



Sacramento Regional Transit District

FISCAL YEAR 2020 BUDGET

For the period of July 1, 2019 to June 30, 2020



Regional Transit

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Fiscal Year 2020 Budget

For the period of July 1, 2019 to June 30, 2020



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 2020 (FY 2020). This year represents another step forward in Sacramento Regional Transit District (SacRT) historic turnaround as the District is projecting to increase public transportation ridership through a renewed increased emphasis on safety and the customer first initiatives through improvements in innovation, expanded services, cost control measures for new as well as existing services, and overall better service for the region. This budget represents a blueprint for these goals and we are committed to continuing this progress in the future.

High Performing Transit District

In order to focus on the needs of the region, SacRT has updated our Goals and Objectives from last year (see page 33). Taken together with the Board adopted Strategic Plan (see page 30), SacRT continues to improve operations and achieve excellence as we implement our strategic plan and vision. SacRT staff at all levels throughout the organization are researching and evaluating every opportunity to improve efficiencies and increase service, becoming more customer-focused and attracting new riders.

Customers First – SacRT has embraced a customer-centric culture, placing customer interests first in all plans, decisions, investments and actions. We continue to build upon these efforts in order to improve the rider experience for all users. Understanding some of the financial challenges for new and existing riders, SacRT continues to find program offerings to make the fares lower or free for some groups of disadvantaged riders.

Clean, Safe, & Convenient Experience – SacRT is committed to operating a clean, safe and convenient light rail and bus system. SacRT continues to add front-line employees (i.e., cleaners, transit agents, and ambassadors), which has resulted in a better end to end customer experience.

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

System-Wide Route Optimization – SacRT's comprehensive route optimization study has been completed and SacRT Forward was implemented in September of 2019. SacRT analyzed how we should be serving people taking trips in different areas of the region and determined how to best realign our service to meet these needs. As the region has developed, travel patterns have changed and it is vital that the District align the system bus network to better serve the needs of the community. With these goals in mind, SacRT has developed scenarios based on frequency and coverage needs and incorporated innovative approaches such as microtransit services to bridge the first and last mile trip barriers.



General Manager/CEO's Budget Message Continued

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

Innovation and Service Expansions

Microtransit Expansions – SacRT's microtransit, known as SmART Ride, is an innovative transit solution that provides on-demand, curb-to-curb service in specific boundary zones utilizing a smartphone app. The service areas that have been rolled out include: Citrus Heights, Orangevale, Fair Oaks, South Sacramento/Franklin Boulevard. Future areas to be served include: Downtown/Midtown, Gerber, East Sacramento/Sacramento State, North Sacramento/Del Paso, Rancho Cordova, Arden Arcade, and Carmichael, Folsom and Elk Grove.

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

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

Zero Emission Buses – The first round of modern, Zero Emission Buses in SacRT's history arrived this year. These six shuttle buses are being used to bolster microtransit service throughout the region. In addition, half of our bus fleet is scheduled to be replaced starting in 2020. We are anticipating that a minimum of 25% of these replacements will be powered by zero-emission technology.

Light Rail Vehicle Replacements – We anticipate retiring our oldest light rail vehicles, as they reach the end of their useful life, in the near future and replacing them with modern, low-floor vehicles. As part of this innovation, we will also be modernizing the majority of our light rail stations to accommodate these low-floor vehicles.

General Manager/CEO's Budget Message continued

New Service – SacRT and Yolo County Transit District (YCTD) will be collaborating with operating 15 minute express bus service between University of California - Davis, Downtown Sacramento, and University of California - Davis Medical Center thanks to an award provided by Electrify America. This new service will drastically improve the current frequencies from once per hour to every twenty minutes and replace the diesel powered buses with zero emission buses. The District is also exploring providing frequent, zero emission bus service between Sacramento and Sacramento International Airport. This service is currently provided on hourly bases by YCTD.

SacRT will be working very closely with our partners at Sacramento Area Council of Governments (SACOG) to ensure sufficient funding is made available to bring these important regionally significant projects to fruition without delay.

We Heart Campaign – After receiving feedback from the riding public, in October, 2018, SacRT reduced fares for the first time in the District's 47 year history. Additionally, SacRT has restored paper transfers and increased service frequency for light rail on the weekend as of January, 2019.

Operating Budget

The FY 2020 Operating and Capital budgets were approved by the SacRT Board of Directors on June 10, 2019. Both are 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 \$193 million, which is 9.8% greater than the previous fiscal year. This increase exceeds the average annual increase of the last few years and is primarily due to being given the opportunity to operate new services in the area operated by the respective cities or private sectors. These new revenues and costs have increased the overall budget but are expected to generate either a neutral or better net financial result.

Capital Budget and Program

The FY 2020 Capital budget includes a total of \$722 million comprised of \$231 million of new funding and \$491 Million of funding carried forward from previous years. The \$231 million of new funding is comprised of \$2.3 million of Federal funding, \$4.9 million of State funding, and \$224.2 million of funding to be determined. Major projects included for new funding during FY 2020 include bus replacement and expansions, light rail system modernization and expansion, and route optimization.

General Manager/CEO's Budget Message continued

Outlook

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

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

Acknowledgements

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

Sincerely,



Henry Li
General Manager/CEO





Board of Directors





Board of Directors

Patrick Kennedy, Chair
County of Sacramento

Steve Hansen, Vice Chair
City of Sacramento

Linda Budge
City of Rancho Cordova

Kerri Howell
City of Folsom

Jeff Harris
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

Mike Kozlowski
City of Folsom

David Sander
City of Rancho Cordova

Jeff Slowey
City of Citrus Heights



Budget Adoption Resolution

RESOLUTION NO. 19-06- 0079

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

June 10, 2019

APPROVING THE SACRAMENTO REGIONAL TRANSIT DISTRICT FY 2020 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 2020 Operating Budget of \$193.0 million and Capital Budget of \$722.3 million as set forth in attached Exhibit A, are hereby approved.

THAT, the following voting distribution for FY 2020 as tabulated in the "Schedule of Weighted Voting Distribution" in the attached Exhibit A, is hereby approved.

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


PATRICK KENNEDY, Chair

ATTEST:

HENRY LI, Secretary

By: 
Cindy Brooks, Assistant Secretary

(B)

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, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This was the tenth consecutive year that the District received the award.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Sacramento Regional Transportation District
California**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

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Executive Management Team





Executive Management Team

Henry Li

General Manager/CEO

Brent Bernegger

VP, Finance/Chief Financial Officer

Doug Cook

VP, Operations

Laura Ham

VP, Planning and Engineering

Lisa Hinz

VP, Security and Safety

Shelly Valenton

VP, Integrated Services and Strategic Initiatives

Olga Sanchez-Ochoa

General Counsel

Management & Budget Team

Jason Johnson

Director, Office of Management & Budget

Erik Reitz

Grants Manager

Carol Cherry

Senior Grants Analyst

Nadia Mokhov

Senior Financial Analyst

Joe Paglieroni

Senior Grants Analyst

Kristen Mazur

Senior Grants Analyst

Judy Wong

Senior Financial Analyst

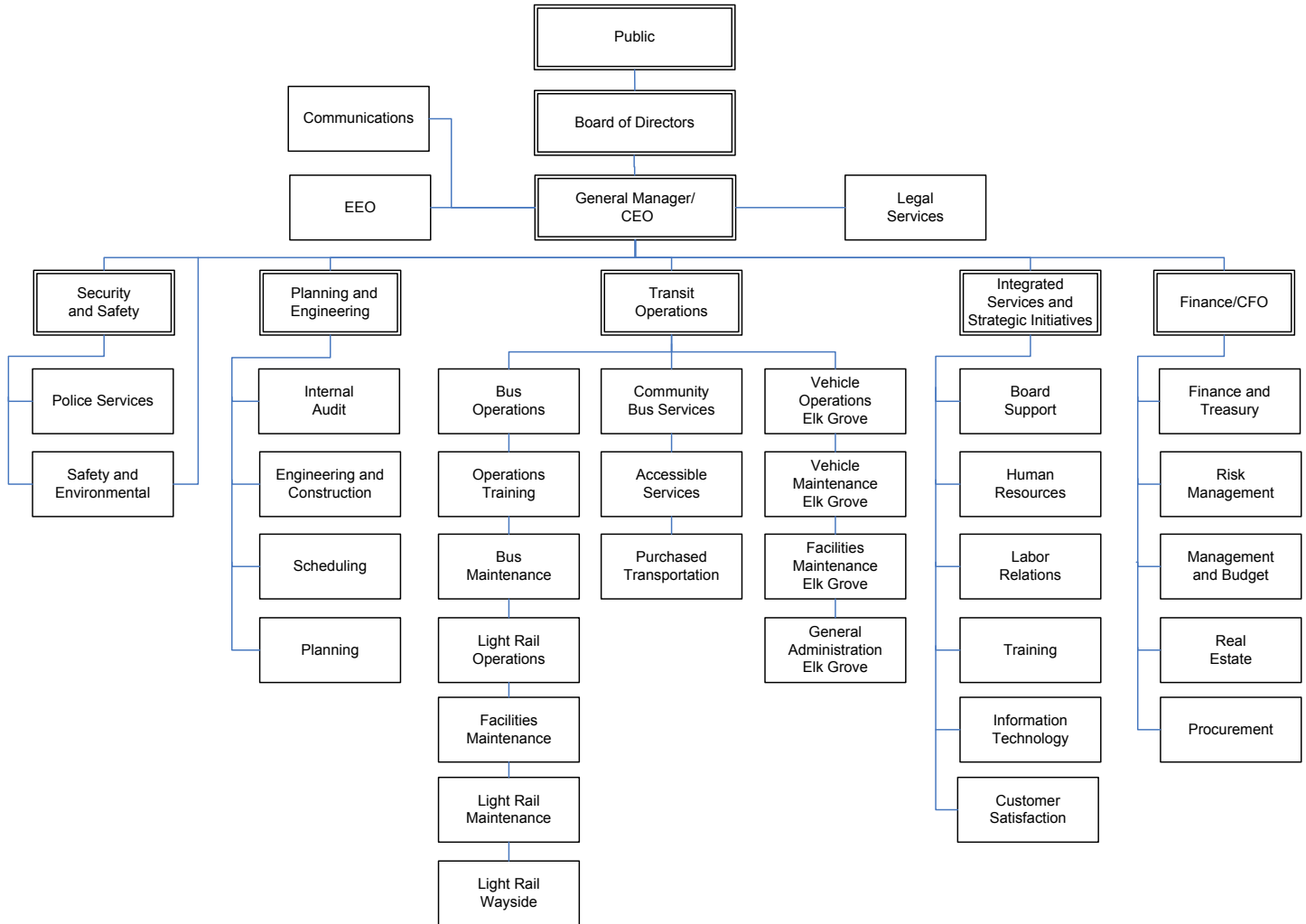
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Organizational Structure

Sacramento Regional Transit District Organizational Structure

Cost Center Base



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District Overview

District Overview

District Profile

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

Counties in California



● City of Sacramento

District Profile continued

Population

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

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

¹ Sacramento, El Dorado, Placer, Sutter, Yolo, and Yuba counties

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

Climate

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

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

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

District Profile continued

Customers

<i>How Satisfied are you with several elements of RT's Service.</i>		<i>Very Satisfied</i>	<i>Satisfied</i>	<i>Neutral</i>	<i>N/A</i>	<i>Dissatisfied</i>	<i>Very Dissatisfied</i>
Access to route, schedule and fare information	Less than 6 Months	34%	40%	15%	0%	5%	5%
	6 Months to 1 Year	36%	42%	14%	0%	7%	1%
	1 to 2 Years	34%	44%	15%	0%	4%	2%
	2 to 5 Years	32%	50%	15%	0%	2%	2%
	Over 5 Years	37%	40%	13%	0%	7%	3%
Courteousness & friendliness of the operators	Less than 6 Months	25%	43%	20%	2%	7%	3%
	6 Months to 1 Year	35%	40%	14%	1%	6%	3%
	1 to 2 Years	32%	36%	21%	2%	7%	2%
	2 to 5 Years	26%	44%	21%	1%	4%	4%
	Over 5 Years	23%	45%	18%	1%	9%	4%
Cleanliness of the stops and stations	Less than 6 Months	13%	49%	25%	0%	10%	4%
	6 Months to 1 Year	10%	37%	29%	0%	18%	6%
	1 to 2 Years	9%	36%	32%	0%	14%	8%
	2 to 5 Years	8%	46%	28%	0%	12%	5%
	Over 5 Years	8%	39%	29%	0%	14%	10%
Cleanliness of the vehicles	Less than 6 Months	13%	45%	27%	0%	9%	5%
	6 Months to 1 Year	9%	38%	32%	1%	12%	9%
	1 to 2 Years	9%	31%	36%	0%	16%	8%
	2 to 5 Years	6%	46%	30%	0%	10%	7%
	Over 5 Years	7%	41%	27%	0%	16%	10%

<i>Perception of priority from possible service improvements that RT is considering</i>		<i>Very Important</i>	<i>Important</i>	<i>Somewhat Important</i>	<i>Not Very Important</i>	<i>Not at all Important</i>	<i>N/A</i>
Provide real-time train and bus arrival information	Less than 6 Months	62%	12%	7%	3%	16%	1%
	6 Months to 1 Year	65%	12%	6%	2%	14%	0%
	1 to 2 Years	66%	15%	4%	2%	13%	0%
	2 to 5 Years	48%	18%	9%	3%	20%	2%
	Over 5 Years	59%	14%	9%	6%	13%	0%
Expand bus service areas	Less than 6 Months	38%	7%	8%	2%	45%	0%
	6 Months to 1 Year	31%	15%	13%	3%	38%	0%
	1 to 2 Years	41%	14%	10%	2%	33%	0%
	2 to 5 Years	30%	18%	8%	5%	36%	1%
	Over 5 Years	38%	16%	8%	6%	32%	0%
Add more evening and late night bus service	Less than 6 Months	39%	9%	7%	1%	44%	0%
	6 Months to 1 Year	32%	16%	6%	3%	43%	0%
	1 to 2 Years	44%	9%	10%	4%	33%	0%
	2 to 5 Years	34%	16%	10%	5%	35%	1%
	Over 5 Years	47%	12%	7%	4%	30%	0%

District Profile continued

Highlights

Sacramento Regional Transit District	Constructs, operates, and maintains a comprehensive mass transportation system that serves Sacramento County, Citrus Heights, Carmichael, Fair Oaks, Elk Grove, Folsom and Rancho Cordova.
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Bus Service	
Power	Compressed Natural Gas, Diesel, Gasoline
Routes	70
Schedule	4:41 am to 11:38 pm daily
Stops	3,100+
Vehicles	192 - 40' CNG Buses 27 – Shuttle Vans
Annual Ridership	10,288,500

Light Rail Service	
Power	Electrical
Miles	44.9
Schedule	3:49 am to 12:59 am daily
Stops	52
Vehicles	97
Annual Ridership	11,282,000

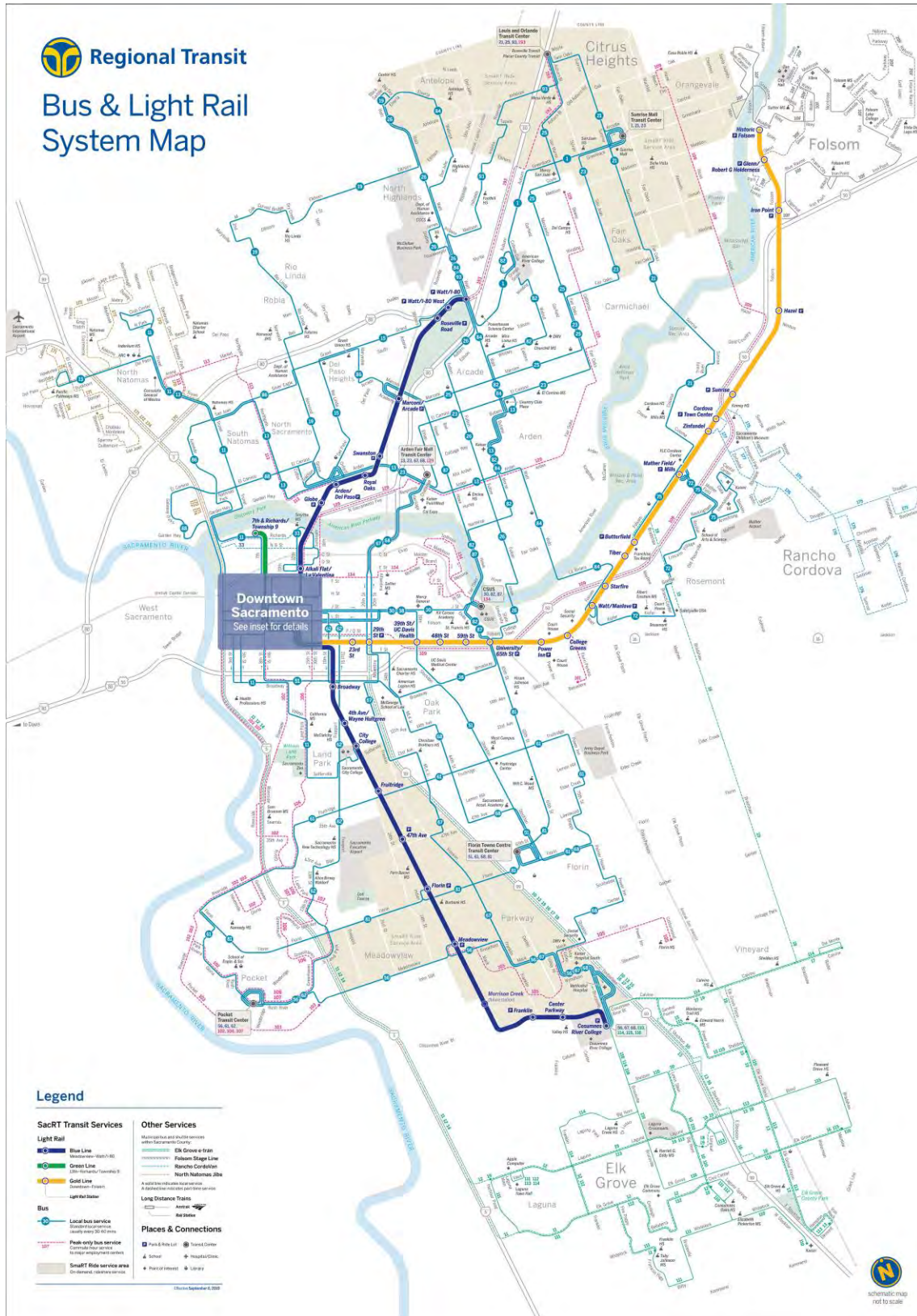
Paratransit	
ADA Passenger Trips Provided	282,909
ADA Vehicle Revenue Miles	3,427,446
Vehicles	101

Passenger Amenities/ Customer Service	
Transfer Centers	32
Park & Ride	22
Annual Customer Service Calls	118,961
Customer Info Line	(916) 321-2877
Website	www.sacrt.com

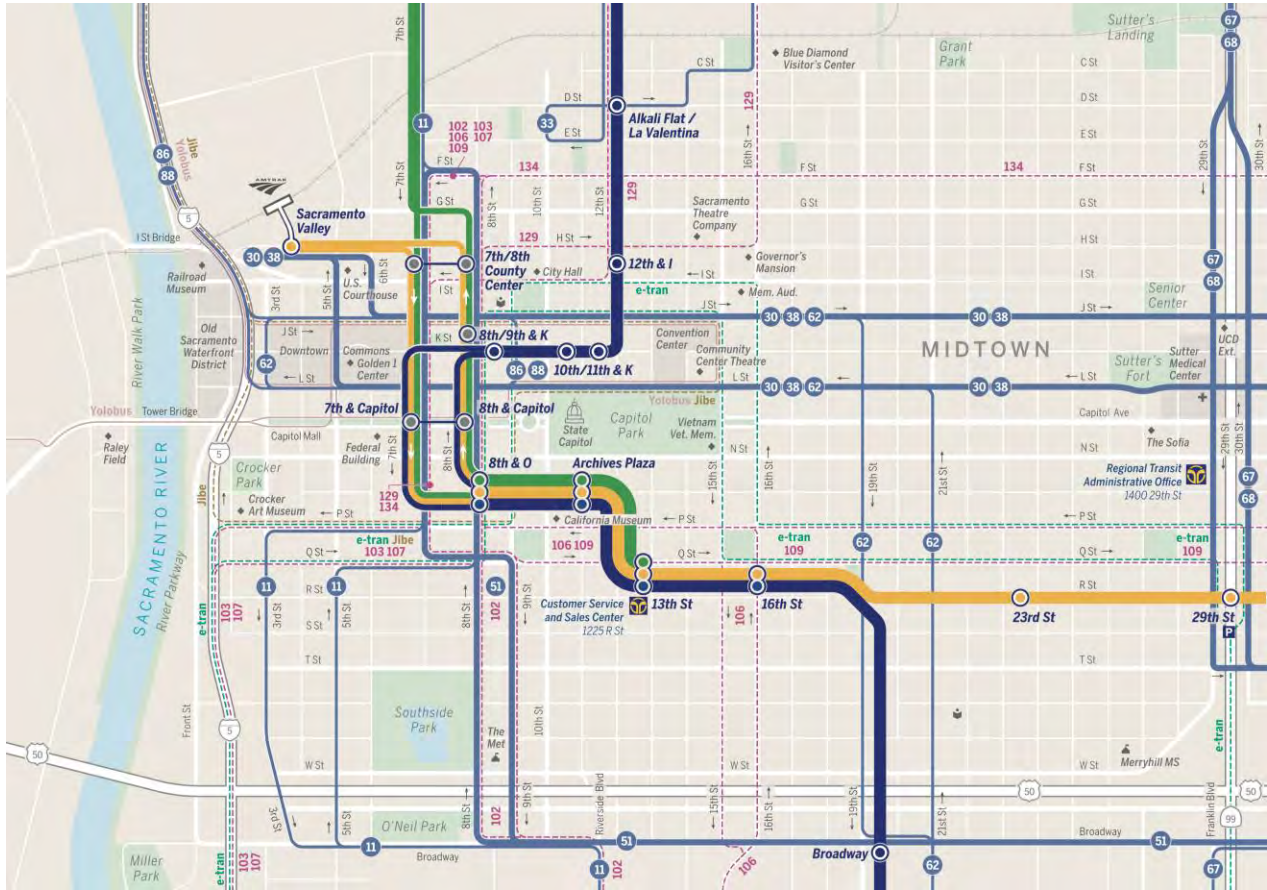
History	
Apr 1, 1973	Began operations by acquiring the assets of Sacramento Transit Authority
1973	Completed new maintenance facility and purchased 103 new buses
1987	Opened the 18.3-mile light rail system, linking the northeastern Interstate 80 and southeastern Highway 50 corridors with Downtown Sacramento
Sep 1998	Completed the first light rail extension to Mather Field/Mills Station along the Gold Line corridor
Sep 2003	Opened the South Line, extending light rail to South Sacramento
Jun 2004	Extended light rail from Mather Field/Mills to Sunrise Boulevard
Oct 2005	Extended light rail from Sunrise Boulevard to Folsom, including four new stations
Dec 2006	Extended light rail from downtown Sacramento to Sacramento Amtrak station
Jun 2012	Opened the Green Line, connecting downtown Sacramento to the River District
September 2015	Extended light rail from Meadowview to Cosumnes River College
February 2018	Started Microtransit/SmarRT Ride services
January 2019	Annexed Citrus Heights and Folsom services
July 2019	Starting Elk Grove services under contract

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Sacramento Regional Transit District Service Area Map



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



Legend

SacRT Transit Services

Light Rail

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

Light Rail Station

Bus

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

Other Services

Municipal bus and shuttle services within Sacramento County:

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

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

Long Distance Trains

- Amtrak
- Rail Station

Places & Connections

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

Effective September 8, 2019

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 Statement, Vision Statement, 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.



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

- 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 Goals and Objectives in FY 2020

- **Strategic Planning & System Development**

Envision a more expansive, convenient and frequent public transit network. Identify service enhancements, infrastructure, and capital improvement projects that will attract more riders to the SacRT system.
- **Financial Stability, Accountability, & Business Process Optimization**

SacRT is dedicated to strengthening our financial footing by tapping innovative revenue sources and conducting relentless organizational optimization to fund our current level of service, state of good repair initiatives, maintenance and capital investments, and build reserves. Moving forward, SacRT will continue to identify and implement cost-cutting measures to maximize efficiencies and minimize duplication, consistent with operating like a true business. SacRT will continue to seek operating revenues through more local, state and federal funding, as well as pursue capital grant opportunities.
- **Strategic Vision, Innovations, & Best Practices**

Develop and implement industry best practices by re-imagining a more innovative service network and leveraging new technologies to improve the customer experience by making it easier to ride transit, receive information, and pay fares.
- **System Security**

Prioritize security efforts by implementing industry best practices and response to customer concerns over safety and security.
- **Operational and Occupational Safety**

Focus on employee and customer safety through better training, data collection, use of technology, and public education. SacRT will maintain strong relationships with regulatory agencies and seek guidance whenever necessary.
- **Strategic Communications and Partnerships**

Ensuring that SacRT customers can intuitively navigate the bus and light rail system is critical to attracting new customers and building ridership. To ensure this, SacRT will continue to promote programs and incentive options that will encourage more people to try transit, and educate the public about the benefits of transit and how local funding is important to create a “world class” public transit system.
- **Organizational Excellence and Performance Management**

Make positive transformations that include building a strong workforce, negotiating fair and equitable labor and non-labor agreements, implementing cost-saving alternatives and progressing efforts to make a significant change in organizational culture.

Long-Term Financial Policies

Fiscal Sustainability Policy

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

Comprehensive Reserve Policy

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

Farebox Recovery Policy

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

Long-Term Financial Policies continued

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

Fare Change Policy

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

Financial Policies

Accounting

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

Revenues

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

Financial Policies continued

Expenditures

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

Budget

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

Financial Policies continued

Budget continued

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

Grants

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

Financial Policies continued

Debt Service

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

Debt Service policy:

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

Current Debt

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

The District issued \$86,865,000 of Farebox Revenue Bonds, Series 2012, in November 2012 to primarily fund construction on the South Line Phase 2 light rail extension. The District'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.

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:

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

Financial Policies continued

Compensated Absences

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

Risk Management and Self-Insurance

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

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

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

* Includes revenue and non-revenue vehicles.

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

Financial Policies continued

Cost Allocation

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

Activity/Mode	Methodology
Direct	
Bus Direct Cost	Bus Operations Cost + Bus Maintenance Cost + Community Bus Service Cost + 10% Facilities Costs + 4% Police Service Costs
Rail Direct Cost	Light Rail Operations Cost + 95% Police Services Cost + 30% Facilities Costs
Purchased Transportation Direct Costs	Purchased Transportation Cost
Indirect	
Total Indirect Cost ¹	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	$[\text{Rail Direct Cost} / (\text{Bus Direct Cost} + \text{Rail Direct Cost})] * \text{Total Indirect Cost}$

¹ Includes Remaining 1% of 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.

FY 2020 Budget Calendar

Dates	Tasks	Responsible Department
February 14	Budget, Goal Setting and CIP Kickoff	OMB
February 18	Budget working documents provided on Headways	OMB
February 25	Labor recovery allocations spreadsheets due	Departments
February 28	Preliminary labor reports provided	OMB
March 8	All documents due	Departments
Week of March 11	General Manager budget review	OMB/General Manager
Late March	Departments provided General Manager approved Preliminary Budget	OMB
April 8	Preliminary Operating and Capital Budget presented to Board <small>(60 day required review and comment per CPUC Sec. 102205)</small>	Board
May 13	Budget public input Board Hearing	Board
May 20	Budget with updates from Board/public input due to General Manager	CFO/OMB
June 10	Board adoption of the Operating and Capital Budget	Board

Budget Process continued

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 2018 Budget and for the FY 2019 Proposed Abridged Budget is shown in the table below. A detailed FY 2019 Schedule of Weighted Voting is shown on the next page.

