Agenda Item No.	Board Meeting Date	Open/Closed Session	Information/Action Item	Issue Date
19	05/23/11	Open	Action	05/02/11

Subject: Receive Public Comments on the Draft Short Range Transit Plan for Fiscal Years 2011-2021

ISSUE

To receive Public Comment on the Draft Short Range Transit Plan (SRTP) for Fiscal Years 2011-2021.

RECOMMENDED ACTION

Receive Public Testimony Regarding the Short Range Transit Plan.

FISCAL IMPACT – None as a result of this Action.

DISCUSSION

The Draft Short Range Transit Plan (SRTP) was approved for public circulation at the April 11, 2011 Board meeting. A thirty-day review period was completed on May 23, 2011. A public hearing was noticed for the May 23, 2011 Board meeting through newspapers of General Circulation in the Sacramento Region, email notices sent to stakeholder groups and flyers placed in RT service vehicles. During the review period, the SRTP was posted on RT's Website and the public was invited to provide comments by mail or email, or to attend the public hearing. A copy of the Draft SRTP is attached.

The SRTP is prepared to ensure RT's compliance with its Memorandum of Understanding with the Sacramento Area Council of Governments (SACOG) regarding the coordination of on-going transit planning and programming of federal funds that support current and future transit services. There are a few administrative changes to this SRTP that should be noted. First, the SRTP will be updated annually to coincide with the Transportation Development Act claim process. Second, the time period covered by the SRTP has been expanded to cover a ten-year period rather than five years. Developing a ten-year plan will meet a new requirement of the Transportation Development Act Guidelines to show a ten-year projection of operating and capital expenditures and revenues anticipated to cover them.

Updating the SRTP annually will provide an enhanced coordination of the many documents that RT is required to produce as well as facilitate consistency between the documents. The attached PowerPoint presentation provides an overview of the SRTP and highlights trends and challenges.

There are a few items that should be highlighted:

1. A new component of the SRTP is the Ten-Year Capital Program and Operating Plan. Using the RT Financial Forecasting Model, the SRTP is based on a steady-state funding scenario

Agenda Item No.	Board Meeting Date	Open/Closed Session	Information/Action Item	Issue Date
19	05/23/11	Open	Action	05/02/11

Subject: Receive Public Comments on the Draft Short Range Transit Plan for Fiscal Years 2011-2021

reflecting current economic conditions and a conservative projection for future growth in revenue.

2. As revenue increases, service levels are projected to return to pre-service reduction levels by 2017.

3. RT's 40' CNG buses have a 14-year useful life at which time the CNG tanks expire and buses have substantial mileage and use. While FTA allows buses to be replaced at 12 years, RT maintains it buses for the maximum useful life before replacing them with new buses. There will be a substantial need for bus replacement (96 buses) by 2017 in order to restore service to the level provided in June 2010. The cost of bus replacement is estimated at $50.4 million (in replacement year dollars). RT expects that this revenue will be obtained from federal and state revenue sources controlled by SACOG. This replacement schedule is consistent with the recently updated Bus Fleet Management Plan.

4. Following the need for bus replacement is the replacement of the first series of Siemens light rail vehicles when these vehicles reach 35 years of use.

5. While the SRTP demonstrates that RT can afford to return to June 2010 service levels in 2017, the configuration of 2017 bus services will be determined by the Comprehensive Operational Analysis. It is likely that service will not be restored as it is currently configured in order to achieve efficiencies.

6. There is minimal expansion of service during the period of the SRTP. It is limited to projects that have already been approved by prior Board actions and most of the funding is already committed.

7. No new local revenues are assumed in the SRTP.

8. No comments have been received on the Draft SRTP as of the writing of this issue paper. Any comments subsequently received will be presented with the staff presentation at the Board meeting.

9. The SRTP will be brought back to the Board for adoption on June 13, 2011.

Attachment 1

SACRAMENTO REGIONAL TRANSIT

SHORT RANGE TRANSIT PLAN

FY2011 - FY2021

APRIL 11, 2011

TABLE OF CONTENTS

TABLES

FIGURES

APPENDICES

Acronyms and Abbreviations

ADA	Americans with Disabilities Act
APC	Automatic Passenger Counters
ARRA	American Recovery and Reinvestment Act
ATU	Amalgamated Transit Union
CAF	Construcciones y Auxiliar de Ferrocarriles, S.A. (light rail vehicle model)
CBS	Community Bus Service
CIP	Capital Improvement Program or Plan
CMAQ	Congestion Mitigation/Air Quality
CNG	Compressed Natural Gas
COA	Comprehensive Operational Analysis
COPS	Certificates of Participation
CSUS	California State University (also called Sacramento State)
DHA	Department of Human Assistance
DNA	Downtown Natomas Airport light rail extension (also called Green Line to the Airport)
FCR	Flexible Congestion Relief
FFM	Financial Forecast Model
FTA	Federal Transit Administration
FY	Fiscal Year
JARC	Jobs Access and Reverse Commute
JPA	Joint Powers Authority
KPI	Key Performance Indicators
LR/LRV	Light Rail/Light Rail Vehicles
LTF	Local Transportation Fund
MTP	Metropolitan Transportation Plan
PTA	Public Transportation Account
PTMISEA	Public Transportation Modernization, Improvement, and Service Enhancement Account
OCS	Overhead Catenary System
RT	Regional Transit
SACOG	Sacramento Area Council of Governments
SECAT	Sacramento Emergency Clean Air and Transportation
SLPP	State-Local Partnership Program
SRTP	Short Range Transit Plan
STA	Sacramento Transit Authority
STP	Surface Transportation Program
STIP	State Transportation Improvement Program
TCI	Transit Capital Improvement
TCRP	Traffic Congestion Relief Program
TDA	California Transportation Development Act
TOD	Transit Oriented Development
UTDC	Urban Transportation Development Corporation

1.0 INTRODUCTION

The Sacramento Regional Transit District (RT) Short Range Transit Plan (SRTP) represents RT's plan for transit service over the next ten years. The SRTP is guided by RT's Transit Master Plan, the *TransitAction Plan 2035,* which includes the vision, goals and strategies for accommodating the transit needs of Sacramento's traveling public. The RT Board of Directors adopted TransitAction in August 2009. This vision for the future however is offset by the current economic downturn and resulting transit revenue losses in Sacramento which will impact service provision over the life of this plan Fiscal Year (FY) 2011 – 2021, but especially in the next seven years. As a result, the SRTP will address both the *TransitAction* vision as well as the economic reality of providing transit over the next ten years.

The SRTP is required by a memorandum of understanding between RT and the Sacramento Area Council of Governments (SACOG) as the Metropolitan Planning Organization for the Sacramento Region. Both the *TransitAction Plan* and the SRTP will inform SACOG's development of its long-range transportation plan, the Metropolitan Transportation Plan, for the region, which is currently being updated and scheduled for adoption in 2012.

This SRTP is divided into six chapters and four appendices. The six chapters cover introduction and background, the service planning and evaluation process, a ten-year operating and capital improvement program and overview of support services. The appendices include the RT adopted Key Performance Indicators, the *FY 2010-11 Budget,* financial forecasting model assumptions and the Capital Improvement Program.

The SRTP has been typically updated every two years by adjusting the outer years of the SRTP with updated data and information. This document incorporates revisions to the document content and extends the planning period to cover a ten-year period. In addition, going forward the SRTP will be updated annually. This will bring the planning cycle in line with new requirements of the Transportation Development Act claim process, which now include the development of a ten-year list of capital projects to be undertaken by the claimant with each annual claim for funds. The SRTP also addresses all recently completed and current planning studies, programs and plans that will affect RT.

2.0 OVERVIEW OF THE DISTRICT AND THE TRANSIT SYSTEM

2.1 History

The Sacramento Regional Transit District (RT) was formed by the California State Legislature in 1971 pursuant to the Sacramento Regional Transit District Act (Cal. PUC §102000). RT began operation of transit services in 1973 becoming the largest transit provider in the Sacramento Region. The RT service area includes the urbanized boundary of Sacramento County. RT currently provides transit service to the cities of Sacramento, Citrus Heights and Rancho Cordova, as well as bus service to portions of Elk Grove and light rail service to Folsom. Table 2.1 supplies a brief annotated list of major accomplishments during the life of RT.

Table 2.1 Sacramento's Transit History

Mid -1800's	Sacramento's first public transit began. By the 1870's horse-drawn streetcars ran on tracks in dirt streets.
Late 1800's/ Early 1900's	The horse-car system converted to electric battery cars (1889), which were replaced over the next two years by the overhead wire trolley system. By the late nineteen-teens, the local bus had arrived, used primarily as a feeder to the streetcar lines.
1906-1943	Pacific Gas and Electric operates Railway Streetcar System.
1943-1955	Sacramento City Lines operates streetcars and buses.
1955-1973	Sacramento Transit Authority (STA) assumes management of system.
Apr 1973	Sacramento Regional Transit District assumes operations of transit service in the region.
1973	Completed new maintenance facility at 29th and N streets and purchased 103 new buses
1987	Completed first 18.3 miles of light rail linking the Northeast Corridor (to Watt/I-80 station of the Blue Line) and the Folsom Corridor (to Butterfield station of the Gold Line) with Downtown Sacramento including 28 stations
1992	RT began contracting with Paratransit Incorporated to provide paratransit service.
1993	Built Compressed Natural Gas (CNG) fueling facility and introduced CNG bus system
1994	Added 39th and 48th Street stations to light rail line.

