Procurement and Legal staff to identify cost cutting measures to maximize efficiencies and minimize duplication in processing procurements and executing contracts for goods and services.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Labor Relations: engage in discussions with the labor organizations in an effort to identify and seek to modify employment practices that may not be as efficient or cost-effective as other reasonable alternatives.
- Information Technology: implement updated Computer Based Digital Messaging Sign Management software application for Light Rail.
- Information Technology: implement Automated Vehicle Location and Arrival Prediction for SacRT's Light Rail fleet.
- Information Technology: implement on-board live surveillance system for SacRT's Light Rail fleet.

## VP, Administration continued

### FY 2018 Goals continued

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Mann

- Information Technology: implement on board Automated Passenger Counters on SacRT's Light Rail fleet.
- Information Technology: complete the Light Rail Public Address system including integration with SacRT's digital messaging signs and automated platform announcements.

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Labor Relations: continue to model and train others to model honest, ethical practices and to engage in discussions with supervisors, managers, and labor organizations to enhance transparency and accountability.
- Procurement: continue work with Procurement and Legal staff to update and improve services and contractor solicitation documents.
- Procurement: continue to conduct procurements and contract administration in compliance with Title II of SacRT Administrative Code Conflict of Interest and Code of Ethics.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Labor Relations: continue to monitor changes that affect SacRT's workforce and seek to implement required changes in a timely and efficient manner.
- Procurement: maintain compliance with the Federal Department of Transportation's DBE regulations published at 49 C.F.R. Part 26.
- Procurement: continue development and implementation with the local chambers of commerce of a DBE/SBE Business Development Program the purpose of which will be to further the development of DBEs/SBEs to be able to successfully compete in the marketplace via training and technical assistance provided by SacRT staff and partners in the community including the chambers of commerce and other regional public contracting officers.



## VP, Administration continued

### Performance Measures/Statistics

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

Employee Recognition Measures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
	Actual	Actual	Actual	Actual	Actual	Projected
Service Awards Eligibility	2012 Eligibility	2013 Eligibility	2014 Eligibility	2015 Eligibility	2016 / 4-2017 Eligibility	5-2017 / 5-2018 Eligibility
<i>By Years of Service - All Employee Groups</i>						
5 years	19	8	12	0	5	19
10 years	17	26	22	13	10	17
15 years	11	11	19	16	12	11
20 years	1	2	3	10	11	1
25 years	16	9	16	13	5	16
30 years	0	2	2	5	11	0
35 years	2	6	0	2	0	2
40 years	0	1	0	1	0	0
Safety Awards Eligibility	Actual	Actual	Actual	Actual	Projected	Projected
<i>By Years of Award</i>						
01 - 09 years	211	217	223	203	217	217
10 - 19 years	119	121	129	139	123	123
20 - 29 years	34	28	28	32	30	30
30 - 39 years	6	5	3	4	4	4

\*Eligibility for 2018 Service Award recipients have not been determined. The figures represent an estimated average.

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

The 2014 and 2015 Safety Awards were paid out of the FY 2018 Budget.

\*\*\*Eligibility for 2016 & 2017 Safety Award recipients have not been determined. The figures represent an estimated average.

\*\*\*\*Safety Awards for 2014 and 2015 were combined and paid out of FY 2018 funds. The delay was due to development of an RFP for solicitation of a qualified vendor.





## VP, Administration continued

### Expenses

#### By Expense Category

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
Salaries & Benefits	\$ 5,710,844	\$ 5,960,468	\$ 5,752,501	\$ 3,687,379	\$ 3,324,127	\$(363,252)	(9.9%)
Professional Services	462,844	547,703	614,729	576,091	595,000	18,909	3.3%
Materials & Supplies	91,913	94,090	106,059	101,469	156,500	55,031	54.2%
Utilities	-	-	-	-	437,700	437,700	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	58,054	43,322	63,654	114,180	171,000	56,820	49.8%
<b>Total</b>	<b>\$ 6,323,654</b>	<b>\$ 6,645,583</b>	<b>\$ 6,536,942</b>	<b>\$ 4,479,119</b>	<b>\$ 4,684,327</b>	<b>\$ 205,208</b>	<b>4.6%</b>

#### By Department

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
VP, Administration	473,374	496,280	159,584	247,311	250,691	3,380	1.4%
Employee Relations	515,589	583,786	592,489	443,378	525,964	82,586	18.6%
Information Technology	2,522,711	2,480,490	2,758,781	2,608,399	2,921,290	312,891	12.0%
Procurement	2,811,979	3,085,027	3,026,088	1,180,031	986,382	(193,649)	(16.4%)
<b>Total</b>	<b>\$ 6,323,654</b>	<b>\$ 6,645,583</b>	<b>\$ 6,536,942</b>	<b>\$ 4,479,119</b>	<b>\$ 4,684,327</b>	<b>\$ 205,208</b>	<b>4.6%</b>

### Positions

	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
VP, Administration	3	3	0	2	1	<sup>1</sup> -1	(50.0%)
Employee Relations	5	5	4	4	3	<sup>2</sup> -1	(25.0%)
Information Technology	16	16	16	16	14	<sup>3</sup> -2	(12.5%)
Procurement	26	26	26	20	7	<sup>4</sup> -13	(65.0%)
<b>Total</b>	<b>50</b>	<b>50</b>	<b>46</b>	<b>42</b>	<b>25</b>	<b>-17</b>	<b>(37.0%)</b>

<sup>1</sup> Transferred 2 positions to VP, Finance/CFO and added 1 VP, Administration

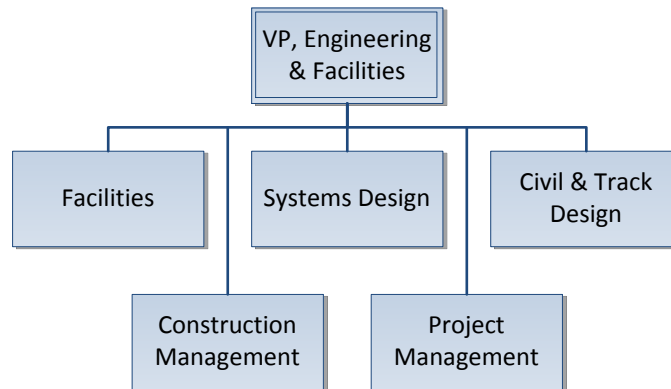
<sup>2</sup> Unfunded 1 Senior Labor Relations Analyst

<sup>3</sup> Unfund 2 Positions: 1 IT Technician II & 1 Senior Programmer Analyst

<sup>4</sup> Transferred 10 Storekeepers to Bus Maintenance (7) and Light Rail (3)  
Transferred 2 Materials Management Superintendent to Bus Maintenance (1) and Light Rail (1)  
Unfunded 1 Director, Procurement Services

## VP, Engineering and Facilities

This division implements capital projects in support of the operating divisions through design and construction; provides technical support for ongoing maintenance activities; maintains all SacRT stations, stops and facilities.



- The VP, Engineering and Facilities guides and directs the division. This division's staff also provides Quality Assurance functions.
- Facilities maintains all facilities and equipment in a state of good repair.
- 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).
- 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).
- Construction Management provides oversight to construction of the District's capital projects.
- Project Management monitors scope, cost, and schedule for the District's capital projects, provides analysis for Division work and is the primary contact with the Federal Transit Administration for items related to capital project in the New Starts Small Starts grant programs.

## VP, Engineering and Facilities continued

### FY 2017 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Complete reconciliation of construction costs and reimbursements needed for the closeout of grants for the Green Line to the River District.
- Complete reconciliation of construction costs and reimbursements needed for the closeout of grants for the Blue Line to CRC CTSSS Contract.
- Submit information necessary for the Downtown Riverfront Streetcar project to enter the Federal Transit Administration's FY 17 Small Starts Grant Agreement process. Resulted in \$50,000,000 grant.
- Continue to work with Finance and other partners to identify potential grant sources and either lead or provide support on pursuits as appropriate and consistent with the "Roles & Responsibilities" white paper.
- Support with technical information the Dedicated Transit Funding effort.
- Continue collaborative effort with Finance and Rail Operations to develop funding strategy and plan for light rail vehicle (LRV) replacements.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Provide ongoing assistance and support to the Finance Division related to the Capital Improvement Plan, reporting required for capital projects and the associated grants and funding.
- Work to complete System-wide Improvement Project elements prior to the opening of the Golden 1 Center.
- Elevate focus on Maintenance Plan elements to improve public perception of cleanliness of light rail stations and bus stops.
- Continue construction on the Bus Maintenance Facility at McClellan Park as funding permits. Outfit the facility for maintenance of 35 buses.
- Relocate Facilities Staff out of the Evergreen Street facility

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Educate staff on SacRT's gift policy to ensure that no violations ensue.
- 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 and delivery.

## **VP, Engineering and Facilities continued**

### **FY 2017 Accomplishments continued**

#### *Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce*

- Provide ongoing leadership and management training opportunities for staff.
- Evaluate opportunities to promote staff as professional development and experience dictate.
- Within the budget constraints of the District, identify and coordinate staff training and attendance at events to broaden skillset and maintain employee interest.
- Continue to expand exposure of associate-level staff to transportation partners and technical areas.

#### *Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner*

- Provide ongoing technical support to other departments and divisions in support of their efforts to complete ongoing operating, maintenance, planning functions, and capital projects. (i.e. Bus Maintenance Facility 2 (BMF2) Improvements, Green Line to the Airport, Facilities improvements and the UTDC Retrofit project).
- Closeout construction activities for Civil, Track, Structures, Stations and Systems contract for the Blue Line to CRC Light Rail Extension project.
- Continue to work with SACOG, City of West Sacramento, City of Sacramento and Yolo County Transportation District to advance the Downtown Riverfront Streetcar project.
- Continue to improve efficiency of routine cleaning program for light rail stations through the implementation of the Maintenance Plan, thereby reducing the need to be reactionary to address customer complaints.
- Complete the installation of ticket machines and tap devices for the new regional Connect Card project.
- Continue to work with the Sacramento Housing and Redevelopment Agency (SHRA), the City of Sacramento and the City of Rancho Cordova to advance the Dos Rios and Horn Station concepts through final design and develop funding for future implementation.

#### *Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)*

- Continue to work with and provide input to SACOG on the Metropolitan Transportation Plan (MTP)/Sustainable Community Strategy (SCS) Update to increase market share.

## **VP, Engineering and Facilities continued**

### **FY 2017 Accomplishments continued**

#### *Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts*

- Work with bargaining units to provide mutually beneficial work rule changes as appropriate.
- Continue to work with agencies, organizations and SacRT departments on advancing various transit-related projects including, but not limited to, the Green Line, light rail train stations, SVS and the SVS Tail/Storage Tracks, Dos Rios & Horn Stations and other projects.

### **FY 2018 Goals**

#### *Strategic Plan Goal #1: Ensure Financial Stability*

- Complete reconciliation of construction costs and reimbursements needed for the closeout of grants for the Green Line to the River District.
- Finish all remaining Blue Line to CRC work, with the exception of Morrison Creek Station Submit information necessary for the Downtown Riverfront Streetcar project to enter the Federal Transit Administration's FY 2019 Small Starts Grant Agreement process.
- Secure remaining \$50 million in Small Starts funding from the Federal FY 2018 or FY 2019 CIG fund for the Downtown Riverfront Streetcar project.
- Secure all remaining local match funding for the Downtown Riverfront Streetcar project.
- Secure funding for SVS partial loop extension at the Sacramento Valley Station.
- Execute a Small Starts Grant Agreement on behalf of the Downtown Riverfront Streetcar project with the Federal Transit Administration.
- Continue work to develop an asset replacement plan with a focus on major assets such as the original Bus Maintenance Facility compressed natural gas fueling station.
- Continue to work with Finance and other partners to identify potential grant sources and either lead or provide support on pursuits as appropriate and consistent with the "Roles & Responsibilities" white paper.
- Support with technical information for the Dedicated Transit Funding effort.
- Continue collaborative effort with Finance and Rail Operations to develop funding strategy and plan for LRV replacements.

## **VP, Engineering and Facilities continued**

### **FY 2018 Goals continued**

#### *Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner*

- Provide ongoing assistance and support to the Finance Division related to the CIP, reporting required for capital projects and the associated grants and funding.
- Work to complete System-wide Improvement Project Phases Two and Three.
- Develop a comprehensive Maintenance Plan that identifies frequency of services for all District assets compliant with 2015 FTA review requirements.
- Elevate focus on Maintenance Plan elements to improve public perception of cleanliness of light rail stations and bus stops.
- Continue construction and design on the Bus Maintenance Facility at McClellan Park as funding permits. .
- Implement a secured facility during non-operating hours at Watt/I-80 Light Rail Station
- Obtain extra licenses for Manager+ and implement mobile capabilities, provide access to reports of the timetables of completed work to others; including, but not limited to real-time notifications of completed work.

#### *Strategic Plan Goal #3: Operate in an Ethical Manner*

- Comply with SacRT's gift policy to ensure that no violations ensue.
- 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 and delivery.
- Establish an expedited change order process for the Downtown Riverfront Streetcar project that works within SacRT's existing review process.

#### *Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce*

- Provide ongoing leadership and management training opportunities for staff.
- Within the budget constraints of the District, identify and coordinate staff training and attendance at events to broaden skillset and maintain employee interest.