Weighted Voting Shares by Jurisdiction

Jurisdiction	Status	Shares - FY 2019 with annexations	Shares – FY 2020 Budget
County of Sacramento	Annex	37	37
City of Sacramento	Annex	32	32
City of Rancho Cordova	Annex	9	9
City of Citrus Heights	Annex	10	10
City of Elk Grove	Contract	3	3
City of Folsom	Annex	9	9
Total		100	100



Voting System continued Weighted Voting Distribution Schedule

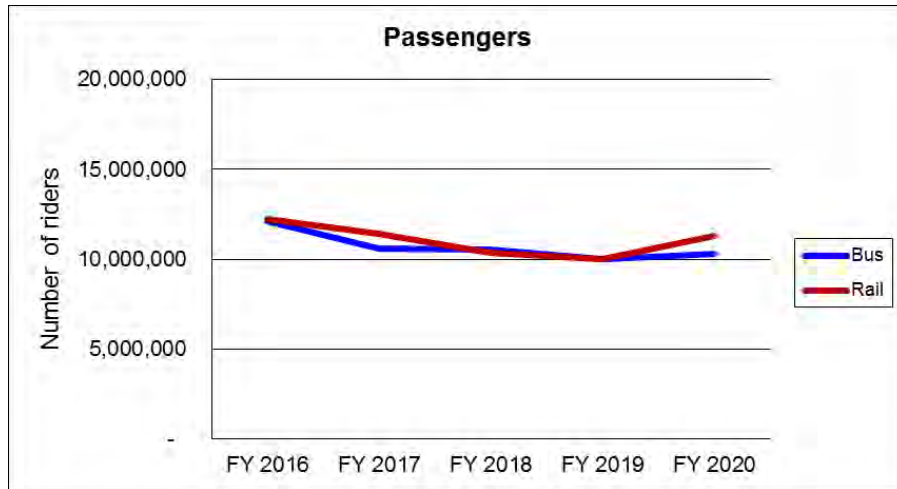
		Fiscal Year 2020 Base Values*						
		Federal Financial Information						
Code Section:	<u>FY 19 Federal Funds Available in the Sacramento MSA¹</u>	40,039,523						1. Federal Funds are draft only and subject to change based on SACOG's approval of the apportionments prior to final budget adoption.
102205(b)(6)		4,633,763						
102205(b)(7)	<u>Allocation of Federal Funds to jurisdictions other than RT</u>	4,633,763						
102205(b)(8)	<u>FY 19 Federal Funds Available for use in RT Service Area:</u>	35,405,760						
		Jurisdiction Specific Values						
		City of Sacramento	County of Sacramento	Rancho Cordova	Citrus Heights	Folsom	Elk Grove	Totals:
102205(b)(10)	<u>Population:**</u>	501,344	588,798	74,210	87,731	78,447	172,116	1,502,646
	<u>Proportionate Population:</u>	33.36%	39.18%	4.94%	5.84%	5.22%	11.45%	100%
	<u>Member:</u>	Yes	Yes	Yes	Yes	Yes	No	
102100.2, 102100.3		4	3	1	1	1	1	11
		Federal Funds Attributed to Entity (Total Federal Funding x Share of Population):						
102105.1(d)(2)(D)		11,811,362	13,871,977	1,749,045	2,067,696	1,848,181	4,053,960	35,402,221
102105.1(d)(2)(A), 102205(b)(3)	<u>FY 20 State TDA Funds Made Available to RT:</u>	25,453,320	28,309,025	3,767,654	4,454,117	4,033,498	0	66,017,614
102105.1(d)(2)(B), 102205(b)(4)	<u>FY 20 Funds Provided Under Contract:</u>	350,000	-	450,000	0	0	350,000	1,150,000
102105.1(d)(2)(C), 102205(b)(5)	<u>FY 20 Other Local Funds</u>	0	0	0	0	0	0	0
102105.1(d)(2)	<u>Total Financial Contribution:</u>	37,614,682	42,181,002	5,966,699	6,521,813	5,881,679	4,403,960	102,569,835
102105.1(d)(2)	<u>Proportionate Financial Contribution:</u>	36.67%	41.12%	5.82%	6.36%	5.73%	4.29%	100%
		Voting Calculation						
		City of Sacramento	County of Sacramento	Rancho Cordova	Citrus Heights	Folsom	Elk Grove	Totals:
102105.1(d)(1)	<u>Incentive Shares (5 for member jurisdictions)</u>	5	5	5	5	5	0	25
102105.1(d)(2)	<u>Financial Contribution Shares (Proportionate Financial Share x Remainder of 100 shares):</u>	27.5025	30.8400	4.3650	4.7700	4.2975	3.2175	75
102105.1(d)(3)	<u>Total Shares:</u>	32.5025	35.8400	9.3650	9.7700	9.2975	3.2175	100
102105.1(d)(4)(i)	<u>Shares After Rounding:</u>	32	36	9	10	9	3	99
102105.1(d)(4)(i), 102105.1(d)(4)(ii)	<u>Share Adjustment (To Ensure 100 Shares):</u>	32	37	9	10	9	3	100
		Distribution of Shares Among Members (Assuming All Members Present to Vote):***						
102105.1(d)(7)	Member 1	8	13	9	10	9	3	
	Member 2	8	12	N/A	N/A	N/A	N/A	
	Member 3	8	12	N/A	N/A	N/A	N/A	
	Member 4	8	N/A	N/A	N/A	N/A	N/A	
	Member 5	N/A	N/A	N/A	N/A	N/A	N/A	
	<u>Total Votes:</u>	32	37	9	10	9	3	100

* In addition to the funding identified above, RT projects the following funds for operating purposes: \$48,413,127 - Measure A

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

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

Trends



Passengers

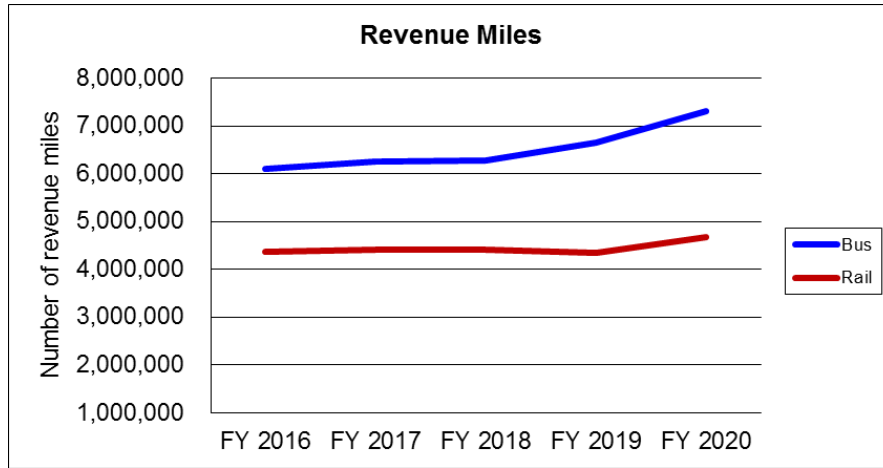
	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Bus	12,114,085	10,608,037	10,517,620	10,008,281	10,288,500	280,219	2.8%
Rail	12,216,163	11,442,465	10,372,688	9,980,850	11,282,000	1,301,150	13.0%
Total	24,330,248	22,050,502	20,890,308	19,989,131	21,570,500	1,581,369	7.9%

In FY 2018, total ridership decreased 5.3%. Light Rail ridership decreased 9.3%. Bus ridership decreased 0.9%.

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

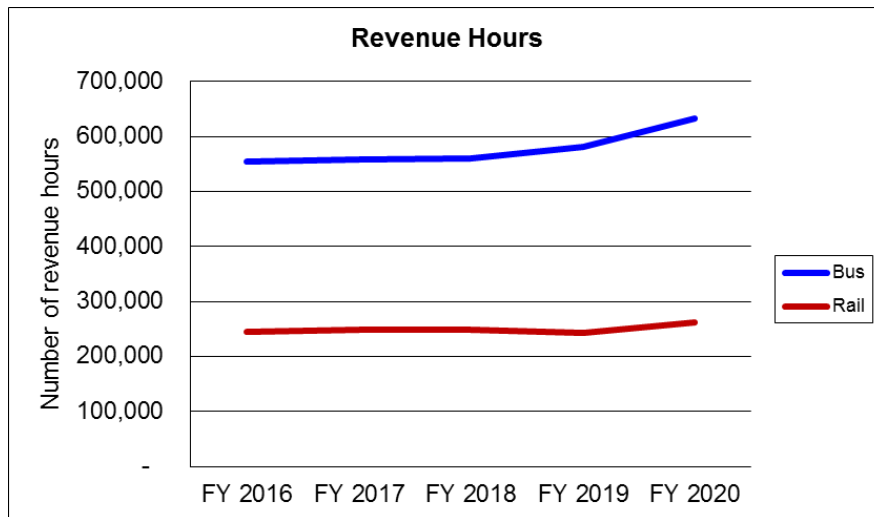
In FY 2020, total ridership is projected to increase 7.9% due to implementation of ridership incentive programs such as RydeFree RT program for TK-12 grades. Light Rail is projected to increase 13.0%. Bus is projected to increase 2.8%.

Trends continued



Revenue Miles

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Bus	6,110,248	6,268,752	6,287,708	6,645,970	7,316,075	670,105	10.1%
Rail	4,369,541	4,421,880	4,418,237	4,343,974	4,669,209	325,235	7.5%
Total	10,479,789	10,690,632	10,705,945	10,989,944	11,985,284	995,340	9.1%



Revenue Hours

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Bus	554,526	558,534	559,161	580,948	633,002	52,054	9.0%
Rail	245,203	248,913	248,656	243,241	261,058	17,817	7.3%
Total	799,729	807,447	807,817	824,189	894,060	69,871	8.5%

Trends continued

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

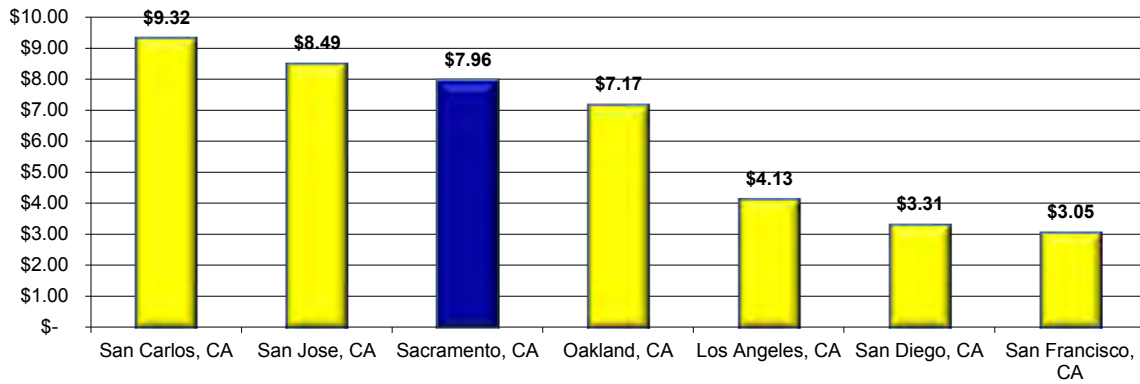
In FY 2019, bus revenue hours increased 3.9%. In FY 2019, SmarT Ride on-demand service has been expanded to include South Sacramento/Franklin Blvd zone in addition to Citrus Heights and Orangevale/Antelope zones annualized service.

In FY 2020, bus revenue hours are projected to increase 9.0% due to implementation of SacForward new bus network with expanded weekend service as well as expansion of SmarT Ride service to the new geographical areas. Rail revenue hours are projected to increase 7.3% due to annualized impact of running late night service to Folsom and 15-minute frequency on weekends.

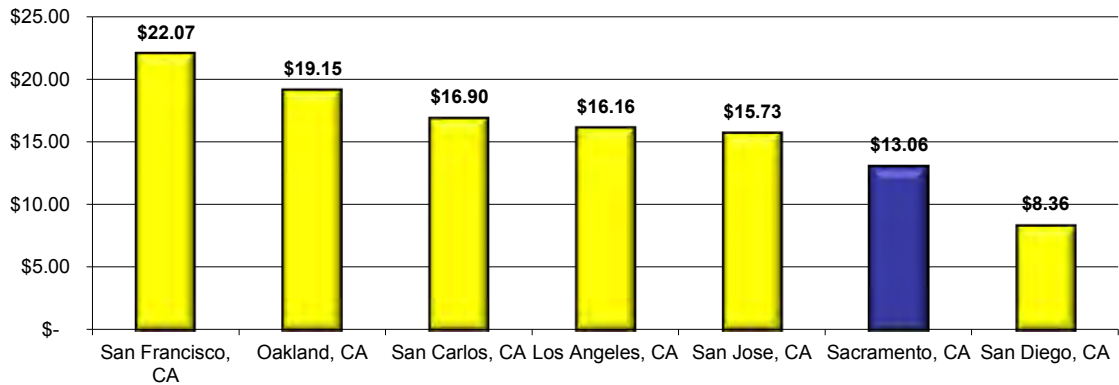


Peer Comparison

2017 Bus Cost Per Passenger



2017 Bus Cost Per Revenue Mile

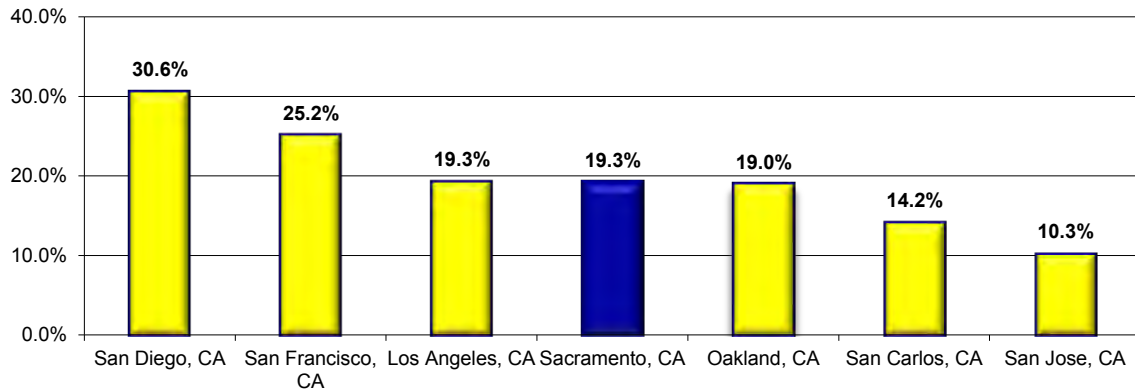


2017 Bus Cost Per Revenue Hour



Peer Comparison continued

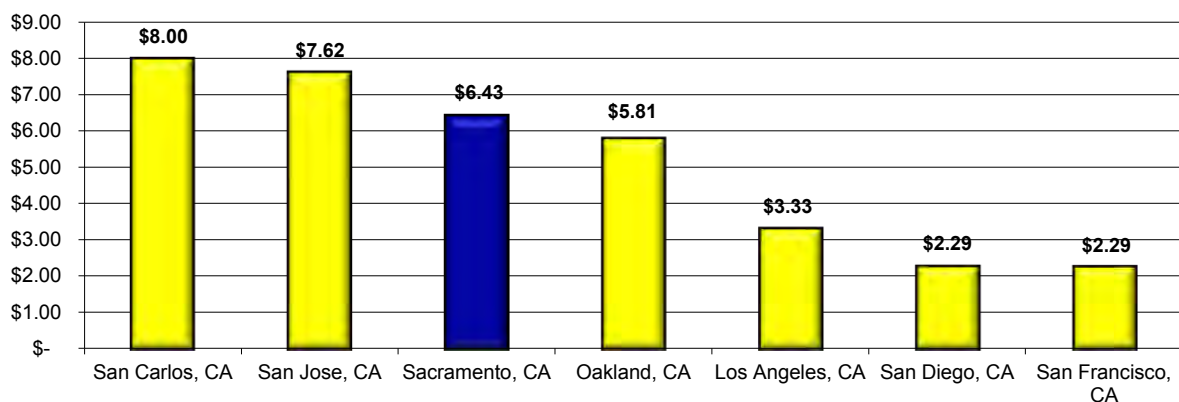
2017 Bus Farebox Recovery Ratio



2017 Bus Average Fare Per Passenger

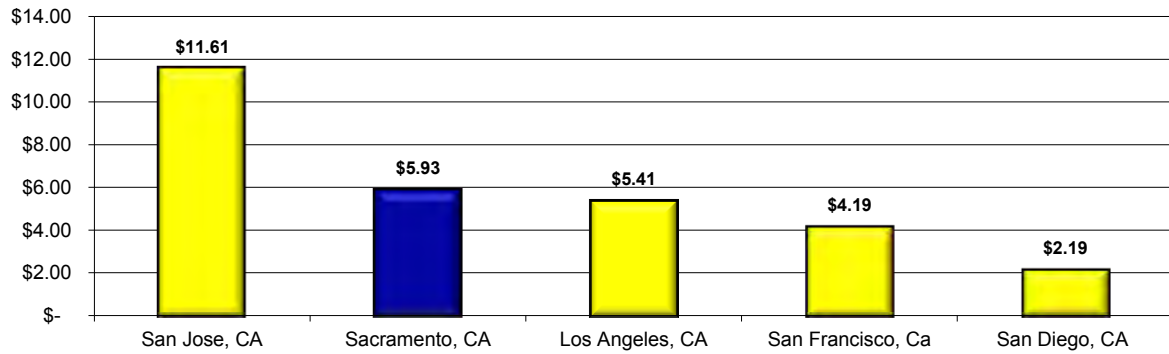


2017 Bus Subsidy Per Passenger



Peer Comparison continued

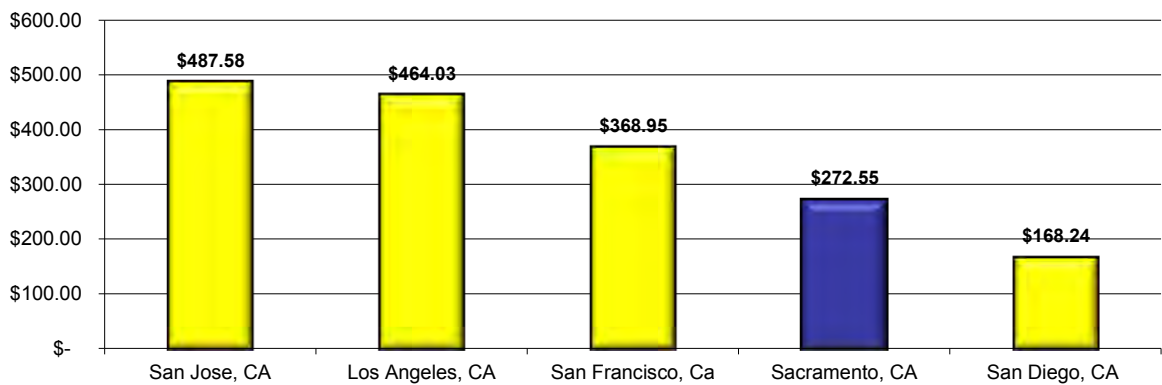
2017 Rail Cost Per Passenger



2017 Rail Cost Per Revenue Mile

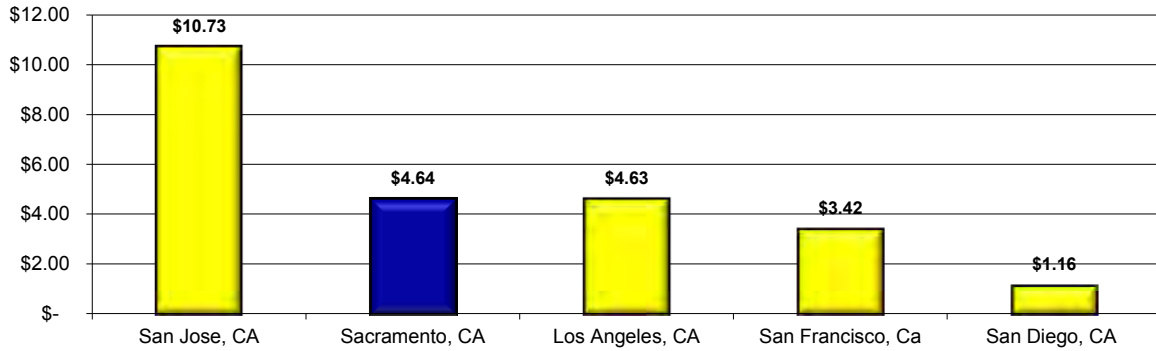


2017 Rail Cost Per Revenue Hour

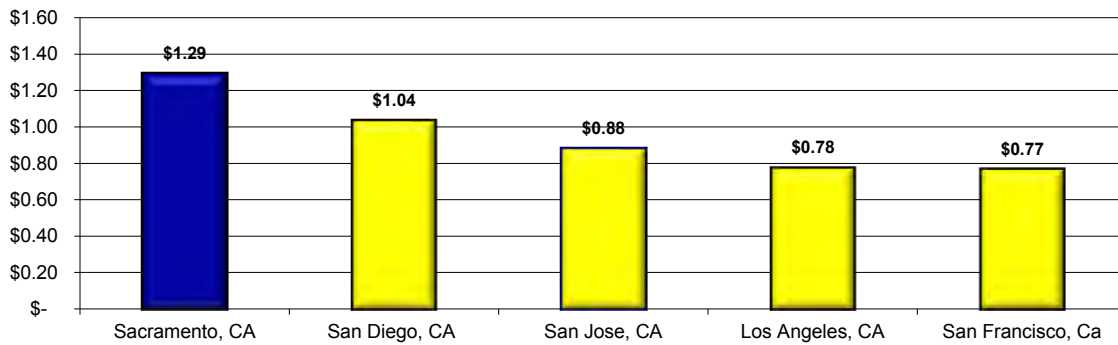


Peer Comparison continued

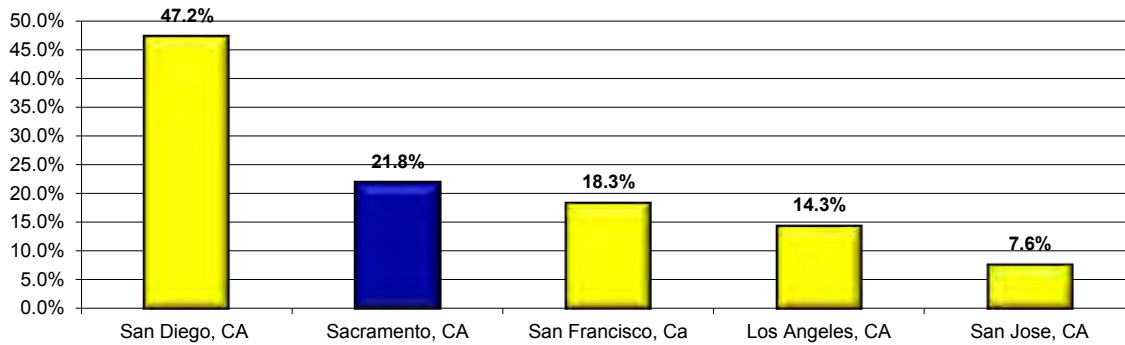
2017 Rail Subsidy Per Passenger



2017 Rail Average Fare Per Passenger



2017 Rail Farebox Recovery Ratio



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Operating Budget Summary





Operating Budget Summary

Enterprise Fund Statement (Fund Balance)

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget
Operating Revenues					
Fare Revenue	\$ 28,055,804	\$ 30,487,098	\$ 27,276,231	\$ 25,428,432	\$ 26,198,738
Contracted Services	6,109,926	6,260,028	6,420,062	3,730,930	7,685,707
State & Local	78,492,879	86,911,255	93,339,133	104,030,786	118,375,393
Federal	34,097,207 ¹	34,467,184	37,059,773	35,750,251	35,944,541
Other	5,332,721	4,356,609	5,006,280	8,551,220	4,835,000
Total Operating Revenue	152,088,537	162,482,175	169,101,479	177,491,619	193,039,379
Capital Revenue Contributions					
State & Local	21,401,182	58,243,209	16,803,544	24,306,783	229,086,137
Federal	30,077,779	9,013,013	4,132,518	2,371,128	2,300,493
Total Capital Revenue	51,478,961	67,256,222	20,936,062	26,677,910	231,386,630 ⁶
Operating Expenses					
Salaries & Benefits	102,134,257	106,940,491	109,150,499	116,540,238	132,333,236
Professional Services	27,860,506	26,422,530	22,331,018	22,775,931	27,008,813
Materials & Supplies	7,823,505	8,932,459	9,308,799	10,843,913	11,252,462
Utilities	6,288,167	6,619,184	6,994,536	6,761,302	7,505,000
Insurance & Liability	7,159,561	9,316,895	9,299,744	14,011,316	10,840,176
Other	1,917,862	2,091,513	2,844,876	3,262,270	4,099,692
Total Operating Expenses	153,183,858	160,323,072	159,929,472	174,194,970	193,039,379
Operating Expenses For Capital	1,330,441 ²	6,178,067	5,579,532	4,942,701	3,000,000
Non-Operating Expenses					
Depreciation & Amortization	39,974,912	44,009,095	43,125,921	43,359,261	43,000,000
Interest Expense	1,431,008	(71,304)	131,667	131,667	-
Total Non-Operating Expenses	41,405,919	43,937,791	43,257,588	43,490,928	43,000,000
GASB Adjustment	3,076,941 ³	(2,008,284)	(20,758,892)	(961,756)	
Spical Item: Transfer of Operations				5,390,442	
Services Funded by Others	- ⁴	(6,161,752)	(7,324,632)	(4,447,642)	
Beginning Balance, July 1	819,474,947	830,205,246	841,334,668	794,522,093	776,044,066
Ending Balance, June 30	\$ 830,205,246 ⁵	\$ 841,334,668	\$ 794,522,093	\$ 776,044,066	\$ 961,430,696
% Change in Ending Fund Balance	1.31%	1.34%	-5.56%	-2.33%	23.89%

¹ Federal revenue is reduced by pass through to subrecipients.

² Operating expense related to capital projects and paid with capital grant funding.

³ Cumulative effect of GASB Statement no. 68 & 75.

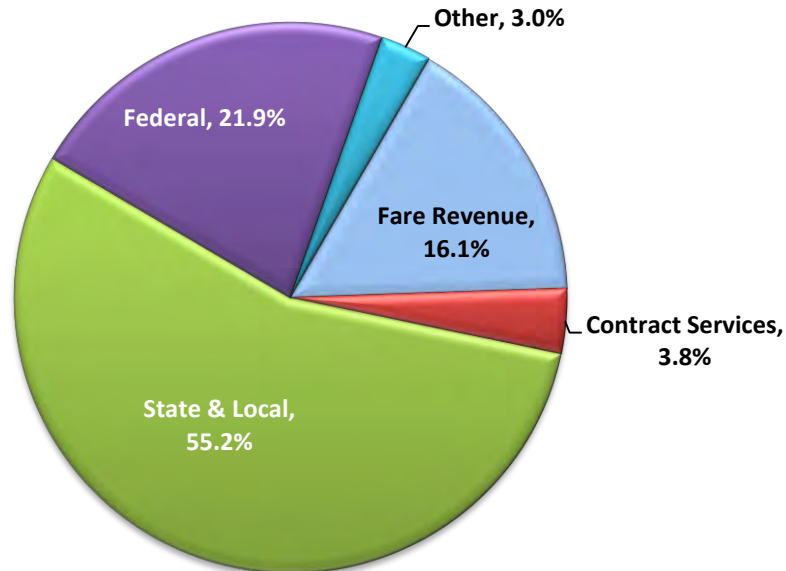
⁴ Street Car costs are funded by others.

⁵ The FY 2020 Budgeted Ending Balance of \$961M is 23.89% more than FY 2019 Projected.

⁶ FY 2020 Capital Revenue Contributions does not include prior year carryover fundings.

Revenues

Operating Revenues by Funding Source



(Dollars in Thousands)

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020 Amount	Percent
Fare Revenue	\$ 28,056	\$ 30,487	\$ 27,276	\$ 25,428	\$ 26,199	\$ 770	3.0%
Contracted Services	6,110	6,260	6,420	3,731	7,686	3,955	106.0%
State & Local	78,493	86,911	93,339	104,031	118,375	14,345	13.8%
Federal	34,097	34,467	37,060	35,750	35,945	194	0.5%
Other	5,333	4,357	5,006	8,551	4,835	(3,716)	-43.5%
Subtotal	\$ 152,089	\$ 162,482	\$ 169,101	\$ 177,492	\$ 193,039	\$ 15,548	8.8%
Operating Reserve *	\$ 1,095	\$ (2,159)	(9,172)	(3,289)	-		
Operating Revenue	\$ 153,184	\$ 160,323	\$ 159,929	\$ 174,203	\$ 193,039	\$ 15,548	9.7%

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

Revenues continued

Fare Revenue

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

The FY 2020 Adopted Budget includes \$26.2 million in Fare Revenue, an increase of \$0.8 million (3.0%) from the FY 2019 Projected Revenue of \$25.4 million.

- Fare Revenue is anticipated to increase slightly due to implementation of SacForward new bus network and additional SmaRT ride service, as well as a full year of operating Folsom service.

Contracted Services

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

The FY 2020 Adopted Budget includes \$7.7 million in Contracted Services revenue, an increase of \$3.9 million (106.0%) from the FY 2019 Projected Revenue of \$3.7 million.

- Reflects an increase of \$6.4 million in Elk Grove contracted services due to a new contract for e-Tran services.
- Reflects a decrease of \$0.7 million and \$2.0 million in Folsom and Citrus Heights contracted services respectively due to annexation agreements with each city effective January 1, 2019.
- Reflects an increase of \$0.2 million in the North Natomas contract due to service level ramp up for the second year of the contract.

State & Local

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

Revenues continued

California Transportation Development Act

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

Measure A

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

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

Percentage breakdown of Developer Fees:

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

Revenues continued

Percentage breakdown of Sales Tax:

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

The FY 2020 Adopted Budget includes \$118.4 million in state and local funding revenue, an increase of \$14.4 million (13.8%) from the FY 2019 Projected Revenue of \$104 million.

- Reflects a \$1.6 million or 3.7% increase in sales tax estimates for Measure A over the FY 2019 Projected Revenue.
- Reflects a \$1.9 million increase in Neighborhood Shuttle Measure A for SmarT Ride service due to service expansion to new zones.
- Includes a \$4.4 million or 9.4% increase in TDA-LTF.
- Budget includes \$4.5 million of TDA revenue for City of Citrus Heights and \$4.0 million for City of Folsom.
- Includes a \$1.3 million increase 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.
- Includes a reduction of \$3.4 million in TDA-STA for Revenue Bond payment.



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 2020 Adopted Budget includes \$35.9 million in federal funding, an increase of \$0.2 million (0.5%) from the FY 2019 Projected Revenue of \$35.7 million.

- Includes \$1.1 million in Job Access/Reverse Commute funding, which is the similar level of funding as in FY 2019.
- Section 5307 Urbanized Area federal funding is projected to increase \$0.4 million (2.1%) compared to last year.
- Section 5337 State of Good Repair funding is projected to increase \$0.2 million (1.6 %) compared to last year.
- Budget reflects elimination of Sacramento Emergency Clean Air and Transportation (SECAT) funding due to depleting of funds in FY 2019.



Revenues continued

Other

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

- The FY 2020 Adopted Budget includes \$4.8 million in other revenue, which is a reduction of \$3.7 million (43.5%) from the FY 2019 Projected Revenue of \$8.6 million.
- Includes \$0.6 million in Environmental Council of Sacramento (ECOS) settlement revenue for Folsom late night service.
- Includes \$1.7 million for the sale of Low Carbon Credits through the State Cap and Trade program, which is a reduction of \$0.8 million from the FY 2019 Projected Revenue due to market volatility in carbon credit prices.
- Includes elimination of Park and Ride revenue.
- Includes a reduction of \$1.4 million in Miscellaneous Income due to two claim payouts and CNG tax rebate received in FY 2019 and eliminating those revenue sources in FY 2020.