Table 2.1 Sacramento's Transit History (continued)

Sep 1998	First expansion of light rail to Mather Field/Mills Station (Gold Line)
Sep 2000	Introduction of Neighborhood Ride shuttle service with route deviation
Sep 2003	Opening of 6.3 mile South Line light rail Phase 1 (Blue Line) including seven new stations
Jun 2004	Gold Line expansion from Mather Field/Mills Station to the Sunrise Boulevard Station including three new stations
Oct 2005	Gold Line 7.3 mile extension to Folsom including four new stations
Dec 2006	Gold Line .7 mile extension to Sacramento Valley Station
2008	Entire 40-foot bus system uses CNG fuel.
Jun 2009	Rancho Cordo*Van* shuttle begins.
Oct 2009	Broke ground on Green Line to the River District 1.1 mile light rail extension; scheduled to be completed mid-2011.

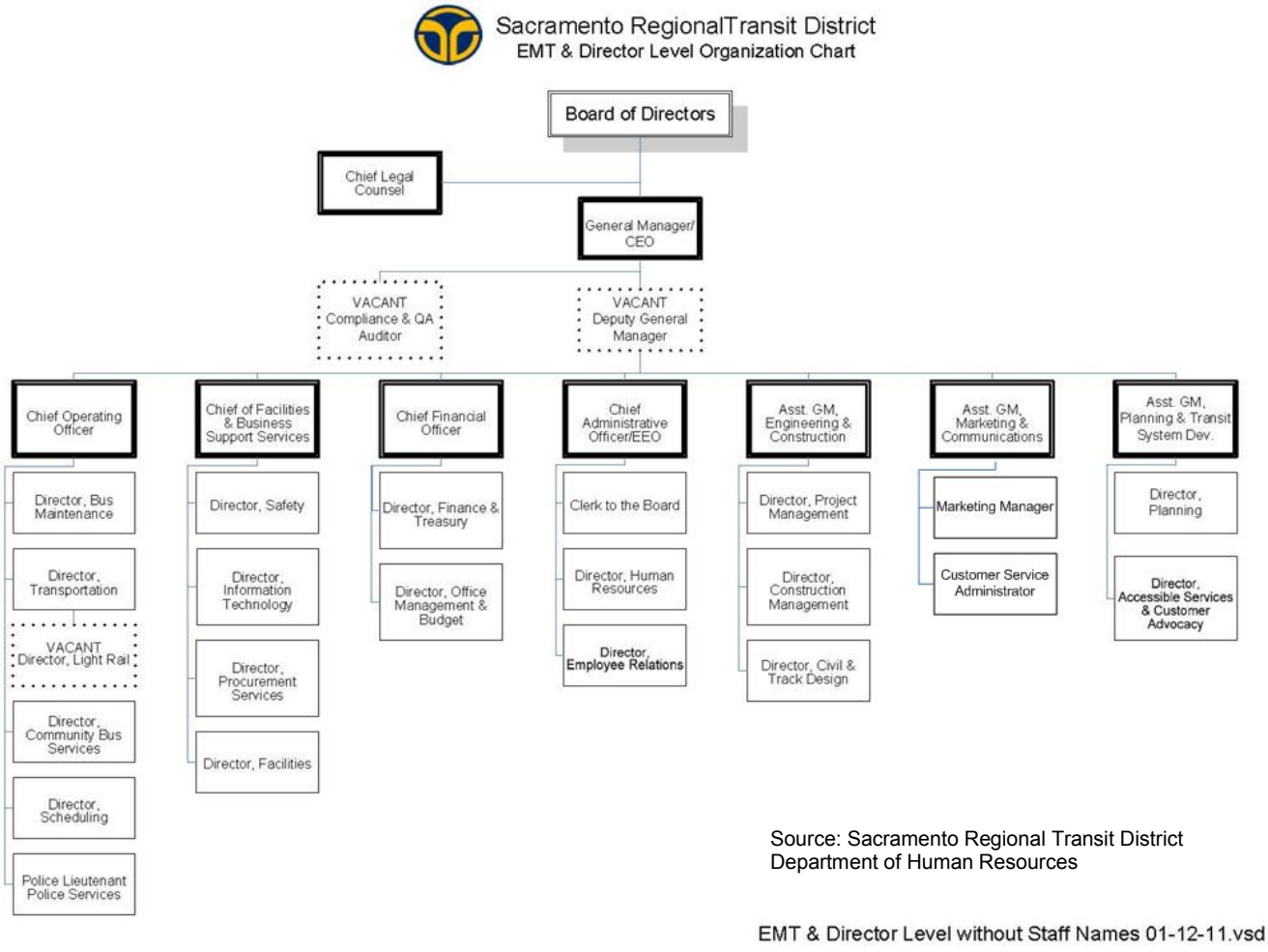
2.2 Governance

RT is governed by an eleven member Board of Directors comprised of elected officials representing the local jurisdictions within RT's service area. In 2003 and 2004, California Assembly Bills 1717 and 466 added positions to the Board to recognize new cities desiring to annex into the district. The bills also established regional membership on the board for cities that only contract for transit services from RT. In 2007 Assembly Bill 2137 then provided a new weighted voting system for Board members based upon their type of membership and the financial contribution made by each entity to RT. Currently eight directors are appointed by the annexed jurisdictions, called "member entities", which include the County of Sacramento and cities of Sacramento and Rancho Cordova. Three directors are appointed by the "participating entities" (jurisdictions that contract with RT), which include Citrus Heights, Folsom and Elk Grove.

2.3 Organizational Structure

RT is managed by a General Manager/Chief Executive Officer who reports to the Board and oversees seven divisions. The Executive Management Team is comprised of the head of each functional organization unit. RT currently employs a work force of 914 operators and support personnel. Over three quarters of the RT workforce is dedicated to operations and maintenance of the bus and light rail systems. Figure 2.1 shows the agency organizational chart.

Figure 2.1 Sacramento Regional Transit District Organizational Structure



2.4 Transit Services

RT provides over 1.4 million people with access to bus and light rail service. The service covers most of the urbanized portions of Sacramento County in an area of 418 square miles. In addition, RT contracts for provision of complementary paratransit services with Paratransit, Inc. Table 2.2 highlights facts and characteristics about the system.

Table 2.2 District Facts and Operating Characteristics

Bus Service FY2010	
Power	Compressed natural gas, diesel, gasoline
Routes	65
Schedule	4:38 am to 9:46 pm daily
Stops	3,588
Vehicles	216 CNG buses and 17 shuttles
Annual Ridership	17,579,268

Light Rail Service FY2010	
Power	Electrical
Miles	37.4
Schedule	3:50 am to 10:38 pm daily (Blue Line and Gold Line to Sunrise) 3:50 am to 7pm daily (Sunrise to Folsom)
Stations	47
Vehicles	76 active (97 total fleet)
Annual Ridership	15,480,652

Entire System FY2010	
Fare Recovery Ratio	25.6%
Annual Revenue Miles	836,777
Annual Ridership	33.1 million
Average Weekday Ridership	108,259

Paratransit Service FY2010	
Passenger Trips Provided	258,638
Annual Vehicle Revenue Miles	3.1 million
Vehicles	109 shuttle vans