## VP, Engineering and Facilities continued

### FY 2018 Goals continued

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Continue to expand exposure of associate-level staff to transportation partners and technical areas.
- Campus Master Plan - Develop consensus on campus master plan's scope of work among board members and staff, and start a comprehensive RFP process within FY18.

#### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

- Provide ongoing technical support to other departments and divisions in support of their efforts to complete ongoing operating, maintenance, planning functions, and capital projects. (i.e. BMF2 Improvements, Green Line to the Airport, Facilities improvements and the UTDC Retrofit project).
- Continue to advance work with SACOG, City of West Sacramento, City of Sacramento and Yolo County Transportation District to advance the Downtown Riverfront Streetcar project.
- Continue to improve efficiency of routine cleaning program for light rail stations through the implementation of the Maintenance Plan, thereby reducing the need to be reactionary to address customer complaints.
- Continue to advance the Green Line through the preparation and release of the Draft Environmental Impact Statement/Report (EIS)/R and advanced conceptual engineering, by engaging the various stakeholders, and internal & external Agencies.
- Continue to work with SHRA, the City of Sacramento and the City of Rancho Cordova to advance the Dos Rios and Horn Station concepts through final design and develop funding for future implementation.



## VP, Engineering and Facilities continued

### FY 2018 Goals continued

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Support Planning with Route Optimization Study, with increase/decrease and or movement of Bus Stops and include expansion discussions.
- Support IT Modernization with updating Fare Vending Machines (FVM) and installing new FVMs that include faster payment options. Improve customers experience with providing access to Customer Advocacy and Manager Plus.
- Support Security Program with providing cameras for monitoring stations

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Work with bargaining units to provide mutually beneficial work rule changes as appropriate.
- Continue to work with agencies, organizations and SacRT departments on advancing various transit-related projects including, but not limited to, the Green Line, LRT Stations, SVS and the SVS Tail/Storage Tracks, Dos Rios & Horn Stations and other projects.
- Continue to work with and on PUC General Orders for compliance
- Transit Asset Management Plan. Develop an Asset Management program with a State of Good Repair component in 2018.





## VP, Engineering and Facilities continued

### Expenses

#### Expenses By Category

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Salaries & Benefits	\$ 4,095,446	\$ 4,485,460	\$ 4,669,092	\$ 5,314,966	\$ 4,597,109	\$ (717,857)	(13.5%)
Professional Services	1,059,863	1,017,259	1,122,476	1,167,758	1,157,000	(10,758)	(0.9%)
Materials & Supplies	249,668	289,066	337,431	325,914	310,500	(15,414)	(4.7%)
Utilities	1,457,921	1,677,757	1,539,645	1,629,075	1,660,000	30,925	1.9%
Insurance & Liability	(4,130)	(9,654)	-	-	-	-	0.0%
Other	695,692	688,753	677,914	707,475	654,000	(53,475)	(7.6%)
<b>Total</b>	<b>\$ 7,554,461</b>	<b>\$ 8,148,641</b>	<b>\$ 8,346,558</b>	<b>\$ 9,145,188</b>	<b>\$ 8,378,609</b>	<b>\$ (766,579)</b>	<b>(8.4%)</b>

#### By Department

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Chief of Facilities	\$ 153,819	\$ 186,561	\$ 193,357	\$ 245,770	\$ -	\$ (245,770)	(100.0%)
Facilities Maintenance	6,209,537	6,792,404	6,902,335	7,053,319	6,914,506	(138,813)	(2.0%)
AGM of Engineering	297,944	231,456	281,070	473,080	257,804	(215,276)	(45.5%)
Systems Design	73,018	65,622	98,076	141,405	157,431	16,026	11.3%
Civil & Track Design	309,169	297,901	347,973	472,480	340,649	(131,831)	(27.9%)
Construction Management	116,788	79,801	105,056	106,638	170,835	64,197	60.2%
Project Management	-	124,801	72,923	261,084	253,844	(7,240)	(2.8%)
Strategic Planning	394,186	370,095	345,767	391,411	283,540	(107,871)	(27.6%)
<b>Total</b>	<b>\$ 7,554,461</b>	<b>\$ 8,148,641</b>	<b>\$ 8,346,558</b>	<b>\$ 9,145,188</b>	<b>\$ 8,378,609</b>	<b>\$ (766,579)</b>	<b>(8.4%)</b>

#### Positions

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Chief of Facilities	1	1	1	2	0	<sup>1</sup> -2	(100.0%)
Facilities Maintenance	37	40	39	37	33	<sup>2</sup> -4	(10.8%)
VP, Strategic Planning & System Development	7	6	5	5	4	<sup>3</sup> -1	(20.0%)
Systems Design	3	4	4	2	2	0	0.0%
Civil & Track Design	7	8	8	7	4	<sup>4</sup> -3	(42.9%)
Construction Management	5	4	4	3	2	<sup>5</sup> -1	(33.3%)
Project Management	0	2	2	2	3	<sup>6</sup> 1	50.0%
Strategic Planning	4	4	4	3	2	<sup>7</sup> -1	(33.3%)
<b>Total</b>	<b>64</b>	<b>69</b>	<b>67</b>	<b>61</b>	<b>50</b>	<b>-11</b>	<b>(18.0%)</b>

<sup>1</sup> Eliminate 1 Chief of Facilities and Bus Support Services and transfer 1 Sr. Administrative Assistant to VP, Strategic Planning & System Development

<sup>2</sup> Unfund 3 positions: 1 Director, Facilities, 1 Facilities Maintenance Mechanic and 1 Sr. Facilities Specialist  
Transfer 1 Real Estate Administrator - Asset Management to Project Management

<sup>3</sup> Unfund 2 positions: 1 Administrative Assistant II and 1 Sr. Quality Assurance Specialist  
Transfer 1 Sr. Administrative Assistant from AGM Planning

<sup>4</sup> Unfund 3 positions: 1 Associate Architect - HLC, 1 Associate Civil Engineer - HLC, and 1 Engineering Technician

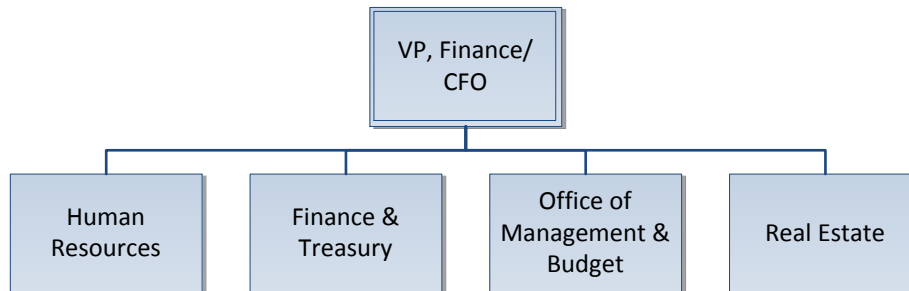
<sup>5</sup> Unfund 1 Assistant Resident Engineer

<sup>6</sup> Transfer 1 Real Estate Administrator - Asset Management from Facilities Maintenance

<sup>7</sup> Unfund 1 Assistant Planner

## VP, Finance/Chief Financial Officer

This division provides financial, budget, human resources, and real estate services to the District.



- The VP of Finance/Chief Financial Officer guides and directs the division.
- Human Resources administers employee recruitment, non-operator training, benefits, promotion, classification, compensation, selection, health, welfare programs, pension plan administration, and retirement board administration.
- 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.
- Real Estate acquires, develops, and disposes of land and buildings.



## VP, Finance/Chief Financial Officer continued

### FY 2017 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Finance/Treasure (Accounting): Renewed Line of Credit.
- Finance/Treasure (Accounting): Achieved Debt Covenants.
- Finance/Treasure (Accounting): Received Certificate of Achievement for Excellence in Financial Reporting.
- Finance/Treasure (Accounting): No audit findings in prior years or re-statement of financial data, which ensures that current information presented to the Board and staff for decision making is timely and accurate.
- Finance/Treasure (Connect Card): Successful public launch of the Connect Card system on June 15, 2017
- Finance/Treasure (Connect Card): Finalized reconciliation documentation and procedures for Connect Card system (Spring 2017)
- Finance/Treasure: Work with regional partners to maximize revenue available for Regional Transit.
- Finance/Treasure: Distributed electronic SacRT Board and Retirement Board packages.
- Office of Management & Budget: Analyzed demand response service to support SacRT's effort to reduce costs while continuing to provide excellent service.
- Office of Management & Budget: Provided analysis to accurately cost out new service proposals and ensure that costs are recovered to the fullest extent possible.
- Office of Management & Budget: Revamped Budget Process to focus departments towards controlling costs.
- Office of Management & Budget (Grants): Submitted all FTA, State and Local reports for the Fiscal Year that met all reporting requirements and deadlines.
- Office of Management & Budget (Grants): Worked with Caltrans and obtained an allocation of \$50 million in TCRP funds with approximately \$40 million for reimbursement of other sources used to fund Blue Line Construction costs.
- Office of Management & Budget (Grants): Increased local match commitment for the Small Starts Federal application with \$30 Million in Cap and Trade TIRCP funds and \$25 million in Proposition 1A High Speed Rail Act funds for the Downtown/Riverfront Sacramento-West Sacramento-Streetcar project.

## VP, Finance/Chief Financial Officer continued

### FY 2017 Accomplishments continued

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Human Resources: Reduced time between final day of employment and receipt of first pension check by at least 5 business days.
- Human Resources: Maintained accuracy rate of 98% for all payroll transactions.
- Human Resources: Promoted a “Customers First” and performance based culture.
- Human Resources: Developed a Human Resources information page on sacrt.com and Headways that contains a summary page with A-Z breakout of services provided and focuses on consistency of message.
- Human Resources: Provided training opportunities to update employees on emerging customer and internal communication technologies.
- Human Resources: Developed strategies to maintain transparent, clear and consistent communication with internal and external stakeholders and partners.
- Finance/Treasury: Reduced time between final day of employment and receipt of first pension check by at least 5 business days.
- Office of Management & Budget: Met with Departments to go over quarterly budget to actual.
- Office of Management & Budget: Conducted budget public meetings.
- Office of Management & Budget (Grants): Awarded \$870,000 grant from the Federal Transit Administration (FTA) to add a secondary warning system to increase safety of employees in light rail work zones.
- Office of Management & Budget: Published Vital Statistics and Internal Financial Reports on time in accordance with the monthly close schedule.



## VP, Finance/Chief Financial Officer continued

### FY 2017 Accomplishments continued

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Finance/Treasure (Connect Card): Implemented Daily Best Fare on Connect Card to ensure that our riders are not overcharging themselves due to not knowing how to use the system (March 13, 2017)
- Office of Budget & Management: Implemented “Fare Capping” on Connect Card to ensure that our riders are not overcharging themselves due to not knowing how to use the system.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Finance/Treasury: Hired and maintained staff (both temporary and permanent) necessary to ensure a successful migration from paper fare media to electronic forms of fare payment.
- Human Resources: Managed workforce to avoid significant vacancies in critical positions, including the development of a strategy to reduce missed bus trips as a result of a lack of operators.
- Human Resources: Restructured job responsibilities with the initiative of finding ways to improve efficiencies and reporting information for internal customers.
- Human Resources: Implemented Employee Self Service (ESS) Portal program on Headways for benefits enrollment, forms and personnel information updates.
- Human Resources: Streamlined hiring processes and benefits management: Modified external panel interview; implemented Summit Background Investigators; refined New Employee Orientation (NEO).
- Human Resources: Implemented the automated applicant tracking system to decrease hiring cycle time and increase manager satisfaction with recruitment process.
- Human Resources: Enhanced the hiring process effectively; monitored cost per hire and yield ratio.
- Human Resources: Reviewed all recruitment contracts so that SacRT remains competitive and the rates are comparable to other similarly sized organizations.
- Human Resources: Reviewed benefit offerings and valued to help manage cost of benefits per employee and identified utilization percentages of medical, dental and vision.

## VP, Finance/Chief Financial Officer continued

### FY 2017 Accomplishments continued

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Human Resources: Streamlined Open Enrollment (OE) process and complete Benefits Orientation; provided timely enrollments based on HR employee ratio to employee base.
- Human Resources: Implement OE review sessions; provide at least two sessions per OE period, explaining benefit changes/offerings to employees, and schedule visits to each location during OE.
- Human Resources: Began background check contract review.
- Human Resources: Reviewed and implemented SacRT succession plan and enhanced employee training and education program:
- Human Resources: Reviewed current succession plan and developed new plan and training program to be implemented during FY 2018:
- Human Resources: Provided training hours as a part of succession planning efforts.
- Human Resources: Continued leadership training for managers and expanded training to non-management employees; provided leadership training to lower level employees to provide them with the skills necessary to succeed at the highest level.
- Human Resources: Participated in APTA annual conference, Sacramento Metro Chamber Study Mission, and other professional programs.
- Human Resources: Tracked training hours to managers and non-managers and managed training costs per employee.
- Human Resources: Provided training opportunities to all levels of staff to increase knowledge of legislative and statutory changes and incorporated that knowledge into processes.
- Human Resources: Provided new employee orientation at least 6 times per year to ensure that all new employees have the opportunity to participate.
- Human Resources: Measured employee engagement annually through a variety of methods, including employee satisfaction surveys and the implementation of face to face, final day exit interviews.
- Human Resources: Tracked EEO data; quarterly tracking of hiring data compared to underutilization ratios.
- Human Resources: Maintained consistent year over year progress towards EEO goals and underutilization goals.