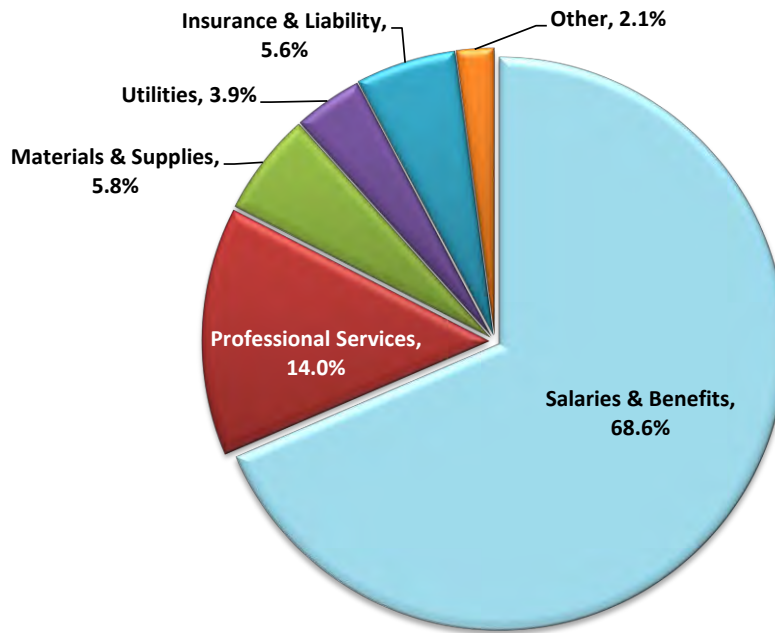
Revenues continued

FY 2019 to FY 2020 Revenue Comparison

Category Group	GL Description	FY 2019 Projected	FY 2020 Budget	Variance
Revenue		177,491,619	193,039,379	15,547,760
<i>Fare Revenue</i>		<i>25,428,433</i>	<i>26,198,738</i>	<i>770,305</i>
	Farebox Revenue	6,455,574	6,816,260	(74,309)
	Transfer Agreements	(605,460)	(700,000)	(94,540)
	Sales	16,204,853	16,734,261	529,408
	Special Fare Services	3,367,622	3,358,217	(9,405)
	410204 CSUS - Students	854,017	854,017	-
	410205 Los Rios - Student	2,464,926	2,400,000	(64,926)
	420918 Special Services	48,679	104,200	55,521
	Miscellaneous Revenue	5,844	(10,000)	(15,844)
	410105 Adult Daily	10,234	-	(10,234)
	410601 Commissions	(4,390)	(10,000)	(5,610)
<i>Contracted Services</i>		<i>3,730,928</i>	<i>7,685,707</i>	<i>3,954,779</i>
	Contract Services	3,730,928	7,685,707	3,954,779
	420919 City Services	86,138	128,500	42,362
	420920 Folsom	679,332	-	(679,332)
	420921 Citrus Heights	2,010,781	-	(2,010,781)
	420922 Elk Grove	350,000	6,757,207	6,407,207
	420923 Rancho Cordova	465,620	450,000	(15,620)
	420924 McClellan TMA	44,547	-	(44,547)
	420925 North Natomas TMA	94,510	350,000	255,490
<i>Other Income</i>		<i>8,551,220</i>	<i>4,835,000</i>	<i>(3,716,220)</i>
	Advertising	1,326,620	1,135,000	(191,620)
	430915 Ads shelters	185,283	110,000	(75,283)
	430916 Ads LR Stations	47,917	42,500	(5,417)
	430919 Ads Bus Vehicles	601,337	575,000	(26,337)
	430920 Advertising LR Vehic	452,083	407,500	(44,583)
	431100 Naming Rights	40,000	-	(40,000)
	Miscellaneous Income	6,050,681	3,100,000	(2,950,681)
	430913 ID Sales	56,301	70,000	13,699
	430914 Fines	21,614	30,000	8,386
	450710 CNG Revenue	486,636	-	(486,636)
	450922 Other Revenue	1,710,497	348,000	(1,362,497)
	450923 ECOS Revenue	658,835	600,000	(58,835)
	450926 Bike Locker	645	2,000	1,355
	450935 Parking Lot Fees	157,052	-	(157,052)
	450939 RIN Credits-Biofuels	409,572	350,000	(59,572)
	470952 Low Carbon Credit	2,549,529	1,700,000	(849,529)
	Real Estate Income	709,535	500,000	(209,535)
	441140 RE Lease	578,285	500,000	(78,285)
	441145 R.E. Processing Fee	42,250	-	(42,250)
	441146 RE Sales	89,000	-	(89,000)
	Investment Income	464,384	100,000	(364,384)
	450924 Interest Income	30,051	-	(30,051)
	450943 Interest Invested Fd	393,670	100,000	(293,670)
	450944 Interest Income Misc	40,663	-	(40,663)
<i>State and Local Subsidy</i>		<i>104,030,787</i>	<i>118,375,393</i>	<i>14,344,606</i>
	State and Local Assistance	104,030,787	118,375,393	14,344,606
	470930 MSA - RT General	43,834,580	45,438,127	1,603,547
	470931 MSA - Neighborhood Shi	1,114,998	2,975,000	1,860,002
	470934 LTF	47,175,047	51,603,290	4,428,243
	470940 Other Local Grant Rv	6,914,776	6,781,559	(133,217)
	470942 STA-SB1 RT	321,841	5,419,242	5,097,401
	470943 STA-SB1 SGR	2,370,112	2,602,513	232,401
	470945 Cap and Trade LCTOP	2,299,433	3,555,662	1,256,229
<i>Federal Subsidy</i>		<i>35,750,251</i>	<i>35,944,541</i>	<i>194,290</i>
	Federal Assistance	35,750,251	35,944,541	194,290
	460941 Fed 5307 Prev Maint	21,127,195	21,564,821	437,626
	460942 Federal Access Jobs	1,053,871	1,106,565	52,694
	460947 Fed 5337 Good Repair	13,064,129	13,273,155	209,026
	460949 Federal SECAT	505,056	-	(505,056)

Expenses

Operating Expenses by Expense Category

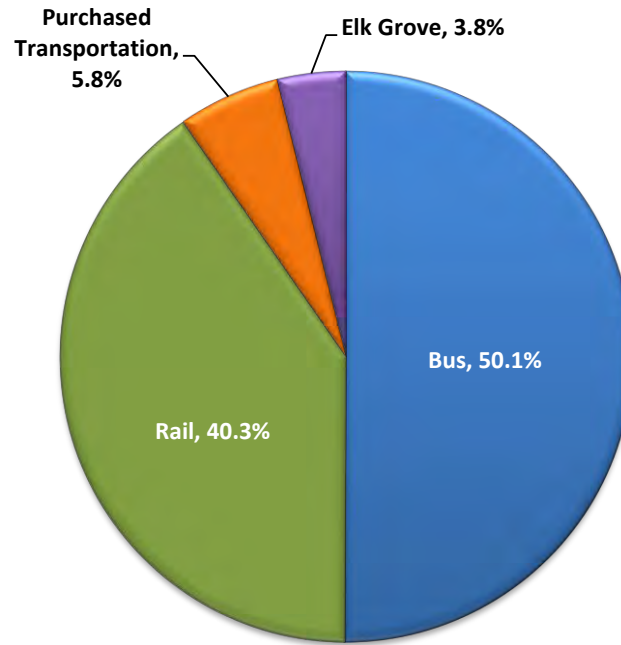


(Dollars in Thousands)

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Salaries & Benefits	\$ 102,134	\$ 106,940	\$ 109,150	\$ 116,540	\$ 132,333	\$ 15,793	13.6%
Professional Services	27,861	26,423	22,331	22,776	27,009	4,233	18.6%
Materials & Supplies	7,824	8,932	9,309	10,844	11,252	409	3.8%
Utilities	6,288	6,619	6,995	6,761	7,505	744	11.0%
Insurance & Liability	7,160	9,317	9,300	14,011	10,840	(3,171)	-22.6%
Other	1,918	2,092	2,845	3,262	4,100	837	25.7%
Total Expenses	\$ 153,184	\$ 160,323	\$ 159,929	\$ 174,195	\$ 193,039	\$ 18,844	10.8%

Expenses continued

Operating Expenses by Mode

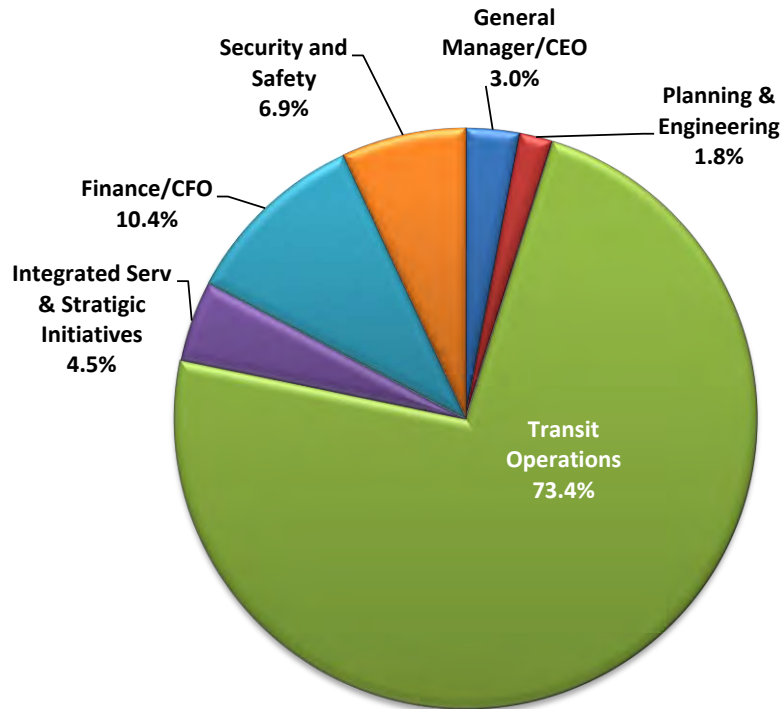


(Dollars in Thousands)

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020 Amount	FY 2019 to FY 2020 Percent
Bus	\$ 79,613	\$ 81,632	\$ 81,551	\$ 89,536	\$ 96,638	\$ 7,102	7.9%
Rail	59,103	64,433	66,454	73,059	77,772	4,713	6.5%
Purchased Transportation	14,468	14,258	11,925	11,600	11,200	(400)	(3.4%)
Elk Grove	-	-	-	-	7,429	7,429	N/A
Total Expenses	\$ 153,184	\$ 160,323	\$ 159,929	\$ 174,195	\$ 193,039	\$ 18,844	10.8%

Expenses continued

Operating Expenses by Division



	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020 Amount	Percent
General Manager/CEO	\$ 3,548	\$ 3,393	\$ 4,160	\$ 3,886	\$ 5,913	\$ 2,026	52.1%
Planning & Engineering	2,529	2,646	2,841	2,621	3,624	1,003	38.3%
Transit Operations	113,472	119,061	116,325	123,777	145,226	21,448	17.3%
Integrated Serv & Strategic Initiatives	7,021	6,883	7,186	7,465	8,879	1,414	18.9%
Engineering & Facilities	1,227	872	658	889	-	(889)	-100.0%
Finance/CFO	15,238	15,893	17,374	23,159	20,483	(2,676)	-11.6%
Communication	782	1,436	1,149	1,391	-	(1,391)	-100.0%
Security and Safety	10,402	10,677	10,696	11,315	13,671	2,356	20.8%
Non-Divisional *	(1,037)	(538)	(459)	(308)	(4,756)	(4,448)	1445.1%
Total Expenses	\$ 153,184	\$ 160,323	\$ 159,929	\$ 174,195	\$ 193,039	\$ 18,844	10.8%

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

Expenses continued

Salaries & Benefits

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

The FY 2020 Adopted Budget includes \$132.3 million for salaries and benefits, an increase of \$15.8 million (13.6%) from the FY 2019 Projected cost of \$116.5 million.

- Includes labor cost for Elk Grove e-tran service.
- The FY 2020 Adopted Budget includes 1,257 funded positions, which is an increase of 67 funded positions from the FY 2019 Amended Budget of 1,190 funded positions. See Positions section for details.
- Straight time pay, overtime, personal service contract and temporary help costs increased by \$8.0 million (12.0%) from the FY 2019 Projected cost of \$66.9 million. This reflects various District position salary adjustments and the cost of additional positions for SacRT new services such as Elk Grove, Folsom, SacForward and expansion of SmarT ride services.
- Fringe Benefit costs increased by \$7.1 million (13.5%) from the FY 2019 Projected cost of \$52.4 million. This reflects an increase of \$0.9 million in FICA costs, \$1.6 million in pension costs, \$2.7 million in medical, dental, life and vision costs, and \$1.6 million in vacation and sick leave accrual cost, etc.
- Capital recovery and indirect savings have resulted in a reduction of \$0.7 million (25.7%) compared to the FY 2019 Projected cost recovery. This represents labor charged to capital projects and other initiatives such as the Connect Card Consortium, which results in a reduction in costs.

Professional Services

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

The FY 2020 Proposed Budget proposes \$27.0 million for Professional Services, an increase of \$4.2 million (18.6%) from the FY 2019 Projected cost of \$22.7 million.

- Reflects a \$0.4 million reduction for ADA Paratransit cost due to projected reduction in a number of trips.
- Includes a \$2.5 million increase in security services cost due to changes in the Transit Ambassador's program, as well as contractual wage increases for contracted police.
- Includes a \$0.8 million increase for Media Advertising for public outreach events to promote new services.

Expenses continued

- Includes additional cost for SacForward, SmaRT Ride, Folsom and Elk Grove services.
- Includes \$275 thousand for Citrus Heights administrative fees and \$75 thousand for Folsom in-kind cost.
- Reflects the FY 2020 portion of multi-year contracts for professional services.

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 2020 Adopted Budget includes \$11.2 million for materials and supplies, an increase of \$0.4 million (3.8%) from the FY 2019 Projected cost of \$10.8 million.

- Reflects an increase in CNG cost of \$0.3 million.
- Includes a \$0.5 million increase in bus parts due to new services.
- 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 2020 Adopted Budget Includes \$7.5 million for Utilities, an increase of \$0.7 million (11.0%) from the FY 2019 Projected cost of \$6.8 million.

- Includes increases in costs for natural gas, water, electricity, garbage, and LRV traction power to account for proposed rate increases in some categories.
- Includes an increase of \$0.3 million in traction power due to annualized impact of Folsom late night service and light rail 15-minute weekend service.

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 2020 Adopted Budget includes \$10.8 million for Insurance & Liability, a reduction of approximately \$3.2 million (-22.6%) from the FY 2019 Proposed cost of \$14.0 million.

- Reflects a reduction of \$5.4 million in self-insured General Liability claim reserves for FY 2020 based on actuary determined projected cost.

-

Expenses continued

- Reflects an increase of \$0.9 million in the projected claims reserves for Workers' Compensation for FY 2020.
- Includes a reduction in self-insured retention from \$3 million to \$2 million and increase in Excess Liability premium by \$1.0 million as a result of this change.
- Reflects the FY 2020 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 2020 Adopted Budget includes \$4.1 million for other expenditures, an increase of \$0.8 million (25.7%) from the FY 2019 Projected cost of \$3.3 million.

- Includes \$0.85 million in Connect Card fees, which is SacRT's portion of running the Connect Card Regional Service Center. This is a \$0.1 million increase in cost compared to FY 2019 Projected cost. It should be noted that most of these costs are recovered via cost recovery in the salary and benefits section.
- Includes \$0.5 million in Contingency.
- Reflects an increase of \$0.1 million each in uniforms and events and sponsorships.





Expenses continued

FY 2019 to FY 2020 Expenses Comparison

Category Group	GL Description	FY 2019 Projected	FY 2020 Budget	Variance
Expenses		174,194,970	193,039,379	18,844,409
Wages		116,540,238	132,333,236	15,792,998
<i>Labor/Fringes</i>		<i>116,540,238</i>	<i>132,333,236</i>	<i>15,792,998</i>
<i>Labor</i>		<i>66,914,595</i>	<i>75,062,948</i>	<i>8,148,353</i>
	510010 Straight Time	57,291,652	65,533,352	8,241,700
	510011 Overtime	7,855,310	7,998,260	142,950
	510025 Salary PSC	911,331	921,624	10,293
	510050 Supplemental Pension	41,707	41,712	5
	519999 457 Benefit	-	25,000	25,000
	630015 Temporary Help	814,595	543,000	(271,595)
<i>Fringes</i>		<i>52,450,283</i>	<i>59,369,687</i>	<i>6,919,404</i>
	510017 Med Cost Pay	565,041	-	(565,041)
	520001 FICA	5,501,136	6,358,922	857,786
	520002 Pension	20,336,135	21,918,475	1,582,340
	520003 Medical	13,357,238	16,342,032	2,984,794
	520004 Dental	1,341,657	1,564,734	223,077
	520005 Life	238,246	278,016	39,770
	520007 Unemployment	174,859	60,000	(114,859)
	520008 Post Retirement	3,277,972	3,367,320	89,348
	520009 Vacation Accrual Exp	4,876,068	5,762,168	886,100
	520010 Sick Leave Accrl Exp	3,010,318	3,742,003	731,685
	520016 Vision Care	177,266	204,540	27,274
	520019 1/2 Percent ATU	333,511	364,188	30,677
	520050 Retirement 401/457	149,393	252,767	103,374
	520108 OPEB Implicit RateCR	(888,557)	(845,478)	43,079
<i>Capital Labor & Fringes</i>		<i>(2,824,640)</i>	<i>(2,099,399)</i>	<i>725,241</i>
	550001 Project Labor Rollup	(1,645,818)	(1,123,384)	522,434
	550002 Project Indirect	(309,409)	(230,120)	79,289
	550003 Pension Contra	(291,074)	(288,649)	2,425
	550004 Connect Contra	(434,841)	(346,338)	88,503
	550005 Connect Indirect	(143,498)	(110,908)	32,590



Expenses continued

Category Group	GL Description	FY 2018 Projected	FY 2019 Budget	Variance
Other Expenditures		50,778,973	54,567,749	3,788,776
<i>Services</i>		<i>22,331,018</i>	<i>23,990,253</i>	<i>1,659,235</i>
	<i>Professional & Other Services</i>	<i>10,406,019</i>	<i>12,390,253</i>	<i>1,984,234</i>
	610014 Board Fees	18,000	25,000	7,000
	630001 Laundry	148,935	125,500	(23,435)
	630002 Consultants	12,500	-	(12,500)
	630003 Outside Service	1,477,343	2,205,400	728,057
	630005 Insurance Brokers	152,535	155,724	3,189
	630006 Arbitration	10,757	18,000	7,243
	630008 Management Fees	445,778	458,852	13,074
	630009 Legal Services	93,052	227,070	134,018
	630010 Physicals	106,030	106,400	370
	630011 Auditing	8,510	9,000	490
	630012 Timetables and Maps	63,179	55,000	(8,179)
	630016 Accident Board	2,000	2,400	400
	630017 LR Station Cleaning	95	-	(95)
	630018 Building grounds	313,587	234,200	(79,387)
	630019 Bus Stops	22,920	51,000	28,080
	630020 Revenue Vehicles	28,545	25,000	(3,545)
	630021 Contract Maintenance	585,093	500,000	(85,093)
	630022 LR Non Rev Vehicles	61,027	57,000	(4,027)
	630023 Non rev Vehicles	20,641	20,000	(641)
	630024 Service Maintenance	694,826	674,473	(20,353)
	630025 Landscaping	31,235	16,150	(15,085)
	630026 Radio maintenance	341,253	320,000	(21,253)
	630027 Custodial	125,069	141,000	15,931
	630029 Computer Maintenance	24,992	50,000	25,008
	630040 Work program	185,995	209,000	23,005
	630041 SAC Vocational Srvs	-	150,000	150,000
	630042 SAC Conservation Corp	1,753	40,000	38,247
	630045 Security Services	4,979,298	5,975,784	996,486
	630047 Printing	39,124	30,800	(8,324)
	630050 Weeds	46,117	64,000	17,883
	630056 Promo	34,980	60,000	25,020
	630057 Other Prod Serv	404	-	(404)
	630061 Record Destrct	2,285	2,000	(285)
	630065 Mngmnt Serv	14,362	13,000	(1,362)
	630082 Board Support	3,380	5,500	2,120
	630083 Art Work	17,575	5,000	(12,575)
	630085 Media Advertising	79,363	110,000	30,637
	630089 Advocacy Services	154,500	157,500	3,000
	630090 Legal Notices	13,442	17,500	4,058
	630095 Employee Adv	24,213	25,000	787
	630096 Pre Empl Cost	21,326	48,000	26,674
	690019 Advertising	-	-	-
	<i>Purchased Transportation</i>	<i>11,924,999</i>	<i>11,600,000</i>	<i>(324,999)</i>
	630091 Purch Transportation	11,924,999	11,600,000	(324,999)



Expenses continued

Category Group	GL Description	FY 2019 Projected	FY 2020 Budget	Variance
<i>Supplies</i>		<i>10,843,912</i>	<i>11,252,462</i>	<i>408,550</i>
<i>Materials & Supplies</i>		<i>10,843,912</i>	<i>11,252,462</i>	<i>408,550</i>
	640001 Tires	18,095	36,000	17,905
	640002 Gasoline	583,011	764,375	181,364
	640003 Diesel	64,595	133,500	68,905
	640004 CNG	2,213,280	2,200,000	(13,280)
	640005 SVS/SWP	9,662	17,700	8,038
	640006 Lubricants	123,657	100,000	(23,657)
	640007 Cleaning	34,545	101,500	66,955
	640008 Parts Rev Veh	2,098,722	2,668,720	569,998
	640009 Parts Non Rev	119,024	30,000	(89,024)
	640010 Parts LRV	3,292,907	3,150,000	(142,907)
	640011 Parts Farebox	6,515	8,500	1,985
	640012 Parts Fare Vend	343,183	400,000	56,817
	640013 Equipment Supplies	68,868	48,400	(20,468)
	640014 Parts Facilitiy	36,415	41,000	4,585
	640015 Building and Grounds	422,202	302,000	(120,202)
	640017 WaysideSpares/supply	286,743	300,000	13,257
	640020 Camera	19,391	13,000	(6,391)
	640021 Printing Tickets	164,410	100,000	(64,410)
	640022 Printed Materials	2,906	2,000	(906)
	640023 Copier Supplies	22,824	20,000	(2,824)
	640025 Office Supplies	120,214	125,917	5,703
	640026 Legal Research Mater	35,692	35,000	(692)
	640027 Small Tools	42,165	41,500	(665)
	640031 Other Supplies	247,562	213,350	(34,212)
	640032 District Supplies	6,287	5,000	(1,287)
	640033 Consumables LR	209,058	175,000	(34,058)
	640037 Metro Tools	69,087	40,000	(29,087)
	640038 Office Furniture	6,183	-	(6,183)
	640040 District Postage	70,540	75,000	4,460
	640050 Connect Card Parts & Ec	55,872	70,000	14,128
	640051 DMS Parts & Equipment	-	-	-
	640101 Invent Value Adj Bus	43,742	-	(43,742)
	640102 Inv Gain or Loss Bus	1,205	-	(1,205)
	640103 Invent Val Adj Rail	4,765	35,000	30,235
	640104 Inv Gain or Loss LR	585	-	(585)
<i>Utilities</i>		<i>6,761,301</i>	<i>7,505,000</i>	<i>743,699</i>
<i>Utilities</i>		<i>6,761,301</i>	<i>7,505,000</i>	<i>743,699</i>
	650001 Natural Gas	83,227	80,000	(3,227)
	650002 Water	532,710	600,000	67,290
	650003 Electricity	769,976	845,000	75,024
	650004 Garbage	72,312	80,000	7,688
	650006 Telephone	517,255	500,000	(17,255)
	650007 LRV Traction	4,785,821	5,400,000	614,179



Expenses continued

Category Group	GL Description	FY 2019 Projected	FY 2020 Budget	Variance
<i>Insurance/Liabilities</i>		<i>14,011,317</i>	<i>10,840,176</i>	<i>(3,171,141)</i>
<i>Casualty & Liability</i>		<i>14,011,317</i>	<i>10,840,176</i>	<i>(3,171,141)</i>
	660004 PLPD Accrual	7,736,165	2,323,469	(5,412,696)
	660022 WC Accrual	3,621,619	4,487,571	865,952
	660027 Employment Practices	70,163	73,154	2,991
	660038 Recoveries	(313,746)	(100,000)	213,746
	660040 Crime	8,664	18,024	9,360
	660041 Boiler & Machinery	10,632	11,205	573
	660043 Excess WC	146,758	159,087	12,329
	660044 Excess Liability	2,095,799	3,080,000	984,201
	660047 Assault Pre	2,693	2,778	85
	660049 Property Pre	584,166	730,000	145,834
	660060 Pollution/UST Prem	4,798	8,488	3,690
	660062 Flood Premium	14,794	12,500	(2,294)
	660063 Privacy/Cyberliabiab	23,690	23,690	-
	660064 Fiduciary Insurance	5,122	10,210	5,088
<i>Other Expenses</i>		<i>3,262,270</i>	<i>4,099,692</i>	<i>837,422</i>
<i>Miscellaneous - Taxes</i>		<i>410,604</i>	<i>433,600</i>	<i>22,996</i>
	630097 Hazardous Materials	24,287	15,000	(9,287)
	670001 Fuel Taxes	36,624	50,000	13,376
	670002 Highway Use	85	100	15
	670004 Property Taxes	349,608	368,500	18,892
<i>Miscellaneous - Leases</i>		<i>277,654</i>	<i>360,300</i>	<i>82,646</i>
	680001 Copier Lease	76,148	75,000	(1,148)
	680002 Properties Lease	201,506	285,300	83,794
	680003 Property Leases	-	-	-
<i>Other Employee Benefits</i>		<i>427,746</i>	<i>436,105</i>	<i>8,359</i>
	520020 Car Allowance	-	-	-
	630007 Training Materials	12,799	13,000	201
	630013 Uniforms	195,542	245,563	50,021
	630014 EAP	55,812	55,000	(812)
	630081 Drivers licenses	4,681	11,857	7,176
	630084 Tuition Reim	5,034	10,000	4,966
	690016 Continuing Education	742	8,000	7,258
	690023 Train Operations	869	650	(219)
	690025 Train Engr & Const	5,846	6,500	654
	690033 Training	31,256	84,935	53,679
	690056 Train Legal	165	600	435
	690058 Train Facilities Mgm	-	-	-
	690080 Penalties and Fines	115,000	-	(115,000)

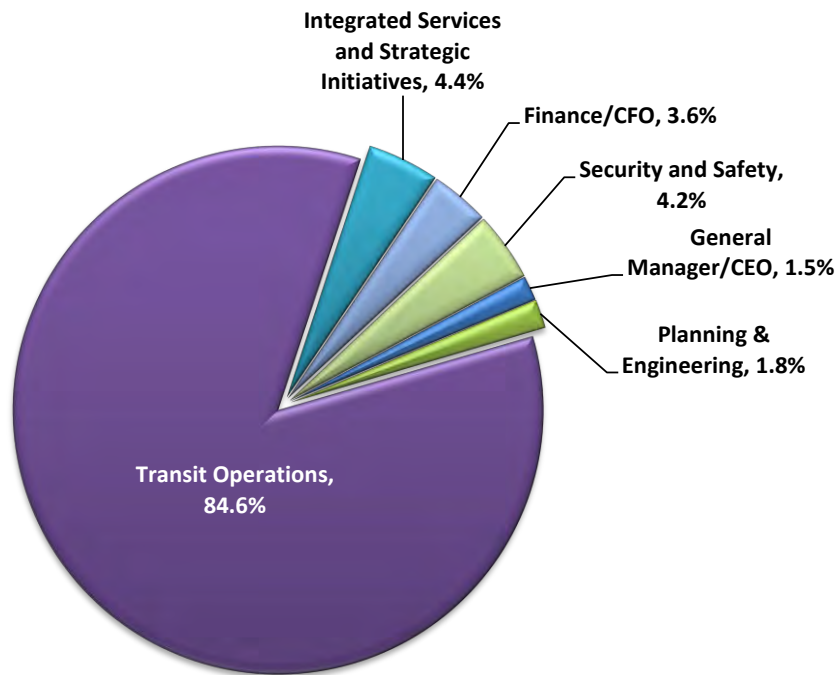
Expenses continued

Category Group	GL Description	FY 2019 Projected	FY 2020 Budget	Variance
	<i>Miscellaneous - Other</i>	2,146,266	2,869,687	723,421
	685001 Freight Out	16,501	40,200	23,699
	690001 Dues Subscr	181,255	242,932	61,677
	690003 Bad Debt	13,075	-	(13,075)
	690004 Bad Debt Return Cks	1,043	4,000	2,957
	690005 Meals & Lodging	85,269	115,915	30,646
	690006 Travel & Mileage	49,634	90,375	40,741
	690010 Rodeo	794	35,833	35,039
	690011 Recognitions	3,175	4,400	1,225
	690014 Miscellaneous	148,706	74,716	(73,990)
	690022 Conference & Seminar	55,728	61,832	6,104
	690030 Awards Ceremonies	29,013	42,927	13,914
	690034 Events & Sponsorship	166,099	161,000	(5,099)
	690050 Contingency	-	493,557	493,557
	690051 Budget Stabilization	-	-	-
	690070 Investment Fees	9,957	12,000	2,043
	690071 Banking Fees	198,801	210,000	11,199
	690072 Interest Expense	416,177	430,000	13,823
	690075 Connect Card Fees	771,039	850,000	78,961



Positions

The Fiscal Year 2020 Budget includes 1,257 fully funded positions, which is an increase of 67 funded position from the Fiscal Year 2019 projection of 1,190 funded positions.



Division	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to
	Actual	Actual	Actual	Projected	Budget	FY 2020
General Manager/CEO	6	6	7	26	19	-7
Chief Counsel	14	12	11	6	0	-6
Planning & Engineering	52	39	27	22	22	0
Transit Operations	776	779	792	937	1063	126
Integrated Services and Strategic Initiatives	33	35	31	0	55	55
Engineering & Facilities	58	48	46	48	0	-48
Finance/CFO	25	22	26	48	45	-3
Communications & Partnerships	26	27	28	30	0	-30
Security and Safety	16	37	70	73	53	-20
Total	1,006	1,005	1,038	1,190	1,257	67

FY 2020 Position Changes and Additions

In May 2019, SacRT made some significant changes to the organizational structure, which will streamline decision making and expedite many of our processes. The changes proposed are significant and comprehensive, impacting many divisions and are intended to align and stabilize the organization for the coming years.

From FY 2019 to FY 2020, SacRT had a net increase of 67 funded positions. The changes reflected in the FY 2020 Proposed budget are as follows:

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

- Deactivated 1 Deputy General Manager/COO.
- Transferred 2 in EEO from Planning and Engineering Division.
- Transferred 6 in Legal from Planning and Engineering Division.
- Transferred 7 in Marketing from Communications & Partnerships Division.
- Transferred 3 in Labor Relations to Integrated Services and Strategic Initiatives Division.
- Transferred 3 in Safety to Security and Safety Division.
- Transferred 15 in IT to Integrated Services and Strategic Initiatives Division.

Office of Chief Counsel Division has been eliminated. Total of 6 Legal positions were transferred to General Manager/CEO Division.

Planning and Engineering Division formally called Planning and Accountability Division had a net zero changes in funded positions. The position change is as follows:

- Transferred 2 in EEO to GM/CEO Division.
- Transferred 1 in Board Support to Integrated Services and Strategic Initiatives Division.
- Transferred 1 Senior Administrative Assistant from Engineering and Facilities Division.
- Transferred 1 DBE Liaison Officer from Communications and Partnerships Division.
- Added 1 AVP, Planning, Scheduling and Assessment.
- Transferred 7 from Engineering and Facilities Division to Project Development and Construction, which is combined from System Engineering, Civil and Track, Construction Management and Project Management.
- Transferred 5 in Scheduling from Transit Operations Division.
- Transferred 6 in Procurement to Finance/CFO Division.
- Transferred 6 in Accessible Services to Transit Operations Division.