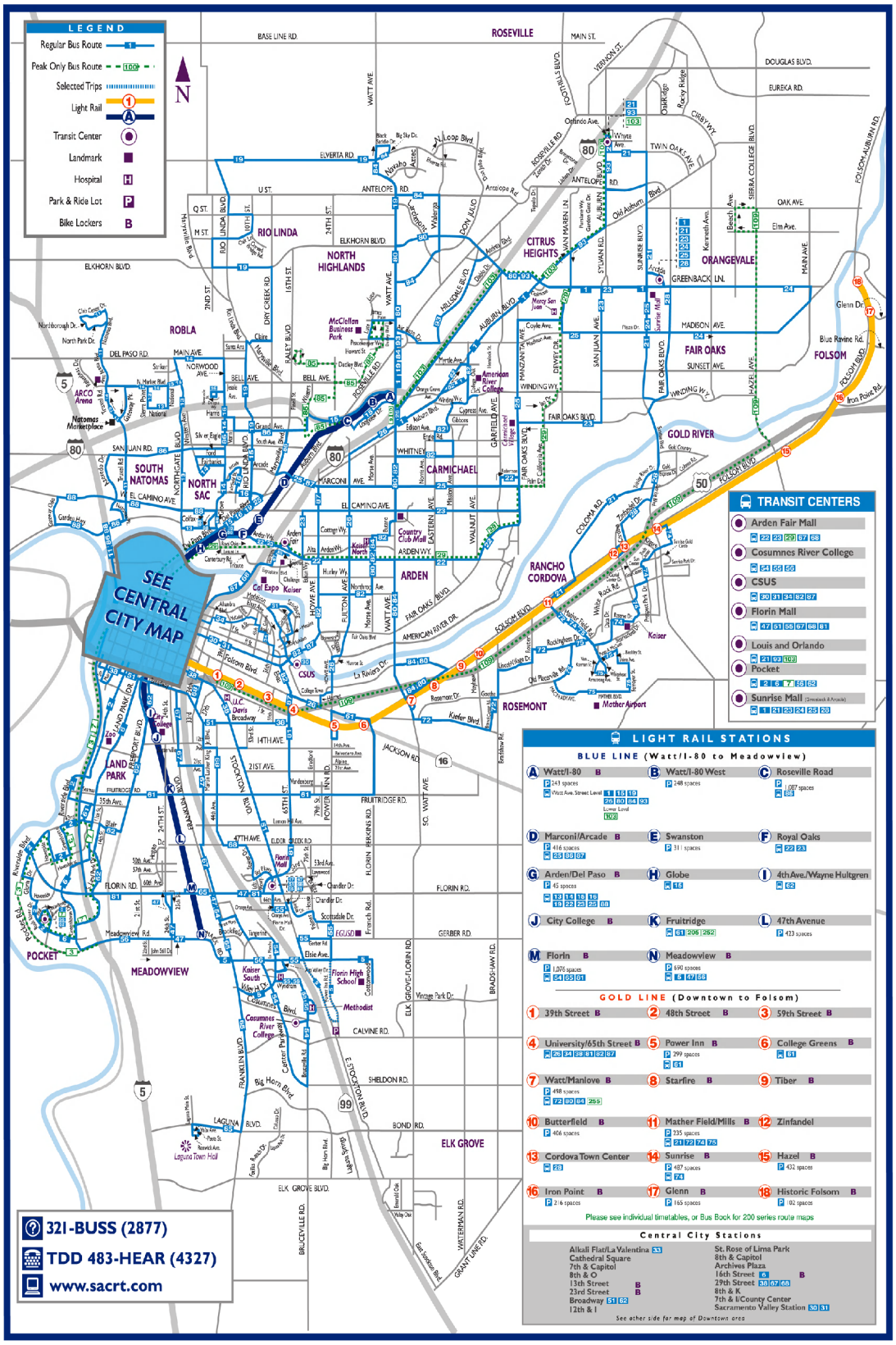
Passenger Amenities/ Customer Service FY2010	
Transfer Centers	26
Park and Ride Lots	18
Annual Customer Service Calls	950,904

Source: Sacramento Regional Transit District, *FY2011 Budget* actuals for FY2010.

2.4.1 Bus Transit Service

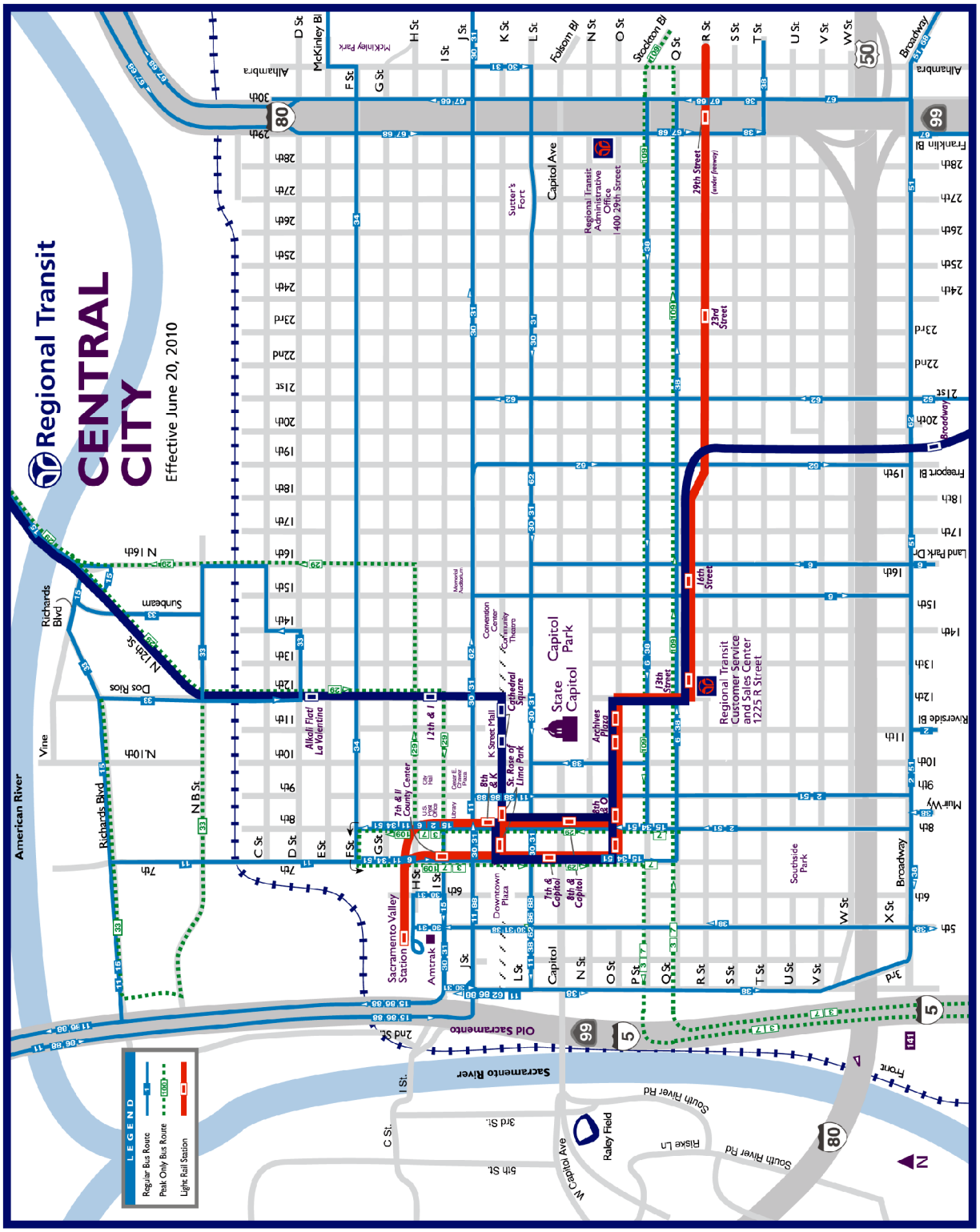
RT operates a revenue fleet of 233 buses on 65 bus routes with 3,588 bus stops. Of these routes, 40 are regular routes, five are peak only expresses, 15 are supplemental peak services and five are Community Bus Service (CBS) routes. Most regular routes operate out of the Downtown garage. The Community Bus Service uses smaller transit vehicles and operates out of McClellan Business Park. Route deviations are allowed on three routes. Passenger amenities include 11 bus transit centers and 488 bus shelters. All buses are accessible to persons with disabilities either by being low-floor vehicles or by using lifts. On the next two pages is the system map (Figure 2.2) along with a detailed map of the Central City area (Figure 2.3).

Figure 2.2 System Map



Source: *Regional Transit Bus and Light Rail Timetable Book*, June 20, 2010.

Figure 2.3 Central City Map



Source: *Regional Transit Bus and Light Rail Timetable Book*, June 20, 2010.

2.4.2 Light Rail Transit Service

RT operates two light rail lines, the Gold Line and the Blue Line, 37.4 miles in length. The two lines operate on three corridors radiating from the Downtown Sacramento area. The Gold Line operates from the City of Folsom, paralleling US 50, terminating in Downtown Sacramento. The Blue Line operates from the northeast corridor, originating at the Watt Avenue/I-80 station, to the South Sacramento corridor, paralleling Highway 99, terminating at the Meadowview Road station. The light rail system can also be seen in Figures 2.2 and 2.3.

Rail service is accessible to persons with disabilities through utilization of mini-high platforms or lifts. The light rail station at Watt Avenue/I-80 is equipped with an elevator to provide access between the rail station and bus stop. Passenger facilities include 47 light rail stations and 18 park-and-ride lots, 12 of which are free, and six of which charge a $1.00 per day fee to park. The Park-Pay-Ride program was launched in January 2010 at the Watt/I-80, Watt West and Roseville Road stations and expanded in October 2010 to the Florin, Meadowview and Power Inn stations.

2.4.3 Contracted Light Rail Shuttle Services

RT operates two light rail shuttles on a contract basis, the first serving McClellan Business Park, the second serving businesses in Rancho Cordova. The McClellan Business Park shuttle is funded by its Transportation Management Association. The "Rancho Cordo*Van*" shuttle is designed, funded and marketed as a service by the City of Rancho Cordova.