## VP, Finance/Chief Financial Officer continued

### FY 2017 Accomplishments continued

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Human Resources: Measured promotions within FY 2017; advancement opportunities and promotions to create diversity and provide gains against underutilization goals.

#### Strategic Plan Goal #5: Improve Access Within and Between Communities in the Sacramento Region in a Cost-Effective Manner

- Finance/Treasure (Connect Card): Launched Connect Card program to allow for seamless transfers on a single card amongst nine transit agencies in the Sacramento Region (June 15, 2017).
- Finance/Treasure (Connect Card): Re-instituted free transfers for Connect Card users (June 15, 2017).
- Office of Management & Budget: Applied for Section 5339 Bus grant to implement eight neighborhood circulator routes throughout SacRT's service district.

#### Strategic Plan Goal #6: Increase Transit Market Share in the Sacramento Region

- Finance/Treasure (Connect Card): Implemented Fare structure changes to SacRT's student discount policy expanding the program to include all students enrolled in a K-12 program pursuing their traditional high school diploma.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and to Stakeholder & Community Initiatives, and Support Complementary Efforts

- Office of Management & Budget: Included SacRT priorities in the FY 2018 Budget that are tied to new State Transit Assistance - Senate Bill 1 funding.
- Office of Management & Budget: Responded to customer requests by holding additional public budget meetings and reinstating line-item details in the FY 2018 budget.
- Office of Management & Budget: Received the Distinguished Budget Presentation Award from Government Finance Officers Association for FY 2017 Budget.
- Office of Management & Budget: Maintain compliance with the Federal DOT Disadvantaged Business Enterprise (DBE) regulations published at 49 C.F.R. Part 26.



## VP, Finance/Chief Financial Officer continued

### FY 2018 Goals

#### Strategic Plan Goal #1: Ensure Financial Stability

- Finance/Treasury (Accounting): Streamline internal processes and procedures.
- Finance/Treasury (Accounting): Review and streamline the fare structure policies.
- Finance/Treasury (Accounting): Continued audit compliance and excellence in reporting.
- Finance/Treasury (Accounting): Provide financial support to internal SacRT departments to ensure financial feasibility on operating and capital projects.
- Finance/Treasury (Connect Card): Appropriately account for SacRT labor expenses relative to the operations of the Connect Card RSC to ensure expense reimbursement from consortium partners.
- Finance/Treasury (Connect Card): Seek out new ridership through the addition of corporate accounts previously not conducting business with SacRT.
- Finance/Treasury (Revenue): Continue promoting the use of electronic fare media (Connect Card) and transition of corporate accounts to the Connect Card.
- Finance/Treasury (Revenue): Implementation of permanent mobile fare app, ZipPass that will enable riders to purchase media for multiple transit agencies.
- Finance/Treasury (Revenue): Work with regional partners to maximize revenue available for Regional Transit.
- Finance/Treasury (Revenue): Design and procure state of the art fare vending machines.
- Human Resources: Continuously review contracts, expenses and create ways to ensure budget spending wisely.
- Office of Management & Budget: Look for new revenues sources.
- Office of Management & Budget (Grants): Submit application(s) for Transit and Intercity Rail Capital Program (TIRCP) funds for top priority Green House Gas saving project(s) as determined by the Capital Programming Committee (CPC) in coordination with the General Manager/CEO
- Office of Management & Budget (Grants): Submit all FTA, State and Local reports by the deadlines required by the funding agencies.

## VP, Finance/Chief Financial Officer continued

### FY 2018 Goals continued

#### Strategic Plan Goal #1: Ensure Financial Stability

- Office of Management & Budget (Grants): Get award of \$25 in Prop 1A – High Speed Rail Act Program funds for the Sacramento-West Sacramento Streetcar Starter Line
- Office of Management & Budget (Grants): Close-out five FTA Grants.
- Office of Management & Budget (Grants): Get an funding award of Federal and/or State funding to allow SacRT to begin the process of moving the current bus fleet from CNG to Electric Buses.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Finance/Treasury (Accounting): Work with investment consultants to maximize SacRT's investments.
- Finance and Treasury (Connect Card): Transition 20% of SacRT riders to Connect Card by the end of the fiscal year to help reduce operational costs associated with collecting cash and other pre-paid fare media.
- Finance/Treasury (Revenue): Partner with the City of Sacramento to monitor the SacRT park and ride lots.
- Human Resources: Develop a Human Resources information page on sacrt.com and Headways that contains a summary page with A-Z breakout of services provided and focuses on consistency of message.
- Office of Management & Budget: Continue to look at all aspects of SacRT's operations to find efficiencies.



## VP, Finance/Chief Financial Officer continued

### FY 2018 Goals continued

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Finance/Treasury (Accounting): Provide clear and transparent financial reporting to the Board of Directors and all financial institutions
- Finance/Treasury (Connect Card): Remain fully transparent and cooperative with consortium partners in regards to the monthly financial reconciliation and annual budgeting process for the Connect Card RSC.
- Finance/Treasury (Revenue): Analyze the use and need of a Super Senior pass for seniors age 75 and older and all disabled individuals.
- Finance/Treasury (Revenue): Complete Title VI analysis for the Connect Card and ZipPass.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Finance/Treasury (Connect Card): Hire and maintain staff (both temporary and permanent) necessary to ensure a successful migration from paper fare media to electronic forms of fare payment.
- Human Resources: Continue to refine our recruiting process to ensure efficiency in all steps of the process.
- Human Resources: Continue to support outreach efforts, ensuring a diverse workforce recruitment.
- Human Resources: Continue to support training efforts, including initial work on the implementation of the succession planning efforts and training of employees that was place on hold during FY2018.
- Human Resources: Implement the new Performance Management system for all “salaried” groups, including the pay for performance program.
- Human Resources: Implement a variety of metrics, including exit interviews, to ensure consistently measuring and looking for ways to improve our processes and SacRT’s culture.
- Human Resources: Continue work on potential implementation of an Employee Self Service Portal program on Headways for benefits enrollment, forms and personnel information updates.
- Human Resources: Implement automated applicant tracking system to decrease hiring cycle time and increase manager satisfaction with recruitment process.

## VP, Finance/Chief Financial Officer continued

### FY 2018 Goals continued

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Human Resources: Continue leadership training for managers and expand training to non-management employees; provide leadership training to lower level employees to provide them with the skills necessary to succeed at the highest level.
- Office of Management & Budget: Acquire software to produce budget document in a more efficiency and consistent manner.
- Office of Management & Budget: Enhance business intelligence with better information.

#### Strategic Plan Goal #5: Improve Access Within and Between Communities in the Sacramento Region in a Cost-Effective Manner

- Finance/Treasury (Connect Card): Continue to work with consortium partners to enhance transfer agreements among agencies using the recently adopted Connect Card program.
- Finance/Treasury (Revenue): Work with our transit partners to ensure fair and equitable transfer agreements for a seamless riding experience.
- Finance/Treasury (Revenue): Partner with San Joaquin Joint Powers Authority (SJJPA) to provide connectivity from central California all the way to the state capitol.

#### Strategic Plan Goal #6: Increase Transit Market Share in the Sacramento Region

- Finance/Treasury (Connect Card): Seek out new ridership through the addition of corporate accounts previously not conducting business with SacRT.
- Finance/Treasury (Revenue): Promote the use of public transportation to decrease an individual's carbon footprint.



**VP, Finance/Chief Financial Officer continued**

**Performance Measures/Statistics**

*Strategic Plan Goal #1: Ensure Financial Stability*

	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Projected</b>	<b>FY 2018 Budget</b>
<b>Effectiveness Measures</b>					
GFOA Certificate of Achievement for Excellence in Finance Reporting	Yes	Yes	Yes	Yes	TBD
GFOA Distinguished Budget Award	Yes	Yes	Yes	Yes	TBD
Accounts Payable Check Processed	8,939	9,661	9,428	9,628	8,000
Annual Audit Adjustments	1	1	1	1	1
<b>Efficiencies Measures</b>					
Submit CAFR report on time	Yes	Yes	Yes	Yes	TBD
Submit State Controller's Report on time	Yes	Yes	Yes	Yes	TBD
File annual NTD report on time	Yes	Yes	Yes	Yes	TBD
Complete month-end Financial closing within target # of days or less from month end	10	10	10	10	10
Submit month-end Vital Stat Report to EMTs within target # of days or less from month-end close	5	5	5	5	5
Submit month-end Financial Report to EMTs within target # of days or less from month-end close	7	7	7	7	7
Submit FTA Financial and Milestone Report Quarterly	4	4	4	4	4
Produce Cost Allocation Plan	1	1	1	1	1

*Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce*

<b>Human Resources</b>	<b>FY 2014 Actual</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Projected</b>	<b>FY 2018 Budget</b>
Positions Filled/Recalled					
Operators	56	25	71	62	50
Support - Maintenance & Facilities	25	18	43	31	54
Support - Other	22	13	44	55	57
<b>Total</b>	<b>103</b>	<b>56</b>	<b>158</b>	<b>148</b>	<b>161</b>

## VP, Finance / Chief Financial Officer continued

### Expenses

#### Expenses By Category

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
Salaries & Benefits	\$ 4,280,087	\$ 4,421,413	\$ 4,632,983	\$ 4,680,980	\$ 4,896,755	\$ 215,775	4.6%
Professional Services	356,723	235,183	387,454	442,913	688,200	245,287	55.4%
Materials & Supplies	145,490	221,579	232,408	256,175	193,900	(62,275)	(24.3%)
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	(52)	-	-	-	-	-	0.0%
Other	645,877	722,884	589,812	886,542	2,517,550	1,631,008	184.0%
<b>Total</b>	<b>\$ 5,428,125</b>	<b>\$ 5,601,058</b>	<b>\$ 5,842,656</b>	<b>\$ 6,266,610</b>	<b>\$ 8,296,405</b>	<b>\$ 2,029,795</b>	<b>32.4%</b>

#### By Department

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
VP, Finance/CFO	454,387	410,879	370,333	198,128	452,869	254,741	128.6%
Human Resources	1,624,367	1,673,020	2,047,958	2,103,252	2,148,699	45,447	2.2%
Finance/Treasury	2,417,232	2,457,223	2,461,688	2,842,385	3,631,031	788,646	27.7%
Training	5,955	228,434	16,743	8,672	50,000	41,328	476.6%
Office of Mgmt & Budget	926,184	831,502	945,934	1,014,660	1,156,623	141,963	14.0%
Real Estate	-	-	-	99,513	857,183	757,670	761.4%
<b>Total</b>	<b>\$ 5,428,125</b>	<b>\$ 5,601,058</b>	<b>\$ 5,842,656</b>	<b>\$ 6,266,610</b>	<b>\$ 8,296,405</b>	<b>\$ 2,029,795</b>	<b>32.4%</b>

#### Positions

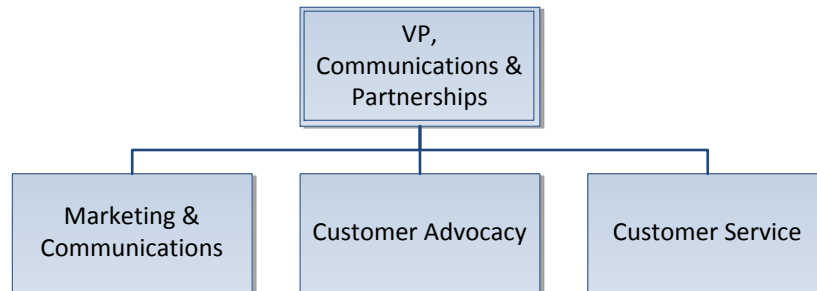
	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
VP, Finance/CFO	2	2	2	0	2 <sup>1</sup>	2	0.0%
Human Resources	13	14	13	13	13	0	0.0%
Finance/Treasury	18	17	17	15	16 <sup>2</sup>	1	6.7%
Training	0	0	0	0	0	0	0.0%
Office of Mgmt & Budget	7	7	6	7	7	0	0.0%
Real Estate	0	0	0	0	1 <sup>3</sup>	1	0.0%
<b>Total</b>	<b>40</b>	<b>40</b>	<b>38</b>	<b>35</b>	<b>39</b>	<b>4</b>	<b>10.5%</b>

<sup>1</sup> Transferred 2 positions from VP, Administration

<sup>2</sup> Added Electronic Fare Collections Systems Administrator  
Funded 1 Accountant II & Unfunded 1 Accounting Technician  
Swapped 1 Director, Finance and Treasury with Treasury Controller

<sup>3</sup> Transferred 1 Real Estate Administrator - Asset Management from Project Management

## VP, Communications and Partnerships



- The VP, Communications and Partnerships manages media relations; oversees government affairs between the District and elected officials, state and federal lobbyists, and key agencies; and directs the activities of the Communications and Partnerships division..
- The Marketing and Communications department plans and directs advertising, marketing and promotional campaigns, and social media with an emphasis on programs designed to increase ridership and brand awareness. The department conducts community outreach, maintains the District's website, and produces electronic and print communications.
- The Customer Advocacy department provides a centralized operation to manage, track, resolve, and analyze customer complaints, commendations and suggestions.
- 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.