FY 2020 Position Changes and Additions continued

Transit Operations Division had a net increase of 126 funded positions. The position changes are as follows:

- Deactivated 1 Director, Operations Projects.
- Added and/or funded 57 positions: 20 Bus Operators, 1 Bus Service Worker, 1 Maintenance Supervisor – Bus, 2 Transportation Supervisors, 1 Facilities and Grounds Worker I, 1 Facilities Service Worker, 2 Storekeeper, 3 Lineworker Technician, 25 Community Bus Service Operators and 1 Director, Community and Contract Bus Services.
- Transferred 36 in Facilities Maintenance from Engineering and Facilities Division.
- Transferred 5 in Scheduling to Planning and Engineering Division.
- Transferred 6 in Accessible Service from Planning and Engineering Division.
- Elk Grove Contracted Services had a net increase of 33 positions: Effective July 1, 2019, SacRT will provide services for City of Elk Grove e-Tran services. SacRT created four departments: Vehicle Operations, Vehicle Maintenance, Facilities Maintenance, and General Administrations in line with NTD reporting for better cost tracking purposes. The positions changes are as follows:
 - Funded 35 positions: 16 Bus Operators, 5 Mechanic A, 2 Mechanic B, 1 Mechanic C, 9 Utility Workers, 1 Dispatcher, and 1 Transportation Supervisor.
 - Reduced 2 positions: 1 Part-time Bus Operator and 1 Reservationist.

Integrated Services and Strategic Initiatives Division was originally named Administrations and was eliminated in FY 2019. During the reorganization, it was reinstated. Total 55 positions were transferred from varies divisions. The position changes are as follows:

- Transferred 1 in Board Support from Planning and Engineering Division.
- Transferred 1 Director, Labor Relations from GM/CEO and reclassified to AVP, Employee and Labor Relations.
- Transferred 2 in Labor Relations from GM/CEO Division.
- Transferred 1 Chief of Staff from GM/CEO Division and reclassified to VP, Integrated Services and Strategic Initiative.
- Transferred 12 in Human Resources from Finance/CFO Division.
- Transferred 15 in IT from GM/CEO Division.
- Transferred 21 in Customer Advocacy and Customer Services and combined into Customer Satisfaction from Communications and Partnerships Division.
- Added 2 positions: 1 Administrative Assistant I in HR and 1 IT Business Systems Analyst in IT.

FY 2020 Position Changes and Additions continued

Engineering and Facilities Division was eliminated during the reorganization. It had a net decrease of 48 positions. The position changes are as follows:

- Transferred 36 in Facilities to Transit Operations Division.
- Transferred 8 to Planning and Engineering Division.
- Deactivated 4 positions: 1 VP, Engineering and Facilities, 1 Assistant Resident Engineer, 1 Director, Construction Management and 1 Director, Project Management.

Finance/Chief Financial Officer (CFO) Division had a net decrease of 3 funded position. The position changes are as follows:

- Transferred 12 in Human Resources to Integrated Services and Strategic Initiatives Division.
- Transferred 6 in Procurement from Planning and Engineering Division.
- Funded 3 positions: 1 Manager, Capital and Project Control, 1 Capital and Project Control Budget Analyst and 1 Senior Manager Procurement Services.

Communications and Partnerships Division was eliminated during the reorganization. It had a net decrease of 30 position. The position changes are as follows:

- Transferred 3 positions: 1 DBE Liaison Officer to Planning and Engineering Division, 1 Senior Community and Government Affairs Officer and 1 Chief Communication Officer (CCO) formally called VP, Communications and Partnerships to GM/CEO Division.
- Transferred 21 positions in Customer Advocacy and Customer Services and combined into Customer Satisfaction to Integrated Services and Strategic Initiatives Division.
- Transferred 6 in Marketing to GM/CEO Division.

Security and Safety Division formally called Security Operations and Police Services Division had a net reduction of 20 funded positions:

- Added 1 VP, Security and Safety.
- Transferred 3 in Safety from GM/CEO Division.
- Transferred 26 Transit Agents to Security Guard contract.
- Added 2 Manager, Police Services.





Forecast

Revenues & Expenses

(Dollars in Thousands)

	FY 2019 Projected	FY 2020 Budget	FY 2021	FY 2022	FY 2023	FY 2024
Revenues						
Fare Revenue	\$ 25,429	\$ 26,199	\$ 26,886	\$ 27,592	\$ 29,127	\$ 29,891
Contracted Services	3,731	7,686	8,055	8,441	8,846	9,271
Other	8,551	4,835	5,048	5,206	5,366	4,942
State & Local	104,031	118,375	123,056	133,259	136,193	142,149
Federal	35,750	35,944	36,488	37,040	37,997	38,571
Total	177,492	193,039	199,533	211,538	217,529	224,825
Expenses						
Salaries & Benefits	116,540	132,333	136,176	140,131	144,202	148,392
Professional Services	22,776	27,009	27,793	28,600	29,431	30,287
Materials & Supplies	10,844	11,252	11,579	11,915	12,261	12,617
Utilities	6,761	7,505	7,723	7,947	8,178	8,416
Insurance & Liability	14,012	10,840	11,155	11,479	11,812	12,155
Other	3,262	4,100	4,219	4,342	4,468	4,598
Total	174,195	193,039	198,644	204,414	210,352	216,465
Potential Surplus	\$ 3,297	\$ -	\$ 889	\$ 7,124	\$ 7,177	\$ 8,359

Service Plan

(Revenue Hours)

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Service Plan						
Fixed Route Bus	551,871	555,501	561,056	566,667	572,333	578,057
Community Bus Service	29,077	77,501	78,276	79,059	79,849	80,648
Light Rail	243,241	261,058	261,058	261,058	275,412	275,412

Source: SacRT's Financial Forecasting Model

Forecast continued

Forecast Assumptions

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

- In FY 2020, bus revenue hours are projected to increase 9.0% due to expansion of SmaRT Ride service to the new geographical areas and due to implementation of SacForward new bus network.
- In FY 2020, light rail revenue hours are projected to increase 7.3% due to annualized impact of implementation of late night service to Folsom and due to increased frequency on weekend light rail service.

Specific revenue assumptions:

- Measure A and Local Transportation Fund (LTF) increase 4.8% annually from FY 2021 to FY 2024. SacRT continues to receive these revenues from smaller cities excluding Isleton and Galt.
- State Transit Assistance Program (STA) including SB1 funding: \$15.4 million in FY 2020 and increases 3.0% every year. Debt Service payment resumed in FY 2020. Payments for debt service appear as a reduction in revenue and are transferred to capital where the debt service cost also appears.
- Federal Section 5307 Urbanized Area and 5337 State of Good Repair increase 1.5% in FY 2021 - 2024.
- Federal Section 5307 Jobs Access and Reverse Commute is projected at \$1.1 million in FY 2020 and growing at the same rate as Section 5307 Urbanized Area Federal Revenue.
- Fare revenue (average fare) – no fare increase was assumed in FY 2020 Budget. No fare increase is projected in the near future. Fare Revenue calculations take into account ridership deflection when fares increase.

Specific Cost Assumptions:

- Consumer Price Index at 2.5% per year.
- SacRT unit labor costs increase 2.5% in FY 2021 and thereafter until FY 2024.
- Materials/service unit costs increase at 2.0% in FY 2021 and thereafter until FY 2024.

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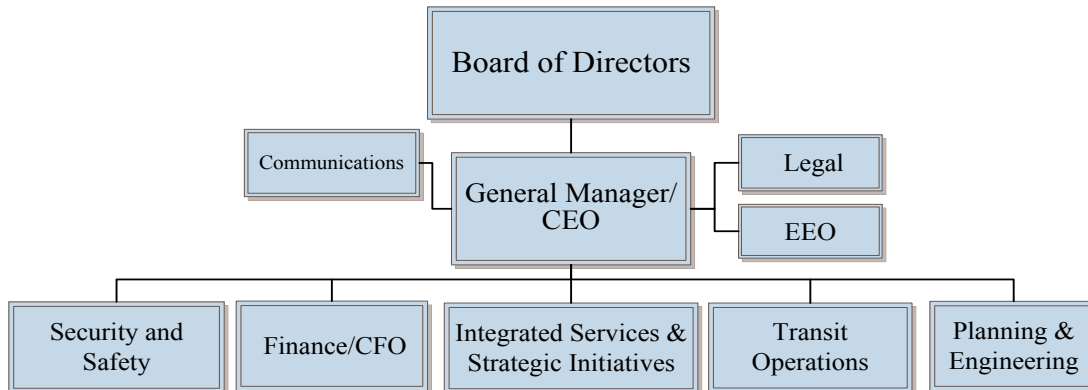
Division Budgets



Division Budgets

General Manager/Chief Executive Officer

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



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

General Manager/Chief Executive Officer continued

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



General Manager/Chief Executive Officer continued

FY 2019 Accomplishments

1. Strategic Planning & System Development

- GM: Completed SacRT Forward route optimization study, developed network options, sought public and stakeholder input, submitted alternatives for Board consideration, and designed final network plan for Board review and adoption, including expanded network options when additional local funding is available.
- GM: Expanded SmarT Ride, on-demand microtransit service, with new routes in communities across Sacramento County.
- GM: Drafted a comprehensive plan and initiated the process of converting to a low-floor light rail fleet, including light rail vehicle replacement and station modifications.
- GM: Started the Project Approval and Environmental Document phase of the Folsom double-tracking and systems improvement project to provide 15 minute service to Folsom stations.
- GM: Provided quality technical support to help process the Downtown/Riverfront Streetcar project.
- GM: Continued to work diligently with City of Sacramento, County of Sacramento, and SACOG on SacRT tasks and roles in developing and promoting transit oriented development (TOD) policies and guidelines to encourage joint use development around light rail stations.
- GM: Served as partners for the Urban Land Institute's (ULI) Advisory Services Panel, which will bring in national experts in equitable TOD to evaluate current conditions and offer suggestions for TOD around the areas of SacRT's Florin and Meadowview stations.
- GM: Worked with SHRA, the City of Sacramento and the City of Rancho Cordova to pursue grant funding that will progress the Dos Rios and Horn light rail station concepts through final design.
- GM: Pursued grant funding to implement the environmental design phase of the Re-Imagine Watt/I-80 plan, including the replacement of the elevators to improve accessibility between transit center and station.
- Legal: Supported procurements for fare vending machines and dynamic messaging signs.
- Legal: Supported light rail automatic passenger counter procurement.
- Communication: Promoted the availability of rider tools and passenger information about transit services and amenities to enhance rider experiences, such as mobile applications.
- Communication: Promoted fare reduction, 25 cent transfer fee and supporting ridership campaign.
- Communication: Promoted 15-minute light rail service on weekend and supporting ridership campaign.

- Communication: Promoted elimination of parking fees at our park and ride lots to improve the customer experience.
- Communication: Promoted new Smart Ride service areas as they are implemented (Franklin-South Sacramento implemented in FY19)
- Communication: Prepared outreach and a marketing plan for SacRT Forward implementation.
- Communication: Developed outreach and promotion for Folsom Stage Line service as part of the annexation agreement.
- Communication: Organized and augmented SacRT website with existing information sources (ridership reports and other service planning data collection information).
- Communication: Promoted new and innovative technologies that improve communications to exceed customer expectations, such as automated customer notification systems and videos.
- Communication: Continued exploring new opportunities with social media and other creative, tailored to customer engagement activities.
- Communication: Conducted outreach with current riders related to district wide initiatives, pertaining to service planning and other initiatives.
- Communication: Improved tracking of ROI metrics for ridership campaigns.
- Communications: Implemented and educated SacRT riders on the benefits of the regional bike share program JUMP bike.
- Communication: Continued strategic partnership building, including with the arts community.
- Communication: Continued generating positive media coverage by cultivating relationships with reporters/media. In FY19, SacRT received over 97% positive media coverage and over 800 features.
- Communications: Streamlined internal and external newsletter distribution
- Communications: Increased route-specific marketing.
- Communication: Expanded marketing and outreach materials to include more non-English languages.
- Communications: Launched new initiatives/programs (Route Optimization Study, Reimagining Watt/I-80 Station, etc.

2. Financial Stability, Accountability Business Process Optimization

- GM: Identified and implemented cost-cutting measures to maximize efficiencies and minimize duplication in processing procurements and executing contracts for goods and services.
- GM: Worked with state delegation to move AB 709 forward in an effort to clean up SacRT's enabling legislation.
- GM: Continued progress that was made in FY18 and closed escrow with the developers for land located at University/65th Street Station, Arden Way and Cemo Circle properties.

- GM: Made substantial progress in transit oriented development or joint development projects for property at Power Inn and Calvine Road/Auberry Drive to attract new riders and increase revenue.
- GM: Developed a Business Process Re-engineering (BPR) program to help modernize, streamline and improve recruiting, hiring and retention policies and procedures.
- GM: Implemented HR applicant tracking software to automate hiring, onboarding and performance evaluations.
- GM: Implemented financial software to speed up preparation for annual financial reporting.
- GM: Implemented procurement management software to improve purchasing activity such as bidding and contracting online.
- GM: Procured a fleet management software program to modernize and improve efficiencies that will ensure timely maintenance of bus fleet.
- GM: Procured and installed Automated Passenger Counters on more than 40 of SacRT's CAF light rail vehicles.
- GM: Submitted a Transit Asset Management Plan-The Moving Ahead for Progress in the 21st Century Act (MSP-21) stipulates that all FTA grantees and their sub-recipients are required to develop transit asset management plans that include capital asset inventories, condition assessments, and investment prioritization.

3. Strategic Vision, Innovations, and Best Practices

- GM: Continued to conduct IT modernization efforts to ensure that SacRT is at the forefront of technology innovations to provide riders with excellent customer service.
- GM: Supported IT modernization with updated fare vending machines and installed new fare vending machines that include faster payment options to improve customer experience.
- GM: Completed the installation of the Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) system and associated reports to improve service operations and reliability.
- GM: Made progress in SacRT's sustainability commitment, including a formal with organizational policy to identify and establish sustainability goals.
- GM: Continued to explore innovative mobility solutions with regional partners such as the City of Sacramento and Sacramento State University, such as the implementation of an autonomous vehicle pilot project.
- Communications: Worked with key stakeholders on education for future ballot measure.
- EEO: Audited eligible sub-recipient's EEO programs.
- EEO: Managed an honest and ethical EEO program.
- EEO: Sustained Equal Employment Opportunity (EEO) Outreach by monitoring SacRT facilities to ensure the presence of EEO posters, policies & notifications.

- EEO: Completed training on EEO, ADA, and Title VI and provided guidance regarding the SacRT’s civil rights compliance programs (EEO, ADA, Title VI).

4. System Security

- GM: Modified staffing to provide higher visibility of transit agents, transit officers and police officers on the light rail system.
- GM: Implemented a permanent fare inspection program.
- GM: Assessed and implemented security improvements measures for each light rails stations as well as completed crime prevention through environmental design for additional stations.
- GM: Collaborated with local, state and federal law enforcement agencies to provide cohesive, coordinated and regional response to security concerns.
- GM: Worked with the Superior Court of California, County of Sacramento to implement and improve the SacRT citation process through the conversion to electronic ticketing enforcement.

5. Operational and Occupational Safety

- GM: Provided Transit Safety Institute certification training to supervisors and training personnel.
- GM: Provided sampling and testing to ensure SacRT infrastructure is safe and compliant with regulations.
- GM: Developed reports identifying areas of improvement with respect to employee injuries and accident reduction.

- GM: Completed implementation of a secondary warning system to improve track worker employee safety.

6. Strategic Communications and Partnerships

- GM: Developed educational programs to support current and future local funding.
- GM: Strengthened partnership with local jurisdictions to enhance regional efforts to expand and fund regional transportation services.
- GM: Partnered with Metro Chamber to continue the Transit Means Business programming.
- GM: Partnered with City of Sacramento on the Climate Commission working group to diligently execute SacRT tasks and roles in a timely matter to help implement environmental mitigation efforts.
- GM: Worked with partners to distribute core information to broader audiences, such as the SacRT Board of Directors contact lists.
- GM: Continued to expand regional partnerships to promote SacRT and build ridership and value.
- Communications: Continued to participate in outreach events in order to provide route and schedule information, as well as general SacRT service information to the public. Partnered on over 75 regional community events, including the MLK March, Folsom Pro Rodeo, Elk Grove Graduations and Women’s March.
- Communications: Implemented outreach and supporting marketing promotion to engage community on SacRT Forward (route optimization study).
- Communications: Supported annexation outreach for Citrus Heights, Elk Grove and Folsom.

- Communications: Provided outreach and communication related to transit oriented development around stations and stops for community input.
 - Communications: Continued to partner with regional stakeholders on community festivals, fairs and celebrations to increase transit awareness.
 - Communications: Continued partnership with City Year Sacramento to conduct outreach in six low-performing schools.
 - Communications: Partnered with City of Sacramento and Sac State to launch rewards app, Miles.
 - Communications: Joined with the City of Rancho Cordova on the “Free \$5 to Ride” pilot program that can be used toward a Lyft ride that begins or ends at one of four SacRT light rail stations in Rancho Cordova.
 - Communications: Signed first revenue generating station naming contract with UC Davis Health.
 - Communications: Developed a transit academy designed to educate and engage residents, business and community leaders about SacRT’s planning process and how transit shaped our communities. Over 60 people enrolled in inaugural class.
- ### 7. Organizational Excellence & Performance Management
- GM: Formalized the SacRT internal audit plan, addressing areas of risk management effectiveness, internal controls, and regulatory compliance; present the plan to staff and the Board.
 - GM: Successfully negotiated fairly and in good faith with the three labor agreements (AFSCME-Supervisor; ATU; AEA) that will be up for renewal.
 - GM: Continued emphasis on accountability and performance management, including a reduction in absenteeism.
 - GM: Continued to explore methods of service delivery to improve overall service performance and efficiency.
 - GM: Implemented various programs, activities and training to boost employee morale and job satisfaction.
 - GM: Strengthened a training program to ensure mandatory training classes are fully implemented, such as “Creating a Positive Work Environment,” “Workplace Biases, Diversify and Conflicts” and “Addressing Workplace Bullying.”
 - GM: Worked with the SacRT Board to strengthen Board’s oversight by providing regular and timely reports to Board on internal auditing activities and EOO related updates.
 - Legal: Sought fast and fair resolution of adverse liability claims.
 - Legal: Assisted with employee handbook.
 - EEO: Monitored progress towards EEO employee hiring and utilization goals.
 - EEO: Managed EEO program in an honest and ethical manner.
 - EEO: Disseminated EEO related pamphlets intended to prevent discriminatory practices through the development of a more informed workforce.

- EEO: Trained all management and supervisory staff in Discrimination Prevention Training as mandated per California Assembly Bill 1825.
- EEO: Demonstrated that SacRT is an equal opportunity employer by including minority media and organizations in our recruitment and outreach activities.
- EEO: Provided harassment and discrimination prevention training to new and existing employees.
- Communications: Increased outreach with business community, neighborhood groups, universities, and other interested stakeholder groups.
- Communications: Updated Marketing department hardware and software to current industry standards.
- Communications: Assisted with outreach efforts to build a quality workforce.



Transit Talk
with the General Manager



General Manager/Chief Executive Officer continued

FY 2020 Goals

1. Strategic Planning & System Development

- GM: Develop a ZEV fleet conversion plan and pursued funding to begin the first phase of purchasing electric buses and related infrastructure.
- GM: Flawlessly launch SacRT Forward on September 8th and continue to monitor, seek public input and address any issues that arise. Establish performance metrics to identify if the new network is accomplishing the District goals.
- GM: Continue to execute on the Sacramento Transportation Authority's \$12 million neighborhood shuttle grant and implement new SmarT Ride zones, such as Downtown/East Sacramento, Gerber, and Rancho Cordova.
- GM: Complete Project Approval and the Environmental Document related to the Folsom double-tracking project that will lead to 15-minute service frequency to and from the Folsom light rail stations.
- GM: Successfully work with all partners (City of Sacramento, City of West Sacramento, SACOG, FTA, CalSTA) to transition the Downtown/Riverfront Streetcar project to a SacRT light rail expansion project with a modified route that connects West Sacramento with Township 9.
- GM: Continue to progress two new light rail stations along the system by coordinating with Railyards developer on the construction of a new light rail station serving the future development and potential Major League Soccer Stadium; and by progressing the Final Design of the Dos Rios light rail station.
- GM: Form a Florin Station Joint Development Public Advisory group to execute on the vision laid out by the Urban Land Institute's Technical Advisory Panel recommendations.
- GM: Successfully procure four new low-floor light rail vehicles to be delivered in 2020 and continue to progress modernization efforts.
- GM: Launch Zero Emission shuttle bus service between UC Davis and the UC Davis Medical Center and launch frequent shuttle service from downtown Sacramento to the Sacramento International Airport.
- GM: Complete a comprehensive corridor study that identifies the best places to plan for future Bus Rapid Transit (BRT).
- GM: Start the process to update SacRT's Strategic Plan that clearly calls out the agency's mission, goals, vision, values and key performance indicators over the next five years.
- GM: Complete a Zero Emission Fleet Conversion Plan that will be compliant with California Air Resources Board regulations that will position SacRT to pursue additional grant funding.

- **GM:** Develop a plan to either purchase or build and Administrative Campus in an effort to consolidate and improve efficiencies, while creating a better working environment for its employees.
 - **Legal:** Support planning in making any modifications related to SacRT Forward adjustments.
 - **Communications:** Conduct market research to anticipate, meet and exceed community expectations.
 - **Communications:** Implement a rider etiquette program on bus and light rail vehicle.
 - **Communications:** Promote and launch new SmaRT Ride zones (Gerber, Downtown-Midtown-East Sacramento, Rancho Cordova).
 - **Communications:** Promote and launch new electric ZEV bus service between UC Davis Campus and UC Davis Health Center.
 - **Communications:** Promote and launch express airport service from Downtown to the Sacramento International Airport.
- 2. Financial Stability, Accountability
Business Process Optimization**
- **GM:** Continue to progress the vision for a Campus Master Plan that will consolidate business efficiencies and improve employee morale.
 - **GM:** Continue to aggressively pursue all grant opportunities, such as Federal Build Program and No Low Emission Program (NOLO).
 - **GM:** Work with state delegation to pass and sign into law AB 631, amending SacRT's detachment as stipulated in the annexation agreement with the City of Citrus Heights.
 - **GM:** Continue to aggressively pursue all grant opportunities, specifically state grant opportunities such as Transit & Intercity Rail Capital Program (TIRCP) and the Solutions for Congested Corridors grant program.
 - **GM:** Complete the installation of Automated Passenger Counters on all of SacRT's 97 light rail vehicles to ensure a more accurate ridership count.
 - **GM:** Complete the remodel of SacRT's Customer Service Center lobby area to create a more welcoming and comfortable environment.
 - **GM:** Participate on the California Transit Association's (CTA) Transportation Development Act (TDA) Task Force to ensure that any change to TDA serve the best interests of SacRT.
 - **GM:** Make substantial progress in transit oriented development or joint development projects for property at Power Inn, Florin Road and Meadowview to attract new riders and increase revenue.
 - **GM:** Enter into a Purchase Sale Agreement with a developer at the Power Inn site.
 - **Legal:** Draft purchase and sale agreements for surplus property transactions.
 - **Legal:** Provide guidance on developer fee issues.
 - **Legal:** Assist with amendments to fare structure.

- Legal: Assist in identifying priorities for collective bargaining.
- Legal: Provide guidance regarding PEPRAs.
- Legal: Begin process to amend and restate retirement plan documents to incorporate PEPRAs and approved plan amendments.
- Legal: Assist Retirement Plan Administrator in initiating procurement for a new plan administrator for SacRT's 457 and 401 (a) retirement plan programs.
- Legal: Continue to work with Procurement staff to identify cost cutting measures to maximize efficiencies and minimize duplication in processing procurements and executing contract for goods and services.
- Legal: Work with Procurement staff to update and standardize solicitation documents.
- EEO: Strengthen the EEO program's monitoring and analysis functions with the implementation of the Human Resources Applicant Tracking System.
- EEO: Worked with the SacRT Board to strengthen Board's oversight by providing regular and timely reports to Board on EEO related updates.
- GM: Complete an audit of SacRT's Information Technology department and various hardware and software programs to ensure better integration and to improve on the District's technology needs.
- GM: Continue to embrace and integrate micro-mobility services such as JUMP bikes, Gotcha bikes, scooters, and GIG cars.
- GM: Roll-out real-time passenger information for light rail vehicle arrivals, and display actual times as opposed to scheduled.

3. Strategic Vision, Innovations, and Best Practices

- GM: Procured permanent microtransit software and scheduling vendor to expand SmaRT Ride.
- GM: Designed, developed, and implemented an Automated Track Warrant Application Management system for light rail right-of-way access.
- GM: Completed a cyber-security overhaul of SacRT's networks and technology infrastructure.
- EEO: 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.
- GM: Support IT modernization with updating fare vending machines and installing new fare vending machines that include faster payment options to improve customer experience.
- GM: Progress SacRT's sustainability commitment, including a formal organizational policy to identify and establish sustainability goals.
- EEO: Audit eligible sub-recipient's EEO programs.
- EEO: Manage and sustain an honest and ethical EEO program.

- EEO: Monitor SacRT facilities in order to sustain Equal Employment Opportunity (EEO) Outreach through the presence of EEO posters, policies & notifications.
- EEO: Conduct EEO training and guidance regarding SacRT's Title VII civil rights and FTA compliance requirements.
- EEO: Strengthen the EEO program's monitoring and analysis functions through the implementation of the Human Resources Applicant Tracking System.
- EEO: Strengthen training program to ensure mandatory training classes are fully implemented such as "Creating a Positive Work Environment," "Workplace Biases, Diversity and Conflicts" and "Addressing Workplace Bullying."
- EEO: Work with the SacRT Board to strengthen Board's oversight by providing regular and timely reports to Board on EEO related updates.
- Legal: Provide guidance relating to any applicable transportation sales tax measures.
- Legal: Continue to seek legislation updating SacRT's Enabling Act.
- Legal: Assist Operations and Accessible Services with the transition of ADA paratransit services from Paratransit Inc., to SacRT.
- Legal: Assist with the development and implementation of a Record Retention Policy.
- Communications: Roll-out real-time passenger information for light rail vehicle arrivals.

4. System Security

- GM: Create a Security Operations Center to start dispatching officers with the use of Computer Aided Dispatch.
- GM: Implement the use of a drone to monitor and assist in keeping SacRT's system secure
- GM: Successfully wind down the Transit Agent program and launch the new Transit Ambassador program with a renewed focus on customer service, fare inspection and safety.
- GM: Work with the newly formed Rancho Cordova property business improvement District (PBID) to ensure security personnel is patrolling SacRT light rail stations and assisting with SacRT's Police Services.
- GM: Develop and implement a security solution for Roseville Road light rail station that will allow for off-site camera monitoring to address crime and social disorder.
- GM: Bolster internal security measures by adding cameras and conducting Crime Prevention through Environmental Design assessments for our critical assets.
- GM: Design and implement a communication consolidation plan. This would combine bus, rail, and the security operations in one location for efficiency and further our customer service goals.
- GM: Implement a new contract with First Security Services to bolster our security efforts. This will include scaling 35 security officers, ongoing training, and ensuring accountability.

- GM: Add a video monitoring position to the Security Operations personnel. This will ensure dedicated attention to the existing camera network and utilizing the PA address system when needed to address nefarious behavior.
- GM: Actively engage in promotion of our security efforts in teaming with our Marketing department and utilizing existing social networks such as Nextdoor.com
- GM: Ensure 100% compliance with the California Public Utilities Commission’s speed requirements at light rail stations.
- GM: Provide Transit Safety Institute certification training to supervisors and training personnel.
- GM: Update SacRT’s Safety Policy to be more relevant to current travel patterns and road conditions.
- GM: Build upon the progress SacRT has made and strengthen “Customers First” and “Business Optimization” principles, and do more and better with limited resources by relentlessly pursuing excellence on all fronts.
- GM: Continue emphasis on accountability and performance management and ensure appropriate staffing level so that SacRT can timely deliver all of its service commitments.
- GM: Strengthen training program to ensure mandatory training are fully implemented, such as “Creating a Positive Work Environment,” “Workplace Biases, Diversity and Conflicts” and “Addressing Workplace Bullying.”
- GM: Recruit a new Internal Auditor and continue to formalize and memorialize procedures in the SacRT Audit Plan in order to create greater transparency.

5. Operational and Occupational Safety

- GM: Draft new safety policies and procedures in compliance with Public Transportation Agency Safety Plans to improve the safety and security of customers and employees.
- GM: Draft a Public Transportation Agency Safety Plan as required by 29 CFR Part 673 and CPUC GO 164E.
- GM: Continue to evaluate and implement resources available through the Track-It Management program.
- GM: Negotiate fairly and in good faith a new labor contract with the Operating Engineers Local 3
- GM: Continue to provide the SacRT Board with timely reports and update on the work activity of the Internal Auditor and the Equal Employment Officer.
- Legal: Support revisions of District Wide Standing Operating Procedures (SOPs).
- Legal: Provide guidance for fare enforcement and Prohibited Acts Ordinance.
- Legal: Provide guidance for improving attendance control program.

6. Strategic Communications and Partnerships

- GM: SacRT will continue to build strong relationships with our regional stakeholders, community members and media through transparency and open communication.

- GM: Work with all jurisdictions to successfully implement the Fare-Free student pilot program district-wide. Identify ways to make the program permanent.
- GM: Collaborate with the Sacramento Transportation Authority to craft a transit friendly expenditure plan that will be placed on the 2020 November ballot.
- GM: Better align regional priorities and coordination, such as fleet electrification, by meeting with the executive staff of the Four Agencies (SacRT, SMUD, SACOG, and Air Quality) on a quarterly basis.
- GM: Continue to expand regional partnerships to promote SacRT and build ridership and value.
- GM: Launch a Transit Academy program to help prepare the next generation of transit advocates that can support SacRT in the community.
- GM: Partner with Metro Chamber to continue the Transit Means Business programming.
- Legal: Support Route Optimization procurements.
- Legal: Provide legal support for Connect Card program.
- Communications: Develop a transit academy designed to educate and engage residents, business and community leaders about SacRT's planning process and how transit shaped our communities. Over 60 people enrolled in inaugural class.
- Communications: Promote partnerships with integrated micro-mobility services such as JUMP and Gotcha bikes, scooters, and GIG cars.
- Communications: Continue to expand regional partnerships to promote SacRT and build ridership.
- Communications: Actively pursue additional station naming sponsorships.
- Communications: Significantly strengthen social media management and engagement.
- Communications: Continue to promote SacRT at broader events throughout the community.

7. Organizational Excellence & Performance Management

- EEO: Monitor and assess whether advancement opportunities and promotions create diversity and provide gains against underutilization goals.
- EEO: Distribute on an annual basis, SacRT's EEO Policy Statement and SacRT's Harassment, Discrimination and Retaliation Prevention and Complaint Process to every employee.
- GM: Negotiate fairly and in good faith a new labor contract with the Operating Engineers Local 3.
- GM: Build upon the progress SacRT has made and strengthen "Customers First" and "Business Optimization" principles, and do more and better with limited resources by relentlessly pursuing excellence on all fronts.
- GM: Continue emphasis on accountability and performance management, and ensure appropriate staffing level so that SacRT can timely deliver all of its service commitments.