2.4.4 Complementary Paratransit Service

Paratransit service is a specialized form of transportation provided for persons with disabilities who are unable to use regular bus and light rail service. The Americans with Disabilities Act (ADA) requires RT to provide paratransit service, comparable in terms of hours of service and within three quarters mile of fixed route service, to patrons who are physically or mentally unable to use the fixed route system. All RT Complementary Paratransit service is contracted to Paratransit, Inc., the Consolidated Transportation Service Agency for the Sacramento urbanized area.

2.4.5 Capital Corridor Intercity Rail Service

The Capitol Corridor intercity rail service is governed by the Capitol Corridor Joint Powers Authority (JPA), which consists of two representatives from each of the counties along the corridor between Auburn and San Jose. RT has two representatives on the Board. The Capital Corridor JPA stipulates that service be funded through State funds and fare revenues and not through member agencies.

2.5 Transit Security Program

RT has made a significant commitment to improved passenger safety and security in recent years and continually monitors security measures to ensure their effectiveness. RT has a contracted Police Services Department composed of Sacramento City police

officers and Sacramento County sheriff's deputies. These officers respond to law enforcement problems and emergencies on buses, light rail vehicles, and at light rail stations throughout the day, seven days a week. Police support RT's Fare Inspection Officers by citing individuals for fare and other violations of transit system regulations. Recent legislation gives RT the opportunity to increase the authority of its supervisory personnel to enforce its rules. RT provides security guards on trains at night and at park-n-ride lots. Surveillance cameras have been placed at all the stations.

2.6 Fare Structure

Regional Transit's tickets and passes can be broken into four categories based upon duration:

Table 2.3 Fare Payment Methods by Duration

Fare Type	Regular Price	Percent of Ridership
Single Ride	$2.50	15%
Daily Pass	$6.00	22%
Monthly and Semi-Monthly Pass	$100.00	29%
Special Passes/Other[1]	-	34%

Source: 2010 Fare Survey, Sacramento Regional Transit District Planning Department.

The Federal Transit Administration requires transit operators receiving federal assistance to provide a discount of at least 50 percent to seniors (age 62 and older, or anyone possessing a Medicare card) and disabled persons. In 2002, RT also enacted a policy that allows students (age 5-18) get a 75 percent discount. This program was gradually scaled back, with student fares coming into line with senior/disabled fares at half-price in September 2007.

In order to board at the discount rate, customers are required to show either a high school student ID, a Medicare card, or a permanent photo ID issued by RT, which proves their eligibility. A breakdown of full price, discount and other special passes is provided in Table 2.4.

Table 2.4 Use of Discount Fares

Price Category	Percent of Ridership
Full Price	42%
Discount (50%)	12%
Special Passes/Other	34%

Source: 2010 Fare Survey, Sacramento Regional Transit District Planning Department.

The light rail system uses a proof-of-payment system at all light rail stations. Passengers are inspected randomly for valid fares by transit officers who patrol the trains and stations.

[1] Includes college passes and several non-paying categories of passengers including children under age five, Lifetime Pass holders, persons on general assistance, RT employees, RT operators deadheading to their routes and fare evaders. Descriptions of Special Passes and non-paying passengers are covered in a later section.

2.6.1 Payment Methods

Fares can be paid with cash, monthly and/or daily passes or tickets. There are no transfers accepted for fare payment. Only exact cash fare is accepted on the bus system. Only daily passes are issued by bus operators on board buses. All light rail stations have fare vending machines that accept cash and make change. Fare vending machines sell not only time-stamped single ride tickets and date-stamped daily passes, but also monthly and semi-monthly passes. It is estimated that 15 percent of RT boarding passengers pay cash fare.

Prepaid media, including monthly passes and ticket books are available at the Customer Service Center at 1225 R Street (13th Street light rail station). RT tickets and passes are also available from 33 outlets within the RT service district (mostly grocery stores); 11 outlets are in Roseville, Folsom, and Yolo County; and, 21 high schools and middle schools sell fare media. Over 75 employers also sell RT media to employees. Single ride tickets and daily passes are available in booklets of ten and are used by either surrendering them to a bus operator or validating them at rail fare vending machines. Monthly and semi-monthly passes are shown to the bus operator or transit officer. For students, seniors and disabled riders, monthly (or semi-monthly) passes are sold in the form of a sticker, which must be affixed to an RT-issued photo ID.

The Sacramento Area Council of Governments currently has a grant to design and build a universal fare card system for the region's transit operators. Procurement is under way for a manufacturer to design and build the equipment and infrastructure for the fare card system, which will be known as the Connect Card. The specifications for the Connect Card call for a contactless, reloadable card that can be debited via "tapping" the card within a short proximity of a card reader. The objectives of the Connect Card program are to simplify the fare structure throughout the region as a whole, provide more accurate and precise data for transfer agreements, enable distance-based fares, reduce counterfeiting and provide planners with a large set of passenger origin/destination data.

2.6.2 Special Passes

As shown above in Table 2.4, roughly one third of RT's boarding passengers use a special pass of some kind or do not pay a fare. Table 2.5 provides a breakdown of ridership among the special pass types.

Table 2.5 Special Passes and Non-Paying Passengers

Pass Type	Percent of Ridership
Los Rios	14%
DHA Pass	7%
CSUS OnePass	3%
Child (under age 5)	3%
Lifetime Pass	2%
Fare Evasion[2]	3%
Other	2%
Total	34%

Source: 2010 Fare Survey, Sacramento Regional Transit District Planning Department.

RT has pass programs with both the Los Rios Community College District (since 2004) and Sacramento State (since 1991) where students' ID cards are honored as unlimited-ride transit passes. Both pass programs are funded by a small fee assessed upon all students.

The Sacramento County Department of Human Assistance pass (launched in 1991) is a permanent ID card with a monthly sticker that provides unlimited rides. Stickers are purchased by the County and distributed to persons on general assistance.

Fares on Paratransit Inc. are $5.00 for a one-way ride, and have historically been double the base fare to ride the fixed-route system.

Two other incentive discount passes are offered to field trips classes and jurors (described in more detail in Chapter 6).

2.6.3 Recent Changes to Fares

After a relatively long period at $1.50, the base fare was raised by $0.25 in September 2005, September 2006, January 2009 and September 2009 and is now at $2.50. Transfers have been eliminated. Traditionally, increases in the base fare had always been accompanied by increases to daily and monthly pass prices. There was concern after the January 2009 fare increase, however, that the monthly pass had been priced too high at $100, and was hurting sales and ridership.

[2] The fare evasion rate is estimated to be 5.7 percent on light rail. The three percent figure in Table 2.5 represents the ratio of fare evaders to total RT boarding passengers, i.e., it includes bus ridership. This rate is estimated from the annual passenger fare survey. The fare evasion rate should not be confused with the citation rate, which is reported to the RT Board in the monthly Key Performance Report, and which typically is in the range of three percent of passengers inspected by Transit Officers.

Table 2.6 Monthly Pass Pricing

Effective Date	Base Fare	Monthly Pass	Break-even Point
September 2006	$2.00	$85	43 rides
January 2009	$2.25	$100	45 rides
September 2009	$2.50	$100	40 rides

Source: *Regional Transit Bus and Light Rail Timetable Book*, June 20, 2010.

As shown in Table 2.6, the monthly pass has been priced such that a customer would have to make two trips per day for 20 or more days in order to break even versus the base fare. In essence, the monthly pass is marketed as a convenience, not a discount, except for riders who make transfers or ride on weekends. This was especially the case after the January 2009 fare increase, when it took 45 rides to break even. This change in pricing, in combination with the State's and other local jurisdictions' employee furlough programs was the suspected cause of declining sales and ridership in 2009.[3] In September 2009, the base fare was increased while the monthly pass price was kept constant, which reduced the break-even point to 40 rides, still not a volume discount but no longer a convenience charge for most riders.

The September 2009 fare increase was also notable for discontinuing several fare policies and discount fare programs:

- Transfers — Previously, RT bus operators sold time-validated transfer slips to boarding passengers for $0.50. Persons making rail-to-bus transfers were also allowed to board the bus with a cash payment equal to the transfer fee. Since the elimination of transfers in September 2009, daily pass use has risen from 19 to 22 percent.

- Central City Fare — Previously, RT charged only half-price for passengers riding bus or light rail within the Central City Zone only (between the Sacramento River, American River, Alhambra Boulevard and Broadway. This fare has been eliminated.

- Discount Shuttle Fare — Previously, RT charged only half-price on all Neighborhood Ride routes. When coupled with the low ridership on most Neighborhood Ride routes, this resulted in a very low farebox recovery ratio, even considering the lower wage rate for CBS operators. Elimination of the $1 discount shuttle fare has had no noticeable effect on Neighborhood Ride ridership.