## **VP of Communications and Partnerships continued**

### **FY 2017 Accomplishments**

#### *Strategic Plan Goal #1: Ensure Financial Stability*

- Promoted fare increase, and ticket and pass exchange.
- Promoted Golden 1 Center “event” service.
- Expanded revenue generation to include light rail stations and vehicles.
- Successful implementation of the Connect Card (regional smart card).
- Continued to ensure that sales are performed accurately and avoid shortages or overages in our reconciliations.

#### *Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner*

- Answered 233,312 calls with an average wait time of 50 seconds, and an average handle time of one minute and 45 seconds.
- Maintained Call Center service level with an average wait time of one minute or less.
- Issued 21,621 photo IDs.
- Used a language translation service to assist on 237 calls in the following languages: Spanish, Mandarin, Russian, Cantonese, Vietnamese, Arabic, Farsi, Korean, Amharic, Urdu, Hebrew and Portuguese.
- Maintained a lost and found delivery schedule of five times per week.
- Promote system-wide improvements (Clean, Safe and Convenient)
- Launch safety and security app, Alert SacRT

#### *Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento region) in a Cost-Effective Manner*

- Continued to promote the language interpretation service that provides customer assistance to non-English speaking customers.
- Updated Public Participation Plan (Title VI)

#### *Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)*

- Participate as a member of the California Transit Association (CTA) Legislative Committee to advance transit supportive legislation and secure continued funding for public transit.



## **VP, Communications and Partnerships continued**

### **FY 2017 Accomplishments continued**

- Maintain involvement in American Public Transportation Association Legislative Committee activities to secure and augment funding for public transit operations and protect federal funding for public transit operations and capital project improvements.
- Continue to seek support to advance federal tax credits for alternative fuel programs and other revenues related to the federal Mass Transit Account.
- Provided informed, courteous and professional service to our customers.
- Enhanced customer satisfaction and transit knowledge through effective and consistent communications.
- Promoted Strategic Vision and 12 SacRT initiatives
- Promoted the availability of rider tools and passenger information about transit services and amenities to enhance rider experiences, such as mobile applications
- Implemented and promoted Golden 1 Center service campaign with a focus on clean, safe and convenient.
- Conducted outreach with current riders and community members through scheduled open houses related to district wide initiatives.
- Implemented Community Survey to measure SacRT opinions and service.
- Improved quality of Customer Service by maintaining quality and availability standards.
- Announced Bus Mechanic Apprenticeship Program (first in Northern CA).
- Opened Blue Line to CRC pedestrian bridge.
- Developed comprehensive service disruption plan.
- Continued partnership with City Year Sacramento to conduct outreach in six low-performing schools.
- Continued strategic partnership building.
- Generated positive media coverage by cultivating relationships with reporters/media.
- Continued to participate in community festivals, fairs and celebrations to increase transit awareness.
- Increased brand awareness – elevated SacRT’s visibility.
- Launched “Station Link” program (courtesy of Uber, Lyft and Yellow Cab).
- Implemented light rail wrap program to enhance the look of older vehicles.

## **VP, Communications and Partnerships continued**

### **FY 2017 Accomplishments continued**

#### *Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts*

- Participated as a member of the California Transit Association (CTA) Legislative Committee and recruited to specialized CTA workgroups to formulate legislative solutions for ongoing transit industry specific measures and regulations.
- Advocated for the successful passage of SB 1, the Road Repair and Accountability Act of 2017 which over a period of 10 years invests \$54 billion across California to fix bridges, roads, freeways and transit.
- Maintained close involvement with APTA to communicate potential negative impacts of proposed Administration changes to the Federal Transit Administration and related federal funding programs for public transit operations and capital projects.
- Advanced communication and advocacy plan with California Transportation Commission (CTC) related to the successful passage of AB 133 which included a provision redirecting funds from the State of California's Rainy Day Reserve for to be distributed to the Transportation Congestion Relief Fund Program (TCRP) which addressed a long standing multimillion dollar TCRP allocation previously awarded for the construction of the Blue Line Light Rail Extension to CRC.
- Advanced educational materials and expenditure plan prepared for public transit riders and community partners to learn about the Sacramento Transportation Authority's (STA) Measure B ballot effort.
- Tapped to co-chair the Sacramento METRO Chamber Transportation Committee issues for its 2017 Legislative Summit.

### **FY 2018 Goals**

#### *Strategic Plan Goal #1: Ensure Financial Stability*

- Implementation of permanent mobile fare app, ZipPass
- Continue to ensure that sales are performed accurately and avoid shortages or overages in Customer Service reconciliations.

#### *Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner*

- Continue to monitor Customer Service interactions for quality using the established Quality Guidelines and Definitions.

## **VP, Communications and Partnerships continued**

### **FY 2018 Goals continued**

- Implement a new Point of Sale system to improve customer wait time in the Customer Service and Sales Center.
- Provide consistent and clear messaging regarding service related/disruption messaging (to keep customers informed).
- Offer extended hours to ensure that all customers are able to participate in the pre-paid ticket and pass exchange.
- Help distribute and create accounts for Connect Card users.
- Improve the call center phone tree to allow for quicker servicing and options to receive self-service for Connect Card.
- Improve customer response time to resolve issues faster. Currently, most customer feedback is handled with first call resolution; while max is 21 days or less.

### *Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce*

- Fill vacant Customer Service Representative positions and maintain an appropriate staffing level in order to meet our customers' needs in a timely and efficient manner.
- Increasing training opportunities for Customer Service, Customer Advocacy and Marketing staff.
- Update Marketing department hardware and software to current industry standards.

### *Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner*

- Continue to participate in outreach events with Marketing department staff in order to provide route and schedule information, as well as general SacRT service information to the public.

### *Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)*

- Improve tracking of ROI metrics for ridership campaigns.
- Implement and promote permanent mobile fare app, ZipPass.
- Implement and educate SacRT riders on the benefits of the regional bike share program.
- Provide informed, courteous and professional service to our customers.

## **VP, Communications and Partnerships continued**

### **FY 2018 Goals continued**

#### *Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)*

- Enhance customer satisfaction and transit knowledge through effective and consistent communications.
- Promote a “Customers First” culture.
- Promote the availability of rider tools and passenger information about transit services and amenities to enhance rider experiences, such as mobile applications and the development of a new website.
- Organize and augment SacRT website with existing information sources (ridership reports and other service planning data collection information).
- Implement an educational/awareness campaign with a focus on air quality, congestion relief, economic impact, cleanliness, safety and security, and general service.
- Promote new and innovative technologies that improve communications to exceed customer expectations, such as automated customer notification systems and videos.
- Continue exploring new opportunities with social media and other creative, tailored to customer engagement activities.
- Conduct outreach with current riders related to district wide initiatives, pertaining to service planning and other initiatives.
- Conduct market research to anticipate, meet and exceed community expectations.
- Implement Anti-Human Trafficking campaign at light rail stations.
- Include more “How to” videos to help with customer engagement and improve ridership.
- Improve quality of Customer Service by maintaining quality and availability standards.
- Continue partnership with City Year Sacramento to conduct outreach in six low-performing schools.
- Continue strategic partnership building.
- Continue generating positive media coverage by cultivating relationships with reporters/media.
- Streamline internal and external newsletter distribution.
- Increase route-specific marketing.

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## VP, Communications and Partnerships continued

### FY 2018 Goals continued

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Continue to partner with regional stakeholders on community festivals, fairs and celebrations to increase transit awareness.
- Expand marketing and outreach materials to include more non-English languages.
- Launch new initiatives/programs (Route Optimization Study, Reimagining Watt/I-80 Station, etc.).
- Implement a rider etiquette program on bus and light rail vehicles.

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Support transit initiatives from successful passage of SB 1, a measure principally focused on a funding transportation infrastructure and participate in advocacy efforts that provide continued and increased funding for public transit.
- Establish the District's legislative initiatives for the 2017-2018 State Legislative Session, seek introduction of SacRT sponsored legislation and work with SacRT staff to review impacts of pending legislation, recommend the District's position, development legislative priorities and strategies.
- Continue to work with state and federal advocates to communicate with a broad range of stakeholders on policy and legislative matters at the state and federal level by identifying the District's position on transit-related issues with sustained efforts to increase funding for public transit and continue advocacy efforts in pursuit of federal and state legislative proposals, which focus on greater commitments to provide ample federal/state funding for public transit.
- Maintain regular communications with federal staff to ensure the District and congressional delegation is well-informed and positioned to influence future policies that enhance public transportation.
- Continue to serve non-English speaking customers in the Call Center and Sales center via a language interpretation service.

## VP, Communications and Partnerships continued

### Performance Measures/Statistics

Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

Quality Measures	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2018 to FY 2017 Amount	FY 2018 to FY 2017 Percent
Number of customer contacts	6,240	6,726	9,261	8,894	7,500	(1,394)	(15.7%)
Number of passenger service reports processed	313	206	176	129	200	71	55.0%
Number of security related customer reports	107	121	148	100	120	20	20.0%
Percent of security related customer contact	1.71%	1.80%	1.60%	1.12%	1.30%	0	16.1%



## VP, Communications and Partnerships continued

### Expenses

#### Expenses by Category

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2017 to FY 2018	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 2,301,327	\$ 2,344,136	\$ 2,293,417	\$ 2,833,080	\$ 2,850,236	\$ 17,156	0.6%
Professional Services	722,447	438,917	363,014	782,685	646,800	(135,885)	(17.4%)
Materials & Supplies	33,665	27,446	23,269	27,579	27,600	21	0.1%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	264,046	246,782	255,422	228,744	252,000	23,256	10.2%
<b>Total</b>	<b>\$ 3,321,484</b>	<b>\$ 3,057,280</b>	<b>\$ 2,935,122</b>	<b>\$ 3,872,088</b>	<b>\$ 3,776,636</b>	<b>\$ (95,452)</b>	<b>(2.5%)</b>

#### By Department

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2017 to FY 2018	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
VP, Communications & Partnerships	\$ 840,102	\$ 813,129	\$ 782,493	\$ 1,094,527	\$ 864,082	\$(230,445)	(21.1%)
Customer Advocacy	-	-	-	\$ 341,661	\$ 252,747	(88,914)	(26.0%)
Marketing	1,273,116	960,878	896,675	1,146,230	1,342,790	196,560	17.1%
Customer Services	1,208,265	1,283,273	1,255,954	1,289,670	1,317,017	27,347	2.1%
<b>Total</b>	<b>\$ 3,321,484</b>	<b>\$ 3,057,280</b>	<b>\$ 2,935,122</b>	<b>\$ 3,872,088</b>	<b>\$ 3,776,636</b>	<b>\$ (95,452)</b>	<b>(2.5%)</b>

#### Positions

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2017 to FY 2018	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
VP, Communications & Partnerships	2	2	2	2	2	0	0.0%
Customer Advocacy	0	0	0	0	3 <sup>1</sup>	3	0.0%
Marketing	7	7	7	6	7 <sup>2</sup>	1	16.7%
Customer Services	18	18	17	19	16 <sup>3</sup>	-3	(15.8%)
<b>Total</b>	<b>27</b>	<b>27</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>1</b>	<b>3.7%</b>

<sup>1</sup> Transfer 3 positions from Customer Services

<sup>2</sup> Funded 1 Senior Marketing & Communication Specialist

<sup>3</sup> Transfer 3 positions to Customer Advocacy

## Chief, Security Operations and Police Services



- The Chief of Police Operations produces executive leadership, direction and management over the departments of Contracted Police and Sheriff, Transit Agents and Transit Officers, the Security Operations Center and Contracted Security.
- Police Services
  - Contracted Police and Sheriff – Consists of Officers, Deputies, Sergeants and a Lieutenant from the Sacramento Police Department, Sacramento Sheriff Department and Folsom Police Department to provide security for all operations, employees, facilities and riders.
  - Transit Agents/Officers – Provide fare inspection and a security presence on the light rail system, in light rail stations and light rail station parking lots.
  - Security Operations Center (SOC) – Responsible for monitoring up to 2,000 cameras on SacRT buses, light rail trains and stations and recovering footage from any incident that occurs on the system. The SOC receives calls from members of the public on the crime tip and text tip hotlines and SacRT Mobile reporting app.
  - Contracted Security – Consists of Paladin Security Guards who are deployed throughout the light rail system to provide a security presence for operations, employees and riders.



## Chief, Security Operations and Police Services

### FY 2017 Accomplishments

#### Strategic Plan Goal #1: Ensure Financial Stability

- Police: Planned on shifting one of the Security Operations Center managers from the guard contract to a personal service contract which will save SacRT \$8,000 a year in costs.
- Police: Reviewed guard current deployment for more efficient deployment.
- Police: Planned on increasing fare inspections to recover more revenue.
- Safety: Worked on improving our compliance to avoid fines which we dealt with in 2016.

#### Strategic Plan Goal #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

- Safety: Created a program to track and improve our internal training to create a more robust culture and awareness of safety in the work place.
- Police: Planned to deploy in an efficient manner to increase police presence on our buses and rail lines to increase rider and employee safety.

#### Strategic Plan Goal #3: Operate in an Ethical Manner

- Continued to hold our staff to the highest standards of honesty, fairness, and performance.

#### Strategic Plan Goal #4: Invest in the Attraction, Development & Retention of a Quality Workforce

- Safety: Planned to complete the staffing for Safety and provide all the necessary training to enhance our workforce knowledge.
- Police: Continued to provide updated training to reinforce the importance of their inspection staff's role in the organization. Share and acknowledge positive work and feedback from riders.
- Police: Increased of staff doing the inspection role to include supervision of the staff.
- Police: Opened new office space for inspection staff so they have a work place that is newer and has amenities for a productive work environment.