- GM: Strengthen training program to ensure mandatory training classes are fully implemented, such as “Creating a Positive Work Environment,” “Workplace Biases, Diversity and Conflicts” and “Addressing Workplace Bullying.”
- GM: Recruit a new Internal Auditor and continue to formalize and memorialize procedures in the SacRT Audit Plan in order to create greater transparency.
- GM: Continue to provide the SacRT Board with timely reports and update on the work activity of the Internal Auditor and the Equal Employment Officer.
- EEO: Strengthen civil rights training program to ensure mandatory training classes are fully implemented, such as “Creating a Positive Work Environment,” “Workplace Biases, Diversity and Conflicts” and “Addressing Workplace Bullying.”
- EEO: Monitor progress towards EEO employee hiring and utilization goals.
- EEO: Monitor and assess whether advancement opportunities and promotions create diversity and provide gains against underutilization goals.
- EEO: Manage EEO program in an honest and ethical manner.
- EEO: Disseminate EEO related pamphlets intended to prevent discriminatory practices through the development of a more informed workforce.
- EEO: Train all management and supervisory staff on Discrimination Prevention Training as mandated per California Assembly Bill 1825.
- EEO: Distribute on an annual basis, SacRT’s EEO Policy Statement and SacRT’s Harassment, Discrimination and Retaliation Prevention and Compliant Process to every employee.
- EEO: Demonstrate that SacRT is and equal opportunity employer by including minority media and organizations in our recruitment and outreach activities.
- EEO: Provide harassment and discrimination prevention training to new employees.
- EEO: Expand and improve the efficiency of the EEO program by recruiting and hiring a Senior EEO Specialist.
- Legal: Ensure transparency in public communications, social media, and the SacRT website.
- Legal: Establish and maintain an effective and efficient Law Clerk Program.
- Legal: Provide guidance for performance management plans.
- Legal: Support the Campus Master Plan initiate including providing assistance with FTA requirements, guiding real estate efforts, and document drafting.
- Legal: Provide support to Labor Division on CBA revisions and interpretation.



General Manager/Chief Executive Officer continued

Performance Measures/Statistics

Strategic Plan Goal #1: Ensure Financial Stability

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Efficiencies Measures							
Cost Per Passenger							
Bus	\$ 6.58	\$ 7.64	\$ 8.03	\$ 8.98	\$ 9.39	\$ 0.41	4.6%
Rail	\$ 4.64	\$ 5.53	\$ 6.20	\$ 6.72	\$ 6.89	\$ 0.17	2.5%
Cost Per Revenue Mile							
Bus	\$ 13.07	\$ 13.06	\$ 13.17	\$ 13.45	\$ 13.21	\$ (0.24)	(1.8%)
Rail	\$ 13.70	\$ 14.51	\$ 15.21	\$ 16.11	\$ 16.66	\$ 0.55	3.4%
Cost Per Revenue Hour							
Bus	\$ 144.05	\$ 146.67	\$ 148.74	\$ 153.87	\$ 152.67	\$ (1.20)	(0.8%)
Rail	\$ 244.07	\$ 257.70	\$ 270.26	\$ 288.18	\$ 297.91	\$ 9.73	3.4%
Subsidy Per Passenger	\$ 4.50	\$ 5.44	\$ 5.79	\$ 6.71	\$ 7.15	\$ 0.44	6.6%
Effectiveness Measures							
Farebox Recovery Ratio	20.0%	20.9%	18.5%	15.6%	15.0%	-0.6%	(3.8%)

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

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Effectiveness Measures							
Total Ridership							
Bus	12,114,085	10,608,037	10,517,620	10,008,281	10,288,500	280,219	2.8%
Rail	12,216,163	11,442,465	10,372,688	9,980,850	11,282,000	1,301,150	13.0%
Total	24,330,248	22,050,502	20,890,308	19,989,131	21,570,500	1,581,369	7.9%
Average Weekday Ridership							
Bus	42,103	37,676	35,552	35,208	35,916	708	2.0%
Rail	41,547	40,281	37,025	34,267	38,739	4,472	13.1%
Total	83,650	77,957	72,577	69,475	74,655	5,180	7.5%
Passengers Per Mile							
Bus	1.98	1.69	1.67	1.50	1.41	(0.09)	(6.0%)
Rail	2.80	2.59	2.35	2.40	2.42	0.02	0.8%

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

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Quality Measures							
Vacancy Rate	4.3%	3.3%	4.5%	8.3%	6.0%	-2%	(27.7%)



General Manager/Chief Executive Officer continued

Expenses

By Expense Category

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Salaries & Benefits	\$ 2,845,007	\$ 2,896,909	\$ 3,630,044	\$ 3,207,114	\$ 3,629,563	\$ 422,449	13.2%
Professional Services	576,437	490,588	381,715	541,586	1,843,300	1,301,714	240.4%
Materials & Supplies	55,550	55,451	64,507	62,383	57,650	(4,733)	(7.6%)
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	71,451	(49,548)	83,441	75,114	382,000	306,886	408.6%
Total	\$ 3,548,445	\$ 3,393,400	\$ 4,159,707	\$ 3,886,196	\$ 5,912,513	\$ 2,026,317	52.1%

By Department

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
General Manager/CEO	\$ 880,279	\$ 614,693	\$ 1,241,790	\$ 1,098,180	\$ 994,852	\$ (103,328)	(9.4%)
Equal Employment Opportunity	\$ 151,548	\$ 164,537	\$ 168,796	\$ 164,731	\$ 321,562	\$ 156,831	95.2%
Legal	\$ 1,619,944	\$ 1,467,939	\$ 1,580,226	\$ 1,227,258	\$ 1,543,640	\$ 316,382	25.8%
Communication	\$ 896,675	\$ 1,146,230	\$ 1,168,896	\$ 1,396,028	\$ 3,052,459	\$ 1,656,431	118.7%
Total	\$ 3,548,445	\$ 3,393,400	\$ 4,159,707	\$ 3,886,196	\$ 5,912,513	\$ 2,026,317	52.1%

Positions

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
General Manager	2	3	4	5	4	¹ -1	(20.0%)
Equal Employment Opportunity	0	0	0	0	2	² 2	N/A
Employee Relations	0	0	0	3	0	³ -3	(100.0%)
Safety & Environmental	4	3	3	3	0	⁴ -3	(100.0%)
Legal	0	0	0	0	6	⁵ 6	N/A
Information Technology	0	0	0	15	0	⁶ -15	(100.0%)
Communication	0	0	0	0	7	⁷ 7	N/A
Total	6	6	7	26	19	-7	(26.9%)

¹ Eliminated 1 Deputy General Manager/COO

² Transferred EEO from Planning & Engineering Division

³ Transferred Employee Relations to Integrated Services & Strategic Initiatives Division

⁴ Transferred Safety to Security and Safety Division

⁵ Transferred Legal from Chief Counsel Division

⁶ Transferred Information Technology to Integrated Services & Strategic Initiatives Division

⁷ Transferred Marketing and Communications & Partnerships from Communications & Partnerships Division

Office of Chief Counsel

In May 2019, SacRT made some significant changes to the organizational structure, Office of Chief Counsel division was eliminated. Legal department was transferred to General Manager division.

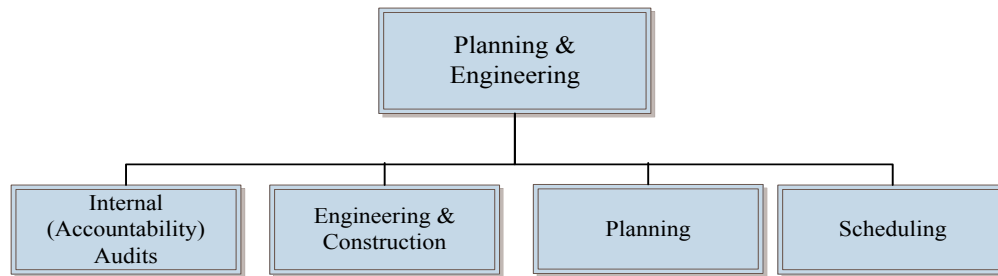
Positions

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Chief Counsel	9	7	6	6	0	-6	(100.0%)
Risk Management	5	5	5	0	0	0	N/A
Total	14	12	11	6	0	-6	(100.0%)

¹ Transferred Chief Counsel (Legal) to GM Division



Planning and Engineering



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

Planning and Engineering continued

FY 2019 Accomplishments

1. Strategic Planning & System Development

- **Planning:** Continued to lead district Route Optimization Study (ROS), known as SacRT Forward. Goals included 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.
- **Planning:** Continued to monitor system wide improvements focused on improving cleanliness, safety, security and on-time performance.
- **Planning:** Continued to partner with neighboring transit agencies for improved connectivity and seamless transfers.
- **Planning:** Continued to work with Marketing and Communications on developing new special service and attracting choice riders to the system.
- **Planning:** Continued to work with major stakeholders to encourage cooperation within decision making bodies that encourage transit use.
- **Planning:** Continued public outreach efforts and community coordination with SACOG and other local governmental agencies.
- **Planning:** Continued to assist the District in annexation efforts as it progresses.
- **Engineering:** Started the Project Approval and Environmental Document phase of the Folsom double-tracking and systems improvement project to provide 15 minute service to Folsom stations.
- **Engineering:** Developed a comprehensive plan and begin the process of converting to a low-floor light rail fleet, including light rail vehicle replacement and station modifications.
- **Engineering:** Pursued grant funding to implement the environmental design phase of the Re-Imagine Watt/I-80 plan, including the replacement of the elevators to improve accessibility between transit center and station.
- **Engineering:** Continued design and construction of various elements at Bus Maintenance Facility at McClellan Park as funding permits.
- **Engineering:** Continued 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 and external agencies.
- **Engineering:** Provided ongoing leadership and management training opportunities for staff.
- **Engineering:** Continued 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.

- Engineering: Continued to improve quality practices through lessons learned reviews.
- Engineering: Continued to improve the SacRT maturity level of the TAM Plan processes and procedures.

2. Financial Stability, Accountability Business Process Optimization

- DBE: Ensured timely submission of DBE documents to the FTA.
- DBE: Updated SacRT's DBE Program Plan.
- Engineering: Continued to progress the vision for a Campus Master Plan that will consolidate business efficiencies and improve employee morale.
- Engineering: Continued 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.
- Engineering: Supported the Dedicated Transit Funding effort with technical information.
- Engineering: Continued collaborative effort with Finance and Rail Operations to develop funding strategy and plan for LRV replacements.
- Engineering: Provided ongoing assistance and support to the Finance Division related to the CIP, and required reporting for capital projects and the associated grants and funding.
- Planning: Obtained \$22M in funding awards to fund the Dos Rios Light Rail Station project. Partnered with Railyards developer to secure funding to build a new Railyards Light Rail Station.

- Planning: Completed Master Plan and obtained funding award(s) to fund the design of the Watt/I-80 Transit Center Renovation.
- Planning: Updated Countywide developer fee program to secure funding for transit capital improvements.

3. Strategic Vision, Innovations, and Best Practices

- Planning: Engaged the community and local community groups as needed throughout the SacRT Forward process.
- Planning: Worked with Portland State University Center for Public Interest Design to design an innovative sustainable station design for the Dos Rios station.
- Engineering: Continued to work with Procurement and Legal staff to update and improve consultant and contractor solicitation documents.
- Engineering: Continued to improve core business practices related to project management and delivery.
- Engineering: Provided ongoing technical support to other departments and divisions in support of their efforts to complete ongoing operating, maintenance, planning functions, and capital projects. (i.e. BMF2 Improvements, Green Line to the Airport, Facilities improvements and the UTDC Retrofit project).
- Engineering: Supported Planning with Route Optimization Study, with increase/decrease and or movement of Bus Stops and include expansion discussions.

- **Engineering:** Supported IT Modernization with updating Fare Vending Machines (FVM) and installing new FVMs that include faster payment options. Improve customers experience by providing technology enhancements.

4. System Security

- **Engineering:** Supported Security Program.

5. Operational and Occupational Safety

- **Scheduling:** Worked with Planning to develop and implement service schedules based on the Route Optimization Study recommendations approved by the Board.
- **Engineering:** Continued to build strong relationships with our regional stakeholders, community members, and media through transparency and open communication.
- **Engineering:** Worked with partners to distribute core SacRT information to broader audiences, such as the SacRT Board of Directors contact lists.

6. Strategic Communications and Partnerships

- **Planning:** 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.
- **Planning:** Continued to assist customers during Golden 1 Center special events service.

- **Planning:** Lead the route optimization study, known as SacRT Forward that will take a comprehensive and objective look at SacRT's system.
- **Planning:** Worked with regional partners to identify funding opportunities to help fund.

7. Organizational Excellence & Performance Management

- **Engineering:** Continued emphasis on accountability and performance management.
- **Engineering:** Implemented various programs, activities and training to boost employee morale and job satisfaction.
- **Engineering:** 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.
- **Engineering:** Continued to work with and on PUC General Orders for compliance.



Planning and Engineering continued

FY 2020 Goals

1. Strategic Planning & System Development

- *Engineering:* Complete the Project Approval and Environmental Document phase of the Folsom double-tracking and systems improvement project to provide 15 minute service to Folsom stations and begin final design .
- *Engineering:* Implement first phase of interim station conversion to accommodate the new low-floor light rail fleet.
- *Engineering:* Finish all remaining Blue Line to CRC work, with the exception of Morrison Creek Station and the SMUD 69kV.
- *Engineering:* Work with City of Sacramento to develop plans to the Sacramento Valley Station to Township.
- *Engineering:* Complete the Environmental Categorical Exemption for the System Wide Low Floor Station Conversion and Preliminary Design of the System Wide Station Conversion.
- *Engineering:* Work with SHRA to execute grant funding and progress the Dos Rios design.
- *Engineering:* Work with SHRA, the City of Sacramento and the City of Rancho Cordova to pursue grant funding that will progress the Dos Rios and Horn light rail station concepts through final design.
- *Engineering:* Design and Replace the 65th Street Grade Crossing Track Panel.
- *Engineering:* Design and Replace the Bidwell Instrument House.
- *Engineering:* Develop a Supervisory Control and Data Acquisition (SCADA) Implementation Plan.
- *Engineering:* Award and Begin Construction of the 4000 Amps Electric Bus Charging System.
- *Engineering:* Receive and Install New Fare Vending Machine for the Blue Line and Pursue Funding for the New Funding for the Gold Line.
- *Engineering:* Work with the City of Rancho Cordova to pursue funding and implement additional wraps for remaining Instrument House and decorative fencing for Sub Stations.
- *Engineering:* Support Facilities and Police Services for System Wide Lighting Improvements.
- *Engineering:* Pursue Funding and Develop Plans for the next phase of the System Wide Station Improvements
- *Engineering:* Complete the six MicroStation Charging Stations for the Electric Community Buses.
- *Engineering:* Complete the A-1 Substation Relocation and A055 Relay Case Replacement to accommodate the new SMUD Substation Facility.
- *Engineering:* Complete the 1225 R St. Office Lobby Remodel.
- *Engineering:* Design and Prepare Bid Documents 1225 R St. Security Office Center Expansion.

- **Engineering:** Design and Prepare Bid Documents for the P/Q Parking Lot Badge Access System.
 - **Engineering:** Continue to support the Watt/I-80 Elevator Replacement Project.
 - **Engineering:** Begin Construction on Admin Lobby Remodel.
 - **Engineering:** Complete design and construction of various elements at Bus Maintenance Facility at McClellan Park as funding permits.
 - **Planning:** Continue to track the performance of fixed route bus due to SacRT Forward changes. Make adjustments as needed.
 - **Planning:** Complete the High Capacity Bus Study.
 - **Planning:** Conduct and complete the System wide Origin and Destination Survey.
 - **Planning:** Complete the Strategic Plan update.
 - **Planning:** Complete initial planning and pre development phase of BRT type service along Stockton Blvd.
 - **Planning:** Initiate the Network Integration Framework as outlined in the TIRCP grant award. Coordinate with Caltrans District 3.
 - **Planning:** Deliver Airport Shuttle service.
 - **Planning:** Continue to work with team to deliver UC Davis UC Med Center Service.
 - **Planning:** Continue to monitor system wide improvements focused on improving cleanliness, safety, security and on-time performance.
 - **Planning:** Continue to partner with neighboring transit agencies for improved connectivity and seamless transfers.
 - **Planning:** Continue to work with Marketing and Communications on developing new special service and attracting choice riders to the system.
 - **Planning:** Continue to work with major stakeholders to encourage cooperation within decision making bodies that encourage transit use.
 - **Planning:** Continue public outreach efforts and community coordination with SACOG and other local governmental agencies.
 - **Planning:** Continue to assist the District in annexation efforts as it progresses.
- Long-term aspirational goals as set by the Board of Directors
- **Engineering:** Green Line/American River Bridge – A north/south river American River crossing is critical to the mobility of the region and enables SacRT to continue to progress a light rail expansion through South and North Natomas to the Sacramento International Airport.
 - **Engineering:** Light Rail Extension to Elk Grove – SacRT completed the South Line Phase 2 light rail extension to Cosumnes River College in 2015 and should seek to extend service to Elk Grove with a population of over 185,000 residents.

2. Financial Stability, Accountability Business Process Optimization

- **DBE:** Ensure timely submission of DBE documents to the FTA.
- **DBE:** Update SacRT's DBE Program Plan.
- **Engineering:** Complete the TAM Plan, enter Asset Inventory into the TAM software management tool, and complete the new TAM National Transit Database reporting.

3. Strategic Vision, Innovations, and Best Practices

- **Internal Audits:** Review and assist updating SacRT’s subrecipient monitoring plan.
- **Internal Audits:** Strengthen SacRT internal controls, and regulatory compliance; update and present the plans to management staff and the Board.
- **Internal Audits:** Review and assist updating SacRT’s Disadvantaged Business Enterprises (DBEs) program plan.
- **Planning:** Progress SacRT’s sustainability commitment; including a formal organizational policy to identify and establish sustainability goals.

6. Strategic Communications and Partnerships

- **Engineering:** Continue to work with CALTRANS to support Highway Improvement Projects that impact Light Rail Facilities.
- **Engineering:** Continue to work with the City of Rancho Cordova to Support Streetscape Beautification Project along Folsom Boulevard.
- **Engineering:** Continue to work with the County of Sacramento to Support Streetscape.
- **Engineering:** Continue to work on Beautification Project along Folsom Boulevard.
- **Planning:** Work with our peer agencies within the region to identify grant opportunities to pursue efforts to create seamless regional transit.





Planning and Engineering continued

Expenses

By Expense Category

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 2,497,898	\$ 2,484,006	\$ 2,530,183	\$ 2,391,208	\$ 3,343,440	\$ 952,232	39.8%
Professional Services	12,078	139,630	264,602	206,293	221,500	15,207	7.4%
Materials & Supplies	3,112	7,363	5,889	8,478	8,500	22	0.3%
Utilities	-	-	7,539	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	16,209	15,375	32,507	14,627	50,150	35,523	242.9%
Total	\$ 2,529,298	\$ 2,646,374	\$ 2,840,721	\$ 2,620,607	\$ 3,623,590	\$ 1,002,983	38.3%

By Department

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Planning & Engineering	\$ 256,028	\$ 620,029	\$ 665,861	\$ 613,556	\$ 1,108,037	\$ 494,481	80.6%
Internal Audits	-	52,788	190,602	122,935	206,127	83,192	67.7%
AGM of Planning	236,204	-	-	-	-	-	N/A
Engineering and Construction	473,080	478,820	343,548	600,889	699,763	98,874	16.5%
Strategic Planning	391,411	291,746	(9,561)	-	-	-	N/A
Scheduling	645,681	672,320	668,403	583,754	834,496	250,742	43.0%
Planning	526,894	530,671	981,869	699,473	775,167	75,694	10.8%
Total	\$ 2,529,298	\$ 2,646,374	\$ 2,840,721	\$ 2,620,607	\$ 3,623,590	\$ 1,002,983	38.3%

Positions

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Equal Employment Opportunity	1	1	1	2	0	¹ -2	(100.0%)
Board of Directors	1	1	1	1	0	² -1	(100.0%)
Planning & Engineering	0	2	3	2	5	³ 3	150.0%
Internal Audits	0	0	1	1	1	0	0.0%
AGM of Planning	2	0	0	0	0	0	N/A
Engineering and Construction	0	0	0	0	7	⁴ 7	N/A
Strategic Planning	3	2	0	0	0	0	N/A
Scheduling	0	0	0	0	5	⁵ 5	N/A
Planning	7	7	8	4	4	0	0.0%
Purchased Transportation	0	0	0	0	0	⁶ 0	N/A
Accessible Services	12	6	6	6	0	⁶ -6	(100.0%)
Procurement	26	20	7	6	0	⁷ -6	(100.0%)
Total	52	39	27	22	22	0	0.0%

¹ Transferred EEO to GM Division

² Transferred Board of Directors to Integrated Services & Strategic Initiatives Division

³ Transferred 1 Senior Administrative Assistant from Engineering and Facilities Division
Transferred 1 DBE Liaison Officer from Communications and Partnerships Division
Added 1 AVP, Planning, Scheduling and Assessment

⁴ Transferred 7 from Engineering and Facilities Division, which is combined from System Engineering, Civil and Track, Construction Management and Project Management.

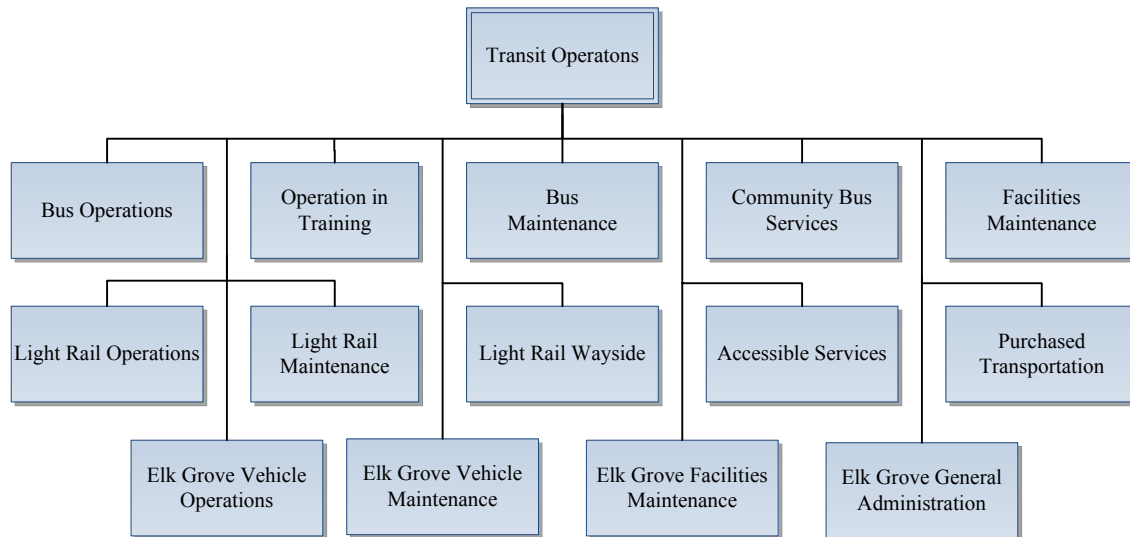
⁵ Transferred Scheduling from Transit Operations Division

⁶ Transferred Purchased Transportation and Accessible Services to Transit Operations Division

⁷ Transferred Procurement to Finance/CFO Division

Transit Operations

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



- Transit Operations guides and directs the Bus and Light Rail Operations, Community Bus Services including SmartRT Rides, Bus and Light Rail Maintenance, Light Rail Wayside, Facilities Maintenance and Accessible Services including administrator Paratransit contracts.
- Bus Operations dispatches and supervises daily bus service.
- Operations in Training provides bus operator training.
- Bus Maintenance maintains and repairs the bus fleet, including CBS neighborhood and Smart Ride vehicles.
- Community Bus Services (CBS) dispatches and supervises CBS neighborhood bus service, Smart Ride service, and schedules route deviation requests.
- Facilities Maintenance (FM) maintains all facilities and equipment in a state of good repair.
- Light Rail Operations dispatches and supervises daily light rail service.
- Light Rail Maintenance maintains and repairs the light rail vehicle fleet and fare vending machines.
- Light Rail Wayside maintains and repairs the rail infrastructure.

Transit Operations continued

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



Transit Operations continued

FY 2019 Accomplishments

1. Strategic Planning & System Development

- Operations: Plan for expansion of SmaRT Ride, on-demand microtransit services, to additional communities. Recruit, train, and procure of resources for planned expansion.
- Operations: Work with various internal departments and partners to develop a ZEV fleet conversion plan to replace CNG and gasoline revenue vehicles to electric battery.

2. Financial Stability, Accountability Business Process Optimization

- Operations: Maintain Operator and Supervisor staffing levels by balancing attrition and service expansion with recruitment and training.
- AS: With input from MAC and the public, revised SacRT's 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, with the goal of containing costs and increasing customer satisfaction.

3. Strategic Vision, Innovations, and Best Practices

- AS: Continued to analyze ADA paratransit applications to determine eligibility for ADA paratransit service in five or fewer days on average, and kept within the 21-day processing time mandated by Federal Regulations for all applicants.

5. Operational and Occupational Safety

- Operations: Complete the installation of the Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) system and associated reports to improve service operations and reliability
- Operations: Provide annual VTT training to operators and maintain DMV training rules and regulations compliance.
- Operations: Increase safety awareness communications and provide personal protection equipment (PPE) to operators and maintenance personnel.
- Operations: Provide Transit Safety Institute (TSI) Accident Investigation training to all road supervisors personnel.
- Operations: Reduce the number of accidents (collisions and passenger injuries) per mile (Bus and Light Rail).
- Operations: Clean all buses and light rail vehicles that have been in service each day.
- Operations: Perform deep cleanings of each bus and light rail vehicle during the year.
- Operations: 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.

7. Organizational Excellence & Performance Management

- AS: Recruited one new member to the Mobility Advisory Council.

- AS: Implemented a revised Americans with Disabilities (ADA) Paratransit Application to make it more comprehensible for the applicant and provide more pertinent information to better assess ADA Paratransit eligibility.

FY 2020 Goals

1. Strategic Planning & System Development

- Operations: Develop and execute turn-key operational plans with any potential newly annexed partner cities.
- Operations: Plan for takeover of the Paratransit service. Recruit, train, and procure of resources for planned expansion.
- Operations: Develop staff to be proficient in the use of EcoLane scheduling software for Paratransit operations.
- Operations: Bid and win the South County Link service contract.

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

3. Strategic Vision, Innovations, and Best Practices

- AS: Design and implementation of a free transit pass to qualified ADA paratransit eligible individuals

2. Financial Stability, Accountability Business Process Optimization

- AS: Implementation of ADA paratransit trip-by-trip eligibility for conditionally eligible paratransit passengers in order to manage demand and ensure sustainability of all transit services.
- Operations: Continue to manage employee attendance; working on continual improvement in employee availability.
- Operations: Work with Labor Relations and all bargaining units to encourage good attendance.

4. System Security

- Operations: Investigate available technology to enhance the safety operations of bus and light rail service.
- Operations: Investigate available technology to enhance customer service experience, increase ridership and convenience, and attract new customers.

5. Operational and Occupational Safety

- Internal Audits: Revise performance metrics for tracking safety and quality of service.
- Operations: Implement and fully utilize microtransit scheduling software capabilities to enhance SmARt Ride customer's experience.

- Operations: Complete testing of Wi-Fi services onboard test fleet of vehicles and install on all SacRT buses.
- Operations: Procure, implement and fully utilize fleet maintenance software to automate scheduling of preventive maintenance inspections and work order processes and to remain compliant with Federal regulations.
- Operations: Work collaboratively with the Public Utilities Commission (PUC) to reduce the number of findings and to implement recommendations to improve safety on Light Rail.
- Operations: Complete the implementation of a secondary warning system to improve track worker employee safety.
- Operations: Monitor and analyze vehicle failures in service and miles between mechanical failures with a goal of continuous improvement.
- Operations: Increase safety awareness communications and provide personal protection equipment (PPE) to operators and maintenance personnel. Institute safety Mondays and Training Tuesdays in all Divisions.

6. Strategic Communications and Partnerships

- AS: Continue efforts to recruit viable Mobility Advisory Council members to enhance representation and diversity on the MAC for individuals and organizations that represent/advocate for seniors and persons with disabilities.

- AS: Continue to build partnerships with the senior and disability communities and advocacy groups.

7. Organizational Excellence & Performance Management

- Operations: Improve communications to workforce of organizational changes, projects, and capital projects.
- Operations: Continue to improve and enhance training curriculum and development programs for all employees.
- Operations: Provide all Operators refresher training in Excellence in Customer Service and the American Disability Act of 1991.
- Operations: Provide Transit Safety Institute (TSI) certification training to supervisors and training personnel.
- Operations: Provide all Training Dept. personnel necessary training to maintain State of California certification to train operators and other training needed to maintain high level of expertise and skills to retain employees and improve performance.
- Operations: Implement various programs, activities and training to boost employee morale and job performance.