[3] Sales were also hurt by limitations to employer subsidy for transit passes. Most State of California offices provide a monthly benefit to their employees of 75 percent off, up to $65, on the purchase of transit tickets and passes. Because of the fixed $65 limit, increasing the monthly pass price from $85 to $100 raised the effective price for these state employees from $21.25 to $35.00.

- Lifetime Pass — The Lifetime Pass, created in 2003, was issued to persons age 75 or older and entitled the bearer to free unlimited rides. This program was discontinued, although existing passes are still honored. In response to the elimination of the Lifetime Pass, RT introduced a new Super Senior Discount, where customers age 75 or older may purchase monthly and semi-monthly stickers for 75 percent off the full price.

The new Connect Card system is schedule to be operational within the next year. The new system will allow operators to charge fares by distance, time blocks or zones.

2.6.4 Transfer Agreements

Although RT no longer issues paper transfer slips as a type of media, RT still has in place agreements with neighboring operators to honor multi- and unlimited-ride pass types and to reimburse one another for fare revenue that would have been collected from the boarding passenger.

2.7 Current Revenue Fleet

The bus fleet consists of 216 CNG buses and 17 smaller diesel or gasoline buses (18 to 20 seated passengers) for the CBS. This totals 233 buses. The CNG buses are standard 34- or 38-seat, two-door, 40-foot transit buses, all of which are ADA-compliant, with low-floors, wheelchair ramps and securement mounts and an automatic stop announcement system. Peak service requires 148 buses in the morning and 144 buses in the afternoon, with a midday base of 115 buses in service.[4] The peak vehicle requirement for CBS is six vehicles, with three vehicles in service during the midday.

The light rail fleet consists of 36 Siemens-Duewag cars, 40 Construcciones y Auxiliar de Ferrocarriles, S.A. (CAF) cars, and 21 Urban Transportation Development Corporation (UTDC) cars. The Siemens-Duewag and CAF cars were designed to operate together in mixed consists. A mixed consist is up to four light rail vehicles coupled to form a train using both CAF and Siemens-Duewag cars. The Blue Line operates with seven trains using 28 cars at peak and 14 cars at base. The Gold Line uses 28 cars at peak with 14 cars at base. The UTDC cars were not designed to operate in mixed consists with either the Siemens-Duewag or the CAF cars, and cannot be cost effectively modified to do so. Therefore, they will always be operated in homogenous consists. As soon as their retrofitting to operate on the RT's light rail system is complete, these cars will be operated in a maximum of three-car consists (to fit within the platform length at light rail stops). They will be used initially to support limited stop service on the North East Corridor (Blue Line), and South Line Phase 2 (the Blue Line extension to Cosumnes River College) and on the Gold Line.

[4] During the summer, when RT's supplemental routes do not operate, RT's morning peak-vehicle requirement is reduced to 135.

2.8 Transit Centers

Transit centers are used to board or transfer between transit vehicles, often serving to collect or distribute passengers from local routes to trunk and light rail lines. Regional Transit has eight transit centers: American River College, Arden Fair Mall, California State University-Sacramento, Cosumnes River College, Florin Towne Center, Louis/Orlando, Pocket and Sunrise Mall. In addition, 21 light rail stations connect directly to bus routes. At Sacramento Valley Station intercity trains, regional rail, taxis and RT light rail and buses meet. Future planning will take a look at all the existing transit centers within the RT system to better utilize them, to consider their expansion and to find new or changed locations.

2.9 Facilities

RT operates three maintenance and operations facilities – one for buses at 29th and N Streets, one for buses at McClellan Business Park and one for the light rail system at 2700 Academy Way in North Sacramento.

RT's main bus maintenance facility was originally designed for about 200 buses on approximately nine acres and is inadequate for current and future needs. RT purchased a second facility in 2006 at McClellan Business Park and began a limited operation with the relocation from the midtown facility of the smaller vehicle Community Bus Service program. At the end of April 2011, RT will be awarded funding to install a CNG fueling system at the McClellan facility. This facility will accommodate approximately 250 buses when fully built out by 2016. The *Bus Fleet Management Plan FY 2007-2017* describes this facility in detail. This will ultimately give RT a maintenance capacity for 470 buses, including large capacity and/or articulated buses for future enhanced and bus rapid transit programs.

The Metro (light rail) Maintenance Facility consists of a running repair and maintenance facility, a heavy repair facility, a wayside maintenance shop, and storage track for 104 vehicles. The running repair and maintenance facility is used for basic vehicle repair and preventive maintenance. The heavy repair facility is used for major component rebuilding, upgrades, retrofits, and all light rail truck work. The wayside maintenance facility services all track, traction power, grade crossing, and signaling systems for the entire light rail system. Additional railcar storage is present at 13th Street, Sunrise, Meadowview, and Watt/I-80 and Sacramento Valley Stations.

3.0 SERVICE PLANNING AND EVALUATION

3.1 Goals, Objectives & Key Performance Indicators (KPIs)

The two documents that provide direction for the Short Range Transit Plan (SRTP) goals, objectives and service performance assessment are the *TransitAction Plan 2035* and the *Strategic Plan 2004-2009*. In addition, Regional Transit (RT) is currently undertaking a major study that will analyze current bus service and recommend changes that result in more cost effective, market-driven bus service. This study, called Transit Renewal, is a comprehensive operational analysis (COA) that will contain recommendations affecting the RT bus and light rail service in 2011-2012.

3.2 *TransitAction Plan 2035*

The *TransitAction Plan 2035*, adopted in August 2009, establishes a long-range vision for the Sacramento transit system. The *TransitAction Plan* vision and objectives are shown in Figure 3.1. The vision expands transit mobility and accessibility to the region's population by 2035. Objectives of the *TransitAction Plan* include provision of a safe and secure system, an efficient and cost effective system, a system integrated with land use policies, a fully accessible system that maximizes passenger convenience, and provides a community amenity that reduces the impact on the environment as well as supports economic growth.

The *TransitAction Plan* was developed with a substantial public outreach effort that supported an expanded view of transit. The complete plan can be found on the RT Web site at www.sacrt.com. New service described in *TransitAction* would be provided at a level commensurate with a new revenue source or sources that could fund the expanded capital and operating levels. As a result, the vision provides a direction for the future which is consistent with community needs, but which cannot be implemented until a new revenue source is secured. Figure 3.2 illustrates what the system could look like with an increase in funding equivalent to a ½-cent sales tax.

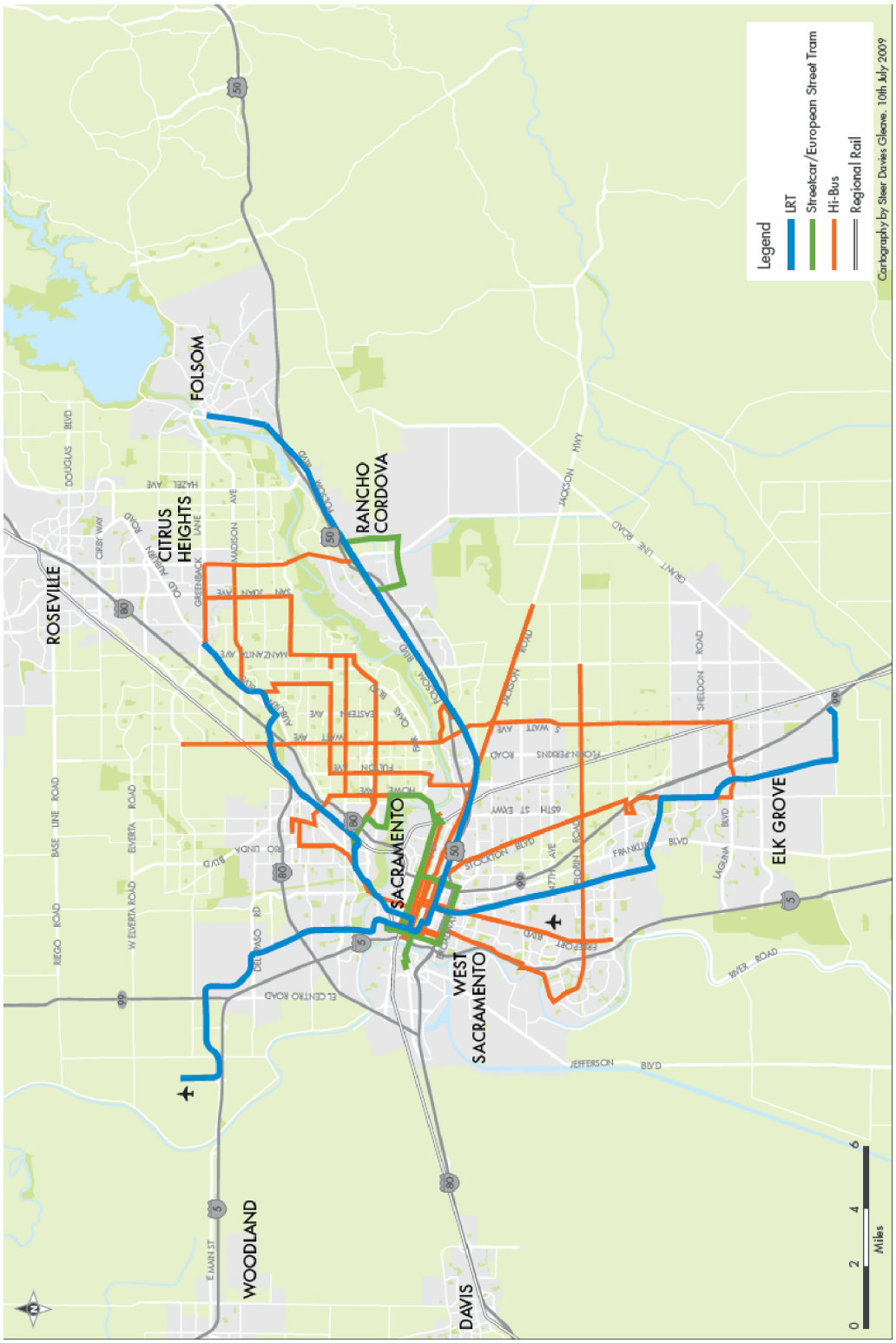
Some of the new services and technologies included in the *TransitAction Plan* are:

- Increase bus service overall, including local bus and neighborhood shuttle;
- Extend light rail to the Sacramento International Airport;
- Extend light rail to the city of Citrus Heights;
- Introduce streetcar service and/or European trams within the City of Sacramento connecting Downtown, Sacramento State, Cal Expo and Arden Fair;
- Introduce streetcar service within the City of Rancho Cordova;
- Create a Hi-Bus network that provides a high quality, high capacity and high frequency bus service on major arterials;
- Introduce new technologies for automated passenger information signs, real time passenger/dispatch communication, universal fare media, expanded safety and security, automatic vehicle location systems for buses;
- Additional video surveillance cameras and recording systems on vehicles and at stations; and
- Introduce new low floor light rail trams.

Figure 3.1 *TransitAction Plan* map

Source: Sacramento Regional Transit District, *TransitAction Plan- Regional Transit Master Plan,* August 2009.

Figure 3.2 *Transit Action Plan* Tier 2 Network



Source: Sacramento Regional Transit District, *TransitAction Plan- Regional Transit Master Plan,* August 2009.

3.3 Strategic Plan

Adopted by the Board of Directors in January 2004, the RT *Strategic Plan 2004-2009* establishes RT's commitment to become a more efficient and competitive public transportation provider in the Sacramento region.

The *Strategic Plan* outlines the way RT will implement the Region's long-range transportation plan and defines RT's vision, mission, key performance indicators and metrics. The intent is for RT to align its goals with the region's goals, shape activities to support the goals, responsibly manage the things that are done, commit resources and measure performance.

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

This *Strategic Plan* is RT's commitment to the people of the Sacramento region through quality customer service, regional leadership, ethical and sound business practices, financial sustainability and by becoming an employer of choice. RT will continue to focus on customer service and providing safe, clean and reliable transportation service. To prepare for future needs in the 21st century, RT will build and continuously develop a highly skilled transportation workforce. RT will increase its readiness to respond to transportation emergencies that disrupt communities and affect its customers throughout the region. RT will continue to challenge itself to meet the growing transportation needs of the Sacramento region.

The *Strategic Plan* is best seen as an evolving process, not a rigid or fixed document. Although the *Strategic Plan* goes through 2009, the metrics contained in it are currently used to measure performance. The *Strategic Plan* is expected to change as the needs of the region change and reflect the transportation requirements of the region. On the next page, Figure 3.3 presents RT's Vision, Mission, Values and Goals. The complete *Strategic Plan* document can be found on RT's Web site at www.sacrt.com.

3.3.1 Key Performance Indicators

RT's Key Performance Indicators (KPI) or vital statistics process was created with the *Strategic Plan* and adopted by the RT Board in 2003. The KPI goals are agency wide. Mode measurements are set annually during the budget development process (see Appendix A for current KPIs). They include not only ridership, revenue and cost-related goals, but also goals for attendance, vehicle reliability, schedule adherence, customer complaints, security incidents, fare evasion and other categories.

Figure 3.3 Regional Transit's Vision, Mission, Values and Goals

On a monthly basis, each reporting department sends its vital statistics to RT's Finance Division's Office of Management and Budget. The Finance Division compiles the Planning Department's estimate of ridership and revenue hours with actual cost and fare revenue figures to produce a single report that includes farebox recovery ratio, cost per revenue hour and cost per passenger. After Executive Management Team review, the Key Performance Report is presented to the RT Board.

3.4 The Comprehensive Operational Analysis

To insure that the transit levels are restored and expanded in a manner that best meets the needs of Sacramento area residents and reflects the goals of the *TransitAction Plan*, RT is in the process of conducting a COA. The COA will describe the detailed work necessary to reorganize the bus network as a continuation of the *TransitAction* planning process. It also provides an opportunity to restore the service levels after cuts due to budget shortfalls last spring. The COA will recommend a financially sustainable

expansion of the system in step with increasing revenues. The COA will match transit service to market opportunities, reflecting regional growth projections, land use, environmental impacts and *TransitAction* principles.

3.5 Service Planning

The Service Planning unit is responsible for developing and maintaining an efficient route system, responsive to customer travel needs. Service planning consists of ridership data collection, reporting, forecasting ridership, cost and fare revenue, evaluation of existing bus and light rail routes according to performance measures and development of route changes and new routes. RT's Planning Department also responds to complaints and requests for service from members of the public and assists in community outreach and other related activities to meet RT's legal requirements relative to an equitable and cost efficient route system, as well as to improve the transit route system.

The service planning process provides the framework for a coordinated and comprehensive review of existing and proposed service, as well as increased opportunities for community involvement in service development. At the same time, it insures that operating efficiency and cost-effectiveness will be maintained.

Several of the RT's major performance and reporting requirements include:

- California's Transportation Development Act (TDA) requires RT to maintain a 25.5 percent ratio of fare revenue and local support to operating cost;
- Sacramento County's Measure A requires a 30 percent ratio of fare revenue to operating cost by 2039;
- Periodic performance audits are required by the California Public Utilities Commission and TDA, which examine, in particular, cost per passenger, cost per revenue hour, boardings per revenue hour, boardings per revenue mile, and revenue hours per employee;
- The Federal Transit Administration (FTA) requires RT to report annual boardings and passenger miles in order to receive Section 5307 formula funding (described in Chapter 6); and
- Ridership reports are prepared monthly for RT's Board of Directors. The monthly ridership goal is one of cost per revenue hour and cost per passenger. After Executive Management Team review, the Key Performance Report is presented to the RT Board.

Data collection and ridership analysis activities are also needed as input or supporting documentation for:

- RT's Financial Forecast Model and Cost-Allocation Model;
- Federal Title VI of the Civil Rights Act of 1964 reports and updates;
- Invoices relating to service, fare, and transfer agreements;
- Grant applications and performance audits;

- Analysis of the fare structure and fare agreements;
- Traffic studies, regional modeling, and system expansion studies; and
- Other ad-hoc reporting needs.

3.5.1 Bus Productivity Standards

Board Resolution 01-09-0193, adopted in 2001, specified productivity standards for RT's bus routes whereby routes are divided into eight categories for peer comparison:

- Central City
- Commute
- Cross-town
- Feeder
- Local
- Radial
- Shuttle
- Supplemental

A route is considered to be failing if its boardings per revenue hour or farebox recovery ratio are more than 30 percent below the average for its group.

If a route does not meet these standards it will be evaluated for opportunities for improvement and monitored. Staff will provide a remedial action plan to the Board and if there is no improvement after six months recommendations for further action will be made to the Board.

While these standards have been useful while conducting small adjustments to the system to make it more efficient, they fall short when looking at overall system efficiency. The scope of work for the COA includes developing new productivity standards.

3.5.2 Service Reliability and On-Time Performance

The on-time performance of RT's bus system is of the utmost importance to its passengers. Over the years, due to increased congestion in this region, bus schedule adherence has deteriorated. If buses and trains do not operate on schedule, many people will choose not to use them. Reliable service is one key to customer satisfaction and RT strives to provide on-time service.

All RT's full-size coaches are equipped with Clever Devices stop announcement systems. While the primary reason for purchasing Clever Devices may have been to announce bus stops automatically for the American with Disability Act (ADA) requirements, the systems also collect time and location data that RT can use to track the on-time performance that a bus travels during a day.

Clever-equipped buses provide information on a route and on a day type (Weekday, Saturday or Sunday) basis. On average, weekday service tends to be between 80 percent and 90 percent on time. Saturday service is usually the worst, dipping as low as 75 percent on time. Sunday service is generally the best, sometimes reaching as high as 92 percent on time.