## Chief, Security Operations and Police Services

### FY 2017 Accomplishments continued

#### Strategic Plan Goal #5: Improve Access Within and Between Communities (in the Sacramento Region) in a Cost-Effective Manner

- Safety: Continued to work with our partners (PUC, County Hazmat, IBEW) to create a robust safety program.
- Police: Continued to build relationships with nearby communities, businesses, and schools in an effort to be good neighbors and provide a safer environment for our riders

#### Strategic Plan Goal #6: Increase Transit Market Share (in the Sacramento Region)

- Police: Provided a safe system to increase ridership through increased fare inspection, additional rules enforcement, and providing great customer service

#### Strategic Plan Goal #7: Adjust to Legislative & Regulatory Changes and Stakeholder & Community Initiatives and Support Complementary Efforts

- Police: Implemented the juvenile administrative citation process due to the new law making juvenile citations for fare evasion no longer criminally able to be enforced



## Chief, Security Operations and Police Services

### FY 2018 Goals

#### Strategic Plan Goal #1: Fiscal Responsibility

- Police: Work diligently towards getting the most for the money.
- Police: Consider options in Transit Agent and Guard deployment to get the greatest coverage.
- Police: Establish strong regional partnerships that will support a combined effort and share fiscal responsibility in doing so.

#### Strategic Plan Goal #2: Improve Safety Measures with The Use of Technology

- Police: Implement the use of a Public Announcement system to quickly address improper behavior at Light Rail Stations. This will also likely decrease the need for Police Officer response.
- Police: Facilitate the installation of Police Observation Devices (PODs) at the most at risk Light Rail Stations.
- Police: Start dispatching SOC Officers with the use of Computer Aided Dispatch.
- Police: Use Ecitations on SacRT cell phones for Transit Agents and Transit Officers to issue digital tickets.

#### Strategic Plan Goal #3: Provide Excellent Customer Service

- Police: Quick respond for SacRT Police Services (RTPS) to all customer service complaints.
- Police: Transit Agents and Transit Officers will assist riders with purchasing tickets, promoting new ways to purchase fare and assist with any other reasonable customer requests.

#### Strategic Plan Goal #3: Provide Excellent Customer Service

- Police: Manage SOC Elerts, answer phones in a kind manner and will be a positive ambassador for SacRT, both internally and externally.

#### Strategic Plan Goal #4: Take Ownership in Light Rail Stations through "Adopt A Station"

- Police: Police Lieutenant, Sergeants and Officers will actively participate in adopting a station. This will include assessing and implementing security and safety improvements for each station.

## Chief, Security Operations and Police Services

### FY 2018 Goals continued

#### Strategic Plan Goal #5: Provide Community Oriented Policing

- Police: Attend community meetings, ride trains and interact with customers.
- Police: Represent SacRT in a professional manner always.
- Police: Prepare a video regarding Alert SacRT to increase communication between SacRT and the community.

#### Strategic Plan Goal #6: Increase Feeling of Safety

- Police: Increase efforts to increase passenger safety both physically and mentally. This will be accomplished by increasing the number of Transit Agents riding trains, issuing citations and being present throughout the system.

#### Strategic Plan Goal #7: Adjust Regulatory Changes

- Police: Implement the electronic citation process which is required by the courts effective January 1, 2018.



## Chief, Security Operations and Police Services

### Expenses

#### Expenses by Category

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Salaries & Benefits	\$ 1,934,243	\$ 2,105,372	\$ 1,994,347	\$ 2,066,993	\$ 3,542,271	\$ 1,475,278	71.4%
Professional Services	6,550,996	7,781,771	8,178,747	8,241,118	7,719,394	(521,724)	(6.3%)
Materials & Supplies	59,556	75,831	69,983	60,934	72,000	11,066	18.2%
Utilities	-	-	325	-	24,624	24,624	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	24,882	22,185	24,926	33,346	54,750	21,404	64.2%
<b>Total</b>	<b>\$ 8,569,678</b>	<b>\$ 9,985,159</b>	<b>\$ 10,268,328</b>	<b>\$ 10,402,391</b>	<b>\$ 11,413,039</b>	<b>\$ 1,010,648</b>	<b>9.7%</b>

#### By Department

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Police Services	7,983,236	9,355,488	9,629,086	9,772,479	10,902,088	1,129,610	11.6%
Safety	586,441	629,671	639,242	629,913	510,951	(118,962)	(18.9%)
<b>Total</b>	<b>\$ 8,569,678</b>	<b>\$ 9,985,159</b>	<b>\$ 10,268,328</b>	<b>\$ 10,402,391</b>	<b>\$ 11,413,039</b>	<b>\$ 1,010,648</b>	<b>9.7%</b>

#### Positions

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected	FY 2017 Budget	FY 2016 to FY 2017	
						Amount	Percent
Police Services	21	16	15	16	37 <sup>1</sup>	21	131.3%
Safety	4	4	4	4	3 <sup>2</sup>	-1	(25.0%)
<b>Total</b>	<b>25</b>	<b>20</b>	<b>19</b>	<b>20</b>	<b>40</b>	<b>20</b>	<b>100.0%</b>

<sup>1</sup> Unfund 6 positions: 5 Transit Fare Inspector & 1 Transit Officer Supervisor  
Add 27 positions: 25 Transit Agents, 1 Transportation Supervisor and 1 Transportation Superintendent

<sup>2</sup> Unfund 2 positions: 1 Administrative Technician and 1 Director, Safety  
Add 1 Sr. Safety Specialist HLC



## Non Divisional

### Expenses

#### Expenses by Category

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Budget	FY 2017 to FY 2018	
						Amount	Percent
Indirect Cost Savings	\$ (887,369)	\$ (1,204,048)	\$ (1,038,323)	\$ (538,334)	\$ (256,092)	\$ 282,242	(52.4%)
Salaries & Benefits	-	3,405	-	-	(3,492,631)	(3,492,631)	0.0%
Professional Services	-	-	-	-	-	-	0.0%
Materials & Supplies	-	-	-	-	-	-	0.0%
Utilities	-	-	-	-	-	-	0.0%
Insurance & Liability	-	-	-	-	-	-	0.0%
Other	-	465	1,196	8	450,000	449,992	5624900.0%
<b>Total</b>	<b>\$ (887,369)</b>	<b>\$ (1,200,178)</b>	<b>\$ (1,037,127)</b>	<b>\$ (538,326)</b>	<b>\$ (3,298,723)</b>	<b>\$ (2,760,397)</b>	<b>512.8%</b>

This category includes estimated savings for future vacancies for FY 2018 and SacRT's indirect cost allocation plan in accordance with 2CFR 200 "Cost Principles for State and Local Governments." The cost allocation plan is a document that distributes the District's allocated departmental indirect costs to capital projects. It accounts as additional operating savings for labor and fringe benefits.

- The FY 2018 Adopted Budget proposes \$2.8 million for non-divisional savings from vacancy and indirect costs for capital projects, an decrease of \$0.5 million (512.8%) from the FY 2017 year-end projections.
- 2% vacancy factor for Operators and 4.5% vacancy factor for non-Operators were used to calculate future vacancy savings for FY 2018. The estimated savings are \$3.5 million.
- Indirect cost from Capital Projects is estimated at \$0.3 million, which is a reduction of \$0.3 million (52.4%) from the FY 2017 year-end projections of \$0.5 million.



## Capital Improvement Program

## Capital Improvement Program

### Major Capital Projects

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

The following are highlights of the Capital Improvement Program:

**Project Development Programs:** projects that will extend current bus and light rail service capabilities

- **Northeast Corridor Enhancements (230)**

This project includes enhancements that will allow SacRT to operate limited stop light rail service on the Blue Line in the Northeast Corridor. Project components include maintenance facility enhancements, track realignment, Limited Stop Service (LSS) signaling, a new Overhead Contact System (OCS), upgraded traction power, and the installation of double tracking on a portion of the line. The project's estimated completion date is June 2023.

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

The project is a partnership between the Sacramento Area Council of Governments (SACOG), SacRT, Yolo County Transit District, City of Sacramento and the City of West Sacramento. It will add a 5.25 mile Downtown Riverfront Streetcar System to link Downtown and Midtown Sacramento to the Washington/Bridge District/Civic Center areas of West Sacramento. These areas are separated by the Sacramento River and linked by the historic Tower Bridge. The project would connect several key destinations including Raley Field, the Barn, the historic Old Sacramento district, the Sacramento Valley Station in the Railyards Specific Plan area (High-Speed Rail system planned terminus), the Golden 1 Center, the California State Capitol building, and the Sacramento Convention Center.

The project cost is \$200 million and will be funded with a combination of federal Small Starts funds (up to 50%) and local match funds. The anticipated completion date is September 2022.



## Major Capital Projects continued

- **Blue Line to Cosumnes River College (410)**

This project extends light rail from the terminus of South Line Phase 1 at Meadowview Station further south to Cosumnes River College (CRC), which adds 4.3 miles of track, 4 new stations, and 3 park-and-ride facilities (2 parking lots and 1 parking garage) for a total of 2,700 parking spaces. The estimated cost for this project is \$270 million. A portion of the project is funded by proceeds from SacRT bonds sold in November 2012. Half the cost is funded by New Starts funds. The Full Funding Grant Agreement (FFGA) for the New Starts funds was executed in December 2012.

The majority of this project was successfully completed ahead of schedule and under budget. The grand opening ceremony took place on August 24, 2015 and revenue service commenced in August 2015. There are minor activities that will continue into FY 2018, including the procurement of fare vending machines and passenger information and security features, and the relocation of a traction power substation and relay case.

- **Horn and Dos Rios Light Rail (LR) Stations (R135 & R055)**

Design and build two light rail stations: (1) near Horn Road and Folsom Boulevard (Horn LR Station); and (2) on the NE corridor between North B Street and Richards Blvd. on North 12th Street in downtown Sacramento (Dos Rios LR Station).

SacRT was awarded Community Design Grants to complete final design of the facilities in 2017. Staff presented the Horn Road station design concept to the Rancho Cordova City Council in June 2015 for direction on a preferred design concept. Staff is working with Sacramento Housing and Redevelopment Agency (SHRA) to integrate the Dos Rios station plans into their adjacent transit oriented development project. Staff will be seeking additional funding through SACOG and the State Cap and Trade programs to construct these facilities.

- **Gold Line Frequency Improvements to Folsom (R280)**

This project will enhance light rail capacity on the Gold Line to the city of Folsom. Light rail system modifications will give SacRT the capability to provide 15 minute service between Sunrise and Historic Folsom Stations to match the frequency on the rest of the Gold Line. Staff will be seeking funding through the State Cap and Trade programs for this project. There are also funds available for this project as a result of a 2009 settlement agreement between the Environmental Council of Sacramento (ECOS) and Caltrans.

## Major Capital Projects continued

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

- **Siemens 1<sup>st</sup> Series Light Rail Vehicle (LRV) Replacement (R115)**

With this project, SacRT will replace the (26) 1<sup>st</sup> Series Siemens Light Rail Vehicles (LRVs), which were purchased in 1987 and are at the end of their useful life. The replacement vehicles will be modern low-floor vehicles. The total estimated project cost is approximately \$111 million. Staff will be seeking funding through the State Cap and Trade programs for this project.

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

- **Systemwide Light Rail Station Enhancements (R336):**

The Systemwide Light Rail Station Enhancements project is part of SacRT's comprehensive initiative to improve the quality of transit service system wide. The first phase includes improvements at the 7<sup>th</sup> and Capitol, 8<sup>th</sup> and K, and 9<sup>th</sup> and K light rail stations, and the demolition of 7<sup>th</sup> and K light rail station (8<sup>th</sup> and Capitol will be deferred until Right of Way Issues are resolved with the State). The improvements include new canopy shelters, information signs, station furniture, Americans with Disabilities Act (ADA) improvements, lighting, fare vending machines, security cameras, miscellaneous signage, repainting of poles and railings and station artwork. The phase 1 stations opened in October 2016 prior to the opening of the Golden One Entertainment Arena. Phase 2 of the project includes identified outlying key stations which include Roseville Road, Florin, Watt/Manlove, Sunrise and Franklin Stations. Improvements range from security cameras, station furniture, landscaping improvements, fare vending equipment repairs cleaning and repainting poles and rails, ADA pavement repairs and miscellaneous signage including wayfinding signs. Various elements of Phase 2 have been completed including lighting improvement, security cameras and new fare vending machine installation with the painting and civil work expected to be completed by December 2017. All other stations, part of Phase 3, will include security cameras, cleaning and painting and miscellaneous signage and completion is targeted by March 2018. The estimated cost of the project is \$6.7 million.

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## Major Capital Projects continued

**Equipment Program:** projects related to the acquisition, upgrade, and replacement of communications, operations and maintenance equipment

- **Radio Communication System Upgrade (M009)**

This project will replace radio communication equipment as needed. Additionally, it phases in the Sacramento Regional Radio Communications System (SRRCS) upgrades (P25 upgrade), which began in 2013 and are expected to be complete in 2019. These funds will be used to purchase hand held radios, vehicle radios, rail car radios, MDCs, radio batteries, and equipment that is used to charge these radios. SacRT has applied for approximately \$1 million in State Prop 1B Transit Security Funds for this project, and expects to receive those funds in FY18.