Transit Operations continued

Performance Measures/Statistics

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

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Reliability Measures							
On-Time Performance							
Bus	86.2%	75.4%	76.9%	76.2%	85.0%	9%	11.5%
On-Time Departures							
Rail	97.8%	96.4%	98.2%	95.2%	97.0%	2%	1.9%
Completed Trips							
Bus	99.8%	99.7%	99.8%	99.8%	99.8%	0%	(0.0%)
Rail	99.8%	99.7%	99.6%	99.5%	99.8%	0%	0.3%
Miles Between Service Calls							
Bus	11,149	13,402	13,107	12,964	9,500	(3,464)	(26.7%)
Rail	24,868	10,376	8,408	8,442	12,000	3,558	42.1%

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Quality Measures							
Percent of passengers inspected	12.00%	21.82%	20.85%	22.32%	20.00%	-2%	(10.4%)
Cited passengers without proper fare	16,738	40,850	31,732	39,513	30,000	(9,513)	(24.1%)
Light Rail Fare evasion	1.09%	1.61%	1.42%	1.63%	1.50%	0%	(8.0%)

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

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Quality Measures							
Average Days To Respond to Passenger ADA Complaints ¹	19.3	20.3	14.8	12.6	30.0	17	138.1%
Average Days To Complete ADA Assessments ²	15.7	5.8	4.8	4.7	21.0	16	346.8%

Transit Operations continued

Expenses

By Expense Category

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Salaries & Benefits	\$ 81,827,104	\$ 86,224,579	\$ 86,288,126	\$ 92,336,601	\$ 111,414,824	\$ 19,078,223	20.7%
Professional Services	17,139,066	16,979,399	14,458,737	14,502,660	14,617,696	115,036	0.8%
Materials & Supplies	7,341,376	8,419,156	8,740,716	10,289,748	10,784,462	494,714	4.8%
Utilities	6,288,167	6,619,184	6,496,974	6,251,475	7,005,000	753,525	12.1%
Insurance & Liability	(21,750)	(3,700)	(6,750)	(16,171)	841,843	858,014	(5306.0%)
Other	898,186	821,914	347,242	412,882	561,771	148,889	36.1%
Total	\$ 113,472,149	\$ 119,060,531	\$ 116,325,045	\$ 123,777,195	\$ 145,225,596	\$ 21,448,401	17.3%

By Department

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Transit Operations	\$ 618,218	\$ 705,482	\$ 339,283	\$ 504,340	\$ 612,715	\$ 108,375	21.5%
Bus Operations	39,456,948	40,700,726	41,546,987	42,409,414	46,785,527	4,376,113	10.3%
Operations Training	1,168,884	1,059,205	1,039,886	1,281,751	1,546,272	264,521	20.6%
Bus Maintenance	13,776,353	14,735,657	14,926,594	16,752,241	19,217,099	2,464,858	14.7%
Light Rail Operations	33,011,111	36,973,013	37,344,131	40,240,509	15,960,633	(24,279,876)	(60.3%)
Facilities Maintenance	7,053,319	6,900,256	6,098,889	6,340,519	7,121,534	781,015	12.3%
Purchased Transportation	14,473,570	14,257,511	11,924,999	11,599,999	11,200,000	(399,999)	(3.4%)
Light Rail Maintenance	-	-	-	-	16,257,809	16,257,809	N/A
Light Rail Wayside	-	-	-	-	12,368,670	12,368,670	N/A
Community Bus Service	2,567,812	2,807,343	2,319,106	3,787,608	5,926,526	2,138,918	56.5%
Accessible Services	1,345,934	921,337	785,170	757,641	799,732	42,091	5.6%
Elk Grove - Vehicle Operations	-	-	-	93,017	4,452,640	4,359,623	N/A
Elk Grove - Vehicle Maint.	-	-	-	(403)	1,780,874	1,781,277	N/A
Elk Grove - Facilities Maint.	-	-	-	324	25,000	24,676	N/A
Elk Grove - Administration	-	-	-	10,234	1,170,565	1,160,331	N/A
Total	\$ 113,472,149	\$ 119,060,531	\$ 116,325,045	\$ 123,777,195	\$ 145,225,596	\$ 21,448,401	17.3%



Transit Operations continued

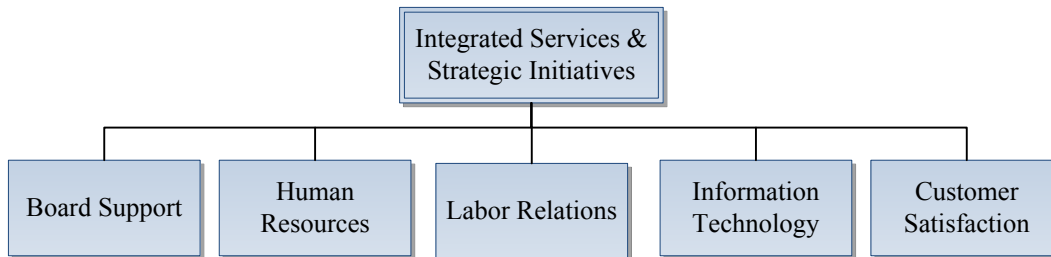
Positions

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget		FY 2019 to FY 2020 Amount	Percent
Transit Operations	3	3	2	4	2	¹	-2	(50.0%)
Bus Operations	392	392	390	390	410	²	20	5.1%
Operations Training	14	13	14	15	15		0	0.0%
Bus Maintenance	94	91	99	111	113	³	2	1.8%
Light Rail Operations	237	244	250	258	122	⁴	-136	(52.7%)
Facilities Maintenance	0	0	0	0	38	⁵	38	N/A
Purchased Transportation	0	0	0	0	0		0	N/A
Light Rail Maintenance	0	0	0	0	102	⁶	102	N/A
Light Rail Wayside	0	0	0	0	42	⁷	42	N/A
Community Bus Service	32	32	33	73	99	⁸	26	35.6%
Scheduling	4	4	4	5	0	⁹	-5	(100.0%)
Accessible Services	0	0	0	0	6	¹⁰	6	N/A
Elk Grove - Vehicle Operations	0	0	0	75	92	¹¹	17	22.7%
Elk Grove - Vehicle Maint.	0	0	0	1	17	¹¹	16	1600.0%
Elk Grove - Facilities Maint.	0	0	0	0	1	¹¹	1	N/A
Elk Grove - Administration	0	0	0	5	4	¹¹	-1	(20.0%)
Total	776	779	792	937	1063		126	13.4%

- ¹ Transferred 1 Director, Light Rail Maintenance to Light Rail Maintenance
Deactivated 1 Director, Operations Projects
- ² Added 20 Bus Operators: 15 Sac Forward initiatives and 5 for Route 51x and new school trippers
- ³ Added 1 Bus Service Worker
Added 1 Maintenance Supervisor - Bus
- ⁴ Transferred 138 positions to Light Rail Maintenance and Light Rail Wayside
Added 2 Transportation Supervisor
- ⁵ Transferred 36 positions from Engineering & Facilities Division
Added 1 Facilities and Grounds Worker I and 1 Facilities Service Worker
- ⁶ Transferred 99 positions from LR Operations
Transferred 1 Director, LR Maintenance from Transit Operations
Added 2 Storekeepers
- ⁷ Transferred 39 positions from LR Operations
Added 3 Lineworker Technician
- ⁸ Added 25 CBS Operators
Added 1 Director, CBS
- ⁹ Transferred 5 Scheduling positions to Planning & Engineering Division
- ¹⁰ Transferred 6 Accessible Services positions from Planning & Engineering Division
- ¹¹ Added total of 33 positions to Elk Grove Operations, Maintenance, Facilities and Admin



Integrated Services and Strategic Initiatives



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

Integrated Services and Strategic Initiatives continued

FY 2019 Accomplishments

1. Strategic Planning & System Development

- Human Resources: Supported the evaluation and negotiation of new business ventures and coordinated the on-going support of any new employees.
- Customer Satisfaction: Enhanced customer satisfaction and transit knowledge through effective and consistent communications.
- Customer Satisfaction: Provided informed, courteous and professional services to our customers.
- Customer Satisfaction: Improved quality of Customer Service by maintaining high standards.
- IT: Completed the scope for the Consist Manager and Metro Control Software Suite of Applications.
- IT: Completed the scope for the Train Tracking Application.
- IT: Completed Trapeze and SAP backend systems configuration for the Folsom Transition.
- IT: Completed Trapeze and SAP backend systems configuration for the Elk-Grove Implementation.
- IT: Upgraded SacRT's existing Citrix infrastructure for remote and virtual computing.
- IT: Migrated from Windows to Linux email servers, deploy updated WebMail access for staff.

- IT: Replaced existing Cisco telephone servers and Call Manager system with new hardware and up-to-date supported Cisco software.

2. Financial Stability, Accountability Business Process Optimization

- Human Resources: Continued to review contracts and expenses to ensure efficient use of budget.
- Human Resources: Supported Labor Relations negotiations efforts. Implement and communicate negotiated changes.
- Customer Satisfaction: Continued to ensure that sales are performed accurately and avoid shortages or overages in Customer Service reconciliations.

5. Operational and Occupational Safety

- Human Resources: Continued work to ensure compliance of SacRT pension and supplemental retirement plans.
- Customer Satisfaction: Continued to monitor Customer Service interactions for quality using the established Quality Guidelines and Definitions.
- Customer Satisfaction: Provided consistent and clear messaging regarding service related/disruption messaging (to keep customers informed).
- Customer Satisfaction: Continued to help distribute and create accounts for Connect Card users.

- Customer Satisfaction: Improved the call center phone tree to allow for quicker servicing and options to receive self-service for Connect Card.
- Customer Satisfaction: Expanded Sales Center lobby.
- Customer Satisfaction: Installed ticket dispenser in Sales Center lobby that provided an identifying number to customers as they enter, so that they can take a seat and wait to be called to the register rather than having to stand in line for extended periods of time.
- Customer Satisfaction: Extended Sales Center hours by one hour in the mornings.
- Customer Satisfaction: Provided consistent and clear messaging regarding service related/disruption messaging (to keep customers informed).
- Human Resources: Continued to support outreach efforts, ensuring a diverse workforce recruitment.
- Human Resources: Continued to expand wellness efforts to improve employee health.
- Customer Satisfaction: Filled vacant Customer Service Representative and Customer Advocacy positions and maintained an appropriate staffing level in order to meet our customers' needs in a timely and efficient manner.

7. Organizational Excellence & Performance Management

- Human Resources: Tracked applicant and hiring data and compare to underutilization ratios.
- Human Resources: Lived up to the SacRT values in interactions with employees and the public.
- Human Resources: Implemented an applicant tracking system and other recommendations resulting from the Business Process Re-engineering work.

- Labor Relations: Successfully negotiated a successor collective bargaining agreement with ATU continuing the trend of reduced wage increases and responsible fiscal impact.
- Labor Relations: Successfully negotiated a collective bargaining agreement with ATU for the Elk Grove service line that enable SacRT to competitively bid for the contract for services.
- Labor Relations: Received Board of Directors of approval on a new Personnel Policy Manual which implemented several cost savings provisions related to employee compensation.



Integrated Services and Strategic Initiatives continued

FY 2020 Goals

1. Strategic Planning & System Development

- Customer Satisfaction: Enhance customer satisfaction and transit knowledge through effective and consistent communications.
- Customer Satisfaction: Provide informed, courteous and professional service to our customers.
- Customer Satisfaction: Include more “How to” videos to help with customer engagement and improve ridership.
- Customer Satisfaction: Improve quality of Customer Service by maintaining quality and availability standards.
- IT: Form Information Technology Advisory Committee (ITAC) and meet monthly.
- IT: Develop Five (5) year IT Strategic Plan.
- IT: Develop IT Disaster Recovery Plan.
- IT: Implement IT Portfolio Management and create supporting documents for all new or previously unfunded, but required operational projects
- IT: Evaluate and make recommendation for ‘after hours’ IT support so that the process is as efficient as possible.
- IT: Identify applications which have currently unused functionality and create report to ITAC which describes how this functionality may be leveraged to create efficiencies and reduce the number of disparate systems performing similar functionality.
- Customer Satisfaction: Continue to ensure that sales are performed accurately and avoid shortages or overages in Customer Service reconciliations.

2. Financial Stability, Accountability Business Process Optimization

- IT: Develop & Implement ITAC Project Proposal Process to streamline IT project proposal and strategic alignment process
- IT: Review IT Operations budget and implement multi-year agreement for services where possible
- IT: Develop IT Enterprise Assessment and assess annually with report to ITAC
- IT: Engage in ongoing training for IT staff to bring current, expand and keep current technical skills
- IT: Review and ‘dial in’ IT alerting systems so that alerting fatigue is minimized

3. Strategic Vision, Innovations, and Best Practices

- IT: Implement Information Technology Infrastructure Library (ITIL) (a set of detailed practices for IT Service Management that focuses on aligning IT services with the needs of the business) and Choose and Implement an ITIL based work management system
- IT: Determine a standard for infrastructure hardware utilized throughout the agency.
 - Servers
 - Network Infrastructure
 - Desktops/Laptops
 - Storage

- IT: Identify equipment more than 4 years and create ITAC project proposal to replace a percentage of hardware annually.
 - Servers
 - Network Infrastructure
 - Desktops/Laptops
 - Storage
 - DMS
 - WAP
 - Various edge equipment
- IT: Identify all software applications and/or platforms currently not at current software levels and/or without service agreements. Identify software/hardware that is end-of-life and in jeopardy of not being supported creating risk to the agency. Ensure that agreements exist for ongoing licensing, maintenance, operational support. As part of this process, identify platforms that may be hosted vs. remaining on premise. As necessary, create project proposal(s) bring to ITAC for approval and to identify funding including, but not limited to:
 - Groupwise
 - Trapeze
 - SAP
 - APC
 - SacRT Websites

4. System Security

- IT: Assess the Facility Security and platform currently utilized to provide and update access to SacRT facilities via access badges. Provide a report to ITAC identify risk/vulnerabilities and make recommendation to ITAC to secure facilities if needed.

5. Operational and Occupational Safety

- Human Resources: Implemented customer service training for external customer-facing employees.
- Customer Satisfaction: Continue to monitor Customer Service interactions for quality using the established Quality Guidelines and Definitions.
- Customer Satisfaction: Hire a Quality Monitor Specialist or an additional full-time Customer Satisfaction Supervisor that can devote more time to adequately monitor Customer Service interactions for quality and to evaluate/update our established Quality Guidelines and Definitions, while also providing training on basic customer service skills on an ongoing basis.
- Customer Satisfaction: Continue to help distribute and create accounts for Connect Card users.
- Customer Satisfaction: Expand seating room for customers and open a second Photo ID window in order to process Connect Cards more quickly and efficiently, which will reduce customer wait times.
- Customer Satisfaction: Provide consistent and clear service related/disruption messaging (to keep customers informed).

- IT: Identify light rail stations where IT issues require engaging other departments and/or interruption to train service. Create an ITAC project proposal to remediate these locations to allow IT to safe access whenever needed without requiring either wayside staff and/or train service interruption in order to safe access and create cost savings to agency while maintaining safety and bring Project Proposal to ITAC.

6. Strategic Communications and Partnerships

- IT: Assess the current Intranet site, 'Headways', and provide a report to ITAC regarding the usefulness of this site, make recommendation to maintain 'as is', update or replace.

7. Organizational Excellence & Performance Management

- Customer Satisfaction: Increase training opportunities for Customer Service, Customer Advocacy, DBE, Government Affairs and Marketing staff.
- Human Resources: Continue to support outreach efforts, ensuring a diverse workforce recruitment.
- Human Resources: Continue to expand wellness efforts to improve employee health.
- Human Resources: Continue to support training efforts, including initial work on the implementation of the succession planning efforts and training of employees that was placed 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 exit interviews and a variety of metrics to consistently measure and improve SacRT's processes and culture.
- Human Resources: Potential implementation of an Employee Self Service Portal program on Headways for benefits enrollment, forms and personnel information updates.
- Human Resources: Evaluate 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.
- IT: Establish a confidential mailbox for personnel to report waste, fraud, or abuse.
- IT: Establish a confidential mailbox for personnel to report waste, fraud, or abuse.
- IT: Send an "IT Advisory" for all IT service interruptions.
- IT: Follow up all IT Advisory's with an After Action Report within 72 hours (where possible)
- IT: Update Cisco Voice over Internet Protocol (VoIP) system.

- **Labor Relations:** Negotiate a successor collective bargaining agreement for IBEW continuing the trend of reduced wage increases and responsible fiscal impact.
- **Labor Relations:** Negotiate agreements with all employee organizations regarding the paratransit service line with reduced wage rates and benefits packages to enable SacRT to assume the service in a fiscally responsible manner.
- **Labor Relations:** Negotiate a successor collective bargaining agreement for AFSCME A/T continuing the trend of reduced wage increases and responsible fiscal impact.
- **Labor Relations:** Develop and deliver contract related supervisory training in order to minimize costly errors in misapplying collective bargaining agreement provisions.





Integrated Services and Strategic Initiatives continued

Performance Measures/Statistics

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

Quality Measures	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Number of customer contacts	9,261	8,894	14,433	14,698	14,000	265	1.8%
Number of passenger service reports processed	176	129	88	128	100	40	45.5%
Number of security related customer reports	148	100	129	114	125	(15)	(11.6%)
Percent of security related customer contact	1.60%	1.12%	0.89%	0.78%	1.20%	(0)	(12.4%)

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

Human Resources	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget
Positions Filled/Recalled					
Operators	71	62	77	106	100
Support - Maintenance & Facilities	43	31	36	51	50
Support - Other	44	55	71	46	40
Total	158	148	184	203	190

Employee Recognition Measures	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Actual	Actual	Actual	Projected
Service Awards Eligibility	2015 Eligibility	2016 / 4-2017 Eligibility	5-2017 / 4-2018 Eligibility	5-2018 / 4-2019 Eligibility	5-2019 / 4-2020 Eligibility
<i>By Years of Service - All Employee Groups</i>					
5 years	0	5	12	10	3
10 years	13	10	11	8	7
15 years	16	12	15	16	20
20 years	10	11	12	11	12
25 years	13	5	4	11	7
30 years	5	11	8	7	12
35 years	2	0	0	1	1
40 years	1	0	3	1	0
Safety Awards Eligibility	Actual	Actual	Actual	Projected	Projected
<i>By Years of Award</i>					
01 - 09 years	203	196	239	225	230
10 - 19 years	139	137	151	140	150
20 - 29 years	32	31	36	30	35
30 - 39 years	4	3	3	2	5

Eligibility for 2020 Service Award recipients have not been determined. The figures represent an estimated average.
 The 2012 and 2013 Safety Awards were paid out of the FY 2014 and FY 2015 Budgets respectively.
 The 2016 and 2017 Safety Awards were paid out of the FY 2019 Budget.
 Eligibility for 2018 & 2019 Safety Award recipients have not been determined. The figures represent an estimated average.



Integrated Services and Strategic Initiatives continued

Expenses

By Expense Category

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 5,908,662	\$ 5,804,488	\$ 5,467,390	\$ 5,638,957	\$ 6,757,735	\$ 1,118,778	19.8%
Professional Services	937,275	859,375	937,015	982,387	1,219,162	236,775	24.1%
Materials & Supplies	23,711	24,715	73,465	99,972	104,250	4,278	4.3%
Utilities	-	-	490,024	509,827	500,000	(9,827)	(1.9%)
Insurance & Liability	-	-	(100)	-	-	-	N/A
Other	151,159	194,650	218,526	234,141	297,877	63,736	27.2%
Total	\$ 7,020,806	\$ 6,883,228	\$ 7,186,320	\$ 7,465,285	\$ 8,879,024	\$ 1,413,740	18.9%

By Department

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Board Support	\$ 189,297	\$ 182,546	\$ 227,398	\$ 214,191	\$ 246,342	\$ 32,151	15.0%
Integrated Serv & Strategic Initiatives	159,584	247,311	264,974	28,419	539,319	510,900	1797.7%
Human Resources	2,047,958	2,103,252	1,697,699	2,068,537	2,015,554	(52,983)	(2.6%)
Employee Relations	592,489	443,378	531,839	598,654	433,460	(165,194)	(27.6%)
Training	16,743	8,672	10,412	2,024	35,000	32,976	1628.9%
Information Technology	2,758,781	2,608,399	3,073,146	3,270,031	3,676,508	406,477	12.4%
Customer Satisfaction	1,255,954	1,289,670	1,380,852	1,283,428	1,932,841	649,413	50.6%
Total	\$ 7,020,806	\$ 6,883,228	\$ 7,186,320	\$ 7,465,285	\$ 8,879,024	\$ 1,413,740	18.9%

Positions

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Board of Directors	0	0	0	0	1	1	N/A
Integrated Serv & Strategic Initiatives	0	2	1	0	2	2	N/A
Human Resources	13	13	13	0	13	13	N/A
Employee Relations	4	4	3	0	2	2	N/A
Training	0	0	0	0	0	0	N/A
Information Technology	16	16	14	0	16	16	N/A
Customer Satisfaction	0	0	0	0	21	21	N/A
Total	33	35	31	0	55	55	N/A

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

¹ Transferred total of 55 positions from various divisions.



Engineering and Facilities

In May 2019, SacRT made some significant changes to the organizational structure, Engineering and Facilities division was eliminated.

Expenses

Expenses By Category

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Salaries & Benefits	\$ 1,198,798	\$ 870,311	\$ 644,421	\$ 884,458	\$ -	\$ (884,458)	(100.0%)
Professional Services	9,617	-	-	-	-	-	N/A
Materials & Supplies	9,911	276	4,027	-	-	-	N/A
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	9,052	1,588	9,183	4,357	-	(4,357)	(100.0%)
Total	\$ 1,227,378	\$ 872,174	\$ 657,631	\$ 888,815	\$ -	\$ (888,815)	(100.0%)

By Department

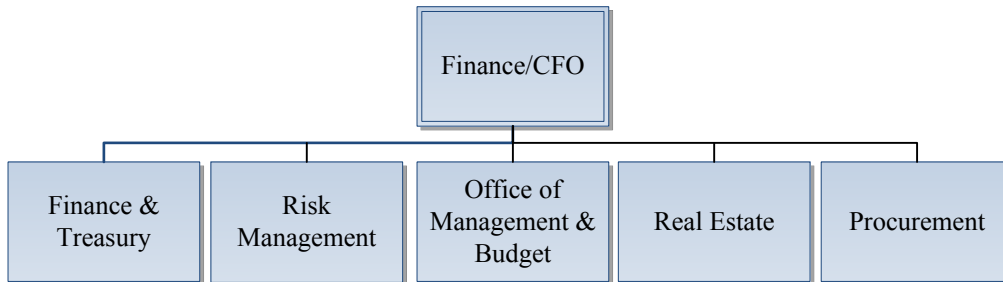
	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Chief of Facilities	\$ 245,770	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Systems Design	141,405	97,908	184,380	70,679	-	(70,679)	(100.0%)
Civil & Track Design	472,480	353,265	163,047	339,370	-	(339,370)	(100.0%)
Construction Management	106,638	219,770	187,707	325,725	-	(325,725)	(100.0%)
Project Management	261,084	201,232	122,498	153,042	-	(153,042)	(100.0%)
Total	\$ 1,227,378	\$ 872,174	\$ 657,631	\$ 888,815	\$ -	\$ (888,815)	(100.0%)

Positions

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Chief of Facilities	2	0	0	0	0	0	N/A
Facilities Maintenance	37	33	33	36	0	-36	(100.0%)
Engineering & Facilities	5	4	3	3	0	-3	(100.0%)
Systems Design	2	2	2	2	0	-2	(100.0%)
Civil & Track Design	7	4	4	3	0	-3	(100.0%)
Construction Management	3	2	2	2	0	-2	(100.0%)
Project Management	2	3	2	2	0	-2	(100.0%)
Total	58	48	46	48	0	-48	(100.0%)

¹ This division was eliminated in FY 2020. Total of 48 positions were transferred to other divisions.

Finance/Chief Financial Officer



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

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

Finance/Chief Financial Officer continued

FY 2019 Accomplishments

1. Strategic Planning & System Development

- Risk: Participated in a department restructuring that now allows the Risk Department to work with and be in close proximity to both the Senior Attorney and the Safety Department.
- Risk: Engaged in regular department meetings to ensure the clear communication of expectations regarding claims handling.
- Risk: Worked in conjunction with the Senior Attorney to successfully engage in pre-litigation mediation on a large claim (claim in excess of \$100,000) which resulted in early settlement prior to a lawsuit being filed.
- Risk: Developed a cooperative relationship between the Risk Manager, Risk Analysts, Risk Technician, Senior Attorney and Legal Secretary that allowed for mutual support and the early resolution of claims.
- Risk: Engaged in the early retention of consultants on high exposure claims and litigated matters which allowed for an early evaluation of potential liability and damages.
- Risk: Developed a memorandum that established the Risk Department's temporary plan to respond to major accidents (including the definition of major accident) pending full staffing of the Risk Department.
- Risk: Established and developed a more proactive approach to claims handling which includes tracking potentially large claims, initiating contact with claimants with the purpose of providing a high standard of customer service and gathering information pertaining to potential claims and/or losses.
- Risk: Developed an accident investigation check list for Transportation Supervisors to use and submit as part of their Supervisor's report following an incident. This list was developed based on the current Transportation Supervisor SOP and the Risk Department's collective experience in accident investigation.
- Risk: Regularly reviewed all active claims and open litigated matters to ensure proper handling.
- Risk: Worked with Human Resources to obtain the Board's approval for on-call pay for the Risk Analyst I and Risk Analyst II position.
- Real Estate: Released Request for Interest in development of Florin station property.
- Office of Management & Budget: Provided analysis and costing information for various annexation, service changes, and service expansion proposals.

2. Financial Stability, Accountability Business Process Optimization

- Finance/Treasury (Accounting): Provided financial support to internal SacRT departments to ensure financial feasibility on operating and capital projects.
- Office of Management & Budget: Submitted all FTA, State and Local reports by the deadlines required by the funding agencies.
- Risk: Successfully negotiated a lower Self Insured Retention Rate (from \$3 million to \$2 million) in a challenging insurance market.
- Risk: Established and developed a more proactive approach to claims handling including tracking potentially large claims, initiating contact with claimants with the purpose of providing a high standard of customer service and gather information pertaining to potential claims and/or losses.
- Risk: Engaged in early negotiation of settlement of claims with both claimants and attorneys for claimants.
- Risk: Developed a cooperative relationship between the Risk Manager, Risk Analysts, and Senior Attorney that allowed for mutual support and the early resolution of claims.
- Risk: Engaged in the early retention of consultants who may become expert witnesses on high exposure claims which allowed for an early evaluation of potential liability and damages.

- Risk: Worked in conjunction with the Senior Attorney to successfully engaged in pre-litigation mediation on large claims (claims exceeding \$100,000) which resulted in early settlement prior to a lawsuit being filed.
- Real Estate: Completed sale of 800-936 Arden Way, generating \$900K in revenue.
- Real Estate: Entered into nine new license/lease agreements; generated over \$575K in lease and license revenues.
- Real Estate: Provided financial support to internal SacRT departments to ensure financial feasibility on operating and capital projects.
- Procurement: Implemented procurement management software to improve purchasing activity such as online bidding.
- Procurement: Worked with Legal staff to update and standardize solicitation documents.

3. Strategic Vision, Innovations, and Best Practices

- Risk: Established a dedicated Risk Department phone number where the public can reach a member of the Risk Department.
- Risk: Established a dedicated Risk Department email where the public can reach a member of the Risk Department.
- Risk: Developed a memorandum that established the Risk Department's temporary plan to respond to major accidents (including the definition of major accident) pending full staffing of the Risk Department.

- Risk: Engaged in the early retention of consultants who may become expert witnesses on high exposure claims which allowed for an early evaluation of potential liability and damages.
- Risk: Established and developed a more proactive approach to claims handling which includes tracking potentially large claims, initiating contact with claimants with the purpose of providing a high standard of customer service and gathering information pertaining to potential claims and/or losses.
- Risk: Supported the teams responsible for developing our new accident notification procedure.
- Risk: Worked with the Procurement Department and the Acting Director of Legal to stream line the contracting and/or approval process for expenses and experts.
- Office of Management & Budget: Received the Distinguished Budget Presentation Award.

4. System Security

- Risk: Participated and provided feedback to the Safety and IT Departments in their development of a new accident notification procedure.
- Real Estate: Partnered with the City of Sacramento to monitor the SacRT N 12 St Lot.

5. Operational and Occupational Safety

- Risk: Participated in the training of New Bus Operators which includes explaining common carrier duty, negligence, the claims and litigation process, the importance of the occurrence reports, insurance, and potential exposure to the District resulting from personal injury and property damage trends.

6. Strategic Communications and Partnerships

- Risk: Participated in the training of New Bus Operators which includes common carrier duty, negligence, the claims and litigation process, the importance of the occurrence reports, insurance, and potential exposure to the District resulting from personal injury and property damage trends.
- Risk: Established a dedicated Risk Department phone number where the public can reach a member of the Risk Department.
- Risk: Established a dedicated Risk Department email where the public can reach a member of the Risk Department.
- Risk: Developed a memorandum that established the Risk Department's temporary plan to respond to major accidents (including the definition of major accident) pending full staffing of the Risk Department.

- Risk: Developed an accident investigation check list for Transportation Supervisors to use and submit as part of their Supervisor's report following an incident. This list was developed based on the current Transportation Supervisor SOP and the Risk Department's collective experience in accident investigation and review.
- Risk: Worked with the Procurement Department and the Acting Director of Legal to stream line the contracting and/or approval process for expenses and experts.
- Risk: Assisted in the expansion of service to Elk Grove and Folsom by working with our broker to ensure that the District has adequate insurance and is meeting all of its reporting requirements.
- Risk: Proactively met with the new Superintendents from Elk Grove (E-Tran) and provided support and assistance in the submission of video, incident reports, and communication regarding incidents generally.
- Real Estate: Worked with ULI to study the Meadowview and Florin station areas for TOD potential; ULI's report was released in February 2019.
- Finance/Treasury (Revenue): Completed Title VI analysis for the Connect Card and ZipPass.
- Finance/Treasury (Connect Card): Hired and maintained staff (both temporary and permanent) necessary to ensure a successful migration from paper fare media to electronic forms of fare payment.
- Finance/Treasury (Accounting): Hired an Accountant I to strengthen and improve the core accounting staff by creating a job family that allows for mobility within SacRT.
- Risk: Participated in a department restructuring that now allows the Risk Department to work with and be in close proximity to both the Senior Attorney and the Safety Department.
- Risk: Engaged in regular department meetings to ensure the clear communication of expectations regarding claims handling.
- Risk: Regularly reviewed all active claims and open litigated matters to ensure proper handling.
- Risk: Established a dedicated Risk Department phone number where the public can reach a member of the Risk Department.
- Risk: Established a dedicated Risk Department email where the public can reach a member of the Risk Department.
- Risk: Developed a memorandum that established the Risk Department's temporary plan to respond to major accidents (including the definition of major accident) pending full staffing of the Risk Department.

7. Organizational Excellence & Performance Management

- Finance/Treasury (Revenue): Partnered with Los Rios Community College District to promote transit to college students.
- Finance/Treasury (Revenue): Completed Title VI analysis for the fare reduction, re-establishment of cash transfers, and modifications to the Los Rios Universal Transit Pass program.

- **Risk**: Developed an accident investigation check list for Transportation Supervisors to use and submit as part of their Supervisor's report following an incident. This list was developed based on the current Transportation Supervisor SOP and the Risk Department's collective experience in accident investigation and review.
- **Risk**: Worked with the Procurement Department and the Acting Director of Legal to stream line the contracting and/or approval process for expenses and experts.
- **Risk**: Assisted in the expansion of service to Elk Grove and Folsom by working with our broker to ensure that the District has adequate insurance and is meeting all of its reporting requirements.
- **Risk**: Proactively met with the new Superintendents from Elk Grove (E-Tran) and provided support and assistance in the submission of video, incident reports, and communication regarding incidents generally.
- **Real Estate**: Remained fully transparent with real estate offers and negotiations by making presentations to the Board. Ensured compliance with FTA rules.
- **Real Estate**: Processed 75 permit applications, resulting in over \$42K in total revenue.
- **Real Estate**: Renewed on-call real estate consulting services to support department and system development.