3.5.3 Service Change Process

RT makes route and schedule changes four times a year (in January, April, June and September). Major changes are usually only made once a year due to the greater preparation and implementation time required. In total, the service change process takes approximately six to nine months when significant changes are made, with the following basic stages (some of which overlap with one another):

Figure 3.4 Service Change Process

Stage	Duration	Consists of
Plan Development	2-3 months	Ridership analysis; schedule analysis; field investigation; review of customer inquiries and other public participation; cost estimation; and ridership and revenue forecasting
Board Approval	2-3 months	Drafting issue papers, Board resolutions and supporting exhibits; setting and holding public hearings; and presenting to RT Board, Mobility Advisory Committee and other committees
Schedule Preparation	3-4 months	Timing routes; vehicle scheduling (blocking); driver scheduling (run cutting); verifying union contract compliance; and proofing schedules
Implementation	1-2 months	Operator bidding and training; updating bus stops, signs, maps, Web page and stop announcement databases; and preparing press releases, newsletters and other notifications

Source: Sacramento Regional Transit District, Planning Department, 2010.

3.5.4 Public Input

Board Resolution 94-09-2214 requires the approval of the RT Board for major service changes defined as any change to a route that affects more than ten percent of revenue miles or ten percent of ridership. For a change that affects 25 percent or more of revenue miles or ridership on a route, a public hearing is required. This resolution satisfies federal Title VI of the Civil Rights Act of 1964 public hearing requirements. All Board meetings are open to the public and members of the public are allotted time to speak before the Board of Directors. Per California's Brown Act requirements, all meeting times and locations are posted at least 72 hours prior to the meeting at the RT's Administrative Office at 1400 29th Street (24 hours in the case of special or emergency meetings). Board Resolution 94-09-2214 further requires that public hearings be advertised in at least one newspaper of general circulation and in local minority papers if time permits at least ten days prior to the public hearing. RT customarily issues press releases to major news outlets as well, to notify the public of proposed service changes.

Transit patrons are notified of proposed service changes via the RT Web site (www.sacrt.com), mini-posters displayed in buses and light rail trains, the monthly *Next Stop News* customer newsletter and typically A-frame signs at major light rail stations or affected bus stops.

Service change proposals are also typically accompanied by meetings and communication with elected officials and other stakeholder organizations, especially neighboring transit operators and Transportation Management Associations. Community workshops may also be held as applicable. RT's Mobility Advisory Committee, which typically meets on a monthly basis, provides a regular forum for representatives of the disabled and elderly community to review and comment on proposed changes.

Major service changes require an accompanying Title VI analysis, which is prepared by Service Planning staff and approved by the RT Board. It is then filed with the FTA, which determines whether the proposal disproportionately affects disadvantaged communities.

Typically, bus service changes are determined to have no significant environmental impacts and are exempt from the California Environmental Quality Act. In some cases staff may determine an environmental assessment is necessary, in which case the appropriate environmental document is prepared, approved by the RT Board and filed with Sacramento County.

Service changes may be generated by public comment and requests. RT's Customer Advocacy Department receives Passenger Service Reports from customers requesting service improvements as well as new service. Customers, public transportation advocates and community leaders often call, write or email staff, management or Board members directly as well. All requests of this nature are forwarded to the Planning Department for investigation, action and preparation of a response.

In addition, the Sacramento Area Council of Governments (SACOG) Board of Directors annually solicits the public for unmet transit needs within RT's boundaries through a public hearing process. This process is required by and described in California Transportation Development Act[5]. Both the SRTP and the Capital Improvement Plan are developed with consideration of the unmet transit needs identified by the public. SACOG held its annual unmet transit needs public hearing for the 2009-2010 cycle and based on the information provided therein, determined that there were no unmet transit needs that would be reasonable to meet within RT's jurisdiction, (SACOG Resolution #21-2010). SACOG just completed the 2010 – 2011 hearings and will soon publish the results. This information will be used in the COA.

Complaints and requests for service are investigated by Planning Department staff. As defined in Board Resolution 94-09-2214, minor, cost-neutral adjustments can occasionally be made, taking effect with the next operator signup. In recent years, due to major funding reductions, RT has essentially been unable to add service or increase cost in any way, except in cases where third party funding has been available.

In addition to public comments, analysis of route productivity and performance is conducted to determine if routes are performing according to the set performance

[5] Sections 99238, 99238.5, 99401.5 and 99401.6 of the Public Utilities Code.

standards. As mentioned earlier, the Planning Department is responsible for the collection, maintenance, analysis, reporting and forecasting of ridership data and statistics. The main sources of ridership data are as follows:

Figure 3.5 Data Collection

Source	Mode(s)	Description
APCs	Bus	RT's full-size bus fleet is fully equipped with automatic passenger counters (APCs), which provide on/off/time/location data. Recent development of an in-house system for processing the previously unused raw APC data has greatly improved RT's ridership analysis capabilities and reduced labor requirements for manual route checking.
Farebox Machines (GFI)	Bus	RT's full-size bus fleet is fully equipped with electronic fareboxes, all of which have a numeric keypad with nine buttons, each corresponding to a fare payment type that the bus operator uses to count each boarding passenger. This provides trip-level ridership totals, but does not provide stop-specific data.
Route Checks	All	RT is required to conduct two manual route checks per day on light rail (730 annually) and two per week on the bus system (100 annually[6]). Route checks consist of a surveyor riding the route, recording all passengers on/off activity by stop. Trips to be surveyed are picked at random from a list of all trips in the schedule and are conducted 365 days a year. Manual route checks are a requirement of RT's program for estimating annual boardings and passenger miles for the FTA's National Transit Database and are used to crosscheck electronic counting systems. In FY 2010, RT staff conducted 3,290 route checks[7].
Driver Counts	CBS	Drivers from the Community Bus Services (CBS) record total boardings per trip on a daily log sheet.

Source: Sacramento Regional Transit District, Planning Department, 2010.

In the future, RT will be able to use origin/destination data generated from the new Connect Card system.

Schedule data is pulled from the Trapeze/FX system and combined with the aforementioned sources of ridership data to compute the official estimates and totals for each route and the entire system.

In addition to the day-to-day ridership collection activities, RT conducts several additional surveys and studies on a periodic basis as needed.

Typically, every spring, the Planning Department will conduct a passenger fare survey consisting of surveyors riding buses and trains, recording the fare payment method of all boarding passengers. This provides a more detailed breakdown of fare payment methods than the nine-category electronic farebox. It also provides a breakdown of fare payment methods on light rail, where there are no other sources of this information,

[6] RT was previously required to conduct 730 random route checks on the bus system as well as the light rail system; however, with the adoption of a new methodology using data from the APCs, RT's survey requirements were reduced to 100 for FY 2011.

[7] A typical route checking assignment will include the mandatory randomly selected trip as well as one return trip on the same route.

apart from breakdowns of cash sales and ticket validations made at light rail fare vending machines. For the 2010 fare survey, Planning staff inspected over 13,000 fares over a nine-week period between February and April.

Approximately every five years, an on-board passenger survey is conducted, which asks patrons questions that are more detailed. One of the key outputs of the on-board survey is origin-destination data for RT's passengers. The survey also captures demographic data, which RT uses to demonstrate compliance with Title VI and other anti-discrimination laws, regulations and requirements. The most recent on-board survey was conducted in May 2010, immediately prior to RT's major service reductions.

Data from the Finance Division is also used extensively to crosscheck and supplement ridership data collected by the Planning Department. This includes cash totals from buses and light rail fare vending machines, sales data from the customer service center, vendors and outlets, and contract amounts and invoices.

Other data sources used by RT include census data, street networks, parcel maps, zoning maps and other geographical data, most of which is maintained and provided by SACOG to RT. The Planning Department also maintains Geographic Information System files of all current bus routes, stops, the light rail system as well as planned systems.

4.0 OPERATING PLAN

4.1 Trends and Future Services

After several successful light rail extensions were completed earlier this past decade, the last several years in RT history have been marked by major reductions in transit funding from the State of California made worse by substantial declines in Measure A revenues, the source of which is a local transportation sales tax. The results have been three fare increases and three major service cuts in the last four years, including a 20 percent reduction in bus service that took effect in June 2010. After an overview of the existing system, these changes will be discussed in detail later in this chapter, along with projections for future service levels and ridership and a brief summary of route productivity and performance.

4.2 Current Bus Service

RT currently operates 65 bus routes covering a 418 square mile area. Of the 65 total routes, 15 are supplemental routes with only one or two trips per day (and do not operate in the summer). Of the remaining 50 routes, 45 routes operate out of the downtown garage and five routes operate out of the Community Bus Services (CBS) division located at McClellan Business Park. On Saturdays, RT operates 28 total routes, with 27 being operated out of the downtown garage, and one route being operated out of the CBS division. On Sundays and holidays, RT operates 23 total routes out of the downtown garage only. These 23 routes, plus light rail, operate 365 days a year. Table 4.1 shows the number of bus routes by day.

Table 4.1 Number of Bus Routes by Day

Service Day	Number of Routes	Routes Per Division (Downtown/CBS)
Monday-Friday	50	45 / 5
Saturday	28	27 / 1
Sunday/Holiday[1]	23	23 / 0
Supplemental Routes	15	15 / 0

Supplemental routes operate roughly 200 days per year, from September through June.
Source: Sacramento Regional Transit District, In-House Bus Book, September 5, 2010.