**Transit Security and Safety Program:** projects needed for compliance with varying safety and security requirements

- **Enhanced Employee Protection Warning System (R344)**

This project will develop and deploy a fully operational safety technology system that enhances employee-protection warning systems and roadway worker protection. With a completion date of June 2020, it will meet a Public Utilities Commission (PUC) deadline for implementation of redundant protections for roadway work groups. The total estimated project cost is approximately \$1 million.

- **Security, Systems and Communication Infrastructure Upgrade (T054)**

This project will enhance safety and security features at all SacRT's operational and business facilities, as well as provide upgraded communications and data systems including the conversion to an electronic citation process. These improvements may be made in the form of adding and enhancing security features such as: 1) buildings 2) security obstacles and protective structures such as bollards, fencing, bullet-proof glass 3) lighting, security alarms, remote sensors 4) cameras and monitoring systems 5) microwave, Wi-Fi and fiber optics communications, 6) operations data systems and 7) security services. The project has a total cost of approximately \$0.4 million and is anticipated to be completed by March 2019.

## Revenues & Expenses

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

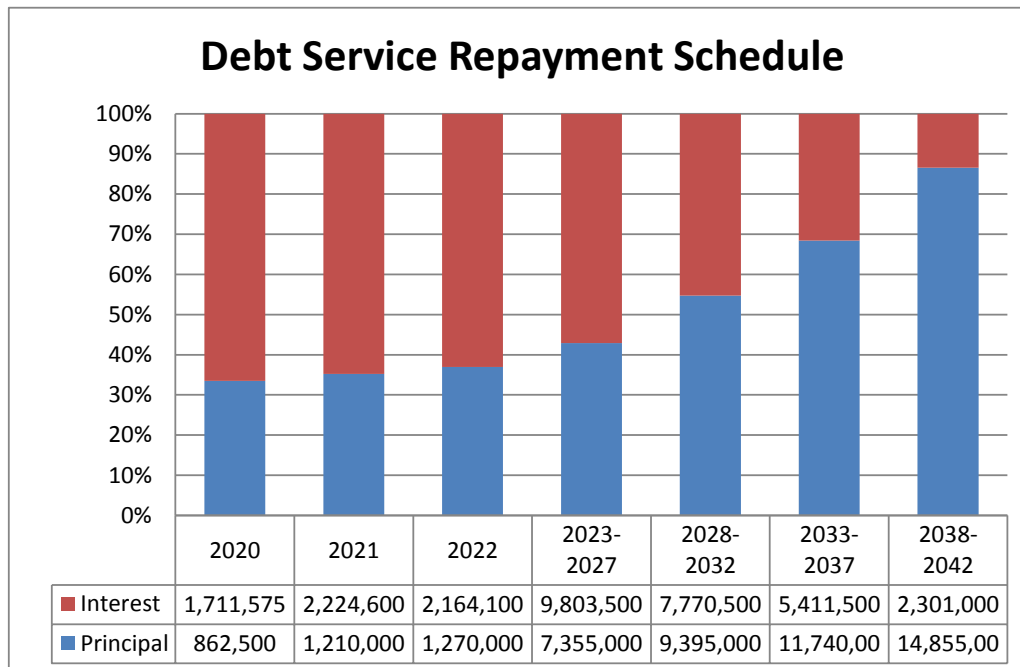
- The FY 2018 budget proposes new funding of \$224.0 million and funding carried-forward from previous years of \$71.1 million. This constitutes an increase of \$157.9 million from the FY 2017 Budget (\$66.1 million), primarily due to State and Federal funding related to the Downtown/Riverfront Streetcar project.
- The new capital project funding for FY 2018 consists of \$101.9 million in Federal, \$82.3 million in State and \$39.8 million in Local funding.
- Federal, State and Local funding opportunities for capital projects are comprised of funding sources that are applied for on a project by project basis. The availability of the funding is dependent upon individual funding programs. The total funding opportunities for a fiscal year is based on the amount of funding sources available from federal appropriations, program allocations made by the State, or other funding sources made available for application.
- The FY 2018 capital budget proposes a spending plan of \$295.1 million, which consists of \$248.6 million for Project Development Programs, \$20.6 million for Fleet Programs, \$5.8 million for Infrastructure Programs, \$6.5 million for Facility Programs, \$2.4 million for Equipment Programs, \$2.6 million for Transit Security and Safety Programs, \$1.1 million for Transit Technologies Programs, \$6.6 million in capital funds that will be passed through SacRT to subrecipients, and just under \$1 million for Planning/Studies and Other Programs.



## Debt Service

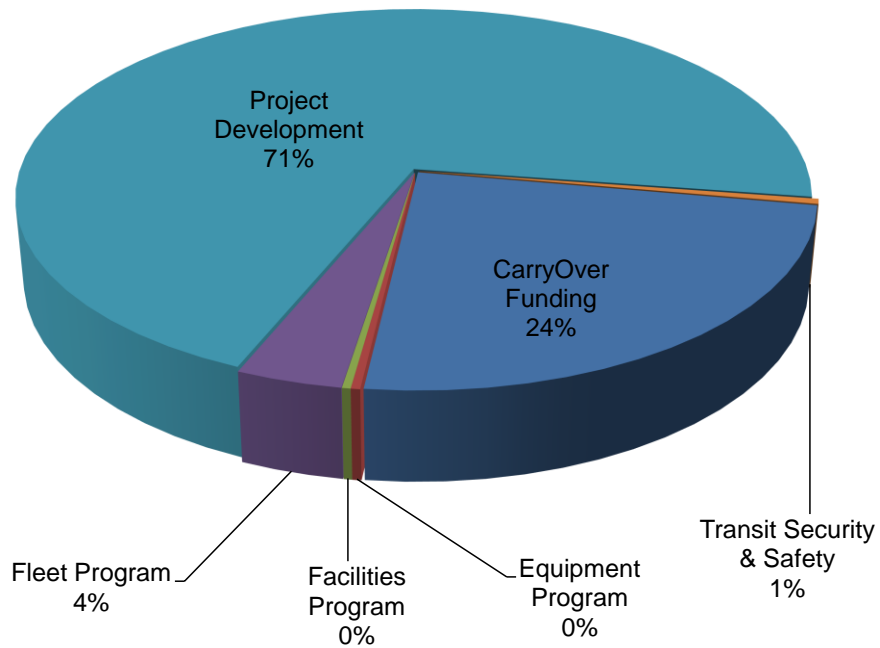
On February 14, 2017 the District placed into an irrevocable trust escrow account \$45,400,732 for the purpose of paying debt service for fiscal years 2017 through 2019, based upon the original 2012 amortization schedule, and legally defeasing \$33,142,500 of the Series 2012 Farebox Revenue Bonds to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

Fiscal Year	Principal	Interest	Total	Outstanding Balance
2018	\$ -	\$ -	\$ -	\$46,687,500
2019	-	-	-	46,687,500
2020	862,500	1,711,575	2,574,075	45,825,000
2021	1,210,000	2,224,600	3,434,600	44,615,000
2022	1,270,000	2,164,100	3,434,100	43,345,000
2023-2027	7,355,000	9,803,500	17,158,500	35,990,000
2028-2032	9,395,000	7,770,500	17,165,500	26,595,000
2033-2037	11,740,000	5,411,500	17,151,500	14,855,000
2038-2042	14,855,000	2,301,000	17,156,000	(0)
<b>Total</b>	<b>\$ 46,687,500</b>	<b>\$ 31,386,775</b>	<b>\$ 78,074,275</b>	<b>\$ -</b>



## Capital Improvement Funding by Category

### FY 2018 Funding by Category



\$ in Thousands

Category	FY2018 Proposed	
Project Development	\$ 209,733	71.1%
Fleet Program	11,097	3.8%
Facilities Program	900	0.3%
Equipment Program	973	0.3%
Transit Security & Safety	1,289	0.4%
Carryover Funding	71,139	24.1%
<b>Grand Total</b>	<b>\$ 295,131</b>	<b>100%</b>

## Capital Improvement Funding by Category continued

### Impact of Capital Improvements on Operating Budget

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

- Capital projects completed in the current year will require ongoing maintenance and, in the case of new service lines, additional and ongoing operating costs.
- Capital projects that are not completed in the current year will affect future years' budgets with increased operating costs in the year of completion. Future ongoing operating and maintenance costs are projected using current year baseline dollars.

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

Project Name	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Light Rail Station at Dos Rios	-	-	83,335	85,419	87,554
Light Rail Station at Horn	-	-	-	85,419	87,554

#### Footnotes:

<sup>1</sup> Operating cost shown above for this capital project consists of the following expense categories: Salaries and Benefits 68.0%, Professional Services 14.6%, Materials and Supplies 5.6%, Utilities 4.2%, Casualty and Liability 4.9%, and Other 2.7%.



## Five-Year Capital Improvement Plan

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

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

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

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

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

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

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

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



## Five-Year Capital Improvement Plan continued

**Tier IV:** Tier IV projects are unfunded future projects projected for completion between 2023-2048. They are included in the CIP for planning purposes only. The projects are contingent upon adequate revenues being available to SacRT. This could impact SacRT's ability to work on these projects. If funding falls short, these projects will move out on the time line.

The Capital Project Expenditure Plan on the following page lists SacRT's existing capital projects, shows historical expenditures, projected expenditures for FY 2018, and a capital expenditure projection for the years beyond FY 2018.





## Capital Improvement Revenues and Expenditures

PROGRAM	PROJECT NAME	CARRYOVER FUNDING	FUNDING ADDITIONS			FY 2018 PROJECT BUDGET
			FEDERAL	STATE	LOCAL	
<b>Project Development</b>						
230	Northeast Corridor Enhancement	93,074		5,100,000		5,193,074
404	Green Line to the River District	187,709				187,709
410	South Sacramento Phase 2 LR	26,725,864		7,900,000	300,000	34,925,864
F	Amtrak / Folsom Project	52,420				52,420
R055	Light Rail Station at Dos Rios	29,479	500,000		300,000	829,479
R135	Light Rail Station at Horn	104,696	500,000		500,000	1,104,696
R322	Green Line Draft EIS/EIR and Project Development	643,307				643,307
R327	Green Line SVS Loop	632,000		632,000		1,264,000
R345	CPID - Station Planning	349,178				349,178
S010	Sacramento-West Sacramento Streetcar Starter Line	4,064,464				4,064,464
S030	Downtown/Riverfront Streetcar Project (Small Starts)	5,998,690	100,000,000	55,000,000	39,001,310	200,000,000
		<b>38,880,881</b>	<b>101,000,000</b>	<b>68,632,000</b>	<b>40,101,310</b>	<b>248,614,191</b>
<b>Fleet Program</b>						
651	Siemens LRV Mid-Life Overhaul	2,521,612				2,521,612
B139	40' CNG Bus Replacement Procurement	10,352				10,352
B141	Non-Revenue Vehicles - P1B Restricted	1,616,818				1,616,818
B142	Neighborhood Ride Vehicle Replacement (14)	901,988				901,988
B143	Fare Box Replacements	100,972				100,972
B144	BMF CNG Fueling Facility Upgrades	320,553				320,553
B146	Update Bus Design Guidelines	6,138				6,138
F015	Facilities New Freedom Tasks-Add Mini-Hi's	460,960				460,960
G225	Non-Revenue Vehicle Replacement	158,075				158,075
P007	Paratransit Vehicles-CNG-Rep	157,006				157,006
P009	Paratransit Vehicle Replacement - CNG Project	-		7,297,205		7,297,205
R001	CAF/Siemens LRV Painting/Exterior Work	751,494				751,494
R085	UTDC LRV Retrofit and Mid Life Refurbishment	2,000,876				2,000,876
R086	UTDC LRV Retrofit and Mid-Life Refurbishment	501,983				501,983
R115	Siemens 1st Series Fleet Replacement (26)	-		3,800,000		3,800,000
		<b>9,508,827</b>	<b>-</b>	<b>11,097,205</b>	<b>-</b>	<b>20,606,032</b>

\* Project S030 is not a SacRT project. Project owners include City of Sacramento and West Sacramento.