Finance/Chief Financial Officer continued

FY 2020 Goals

1. Strategic Planning & System Development

- Risk: Continue engaging in regular department meetings to ensure that expectations regarding claims handling, accident investigation, and other job duties are clearly communicated.
- Risk: Continue to improve our current proactive approach to claims handling which includes traveling to the scene of major accidents, ensuring all potential witness and claimant information is obtained, following up and obtaining statements from all witnesses and potential claimants, and in person visit to claimants when appropriate.
- Risk: Continue to engage in the early retention of consultants on high exposure claims and litigated matters which will allow for an early evaluation of potential liability and damages.
- Risk: Revise the Risk Department's SOP regarding responding to major accidents in conjunction with the Safety Department, Operations, and other parties as necessary.
- Risk: Obtain accident investigation training for the Risk Analysts.
- Risk: Work with the Safety Department and Operations to determine the Risk Department's role in responding to major accidents and which accidents are deemed major.
- Risk: Continue to regularly review all active claims and open litigated matters to ensure proper handling.
- Risk: Enter into an on-call contract for Accident Reconstruction and/or biomechanic consultant services so that we have an expert available to respond to major accidents.
- Risk: Perform regular inspections / assessments of bus stops, light rail stops, and other conditions on or adjacent to SacRT property and right of ways that may pose a risk of danger to the public or to employees.
- Real Estate: Conduct TOD Study to identify TOD opportunities, developer incentives, and infrastructure and capital improvement needs that will attract development around transit and more riders to the SacRT system.
- Real Estate: Release RFP for joint development of Florin station property.
- Real Estate: Research opportunities for new facilities for administrative offices and maintenance facilities.
- 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.

2. Financial Stability, Accountability Business Process Optimization

- Risk: Assess the current level of staffing and determine if it is sufficient.
- Risk: Hire a Risk Manager with experience in public entity and/or public transit risk handling.

- Risk: Fill the soon to be vacant Legal Secretary position.
- Risk: Develop an on-call Risk Department business practice.
- Real Estate: Anticipate sale of University/65th St Transit Center property for \$1.9M and 2220 Cemo Circle for over \$1M in revenues.
- Real Estate: Streamline internal processes and procedures for permitting, property disposition and leasing to provide clarity and financial benefits for SacRT.
- Real Estate: Market and dispose of surplus property to generate revenue for SacRT.
- Real Estate: Seek out new ridership through additional lease activity at park and ride lots.
- Real Estate: Work with regional partners to maximize revenue available for SacRT.
- Real Estate: Update fee schedule to seek market rates for leases with fiber and telecom utilities and billboard companies; market property for new leases.
- Finance/Treasury (Accounting): Review and streamline the fare structure policies.
- Finance/Treasury (Accounting): Continued audit compliance and excellence in reporting.
- Finance/Treasury (Accounting): Improve internal procedures which provide clarity and financial benefits for 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): Add additional transit agencies to ZipPass to improve connectivity for riders.
- Finance/Treasury (Revenue): Work with regional partners to maximize revenue available for Regional
- Transit.Finance/Treasury (Revenue): Integrate fare technology between the Connect Card, ZipPass, bus fareboxes and light rail fare vending machines with state of the art new fare vending machines and the use of QR code technology.
- Finance/Treasury (Revenue): Continue to build operating and capital reserves to improve the financial health of SacRT.
- Procurement: Continue to ensure that SacRT procurement procedures provide for a comprehensive 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 and implement cost cutting measures to maximize efficiencies and minimize duplication in processing procurements and executing contracts for goods and services.
- Procurement: Develop new curriculum for District-wide training on procurement processes and roles and responsibilities.

3. Strategic Vision, Innovations, and Best Practices

- Risk: Identify and improve non efficient processes and procedures.
- Risk: Work with the IT Department on revisions to the Risk Manager Program.
- Risk: Fill the soon to be vacant Legal Secretary position.
- Risk: Continue to work with the Safety Department and Operations to improve the District wide accident notification process.
- Risk: Cross-train the Risk Analysts in both accident claims handling and workers' compensation handling.
- Risk: Take proactive steps to work with departments within SacRT to identify risks and propose possible solutions.
- Risk: Take a proactive approach in our insurance renewals given the change in the market as a result of various liabilities due to fire and other catastrophic events within the state of California. Identify for our broker the steps SacRT has taken to lower the likelihood of a catastrophic accident resulting in a large pay out.
- Risk: Assist in revising the SOP pertaining to various levels of reserve, expense, and settlement authority to closer align to settlement and expense trends within the last several years.
- Risk: Work with various departments to identify potential risks and possible solutions in any planned expansion or change in service.
- Risk: Identify proactive steps that the Risk Department can take to identify potential risks and propose potential solutions including but not limited to regular inspection of bus stops, light rail stations, and bus routes.
- Risk: Network with other Risk and Litigation Departments of other public agencies including other public transit agencies.
- Real Estate: Identify innovative revenue sources to fund our current level of service, state of good repair initiatives, maintenance and capital investments, and build reserves.
- Real Estate: Work with Portland State University Center for Public Interest Design to identify improvements for the Mather Mills Station and innovative community partnership building tools in the South Sacramento area.
- Real Estate: Streamline internal processes and procedures for permitting by working with IT and Safety Departments to convert to online system.
- Finance and Treasury (Connect Card): Continue transitioning SacRT riders to Connect Card to help reduce operational costs associated with collecting cash and other pre-paid fare media.
- Procurement: Continue training Procurement staff on industry best practices and cross-train on the different procurement methodologies.

4. System Security

- Risk: Work with the IT Department on revisions to the Risk Manager Program.
- Risk: Continue to work with and support the Safety Department, IT Department and Operations Department's development of the new accident / incident /occurrence notification system.
- Real Estate: Work closely with Police Services and Facilities department to maintain secure properties.

5. Operational and Occupational Safety

- Risk: Work with various departments to identify potential risks and possible solutions in any planned expansion or change in service.
- Risk: Identify proactive steps that the Risk Department can take to identify potential risks and propose potential solutions including but not limited to regular inspection of bus stops, light rail stations, and bus routes.
- Risk: Perform regular inspections / assessments of bus stops, light rail stops, and other conditions on or adjacent to SacRT property and right of ways that may pose a risk of danger to the public or to employees.
- Real Estate: Process permits and rights to entry following safety and insurance policies to ensure safety of internal operations as well as workers entering SacRT's property.
- Real Estate: Obtain contract to remediate contaminated soil at 2220 Cemo Circle in order to sale property.

6. Strategic Communications and Partnerships

- Risk: Work with various departments to identify potential risks and possible solutions in any planned expansion or change in service.
- Risk: Identify proactive steps that the Risk Department can take to identify potential risks and propose potential solutions including but not limited to regular inspection of bus stops, light rail stations, and bus routes.
- Real Estate: Work with regional partners to promote the use of public transportation to decrease an individual's carbon footprint by working with partners to develop TOD.
- Real Estate: Develop relationships to identify funding for infrastructure to support TOD.
- Real Estate: Partner with ULI Sacramento to train community members on community development process.
- Finance/Treasury (Connect Card): Continue to work with consortium partners to enhance transfer agreements among agencies using the 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): Look for additional annexation opportunities to strengthen the Sacramento area transit network and improve the regions grant funding opportunities.

7. Organizational Excellence & Performance Management

- Risk: Engage all members of the Department in setting of long and short term department goals.
- Risk: Ensure the regular review of staff performance including the setting and tracking of goals, short term and long term.
- Risk: Continue with regular department meetings to ensure expectations are clearly communicated and that regular feedback regarding the Risk Department is received.
- Risk: Identify staff training that will allow for all employees to stay abreast of new changes and developments in their respective areas.
- Real Estate: Streamline permitting process to respond quickly to requests.
- Real Estate: Obtain on-call real estate legal contract to support department.
- Real Estate: Hire and train department staff for staff development; develop staff for leadership roles.
- Procurement: Continue to conduct procurements and contract administration in compliance with Title II of SacRT Administrative Code Conflict of Interest and Code of Ethics.
- Procurement: Update Procurement Policy Manual and Standard Operating Procedures.
- 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/Chief Financial Officer continued

Performance Measures/Statistics

Strategic Plan Goal #1: Ensure Financial Stability

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget
Effectiveness Measures					
GFOA Certificate of Achievement for Excellence in Finance Reporting	Yes	Yes	Yes	Yes	TBD
GFOA Distinguished Budget Award	Yes	Yes	Yes	Yes	TBD
Accounts Payable Check Processed	9,428	9,628	8,351	8,425	8,000
Annual Audit Adjustments	1	1	1	1	1
Efficiencies Measures					
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 #2: Meet or Exceed Expectations for Safe & Quality Service in a Cost-Effective Manner

	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Budget
Quality Measures					
Produce monthly ridership reports on time	Yes	Yes	Yes	Yes	Yes
Produce NTD required statistics on time	Yes	Yes	Yes	Yes	Yes

Finance/Chief Financial Officer continued

Performance Measures/Statistics continued

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

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

SmaRT Ride





Finance/Chief Financial Officer continued

Expenses

Expenses By Category

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Salaries & Benefits	\$ 6,483,852	\$ 4,627,669	\$ 4,921,083	\$ 5,513,856	\$ 6,075,150	\$ 561,294	10.2%
Professional Services	733,839	774,330	980,586	1,279,472	1,471,328	191,856	15.0%
Materials & Supplies	328,910	350,116	351,988	291,063	222,100	(68,963)	(23.7%)
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	7,181,311	9,320,595	9,306,594	14,027,486	9,998,333	(4,029,153)	(28.7%)
Other	510,112	819,984	1,814,113	2,046,667	2,716,122	669,455	32.7%
Total	\$ 15,238,025	\$ 15,892,693	\$ 17,374,363	\$ 23,158,545	\$ 20,483,033	\$ (2,675,512)	(11.6%)

By Department

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Finance/CFO	370,333	198,128	386,395	536,390	989,627	\$ 453,237	84.5%
Finance/Treasury	2,461,688	2,842,385	3,373,848	4,068,235	4,192,532	124,297	3.1%
Risk Management	8,433,983	10,557,976	10,534,787	15,354,807	11,398,814	(3,955,993)	(25.8%)
Office of Mgmt & Budget	945,934	1,014,659	1,206,100	1,272,853	1,623,234	350,381	27.5%
Real Estate	-	99,513	835,783	948,883	1,055,766	106,883	11.3%
Procurement	3,026,088	1,180,031	1,037,451	977,377	1,223,060	245,683	25.1%
Total	\$ 15,238,025	\$ 15,892,693	\$ 17,374,363	\$ 23,158,545	\$ 20,483,033	\$ (2,675,512)	(11.6%)

Positions

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Finance/CFO	2	0	2	2	2	0	0.0%
Human Resources	0	0	0	12	0	¹ -12	(100.0%)
Finance/Treasury	17	15	16	20	20	0	0.0%
Risk Management	0	0	0	5	5	0	0.0%
Office of Mgmt & Budget	6	7	7	7	9	² 2	28.6%
Real Estate	0	0	1	2	2	0	0.0%
Procurement	0	0	0	0	7	³ 7	N/A
Total	25	22	26	48	45	-3	(6.3%)

¹ Transferred Human Resources to Integrated Services and Strategic Initiatives Division

² Added 1 Capital & Project Control Budget Analyst and 1 Manager, Capital & Project Control

³ Transferred Procurement from Planning & Engineering Division



Communications and Partnerships

In May 2019, SacRT made some significant changes to the organizational structure, Communications and Partnerships division was eliminated.

Expenses

Expenses by Category

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Salaries & Benefits	\$ 343,071	\$ 845,282	\$ 641,323	\$ 880,122	\$ -	\$ (880,122)	(100.0%)
Professional Services	211,076	383,898	231,933	229,455	-	(229,455)	(100.0%)
Materials & Supplies	1	169	183	2,921	-	(2,921)	(100.0%)
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	228,345	206,839	275,123	278,728	-	(278,728)	(100.0%)
Total	\$ 782,493	\$ 1,436,188	\$ 1,148,562	\$ 1,391,227	\$ -	\$ (1,391,227)	(100.0%)

By Department

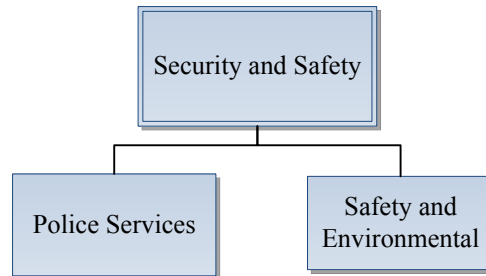
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Communications & Partnerships	\$ 782,493	\$ 1,094,527	\$ 909,939	\$ 1,074,589	\$ -	\$ (1,074,589)	(100.0%)
Customer Advocacy	-	341,660	\$ 238,623	316,638	\$ -	(316,638)	(100.0%)
Total	\$ 782,493	\$ 1,436,188	\$ 1,148,562	\$ 1,391,227	\$ -	\$ (1,391,227)	(100.0%)

Positions

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020	
	Actual	Actual	Actual	Projected	Budget	Amount	Percent
Communications & Partnerships	2	2	2	3	0	-3	(100.0%)
Customer Advocacy	0	0	3	3	0	-3	(100.0%)
Marketing	7	6	7	6	0	-6	(100.0%)
Customer Services	17	19	16	18	0	-18	(100.0%)
Total	26	27	28	30	0	-30	(100.0%)

¹ This division was eliminated in FY 2020. Total of 30 positions were transferred to other divisions.

Security and Safety



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

Security and Safety continued

FY 2019 Accomplishments

4. System Security

- Police Services: Actively participated in Adopt a Station program including assessing and implementing security and safety improvements for each station as well as completing CPTEDs for assigned stations.

5. Operational and Occupational Safety

- Police Services: Monitored FVM alarms and FVM's functionality 24/7, monitored all building alarms for all SacRT assets and were responsible for service disruption PA announcements during bus bridges.

6. Strategic Communications and Partnerships

- Police Services: Assisted riders with purchasing tickets, promoting new ways to purchase fare and assisted with any other reasonable customer requests.
- Police Services: Managed Elerts, answered phones in a kind manner to be a positive ambassador for SacRT, both internally and externally.
- Police Services: Participated in speaking with the Media to highlight accomplishments of SacRT (Chief of RTPS).
- Actively engaged in promotion of our security efforts in teaming with our Marketing Division and utilizing social networks such as NextDoor.com.

7. Organizational Excellence & Performance Management

- Police Services: Reduced employee absenteeism by focusing on workers comp claims, sick leave usage and overall attendance.
- Police Services: Improved customer service, decreased workers comp claims, increased staffing presence and improved safety.
- Police Services: Evaluated employee performance; holding all RTPS employees accountable for job performance.
- Police Services: Implemented new contract with First Security Services to bolster security efforts including scaling to 35 security officers, ongoing training, and ensuring accountability.
- Police Services: Added video monitoring position to the Security Operations personnel. This ensured dedicated attention to the existing camera network and utilizing the PA address system when needed to address nefarious behavior.

Security and Safety continued

FY 2020 Goals

4. System Security

- Police Services: Continue active participation in Adopt a Station program including assessment and implementation of security and safety improvements for each station as well as completing Crime Prevention Through Environmental Design (CPTED) for assigned stations.

6. Strategic Communications and Partnerships

- Police Services: TAs and TOs will assist riders with purchasing tickets, promoting new ways to purchase fare and assist with any other reasonable customer requests.
- Police Services: SOC will manage Elerts, answer phones in a kind manner and will be a positive ambassador for SacRT, both internally and externally.

- Police Services: Chief of RTPS will participate in speaking with the Media to highlight accomplishments of SacRT.

7. Organizational Excellence & Performance Management

- Police Services: Continue effort to reduce employee absenteeism by focusing on workers comp claims, sick leave usage and overall attendance.
- Police Services: Continue to provide the best customer service, decrease workers comp claims, increase staffing presence and improve safety.
- Police Services: Evaluate employee performance; holding all RTPS employees accountable for job performance.



Security and Safety continued

Performance Measures/Statistics

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

Quality Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020 Amount	Percent
Percent of passengers inspected	12.00%	21.82%	20.85%	22.32%	20.00%	-2.32%	(10.4%)
Cited passengers without proper fare	16,738	40,850	31,732	39,513	30,000	(9,513)	(24.1%)
Light Rail Fare evasion	1.09%	1.61%	1.42%	1.63%	1.50%	-0.13%	(8.0%)





Security and Safety continued

Expenses

Expenses by Category

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Salaries & Benefits	\$ 2,066,993	\$ 3,725,582	\$ 5,487,264	\$ 5,997,061	\$ 5,868,278	\$ (128,783)	(2.1%)
Professional Services	8,241,118	6,795,311	5,076,430	5,034,078	7,635,827	2,601,749	51.7%
Materials & Supplies	60,934	75,215	68,023	89,348	75,500	(13,848)	(15.5%)
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	33,346	80,703	64,741	194,415	91,772	(102,643)	(52.8%)
Total	\$ 10,402,391	\$ 10,676,811	\$ 10,696,459	\$ 11,314,901	\$ 13,671,377	\$ 2,356,476	20.8%

By Department

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Police Services	\$ 9,772,479	\$ 10,164,071	\$ 10,185,067	\$ 10,616,545	\$ 12,787,295	\$ 2,170,750	20.4%
Security and Safety	-	-	-	-	250,551	250,551	N/A
Safety & Environmental	629,913	512,740	511,392	698,356	633,531	(64,825)	(9.3%)
Total	\$ 10,402,391	\$ 10,676,811	\$ 10,696,459	\$ 11,314,901	\$ 13,671,377	\$ 2,356,476	20.8%

Positions

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Police Services	16	37	70	73	49 ¹	-24	(32.9%)
Security and Safety	0	0	0	0	1 ²	1	N/A
Safety & Environmental	0	0	0	0	3 ³	3	N/A
Total	16	37	70	73	53	-20	(27.4%)

¹ Renamed Transit Agent to Transit Ambassador and eliminated 26 Transit Agents
Added 2 Manager, Police Services

² Added 1 VP, Security and Safety

³ Transfer Safety from GM Division

Non Divisional

Expenses

Expenses by Category

	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Budget	FY 2019 to FY 2020	
						Amount	Percent
Salaries & Benefits	\$ (1,037,127)	\$ (538,326)	\$ (459,336)	\$ (309,140)	\$ (4,755,754)	\$ (4,446,614)	1438.4%
Professional Services	-	-	-	-	-	-	N/A
Materials & Supplies	-	-	-	-	-	-	N/A
Utilities	-	-	-	-	-	-	N/A
Insurance & Liability	-	-	-	-	-	-	N/A
Other	-	-	-	1,339	-	(1,339)	(100.0%)
Total	\$ (1,037,127)	\$ (538,326)	\$ (459,336)	\$ (307,801)	\$ (4,755,754)	\$ (4,447,953)	1445.1%

This category includes estimated savings for future vacancies for FY 2020 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 2020 Adopted Budget proposes \$4.8 million for non-divisional savings from vacancy and indirect costs for capital projects, an increase of \$4.4 million from the FY 2019 year-end projections.

-) 2% vacancy factor for Operators and 5.8% vacancy factor for non-Operators were used to calculate future vacancy savings for FY 2020. The estimated savings are \$4.53 million.
-) Indirect cost from Capital Projects is estimated at \$0.23 million, which is a reduction of \$0.08 million from the FY 2019 year-end projections of \$0.31 million.





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Capital Improvement Program



Capital Improvement Program

Major Capital Projects

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

The following are highlights of the Capital Improvement Program:

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

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

This project will enable increased service frequencies on the Gold Line between Sunrise and Historic Folsom light rail stations by extending existing double track approximately 1 mile to just beyond Hazel Station and adding passing track (side track) from Parkshore to Bidwell, approximately $\frac{3}{4}$ mile. This will permit trains to operate with 15-minute frequencies where they currently operate with 30-minute frequencies, and will also ease congestion in the I-50 Corridor. Environmental work is in process. The project is scheduled to be complete by late 2023.

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

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



Major Capital Projects continued

- **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.

Project construction bids received in January 2019 were substantially higher than anticipated. The project was subsequently put on hold. While this project is included in the budget, at this time the project is being reassessed, and alternatives are under consideration.

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

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

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

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

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



Major Capital Projects continued

- **UC Davis/Medical Center 12 Zero Emission Bus (ZEB) Procurement (B162)**

In 2018, SacRT received a grant from Electrify America to purchase twelve (12) 40' Zero Emission Vehicles for a new, frequent bus service between UC Davis and the UC Davis Medical Center in Sacramento. The new Causeway Connection service will be operated jointly by SacRT and the Yolo County Transportation District (YCTD/YoloBus). SacRT will own six of the buses, and YoloBus will own the remaining six. As part of the grant, Electrify America will also be providing and installing all of the charging infrastructure required to operate the service.

- **Paratransit Vehicle Replacement (P009)**

With this project, SacRT will purchase approximately 40 replacement gasoline cutaway vehicles and related communication equipment for use in ADA paratransit service.

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

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

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

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

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

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

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

Revenues & Expenses

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

The FY 2020 budget proposes new budget of \$231.4 million and budget carry forward from previous years of \$491.0 million. The new funding in the FY 2020 budget constitutes an increase of \$45.3 million from the FY 2018 Budget (\$186.1 million).

- The new capital project budget request for FY 2020 consists of \$2.3 million in Federal, \$4.9 million in State, \$0 in Local, and \$224.2 million in TBD funding.
- Federal, State and Local funding opportunities for capital projects are comprised of funding sources that are applied for on a project by project basis. The availability of the funding is dependent upon individual funding programs. The total funding opportunities for a fiscal year is based on the amount of funding sources available from federal appropriations, program allocations made by the State, or other funding sources made available for application.
- The TBD budget amount gives SacRT staff the authority to apply for competitive grant opportunities for projects up to the TBD amount.
- The FY 2020 capital budget proposes new funding of \$231.4 million, which consists of \$146.0 million for the Fleet program, \$60.0 million for the Infrastructure program, \$5.5 million for Other program, \$18.9 million for the System Expansion program, and just under \$1 million for the Facilities and Planning/Studies programs.



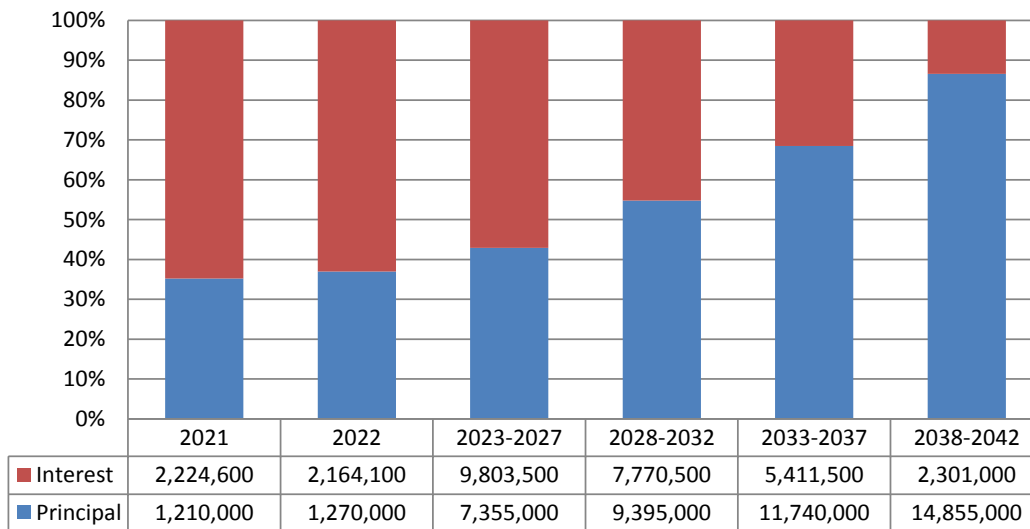


Debt Service

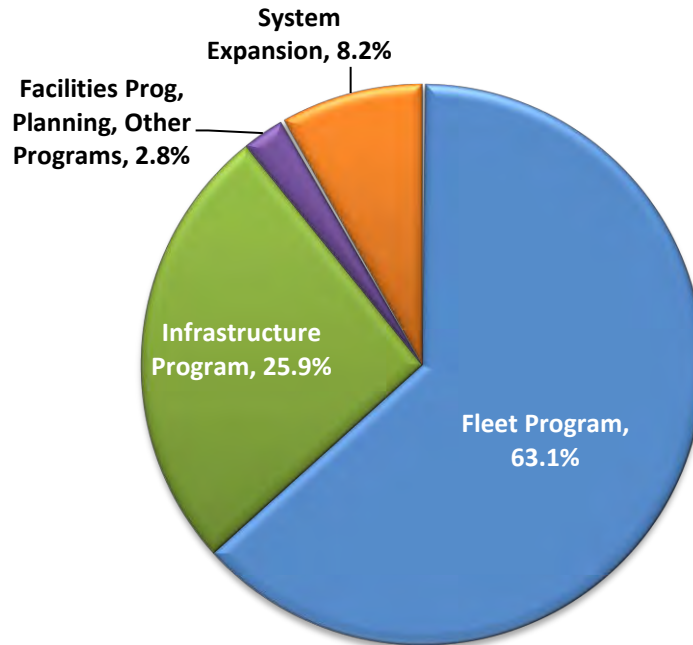
On February 14, 2017 the District placed into an irrevocable trust escrow account \$45,400,732 for the purpose of paying debt service for fiscal years 2017 through 2019, based upon the original 2012 amortization schedule, and legally defeasing \$33,142,500 of the Series 2012 Farebox Revenue Bonds to 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
2020	\$ -	\$ -	\$ -	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	-
Total	\$ 45,825,000	\$ 29,675,200	\$ 75,500,200	\$ -

Debt Service Repayment Schedule



Capital Improvement Funding by Category



(Dollars in Thousands)

Program	FY 2020 Budget	%
Facilities Program	\$ 441	0.2%
Fleet Program	146,044	63.1%
Infrastructure Program	59,966	25.9%
Other Programs	5,544	2.4%
Planning/Studies	492	0.2%
System Expansion	18,900	8.2%
Grand Total	\$ 231,387	100.0%



Capital Improvement Funding by Category continued

Impact of Capital Improvements on Operating Budget

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

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

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

Project Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Light Rail Station at Dos Rios	-	\$ 96,110	\$ 98,993	\$ 101,963	\$ 105,022
Salaries & Benefits	-	65,886	67,862	69,898	71,995
Professional Services	-	13,447	13,851	14,266	14,694
Materials & Supplies	-	5,602	5,770	5,944	6,122
Utilities	-	3,737	3,849	3,964	4,083
Insurance & Liability	-	5,397	5,559	5,726	5,898
Other	-	2,041	2,102	2,165	2,230

Five-Year Capital Improvement Plan

On November 13, 2017, the SacRT Board of Directors adopted the updated Five-Year Capital Improvement Plan (CIP) that strategically plans and prioritizes capital activities from FY 2018 to FY 2022. The FY 2021 to FY2025 Five-Year CIP is anticipated to be presented to the SacRT Board of Directors for approval in November 2020. The FY 2020 capital budget represents the one year capital spending plan for SacRT and projections for future years.

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

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

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

Tier 0: These projects are fully funded.

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

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

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

Five-Year Capital Improvement Plan continued

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

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





Capital Improvement Revenues and Expenditures

Program	Project Name	Previously Budgeted (Board-Approved)	Expended through FY19	Carryforward	FY20 Budget Request	Funding Additions				Board Authorized Amount
						Federal	State	Local	TBD	
Equipment Program										
B143	Fare Box Replacements	3,707,357	3,697,566	9,791	-	-	-	-	-	3,707,357
G135	Server Replacement	80,000	79,808	192	-	-	-	-	-	80,000
M009	Radio Communications System Upgrade	2,143,123	1,533,614	609,509	-	-	-	-	-	2,143,123
R324	Light Rail Portable Jacking System	175,000	-	175,000	-	-	-	-	-	175,000
R343	Whiting In-Floor Hoist Inspection and Repair	244,817	102,164	142,653	-	-	-	-	-	244,817
R344	Enhanced Employee Protection Warning System	968,404	965,782	2,622	-	-	-	-	-	968,404
R362	Light Rail Wheel Truing Machine	3,400,000	-	3,400,000	-	-	-	-	-	3,400,000
		10,718,701	6,378,934	4,339,767	-	-	-	-	-	10,718,701
Facilities Program										
715	Bus Maintenance Facility 2 (Phase 1 & 2)	25,404,772	23,830,061	1,574,711	-	-	-	-	-	25,404,772
B144	BMF CNG Fueling Facility Upgrades	4,285,684	387,300	3,898,384	-	-	-	-	-	4,285,684
B147	Bus Maintenance Management Software Program	414,500	19,461	395,039	-	-	-	-	-	414,500
B151	Above Ground Gas Tank	2,000,000	-	2,000,000	-	-	-	-	-	2,000,000
F019	Instrument House and Signal Case Wraps	261,388	180,177	81,211	-	-	-	-	-	261,388
F020	HVAC Replacements - Admin & Maint Buildings	-	-	-	40,625	-	40,625	-	-	40,625
F021	Facilities Maintenance & Improvements	507,379	219,155	288,224	400,000	-	-	-	400,000	907,379
F025	Bell Building Relocation/1225 R Lobby Expansion	452,673	342,543	110,130	-	-	-	-	-	452,673
F026	Engineering Building Mold Remediation	97,500	81,128	16,372	-	-	-	-	-	97,500
F028	Administrative Equipment Optimization	700,000	-	700,000	-	-	-	-	-	700,000
F029	1225 R Street Roof Replacement	450,000	862	449,138	-	-	-	-	-	450,000
F030	Admin Building Lobby Remodel	200,000	7,291	192,709	-	-	-	-	-	200,000
R350	TPSS A1 / A055 RC Relocation	5,307,958	1,808,944	3,499,014	-	-	-	-	-	5,307,958
		40,081,854	26,876,922	13,204,932	440,625	-	40,625	-	400,000	40,522,479
Fleet Program										
<i>Deviated Fixed Route Bus</i>										
B142	Neighborhood Ride Vehicle Replacements	2,814,203	2,569,621	244,582	-	-	-	-	-	2,814,203
<i>Fixed Route Bus</i>										
B100	Existing Bus Fleet Replacement (2020 - 2035)	500,000	-	500,000	21,499,000	-	-	-	21,499,000	21,999,000
B162	UC Davis/Med Center 12 ZEB Procurement	12,310,000	-	12,310,000	-	-	-	-	-	12,310,000
B164	Airport Service Expansion ZEBs (10 40' ZEBs & chargers)	9,926,957	-	9,926,957	-	-	-	-	-	9,926,957



Capital Project Revenues and Expenditures continued

Program	Project Name	Previously Budgeted (Board-Approved)	Expended through FY19	Carryforward	FY20 Budget Request	Funding Additions				Board Authorized Amount
						Federal	State	Local	TBD	
Fleet Program (continued)										
<i>Light Rail</i>										
651	Siemens Light Rail Vehicle Mid-Life Overhaul	9,946,412	7,771,181	2,175,231	-	-	-	-	-	9,946,412
R001	CAF/Siemens LR Vehicle Painting/Exterior Work	995,000	531,476	463,524	-	-	-	-	-	995,000
R025	Light Rail Vehicle Specification Development	1,500,000	-	1,500,000	-	-	-	-	-	1,500,000
R085	UTDC Light Rail Vehicle Retrofit - 14 vehicles	25,628,676	25,247,284	381,392	-	-	-	-	-	25,628,676
R086	UTDC Light Rail Vehicle Retrofit - 7 Vehicles	8,034,000	7,836,412	197,588	-	-	-	-	-	8,034,000
R115	Siemens 1st Series Fleet Replacement (26)	68,400,000	-	68,400,000	79,800,000	-	-	-	79,800,000	148,200,000
R125	CAF Fleet Mid-Life Component Overhaul	-	-	-	24,000,000	-	-	-	24,000,000	24,000,000
R353	UTDC LRV Fleet Improvement	1,690,161	1,671,232	18,929	545,080	-	545,080	-	-	2,235,241
R358	Gold Line Service Expansion Light Rail Vehicles	36,800,000	-	36,800,000	20,200,000	-	-	-	20,200,000	57,000,000
<i>Microtransit (SmaRT Ride)</i>										
B149	Microtransit - 12 Gasoline Cutaways	1,980,000	30,644	1,949,356	-	-	-	-	-	1,980,000
B155	Microtransit: 6 Zero Emission Vehicles & Chargers	1,655,760	518,552	1,137,208	-	-	-	-	-	1,655,760
B157	Franklin Microtransit 3 ZEB Procurement	730,393	-	730,393	-	-	-	-	-	730,393
B159	Microtransit: 20 Zero Emission Vehicles & Chargers	5,519,200	-	5,519,200	-	-	-	-	-	5,519,200
<i>Non-Revenue Vehicles</i>										
B141	Non-Revenue Vehicles	4,727,425	3,659,672	1,067,753	-	-	-	-	-	4,727,425
G225	Non-Revenue Police Vehicle Replacement	2,227,042	2,035,762	191,280	-	-	-	-	-	2,227,042
<i>North Natomas</i>										
B152	North Natomas Flyer Bus Procurement	1,175,000	1,171,748	3,252	-	-	-	-	-	1,175,000
<i>Paratransit</i>										
P007	Paratransit Vehicle Replacement (approx. 11)	1,571,200	1,571,195	5	-	-	-	-	-	1,571,200
P009	Paratransit Vehicle Replacement (approx. 40+)	7,297,205	2,977,035	4,320,170	-	-	-	-	-	7,297,205
		205,428,634	57,591,814	147,836,820	146,044,080	-	545,080	-	145,499,000	351,472,714



Capital Project Revenues and Expenditures continued

Program	Project Name	Previously Budgeted (Board-Approved)	Expended through FY19	Carryforward	FY20 Budget Request	Funding Additions				Board Authorized Amount
						Federal	State	Local	TBD	
Infrastructure Program										
835	30th & R/29th & R Street Pedestrian Traffic Signals	225,000	31,477	193,523	-	-	-	-	-	225,000
B150	Watt/I-80 On Site Transit Center Improvements	3,511,358	-	3,511,358	-	-	-	-	-	3,511,358
B153	BMF1 Remediation	120,000	24,675	95,325	-	-	-	-	-	120,000
B156	Microtransit: Infrastructure for 6 Charging Stations	160,000	27,183	132,817	-	-	-	-	-	160,000
B165	Electric Bus Charging Infrastructure	2,834,050	31,032	2,803,018	4,165,950	-	-	-	4,165,950	7,000,000
G237	Across the Top System Modification	360,135	324,075	36,060	-	-	-	-	-	360,135
G238	Biennial Bridge Inspections / Repairs	201,873	157,042	44,831	-	-	-	-	-	201,873
M002	University/65th Street Transit Center Relocation	387,647	382,917	4,730	-	-	-	-	-	387,647
R010	Light Rail Crossing Enhancements	592,716	591,087	1,629	-	-	-	-	-	592,716
R314	Light Rail Station Low Floor Vehicle Conversion	32,000,000	9,441	31,990,559	54,250,000	-	-	-	54,250,000	86,250,000
R347	Watt I-80 Elevator Replacement	990,000	17,813	972,187	-	-	-	-	-	990,000
R354	Fare Vending Machine (FVM) Enhancements	7,526,000	1,562,287	5,963,713	1,550,000	-	600,000	-	950,000	9,076,000
R357	Dynamic Message Signs (NEC/Blue Line)	500,000	9,083	490,917	-	-	-	-	-	500,000
R400	Light Rail State of Good Repair Maintenance	450,000	-	450,000	-	-	-	-	-	450,000
		49,858,779	3,168,112	46,690,667	59,965,950	-	600,000	-	59,365,950	109,824,729
Other Program										
A001	Watt Avenue / Highway 50 Project Support	124,787	118,852	5,935	-	-	-	-	-	124,787
A007	Easton Development Grade Crossing	50,000	21,695	28,305	-	-	-	-	-	50,000
A009	Folsom Streetscape	75,000	53,523	21,477	-	-	-	-	-	75,000
A015	Brighton Overhead Design Services	262,209	73,910	188,299	-	-	-	-	-	262,209
A016	Caltrans Route 160 N. Sac. Seismic Retrofit	50,000	2,661	47,339	-	-	-	-	-	50,000
A019	Camellia City Viaduct Overhead Structures	334,400	131,158	203,242	-	-	-	-	-	334,400
M004	Operating Revenue Bond, Series 2012 Payment	13,429,925	13,429,925	-	3,432,725	-	3,432,725	-	-	16,862,650
M011	Cemo Circle Environmental	570,000	32,080	537,920	25,000	-	-	-	25,000	595,000
Q042	Paratransit Inc. - JARC	125,000	-	125,000	-	-	-	-	-	125,000
Q053	FY18 Section 5307 City of Folsom - PM	321,196	321,196	-	-	-	-	-	-	321,196
Q054	FY18 Section 5307 El Dorado Transit - PM	250,000	-	250,000	-	-	-	-	-	250,000
Q055	FY18 Section 5307 El Dorado Transit Urban Bus Replacement	196,253	-	196,253	-	-	-	-	-	196,253
Q056	FY18-FY19 Section 5307 Paratransit Inc. Mobility Management	-	-	-	400,000	400,000	-	-	-	400,000
Q057	FY18-FY19 Section 5339 El Dorado Transit Bus Replacement	-	-	-	1,355,747	1,355,747	-	-	-	1,355,747
Q058	FY19 5307/5339 El Dorado Transit Prev Maint Commuter Routes	-	-	-	250,000	250,000	-	-	-	250,000
Q059	FY19 5307/5339 El Dorado Transit Bus Washer Retrofit	-	-	-	80,503	80,503	-	-	-	80,503
		15,788,770	14,185,000	1,603,770	5,543,975	2,086,250	3,432,725	-	25,000	21,332,745



Capital Project Revenues and Expenditures continued

Program	Project Name	Previously Budgeted (Board-Approved)	Expended through FY19	Carryforward	FY20 Budget Request	Funding Additions				Board Authorized Amount
						Federal	State	Local	TBD	
Planning/Studies										
M008	Transit Action (Long-Range) Plan Update	200,000	-	200,000	-	-	-	-	-	200,000
M012	Bus Route Optimization Study	800,000	359,595	440,405	-	-	-	-	-	800,000
M015	Capital Region High Capacity Bus Corridor Study	300,000	-	300,000	-	-	-	-	-	300,000
M016	Zero Emission Fleet Conversion Plan	-	-	-	242,000	214,243	27,757	-	-	242,000
M017	Schedule Improvement & Physical Coord Planning	-	-	-	250,000	-	250,000	-	-	250,000
R345	CPID - Station Planning	350,000	125,414	224,586	-	-	-	-	-	350,000
		1,650,000	485,009	1,164,991	492,000	214,243	277,757	-	-	2,142,000
System Expansion										
404	Green Line to the River District (GL-1)	49,762,000	49,574,291	187,709	-	-	-	-	-	49,762,000
410	South Sacramento Corridor Phase 2 LR Extension	270,000,000	261,855,480	8,144,520	-	-	-	-	-	270,000,000
B161	Expansion Services Startup Costs	1,110,000	271,829	838,171	-	-	-	-	-	1,110,000
B168	SacRT Forward (Implement Route Optimization)	1,200,000	42,828	1,157,172	-	-	-	-	-	1,200,000
R055	Dos Rios Light Rail Station	19,600,000	899,997	18,700,003	-	-	-	-	-	19,600,000
R135	Hom Light Rail Station	5,868,242	539,510	5,328,732	-	-	-	-	-	5,868,242
R280	Folsom Limited Stop Service	466,903	458,705	8,198	-	-	-	-	-	466,903
R322	Green Line Draft EIS/EIR & Project Development	4,584,292	3,835,537	748,755	-	-	-	-	-	4,584,292
R327	Sacramento Valley Station Loop Design/Construct.	1,264,000	10,299	1,253,701	-	-	-	-	-	1,264,000
R359	Gold Line Side Track	48,400,000	132,376	48,267,624	18,900,000	-	-	-	18,900,000	67,300,000
S010	Downtown/Riverfront Streetcar Project Development	6,810,742	6,780,739	30,003	-	-	-	-	-	6,810,742
S030	Downtown/Riverfront Streetcar Project (Small Starts)	200,000,000	10,252,418	189,747,582	-	-	-	-	-	200,000,000
		609,066,179	334,654,009	274,412,170	18,900,000	-	-	-	18,900,000	627,966,179



Capital Project Revenues and Expenditures continued

Program	Project Name	Previously Budgeted (Board-Approved)	Expended through FY19	Carryforward	FY20 Budget Request	Funding Additions				Board Authorized Amount
						Federal	State	Local	TBD	
Transit Security & Safety										
T018	P / Q Lot Badge Access & Building Access Upgrades	144,904	60,495	84,409	-	-	-	-	-	144,904
T025	Surveillance and Security Facilities Enhancement	266,127	32,870	233,257	-	-	-	-	-	266,127
T036	Upgrade Safety/Security/Comm. Infrastructure	396,680	380,456	16,224	-	-	-	-	-	396,680
T038	Upgrades to Security Video and Data Systems	179,030	177,027	2,003	-	-	-	-	-	179,030
T043	Emergency Drills	65,430	38,917	26,513	-	-	-	-	-	65,430
T054	Upgrade Security/Systems/Comm. Infrastructure	417,900	310,502	107,398	-	-	-	-	-	417,900
T056	Emergency Preparedness Exercises Project	67,199	16,496	50,703	-	-	-	-	-	67,199
T057	Anti-Terrorism Directed Surge Patrols	70,823	-	70,823	-	-	-	-	-	70,823
		1,608,093	1,016,763	591,330	-	-	-	-	-	1,608,093
Transit Technologies Program										
964	Trapeze Implementation (TEAMS)	2,164,212	2,164,070	142	-	-	-	-	-	2,164,212
B154	Real Time Bus Arrival Signs	128,784	-	128,784	-	-	-	-	-	128,784
B169	Microtransit Scheduling Software	192,000	-	192,000	-	-	-	-	-	192,000
G035	Fiber/50-Fig Installation, Maintenance, & Repair	330,368	266,148	64,220	-	-	-	-	-	330,368
R355	Automatic Passenger Counters for LRT	1,310,000	1,005,698	304,302	-	-	-	-	-	1,310,000
T004	Connect Card Light Rail Platform Preparations	1,673,000	1,580,735	92,265	-	-	-	-	-	1,673,000
T006	LRV System AVL Equipment	455,170	455,075	95	-	-	-	-	-	455,170
T017	Audio Light Rail Passenger Information Signs	1,261,250	1,261,253	(3)	-	-	-	-	-	1,261,250
T022	Handheld Smart Card Reader	118,726	89,577	29,149	-	-	-	-	-	118,726
T041	Upgrade for Connect Card	35,000	-	35,000	-	-	-	-	-	35,000
T046	Connect Card Implementation-Consultant (Part 2)	118,000	97,164	20,836	-	-	-	-	-	118,000
T050	Upgrades to Transit Security Systems	15,950	15,818	132	-	-	-	-	-	15,950
T051	Telephone System Replacement	319,447	233,480	85,967	-	-	-	-	-	319,447
T052	Track Warrant Controlled Access System	195,168	116,373	78,795	-	-	-	-	-	195,168
T058	Bus / Rail Real Time Arrival Information (GTFS Feed)	84,717	-	84,717	-	-	-	-	-	84,717
		8,401,792	7,285,391	1,116,401	-	-	-	-	-	8,401,792
Total		942,602,802	451,641,954	490,960,848	231,386,630	2,300,493	4,896,187	-	224,189,950	1,173,989,432



Capital Project Expenditure Plan

Program	Project Name	Expended through FY19	Carryforward	FY20 Budget Request	Future Expenditures	Total Project Cost
Equipment Program						
B143	Fare Box Replacements	3,697,566	9,791	-	-	3,707,357
G135	Server Replacement	79,808	192	-	-	80,000
M009	Radio Communications System Upgrade	1,533,614	609,509	-	-	2,143,123
R324	Light Rail Portable Jacking System	-	175,000	-	-	175,000
R343	Whiting In-Floor Hoist Inspection and Repair	102,164	142,653	-	90,000	334,817
R344	Enhanced Employee Protection Warning	965,782	2,622	-	-	968,404
R362	Light Rail Wheel Truing Machine	-	3,400,000	-	-	3,400,000
		6,378,934	4,339,767	-	90,000	10,808,701
Facilities Program						
715	Bus Maintenance Facility 2 (Phase 1 & 2)	23,830,061	1,574,711	-	55,606,087	81,010,859
B144	BMF CNG Fueling Facility Upgrades	387,300	3,898,384	-	-	4,285,684
B147	Bus Maintenance Management Software	19,461	395,039	-	-	414,500
B151	Above Ground Gas Tank	-	2,000,000	-	-	2,000,000
F019	Instrument House and Signal Case Wraps	180,177	81,211	-	-	261,388
F020	HVAC Replacements - Admin & Maint Bldgs	-	-	40,625	48,750	89,375
F021	Facilities Maintenance & Improvements	219,155	288,224	400,000	842,621	1,750,000
F025	Bell Building Relocation/1225 R Lobby	342,543	110,130	-	-	452,673
F026	Engineering Building Mold Remediation	81,128	16,372	-	-	97,500
F028	Administrative Equipment Optimization	-	700,000	-	1,800,000	2,500,000
F029	1225 R Street Roof Replacement	862	449,138	-	-	450,000
F030	Admin Building Lobby Remodel	7,291	192,709	-	-	200,000
R350	TPSS A1 / A055 RC Relocation	1,808,944	3,499,014	-	-	5,307,958
		26,876,922	13,204,932	440,625	58,297,458	98,819,937
Fleet Program						
<i>Deviated Fixed Route Bus</i>						
B142	Neighborhood Ride Vehicle Replacements	2,569,621	244,582	-	-	2,814,203
<i>Fixed Route Bus</i>						
B100	Existing Bus Fleet Replacement (2020 - 2035)	-	500,000	21,499,000	302,906,000	324,905,000
B162	UC Davis/Med Center 12 ZEB Procurement	-	12,310,000	-	-	12,310,000
B164	Airport Service Expansion ZEBs (10 ZEBs)	-	9,926,957	-	-	9,926,957
<i>Light Rail</i>						
651	Siemens Light Rail Vehicle Mid-Life Overhaul	7,771,181	2,175,231	-	-	9,946,412
R001	CAF/Siemens LR Vehicle Painting/Exterior	531,476	463,524	-	-	995,000
R025	Light Rail Vehicle Specification Development	-	1,500,000	-	-	1,500,000
R085	UTDC Light Rail Vehicle Retrofit - 14 vehicles	25,247,284	381,392	-	-	25,628,676
R086	UTDC Light Rail Vehicle Retrofit - 7 Vehicles	7,836,412	197,588	-	-	8,034,000
R115	Siemens 1st Series Fleet Replacement (26)	-	68,400,000	79,800,000	-	148,200,000
R125	CAF Fleet Mid-Life Component Overhaul	-	-	24,000,000	103,419,259	127,419,259
R353	UTDC LRV Fleet Improvement	1,671,232	18,929	545,080	-	2,235,241
R358	Gold Line Service Expansion Light Rail Vehicles	-	36,800,000	20,200,000	-	57,000,000
<i>Microtransit (SmaRT Ride)</i>						
B149	Microtransit - 12 Gasoline Cutaways	30,644	1,949,356	-	-	1,980,000
B155	Microtransit: 6 Zero Emission Vehicles &	518,552	1,137,208	-	-	1,655,760
B157	Franklin Microtransit 3 ZEB Procurement	-	730,393	-	-	730,393
B159	Microtransit: 20 Zero Emission Vehicles & Chargers	-	5,519,200	-	-	5,519,200



Capital Project Expenditure Plan continued

Program	Project Name	Expended through FY19	Carryforward	FY20 Budget Request	Future Expenditures	Total Project Cost
Fleet Program (continued)						-
<i>Non-Revenue Vehicles</i>						-
B141	Non-Revenue Vehicles	3,659,672	1,067,753	-	-	4,727,425
G225	Non-Revenue Police Vehicle Replacement	2,035,762	191,280	-	-	2,227,042
<i>North Natomas</i>						-
B152	North Natomas Flyer Bus Procurement	1,171,748	3,252	-	-	1,175,000
<i>Paratransit</i>						-
P007	Paratransit Vehicle Replacement (approx. 11)	1,571,195	5	-	-	1,571,200
P009	Paratransit Vehicle Replacement (approx.)	2,977,035	4,320,170	-	-	7,297,205
		57,591,814	147,836,820	146,044,080	406,325,259	757,797,973
Infrastructure Program						-
835	30th & R/29th & R Street Pedestrian Traffic	31,477	193,523	-	-	225,000
B150	Watt/I-80 On Site Transit Center Improvements	-	3,511,358	-	6,688,642	10,200,000
B153	BMF1 Remediation	24,675	95,325	-	-	120,000
B156	Microtransit Infrastructure for 6 Charging	27,183	132,817	-	-	160,000
B165	Electric Bus Charging Infrastructure	31,032	2,803,018	4,165,950	-	7,000,000
G237	Across the Top System Modification	324,075	36,060	-	-	360,135
G238	Biennial Bridge Inspections / Repairs	157,042	44,831	-	250,000	451,873
M002	University/65th Street Transit Center	382,917	4,730	-	-	387,647
R010	Light Rail Crossing Enhancements	591,087	1,629	-	2,907,284	3,500,000
R314	Light Rail Station Low Floor Vehicle	9,441	31,990,559	54,250,000	-	86,250,000
R347	Watt I-80 Elevator Replacement	17,813	972,187	-	-	990,000
R354	Fare Vending Machine (FVM) Enhancements	1,562,287	5,963,713	1,550,000	-	9,076,000
R357	Dynamic Message Signs (NEC/Blue Line)	9,083	490,917	-	-	500,000
R400	Light Rail State of Good Repair Maintenance	-	450,000	-	31,370,000	31,820,000
		3,168,112	46,690,667	59,965,950	41,215,926	151,040,655
Other Program						-
A001	Watt Avenue / Highway 50 Project Support	118,852	5,935	-	-	124,787
A007	Easton Development Grade Crossing	21,695	28,305	-	-	50,000
A009	Folsom Streetscape	53,523	21,477	-	-	75,000
A015	Brighton Overhead Design Services	73,910	188,299	-	-	262,209
A016	Caltrans Route 160 N. Sac. Seismic Retrofit	2,661	47,339	-	-	50,000
A019	Camellia City Viaduct Overhead Structures	131,158	203,242	-	-	334,400
M004	Operating Revenue Bond, Series 2012	13,429,925	-	3,432,725	135,311,032	152,173,682
M011	Cemo Circle Environmental	32,080	537,920	25,000	-	595,000
Q042	Paratransit Inc. - JARC	-	125,000	-	-	125,000
Q053	FY18 5307 City of Folsom - PM	321,196	-	-	-	321,196
Q054	FY18 5307 El Dorado Transit - PM	-	250,000	-	-	250,000
Q055	FY18 5307 El Dorado Transit Urban Bus Repl	-	196,253	-	-	196,253
Q056	FY18-FY19 5307 Paratransit Inc. Mobility	-	-	400,000	-	400,000
Q057	FY18-FY19 5339 El Dorado Transit Bus Repl	-	-	1,355,747	-	1,355,747
Q058	FY19 5307/5339 El Dorado Transit PM	-	-	250,000	-	250,000
Q059	FY19 5307/5339 El Dorado Transit Bus	-	-	80,503	-	80,503
		14,185,000	1,603,770	5,543,975	135,311,032	156,643,777
Planning/Studies						-
M008	Transit Action (Long-Range) Plan Update	-	200,000	-	-	200,000
M012	Bus Route Optimization Study	359,595	440,405	-	-	800,000
M015	Capital Region High Capacity Bus Corridor	-	300,000	-	-	300,000
M016	Zero Emission Fleet Conversion Plan	-	-	242,000	-	242,000
M017	Schedule Improvement & Physical Coord	-	-	250,000	-	250,000
R345	CPID - Station Planning	125,414	224,586	-	-	350,000
		485,009	1,164,991	492,000	-	2,142,000



Capital Project Expenditure Plan continued

Program	Project Name	Expended through FY19	Carryforward	FY20 Budget Request	Future Expenditures	Total Project Cost
System Expansion						-
404	Green Line to the River District (GL-1)	49,574,291	187,709	-	-	49,762,000
410	South Sacramento Corridor Phase 2 LR Ext	261,855,480	8,144,520	-	-	270,000,000
B161	Expansion Services Startup Costs	271,829	838,171	-	-	1,110,000
B168	SacRT Forward (Implement Route Optimization)	42,828	1,157,172	-	-	1,200,000
R055	Dos Rios Light Rail Station	899,997	18,700,003	-	6,200,000	25,800,000
R135	Hom Light Rail Station	539,510	5,328,732	-	7,131,758	13,000,000
R280	Folsom Limited Stop Service	458,705	8,198	-	20,150,000	20,616,903
R322	Green Line Draft EIS/EIR & Proj Dev	3,835,537	748,755	-	-	4,584,292
R327	Sac Valley Station Loop Design/Construct	10,299	1,253,701	-	58,773,572	60,037,572
R359	Gold Line Side Track	132,376	48,267,624	18,900,000	-	67,300,000
S010	Downtown/Riverfront Streetcar Proj Dev	6,780,739	30,003	-	-	6,810,742
S030	Downtown/Riverfront Streetcar (Small Starts)	10,252,418	189,747,582	-	1,207,000	201,207,000
		334,654,009	274,412,170	18,900,000	93,462,330	721,428,509
Transit Security & Safety						-
T018	P / Q Lot Badge Access & Bldg Access Upgrade	60,495	84,409	-	-	144,904
T025	Surveillance & Security Facilities Enhancement	32,870	233,257	-	-	266,127
T036	Upgrade Safety/Security/Comm. Infrastructure	380,456	16,224	-	-	396,680
T038	Upgrades to Security Video and Data Systems	177,027	2,003	-	-	179,030
T043	Emergency Drills	38,917	26,513	-	-	65,430
T054	Upgrade Security/Systems/Comm. Infrastructure	310,502	107,398	-	-	417,900
T056	Emergency Preparedness Exercises Project	16,496	50,703	-	-	67,199
T057	Anti-Terrorism Directed Surge Patrols	-	70,823	-	-	70,823
		1,016,763	591,330	-	-	1,608,093
Transit Technologies Program						-
964	Trapeze Implementation (TEAMS)	2,164,070	142	-	-	2,164,212
B154	Real Time Bus Arrival Signs	-	128,784	-	-	128,784
B169	Microtransit Scheduling Software	-	192,000	-	-	192,000
G035	Fiber/50-Fig Installation, Maint & Repair	266,148	64,220	-	-	330,368
R355	Automatic Passenger Counters for LRT	1,005,698	304,302	-	-	1,310,000
T004	Connect Card Light Rail Platform Preparations	1,580,735	92,265	-	-	1,673,000
T006	LRV System AVL Equipment	455,075	95	-	-	455,170
T017	Audio Light Rail Passenger Information Signs	1,261,253	(3)	-	-	1,261,250
T022	Handheld Smart Card Reader	89,577	29,149	-	-	118,726
T041	Upgrade for Connect Card	-	35,000	-	-	35,000
T046	Connect Card Implementation-Consultant (Part 2)	97,164	20,836	-	-	118,000
T050	Upgrades to Transit Security Systems	15,818	132	-	-	15,950
T051	Telephone System Replacement	233,480	85,967	-	-	319,447
T052	Track Warrant Controlled Access System	116,373	78,795	-	-	195,168
T058	Bus/Rail Real Time Arrival Info (GTFS Feed)	-	84,717	-	-	84,717
		7,285,391	1,116,401	-	-	8,401,792
Total		451,641,954	490,960,848	231,386,630	734,702,005	1,908,691,437

Capital Project Funding Addition Descriptions

Facilities Program

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

Fleet Program

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



Capital Project Funding Addition Descriptions continued

Infrastructure Program

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

Other Program (SacRT Projects)

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

Other Program (Subrecipient Projects)

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

Capital Project Funding Addition Descriptions continued

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

Planning/Studies

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

System Expansion

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





Statistical Section





Statistical Section

Demographic and Economic Indicators

Last Ten Fiscal Years

	Population 1,2		Personal Income 1,2 (In Thousands)		Per Capital Personal ¹ Income		Unemployment Rate ³	
	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region	Sacramento County	Six-County Region
2010	1,421,651	2,321,050	55,125,588	94,147,479	38,776	40,562	12.6%	12.7%
2011	1,434,506	2,341,079	57,945,529	99,323,499	40,394	42,426	12.1%	12.2%
2012	1,446,585	2,359,898	60,264,004	103,585,438	41,659	43,894	10.5%	10.7%
2013	1,459,474	2,381,425	62,592,345	107,467,589	42,887	45,127	8.9%	9.0%
2014	1,477,522	2,408,080	66,707,690	114,460,254	45,148	47,532	7.3%	7.4%
2015	1,496,130	2,436,617	71,532,171	122,427,074	47,811	50,245	6.0%	6.1%
2016	1,513,260	2,466,476	73,922,295	126,936,415	48,850	51,465	5.4%	5.5%
2017	1,530,615	2,498,563	76,832,120	132,276,827	50,197	52,941	4.7%	4.8%
2018	1,530,242	2,504,901	Not available	Not available	Not available	Not available	3.8%	3.9%
2019	1,546,174	2,532,700	Not available	Not available	Not available	Not available	3.9%	4.1%

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

1. 2010-2017 U.S. Department of Commerce, Bureau of Economic Analysis, *CAINCI Personal income population, per capital personal income*.
2. 2018-2019 State of California, Department of Finance, E-1 City, County and State Population Estimates, 2018–2019.
3. State of California, Employment Development Department, Labor Force & Employment Data



Principal Employers

Current Year and Nine Years Ago

Employer	Fiscal Year 2019			Fiscal Year 2010		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
State of California	76,131	1	11.07%	73,243	1	12.22%
UC Davis Health	12,674	2	1.84%	8,500	4	1.42%
Kaiser Permanente	11,404	3	1.66%	6,414	6	1.07%
Sacramento County	11,330	4	1.65%	11,620	2	1.94%
U.S. Government	10,227	5	1.49%			
Sutter Health	8,809	6	1.28%	8,702	3	1.45%
Dignity Health	7,000	7	1.02%	6,976	5	1.16%
Elk Grove Unified School District	6,381	8	0.93%	6,391	7	1.07%
Intel Corporation	6,200	9	0.90%	6,000	8	1.00%
San Juan Unified School District	5,289	10	0.77%	4,900	10	0.82%
Sacramento Municipal Utility District				5,057	9	0.84%
Total	<u>155,445</u>		<u>22.60%</u>	<u>137,803</u>		<u>22.99%</u>

Source: Sacramento Business Journal for Sacramento county.



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

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

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

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

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

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

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

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

Glossary continued

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

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

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

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

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

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

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

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

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

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

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

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

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

Glossary continued

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

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

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

B

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

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

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

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

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

Glossary continued

Budget:

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

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

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

Glossary continued

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

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

C

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

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

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

Capital Outlay (See Capital Expenditure)

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

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

Glossary continued

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

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

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

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

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

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

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

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

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

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

Glossary continued

D

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

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

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

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

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

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

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

E

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

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

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

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

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

Glossary continued

E

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

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

Fare Revenue (See Farebox Revenue)

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

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

Federal: United States Government

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

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

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

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

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

Glossary continued

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

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

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

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

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

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

G

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

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

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

H

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

Glossary continued

I

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

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

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

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

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

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

Investment Income: Interest from investing any available working capital.

J

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

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

Glossary continued

L

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

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

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

Light Rail Transit (LRT) (See Light Rail)

Light Rail Vehicle (See Vehicles – Light Rail)

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

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

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

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

Glossary continued

M

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

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

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

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

Miles (See Service Miles)

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

N

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

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



Glossary continued

O

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

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

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

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

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

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

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

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

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

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

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

Glossary continued

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

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

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

P

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

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

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

Passenger (See Boardings)

Peak Vehicles (See Vehicles - Peak)

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

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

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

Glossary continued

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

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

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

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

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

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

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

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

Q

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

R

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

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

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

Glossary continued

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

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

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

Revenue Vehicles (See Vehicles - Revenue)

Ridership: Total number of riders, passengers or boardings.

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

S

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

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

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

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

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

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

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

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

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

Glossary continued

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

Support Vehicles (see Vehicles - Support)

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

I

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

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

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

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

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

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

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

U

Unallocated: Not appropriated for a specific purpose.

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

Glossary continued

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

V

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

Variance: The difference between planned costs and actual costs.

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

Vehicles:

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

W

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



List of Acronyms

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

List of Acronyms continued

LRT	Light Rail Transit
LRV	Light Rail Vehicle
LTF	Local Transportation Fund
MAC	Mobility Advisory Council
MTP	Metropolitan Transportation Plan
NEO	New Employee Orientation
OCIP	Owner Controlled Insurance Program
OE	Open Enrollment
OMB	Office of Management and Budget
PE	Preliminary Engineering
PEPRA	California Public Employee's Pension Reform Act
PTA	Public Transportation Account
RSC	Regional Service Center
ROS	Route Optimization Study
RTPS	Regional Transit Police Services
SacRT	Sacramento Regional Transit District
SACOG	Sacramento Area Council of Governments
SBE	Small Business Enterprise
SCS	Sustainable Community Strategy
SECAT	Sacramento Emergency Clean Air and Transportation
SHRA	Sacramento Housing and Redevelopment Agency
SOC	Security Operations Center
SOP	Standard Operating Procedure
STA	Sacramento Transportation Authority
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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