## Capital Project Revenues and Expenditures continued

PROGRAM	PROJECT NAME	CARRYOVER FUNDING	FUNDING ADDITIONS			FY 2018 PROJECT BUDGET
			FEDERAL	STATE	LOCAL	
<b>Infrastructure Program</b>						
A001	Watt Avenue / Highway 50 Project Support	1,376				1,376
A005	City College Pedestrian/Bicy	1,683				1,683
A006	Natoma Overhead Widening Project	85,697				85,697
A007	Easton Development Grade Crossing	28,474				28,474
A013	7th & G OCS Pole Relocation	4,601				4,601
G237	Across the Top Systems Modification	56,941				56,941
G238	Repairs per Biennial Bridge Inspection	43,384				43,384
M002	University/65th Street Transit Center Relocation	172,702				172,702
R010	Light Rail Crossing Enhancements	36,089				36,089
R280	Signal - Improve. for Future Gold Line Limited Stop	3,085,726				3,085,726
R334	Rail Capital Maintenance-State of Good Repair	134,122				134,122
R336	Light Rail Station Enhancements	2,119,053		300,000	(300,000)	2,119,053
		<b>5,769,848</b>	<b>-</b>	<b>300,000</b>	<b>(300,000)</b>	<b>5,769,848</b>
<b>Facilities Program</b>						
4005	Butterfield/Mather Mills LR Station Rehabilitation	12,436				12,436
4007	ADA Transition Plan Improvements	345,303				345,303
715	Bus Maintenance Facility #2 (Phase 1&2)	2,821,281				2,821,281
A002	Louis Orlando Transit Center	1,008				1,008
A010	Louis Orlando - Construction	167,667				167,667
B134	Fulton Ave. Bus Shelters	161,888				161,888
B147	Bus Maintenance Management Program	101,924				101,924
F018	Rancho Cordova Landscaping	13,119				13,119
F019	Rancho Cordova Utility Building Enhancements	220,406				220,406
F021	General Facilities Improvements	34,227				34,227
F022	RT Police Substation Relocation	6,656				6,656
F023	Engineering Front Glass Replacement	12,300				12,300
F025	Office Relocation: Bell Building to 1225 R Street	232,759				232,759
F026	Mold Remediation--Engineering Bldg.	90,200				90,200
F027	Metro Roof Replacement	346,603				346,603
R175	Watt / I-80 Station Improvements	14,853				14,853
R313	29th Street Light Rail Station Enhancements	232,133				232,133
R323	Retrofit Light Rail Vehicle (LRV) Hoist	1,070				1,070
R340	LRV Train Wash Replacement	777,072				777,072
R347	Watt I-80 Elevator	-		900,000		900,000
		<b>5,592,905</b>	<b>-</b>	<b>900,000</b>	<b>-</b>	<b>6,492,905</b>
<b>Equipment Program</b>						
F024	Chiller Control Replacement	232,722				232,722
M009	Radio Communications System Upgrade	1,031,709		973,064		2,004,773
R341	Fare Vending Machines	40,999				40,999
R342	Tire Lease Disposal	26,319				26,319
R343	Whiting In-Floor Hoist Inspection and Repair	94,760				94,760
		<b>1,426,509</b>	<b>-</b>	<b>973,064</b>	<b>-</b>	<b>2,399,573</b>



## Capital Project Revenues and Expenditures continued

PROGRAM	PROJECT NAME	CARRYOVER FUNDING	FUNDING ADDITIONS			FY 2018 PROJECT BUDGET
			FEDERAL	STATE	LOCAL	
<b>Transit Technologies Program</b>						
964	Trapeze Implementation (TEAMS)	15,445				15,445
G035	Fiber/50-Fig Installation, Maintenance, & Repair	62,369				62,369
T004	Connect Card Light Rail Platform Preparations	109,928				109,928
T017	Audio Light Rail Passenger Information Signs	359,701				359,701
T030	Revenue Center Security Camera Upgrade	25,364				25,364
T041	Upgrade for Connect Card	35,000				35,000
T046	Connect Card Implementation-Consultant (Part 2)	2,396				2,396
T050	Upgrades to Transit Security Systems	15,480				15,480
T051	Telephone System Replacement	305,250				305,250
T052	Track Warrant Controlled Access Sys	187,450				187,450
		<b>1,118,383</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,118,383</b>
<b>Transit Security &amp; Safety</b>						
G105	Bus Automated Vehicle Location System	2,282				2,282
H021	Emergency Power Generator Enhancement	120,666				120,666
R344	Enhanced Employee Protection Warning System	-	870,000			870,000
T005	CPUC General Order 172 - LVR Camera	43,365				43,365
T006	LRV System AVL Equipment	86,897				86,897
T008	Completion Fiber Optics Communications Backbone	44,066				44,066
T010	Light Rail Facility Hardenin	4,927				4,927
T013	Staff Security Training - Overtime/Backfill	1,380				1,380
T018	Building Access System Upgrade	104,021				104,021
T022	Handheld Smart Card Reader	38,374				38,374
T025	Surveillance and Security Facilities Enhancement	242,204				242,204
T026	WiFi Security Systems Enhancement	15,158				15,158
T027	Video Surveillance System Upgrades	35,473				35,473
T029	Upgrade Bus Fleet Digital Video Recorders	8,062				8,062
T034	Computer Aided Dispatching System	70,765				70,765
T036	Facil. Safety, Security and Commun. Infrastr. upgrades	354,187				354,187
T038	Upgrades to Security Video and Data Systems	89,285				89,285
T043	Emergency Drills	46,448				46,448
T045	Security Operations Center	3,427				3,427
T048	Anti-Terrorism Directed Patrols	22,168				22,168
T054	Security, Systems and Commu. Infra. Upgrade	-		419,045		419,045
		<b>1,333,155</b>	<b>870,000</b>	<b>419,045</b>	<b>-</b>	<b>2,622,200</b>
<b>Planning/Studies</b>						
A008	Regional Bike Share Program	100,000				100,000
A009	Folsom Streetscape	42,316				42,316
M012	Route Optimization	212,370				212,370
R335	Watt/I-80 Transit Center Master Plan	209,357				209,357
		<b>564,043</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>564,043</b>

**Capital Project Revenues and Expenditures continued**

PROGRAM	PROJECT NAME	CARRYOVER FUNDING	FUNDING ADDITIONS			FY 2018 PROJECT BUDGET
			FEDERAL	STATE	LOCAL	
<b>Other Programs</b>						
A012	Construction Oversight Properties at 65th St.	62,381				62,381
A015	Brighton Overhead Design Services	262,208				262,208
M011	Cemo Circle Environmental	30,500				30,500
		<b>355,089</b>	-	-	-	<b>355,089</b>
<b>Subrecipient Programs</b>						
Q008	City of Sacramento Intermodal FD	90,411				90,411
Q016	City of Placerville PNR Construction	813,840				813,840
Q023	Paratransit Inc Replacement	1,763,750				1,763,750
Q027	Paratransit Inc Transit Asset Mgmt Sys	163,292				163,292
Q029	Citrus Heights Bus Stop Improvements	46,999				46,999
Q030	Citrus Heights Transit Enhancements	19,526				19,526
Q033	Paratransit Inc - Bus Purchase	128,906				128,906
Q034	City of Elk Grove Buses	57,648				57,648
Q040	Paratransit Inc.-MDC	300,000				300,000
Q041	City of Roseville - LOTP Construction	1,986,960				1,986,960
Q042	Paratransit Inc.- JARC	125,000				125,000
Q049	El Dorado Transit-Bus Replacement	708,771				708,771
Q050	Subrecipient- Paratransit Inc.	384,000				384,000
		<b>6,589,103</b>	-	-	-	<b>6,589,103</b>
<b>Total</b>		<b>71,138,743</b>	<b>101,870,000</b>	<b>82,321,314</b>	<b>39,801,310</b>	<b>295,131,367</b>



## Capital Project Expenditure Plan

Program	Project Name	Expended Through FY 2017	FY 2018 Budget Expenditures	Future Expenditures	Total Project Cost
<b>Project Development Program</b>					
230	Northeast Corridor Enhancements (Phase 1)	21,417,510	5,193,074	13,389,416	40,000,000
404	Green Line to the River District (GL-1)	49,574,291	187,709	-	49,762,000
410	Blue Line to Cosumnes River College	235,074,136	34,925,864	-	270,000,000
F	Amtrak / Folsom Project	268,258,283	52,420	-	268,310,703
R055	Light Rail Station at Dos Rios	1,959,299	829,479	16,711,222	19,500,000
R135	Light Rail Station at Horn	63,792	1,104,696	9,031,512	10,200,000
R322	Green Line Draft EIS/EIR and Project Development	2,392,506	643,307	1,548,479	4,584,292
R327	Green Line SVS Loop & K St. - to H St. Imp. (Final Design)	8,493,144	1,264,000	49,942,428	59,699,572
R345	CPID - Station Planning	822	349,178	-	350,000
S010	Sacramento-West Sacramento Streetcar Starter Line	2,835,068	4,064,464	-	6,899,532
S030	Downtown/Riverfront Streetcar Project (Small Starts)	-	200,000,000	-	200,000,000
		<b>590,068,851</b>	<b>248,614,191</b>	<b>90,623,057</b>	<b>929,306,099</b>
<b>Fleet Program</b>					
651	Siemens Light Rail Vehicle Mid-Life Overhaul	7,424,800	2,521,612	-	9,946,412
B139	40' CNG Bus Procurement	56,846,287	10,352	-	56,856,639
B141	Non-Revenue Vehicles - P1B Restricted	3,046,476	1,616,818	-	4,663,294
B142	Neighborhood Ride Vehicle Replacement - 14 Vehicles	1,712,214	901,988	-	2,614,202
B143	Fare Box Replacements	3,616,828	100,972	-	3,717,800
B144	BMF CNG Fueling Facility Upgrades	1,365,834	320,553	2,603,194	4,289,581
B146	Update Design Guidelines for Bus	76	6,138	-	6,214
F015	Facilities New Freedom Tasks-Add Mini-Hi's to Light Rail S	149,339	460,960	-	610,299
G225	Non-Revenue Vehicle Replacement	2,069,656	158,075	-	2,227,731
P007	Paratransit Vehicle Replacement (approx. 11)	1,414,194	157,006	-	1,571,200
P009	Paratransit Vehicle Replacement (approx. 34)	-	7,297,205	-	7,297,205
R001	CAF/Siemens Light Rail Vehicle Painting/Exterior Work	243,506	751,494	-	995,000
R085	UTDC Light Rail Vehicle Retrofit and Mid Life Refurbishmen	23,627,800	2,000,876	-	25,628,676
R086	UTDC Light Rail Vehicle Retrofit and Mid Life Refurbishmen	7,532,017	501,983	-	8,034,000
R115	Light Rail Vehicle Fleet Repair and Replacement	-	3,800,000	106,884,751	110,684,751
		<b>109,049,027</b>	<b>20,606,032</b>	<b>109,487,945</b>	<b>239,143,004</b>
<b>Infrastructure Program</b>					
A001	Watt Avenue / Highway 50 Project Support	123,411	1,376	-	124,787
A005	City College Pedestrian/Bicycle Crossing	90,098	1,683	-	91,781
A006	Natoma Overhead Widening Project	-	85,697	-	85,697
A007	Easton Development Grade Crossing	7,289	28,474	14,237	50,000
A013	7th & G OCS Pole Relocation	5,399	4,601	-	10,000
G237	Across the Top System Modification	303,194	56,941	-	360,135
G238	Repairs per Biennial Bridge Inspection	76,884	43,384	255,732	376,000
M002	University/65th Street Transit Center Relocation	359,945	172,702	-	532,647
R010	Light Rail Crossing Enhancements	463,911	36,089	3,000,000	3,500,000
R280	Signal - Infrastructure Improvements for Future Gold Line Li	879,763	3,085,726	135,134,511	139,100,000
R334	Rail Capital Maintenance-State of Good Repair	878	134,122	31,685,000	31,820,000
R336	Light Rail Station Enhancements	4,508,947	2,119,053	-	6,628,000
		<b>6,819,719</b>	<b>5,769,848</b>	<b>170,089,480</b>	<b>182,679,047</b>
<b>Facilities Program</b>					
4005	Butterfield/Mather Mills LR Station Rehabilitation	122,053	12,436	-	134,489
4007	ADA Transition Plan Improvements	320,194	345,303	471,635	1,137,132
715	Bus Maintenance Facility #2 (Phase 1&2)	20,829,309	2,821,281	37,999,987	61,650,577
A002	Louis Orlando Transit Center	611,065	1,008	-	612,073
A010	Louis Orlando Construction	167,667	167,667	-	335,334
B134	Fulton Ave. Bus Shelters	7,547	161,888	12,500	181,935
B147	Bus Maintenance Management Program	76	101,924	33,500	135,500
F018	Rancho Cordova Landscaping	128,522	13,119	-	141,641
F019	Rancho Cordova Utility Building Enhancements	4,594	220,406	-	225,000
F021	General Facilities Improvements	83,149	34,227	1,182,624	1,300,000
F022	RT Police Substation Relocation	29,998	6,656	-	36,654
F023	Engineering Front Glass Replacement	12,300	12,300	-	24,600
F025	Office Relocation: Bell Building to 1225 R Street	67,241	232,759	-	300,000
F026	Mold Remediation-Engineering Bldg.	7,300	90,200	-	97,500
F027	Metro Roof Replacement	103,397	346,603	-	450,000
R175	Watt Avenue I-80 Station Improvements	255,525	14,853	-	270,378
R313	29th Street Light Rail Station Enhancements	48,367	232,133	-	280,500
R323	Retrofit Light Rail Vehicle (LRV) Hoist	3,857	1,070	-	4,927
R340	LRV Train Wash Replacement	8,428	777,072	-	785,500
R347	Watt I-80 Elevator Replacement	-	900,000	-	900,000
		<b>22,810,588</b>	<b>6,492,905</b>	<b>39,700,247</b>	<b>69,003,740</b>



## Capital Project Expenditure Plan continued

Program	Project Name	Expended Through FY 2017	FY 2018 Budget Expenditures	Future Expenditures	Total Project Cost
<b>Equipment Program</b>					
F024	Chiller Control Replacement	2,278	232,722	-	235,000
M009	Radio Communications System Upgrade	86,357	2,004,773	-	2,091,130
R341	Fare Vending Machines	501	40,999	-	41,500
R342	Tire Lease Disposal	78,681	26,319	-	105,000
R343	Whiting In-Floor Hoist Inspection and Repair	57	94,760	-	94,817
		<b>167,874</b>	<b>2,399,573</b>	<b>-</b>	<b>2,567,447</b>
<b>Transit Technologies Program</b>					
964	Trapeze Implementation (TEAMS)	2,148,767	15,445	-	2,164,212
G035	Fiber/50-Fig Installation, Maintenance, & Repair	267,999	62,369	-	330,368
T004	Connect Card Light Rail Platform Preparations	1,563,072	109,928	-	1,673,000
T017	Audio Light Rail Passenger Information Signs	901,549	359,701	-	1,261,250
T030	Revenue Center Security Camera Upgrade	13,258	25,364	11,378	50,000
T041	Upgrade for Connect Card	-	35,000	-	35,000
T046	Connect Card Implementation-Consultant (Part 2)	115,604	2,396	-	118,000
T050	Upgrades to Transit Security Systems	80	15,480	-	15,560
T051	Telephone System Replacement	1,573	305,250	-	306,823
T052	Track Warrant Controlled Access System	965	187,450	-	188,415
		<b>5,012,867</b>	<b>1,118,383</b>	<b>11,378</b>	<b>6,142,628</b>
<b>Transit Security &amp; Safety</b>					
G105	Bus Automated Vehicle Location System	1,559,630	2,282	-	1,561,912
H021	Enhancement of Emergency Power Generation	448,585	120,666	-	569,251
R344	Enhanced Employee Protection Warning System	-	870,000	233,400	1,103,400
T005	CPUC General Order 172 - LRV Camera	153,957	43,365	-	197,322
T006	LRV System AVL Equipment	319,471	86,897	-	406,368
T008	Completion Fiber Optics Communications Backbone	485,926	44,066	-	529,992
T010	Light Rail Facility Hardening	171,540	4,927	-	176,467
T013	SacRT - Staff Security Training - Overtime/Backfill	63,599	1,380	-	64,979
T018	Building Access System Upgrade	7,486	104,021	-	111,507
T022	Handheld Smart Card Reader	77,709	38,374	-	116,083
T025	Surveillance and Security Facilities Enhancement	9,796	242,204	-	252,000
T026	WiFi Security Systems Enhancement	129,192	15,158	-	144,350
T027	Video Surveillance System Upgrades	80,447	35,473	-	115,920
T029	Upgrade Bus Fleet Digital Video Recorders	334,925	8,062	-	342,987
T034	Computer Aided Dispatching System	701,084	70,765	-	771,849
T036	Facilities Safety, Security and Communications Infrastruct.	35,732	354,187	-	389,919
T038	Upgrades to Security Video and Data Systems	89,528	89,285	-	178,813
T043	Emergency Drills	18,982	46,448	-	65,430
T045	Securities Operations Center	211,573	3,427	-	215,000
T048	Anti-Terrorism Directed Patrols	10,358	22,168	3,821	36,347
T054	Security, Systems and Communications Infrastructure Upg	-	419,045	-	419,045
		<b>4,909,520</b>	<b>2,622,200</b>	<b>237,221</b>	<b>7,768,941</b>
<b>Planning/Studies</b>					
A008	Regional Bike Share System	-	100,000	-	100,000
A009	Folsom Streetscape	32,684	42,316	-	75,000
R335	Watt/I-80 Transit Center Master Plan	643	209,357	-	210,000
M012	Route Optimization	271,197	212,370	1,516,433	2,000,000
		<b>304,524</b>	<b>564,043</b>	<b>1,516,433</b>	<b>2,385,000</b>
<b>Other Programs</b>					
A012	Construction Oversight Properties at 65th St.	14,953	62,381	-	77,334
A015	Brighton Overhead Design Services	-	262,208	-	262,208
M011	Cemo Circle Environmental	-	30,500	-	30,500
		<b>14,953</b>	<b>355,089</b>	<b>-</b>	<b>370,042</b>
<b>Subrecipient Programs</b>					
Q008	City of Sacramento Intermodal FD	2,521,520	90,411	-	2,611,931
Q016	City of Placerville PNR Construction	3,011,446	813,840	-	3,825,286
Q023	Paratransit Inc Replacement	-	1,763,750	-	1,763,750
Q027	Paratransit Inc Transit Asset Mgmt Sys	85,708	163,292	-	249,000
Q029	Citrus Heights Bus Stop Improvements	846,993	46,999	-	893,992
Q030	Citrus Heights Transit Enhancements	496,094	19,526	-	515,620
Q033	Paratransit Inc Bus Purchase	-	128,906	-	128,906
Q034	City of Elk Grove Buses	630,097	57,648	-	687,745
Q040	Paratransit Inc - MDC	-	300,000	-	300,000
Q041	City of Roseville - LOTP Construction	-	1,986,960	-	1,986,960
Q042	Paratransit Inc. - JARC	-	125,000	-	125,000
Q049	EI Dorado Transit Bus Replacement	-	708,771	-	708,771
Q050	Subrecipient - Paratransit Inc.	-	384,000	-	384,000
		<b>7,591,858</b>	<b>6,589,103</b>	<b>-</b>	<b>14,180,961</b>
<b>Total</b>		<b>\$ 746,749,781</b>	<b>\$ 295,131,367</b>	<b>\$ 411,665,761</b>	<b>\$ 1,453,546,909</b>

\* All project expenditures are subject to available funding.



## Capital Project Funding Addition Descriptions

- 230 This project includes enhancements that will allow SacRT to operate limited stop service (LSS) in the Northeast Corridor. The project's estimate completion date is June 2023.
- 410 By the end of FY18, this project will have extended light rail from Meadowview Station further south to Cosumnes River College (CRC). Remaining activities include the procurement of fare vending machines and passenger information and security features and the relocation of a traction power substation and relay case.
- M009 This project allows for the replacement of radio communication equipment, as needed. Additionally, it phases in the Sacramento Regional Radio Communications System upgrades (P25 upgrade) with final implementation by June 2019.
- P009 Thirty-four vehicles will be purchased between the start of FY18 and August 2019 to replace vehicles at the end of their useful lives.
- R055 Funding is being used to design and build a light rail station on the Northeast Corridor between North B Street and Richards Blvd. on North 12th Street in downtown Sacramento. The completion date is to be determined.
- R115 Replace the (26) 1st Series Siemens vehicles at the end of their engineered life.
- R135 The construction of this new light rail station near Horn Road and Folsom Boulevard by June 2021 will bridge the distance between Butterfield and Mather Field LR Stations.
- R327 This final design and construction phase of the Green Line SVS loop including K St. to H St. improvements will be completed by June 2020.
- R336 This is a phased project to improve light rail stations district wide.
- R344 This project will develop and deploy a fully operational safety technology system that enhances employee-protection warning systems and roadway worker protection. With a completion date of June 2020, it will meet a PUC deadline for implementation of redundant protections for roadway work groups.
- R347 Both Watt I-80 elevators will be replaced under this project.
- S030 The project is a partnership between SACOG, SacRT, Yolo County Transit District, City of Sacramento and the City of West Sacramento. It will add a 5.25 mile Downtown Riverfront Streetcar System. Anticipated completion date is September 2022.
- T054 The project, completed by March 2019, will enhance safety and security features at all SacRT's operational and business facilities, as well as provide upgraded communications and data systems including the conversion to an electronic citation process.



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## Statistical Section

## Statistical Section

### Demographic and Economic Indicators Last Ten Fiscal Years

	Population <sup>1,2</sup>		Personal Income <sup>1,2</sup> (In Thousands)		Per Capital Personal <sup>1</sup> Income		Unemployment Rate <sup>3</sup>	
	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region
2008	1,394,438	2,273,938	54,773,648	93,435,532	39,280	41,090	7.2%	7.4%
2009	1,408,601	2,298,630	53,826,177	91,656,582	38,213	39,874	11.0%	11.2%
2010	1,422,010	2,321,680	54,666,004	93,469,366	38,443	40,259	12.6%	12.7%
2011	1,435,548	2,342,797	57,498,308	98,692,407	40,053	42,126	12.1%	12.2%
2012	1,448,466	2,362,778	59,775,785	102,890,880	41,268	43,547	10.5%	10.7%
2013	1,462,338	2,385,958	61,654,690	106,063,477	42,162	44,453	8.9%	9.0%
2014	1,481,474	2,414,366	65,391,250	112,177,005	44,139	46,462	7.3%	7.4%
2015	1,501,335	2,445,149	69,870,482	119,593,593	46,539	48,911	6.0%	6.1%
2016	1,496,619	2,443,657	Not available	Not available	Not available	Not available	5.4%	5.5%
2017	1,514,770	2,473,098	Not available	Not available	Not available	Not available	4.9%	5.1%

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

1. 2007-2015 U.S. Department of Commerce, Bureau of Economic Analysis, *CA1-3 Personal income population, per capital personal income*.
2. 2016-2017 State of California, Department of Finance, *E-1 City, County and State Population Estimates, 2016–2017*.
3. State of California, Employment Development Department, Labor Force & Employment Data

## Principal Employers Current Year and Nine Years Ago

Employer	Fiscal Year 2017			Fiscal Year 2008		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
State of California	74,462	1	10.73%	73,872	1	10.49%
Sacramento County	12,514	2	1.80%	14,513	2	2.06%
Kaiser Permanente	10,517	3	1.52%	6,260	6	0.89%
UC Davis Health	10,467	4	1.51%	7,927	3	1.13%
U.S. Government	10,322	5	1.49%			
Sutter Health	9,911	6	1.43%	7,140	4	1.01%
Dignity Health	8,039	7	1.16%	5,647	9	0.80%
Intel Corporation	6,000	8	0.86%	6,000	7	0.85%
Apple Inc.	5,000	9	0.72%			
Elk Grove Unified School District	4,620	10	0.67%			
Sacramento City Unified School District				7,000	5	0.99%
Los Rios Community College District				6,000	8	0.85%
San Juan Unified School District				4,999	10	0.71%
<b>Total</b>	<b>151,852</b>		<b>21.88%</b>	<b>139,358</b>		<b>19.78%</b>

Source: Sacramento Business Journal



## Appendix

## Appendix

### Glossary of Terms and Abbreviations

#### A

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

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

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

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

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

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

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

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

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

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

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

## Glossary continued

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

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

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

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

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

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

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

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

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

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

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

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

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

## Glossary continued

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

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

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

### **B**

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

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

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

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

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



## Glossary continued

### Budget:

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

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

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

## Glossary continued

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

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

### C

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

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

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

**Capital Outlay (See Capital Expenditure)**

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

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

## Glossary continued

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

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

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

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

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

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

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

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

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

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

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

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

## Glossary continued

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

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

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

### D

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

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

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

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

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

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

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

### E

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

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

## Glossary continued

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

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

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

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

### **E**

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

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

Fare Revenue (See Farebox Revenue)

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

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

Federal: United States Government

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## Glossary continued

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

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

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

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

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

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

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

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

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

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

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

## Glossary continued

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

### G

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

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

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

### H

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

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

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

### I

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

## Glossary continued

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

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

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

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

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

Investment Income: Interest from investing any available working capital.

### J

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

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

### L

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

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



## Glossary continued

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

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

Light Rail Transit (LRT) (See Light Rail)

Light Rail Vehicle (See Vehicles – Light Rail)

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

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

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

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

## M

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

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

## Glossary continued

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

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

Miles (See Service Miles)

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

### N

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

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

### 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 SacRT Finance department that is primarily responsible for preparing and monitoring the annual budget and all grants administration and management.

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

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

## Glossary continued

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

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

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

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

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

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

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

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

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

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

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

## Glossary continued

### P

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

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

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

Passenger (See Boardings)

Peak Vehicles (See Vehicles - Peak)

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

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

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

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

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

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

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

## Glossary continued

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

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

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

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

### Q

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

### R

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

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

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

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

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

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

Revenue Vehicles (See Vehicles - Revenue)

## Glossary continued

Ridership: Total number of riders, passengers or boardings.

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

### S

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

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

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

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

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

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

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

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

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

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

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

Support Vehicles (see Vehicles - Support)

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

## Glossary continued

### I

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

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

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

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

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

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

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

### U

Unallocated: Not appropriated for a specific purpose.

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

## Glossary continued

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

### V

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

Variance: The difference between planned costs and actual costs.

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

### Vehicles:

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

### W

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





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## List of Acronyms

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

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## List of Acronyms continued

MTP	Metropolitan Transportation Plan
NEO	New Employee Orientation
OCIP	Owner Controlled Insurance Program
OE	Open Enrollment
OMB	Office of Management and Budget
PA	Public Announcement
PE	Preliminary Engineering
PEPRA	California Public Employee's Pension Reform Act
POD	Police Observation Device
PPE	Personal Protection Equipment
PTA	Public Transportation Account
RSC	Regional Service Center
ROS	Route Optimization Study
RTPS	Regional Transit Police Services
SacRT	Sacramento Regional Transit District
SACOG	Sacramento Area Council of Governments
SBE	Small Business Enterprise
SCS	Sustainable Community Strategy
SHRA	Sacramento Housing and Redevelopment Agency
SJJPA	San Joaquin Joint Powers Authority
SMAQMD	Sacramento Metropolitan Air Quality Management District
SOC	Security Operations Center
SOP	Standard Operating Procedure
STA	Sacramento Transportation Authority
TAP	TransitAction Plan
TCRP	Traffic Congestion Relief Program
TDA	Transportation Development Act
TIRCP	Transit Intercity Rail Capital Program
TOD	Transit Oriented Development
TSI	Transit Safety Institute
VTT	Verification of Transit Training



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