The system map is shown in Figure 2.2 along with a detailed map of the Central City area in Figure 2.3 in Section 2.0.

4.2.1 Service Characteristics

Of RT's 50 routes (excluding the 15 supplemental routes), approximately half operate on 60-minute headways. Only four routes currently operate on better than 30-minute headways. Table 4.2 summarizes the headways for all-day routes.

[1] RT operates on a Sunday/Holiday schedule on seven days: New Years Day, Martin Luther King Jr.'s Birthday, Memorial Day, Independence Day, Labor Day, Thanksgiving and Christmas.

Table 4.2 Bus Headways

Service Day	Number of Routes with Headways of…			
	15 min[2]	20 min	30 min[3]	60 min
Weekday / All-Day	3	1	14	22
Saturday	-	-	8	20
Sunday/Holiday	-	-	2	21

This excludes Route 33 - Dos Rios, which operates all-day on 20-minute headways but which, as a short-distance light rail shuttle, is not a significant part of the overall transit network.

Source: Sacramento Regional Transit District, In-House Bus Book, September 5, 2010.

In addition to the all-day routes summarized in Table 4.2, which make up the basic network, RT also operates the following peak-only routes on weekdays:

- Four downtown expresses (Routes 3, 7, 29, and 109);
- One express light rail feeder (Route 103 - Auburn Boulevard);
- Two peak-only light rail shuttles (McClellan Shuttle and Rancho Cordo*Van*); and
- Fifteen peak-only supplemental routes, which do not operate in the summer.

Evening service is provided on 28 weekday routes, 17 Saturday routes and 12 Sunday/Holiday routes (in addition to light rail).

RT serves and maintains approximately 3,500 bus stops throughout its service area.

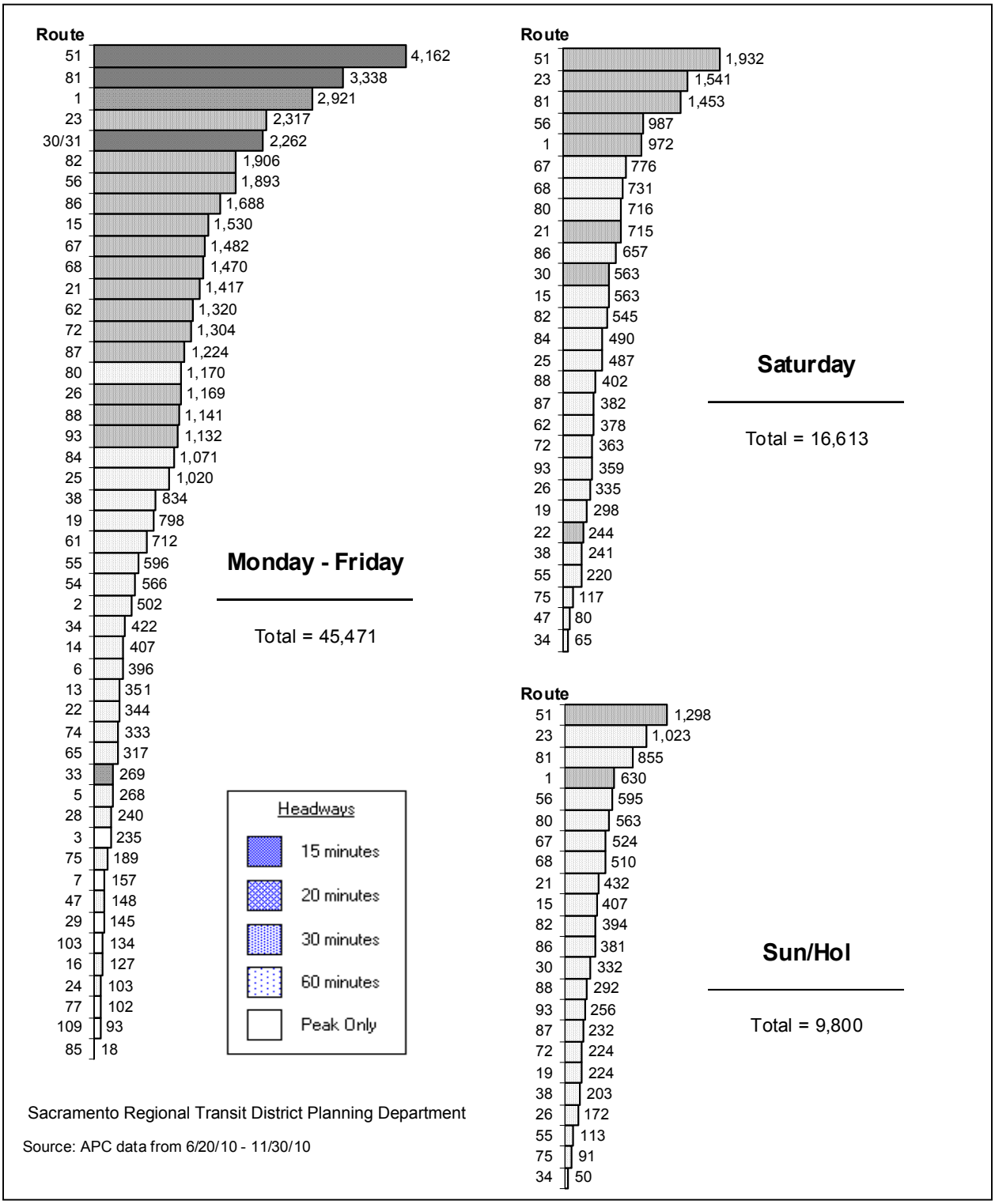
Figure 4.1 on the next page provides a breakdown of bus ridership by route.

4.2.2 Downtown Garage

As mentioned above, with the exception of supplemental routes operated seasonally, RT operates 50 bus routes, 45 of which are operated out of the downtown garage located at 28th and N Streets. The downtown fleet is made up entirely of standard 34- or 38-seat, two-door, 40-foot transit buses, all of which are Americans with Disabilities Act (ADA)-compliant, with low-floors, wheelchair ramps and securement mounts and an automatic stop announcement system. Peak service requires 148 buses in the morning and 144 buses in the afternoon, with a midday base of 115 buses in service.[4]

[2] Routes 30 and 31 have been counted as one route with 15-minute headways on weekdays.
[3] Routes 80 and 84 have been counted as one route with 30-minute headways on weekdays.
[4] During the summer, when the District's supplemental routes do not operate, District's morning peak-vehicle requirement is reduced to 135.

Figure 4.1 Average Daily Boardings by Bus Route



Most of RT's growth and change has been in light rail and CBS divisions, which are discussed in subsequent sections. The two most significant route restructuring efforts in recent history took place in the South Sacramento in 2003 when light rail was extended to Meadowview Road and in Elk Grove in 2005 when the City of Elk Grove formed its own transit system, assuming operation of all routes in Elk Grove.

Two new non-CBS routes have been introduced in the past decade, the first being Route 11 (Natomas), which was introduced in 2003. The second was Route 50*E* (Stockton Blvd.), introduced in 2004, a specially branded, all low-floor, limited-stop approximate overlay of Route 51. However, Route 50*E* was eliminated as a part of the service cuts implemented in June 2010.

4.2.3 Community Bus Service

In September 2000, RT introduced Routes 16, 17, and 18 in Del Paso Heights, which were the original routes in the new Neighborhood Ride service. The purpose of the Neighborhood Ride service was to use smaller transit vehicles and allow route deviations to address a number of challenges, including the following:

- An increasing number of streets and roads that are unfit for full-size buses due to narrow lanes, tight turns, circuitous networks, speed bumps and other traffic calming measures;
- Rising paratransit costs, which can potentially be offset by route-deviation service, for which there is no complementary paratransit requirement;
- An obligation to serve an aging population[5] that is often geographically dispersed in low-density areas, creating insufficient demand to justify a full-size bus; and
- Increasing interest on the part of municipalities, transportation management associations and business parks in specialized shuttles.

From 2000 through 2004, the Neighborhood Ride service was expanded to ten routes, at which point the new CBS Division was created to operate the service. In 2005, the CBS Division relocated to the new garage at McClellan Business Park. Many of the original Neighborhood Ride routes were, however, reduced and/or eliminated during the three rounds of service reductions that took place from 2008 to 2010.

Currently, there are five CBS routes operating Monday through Friday and one operating on Saturday out of McClellan. The peak vehicle requirement at CBS is six vehicles, with three vehicles in service during the midday. Of the five CBS routes, three are Neighborhood Ride routes and the other two are peak-only light rail shuttles. The two light rail shuttles are operated on a contract basis, the first serving McClellan Business Park, the second serving businesses in Rancho Cordova.[6]

[5] *The Sacramento Regional Transit ADA Paratransit Plan*, July 2009 revised the District's policy regarding ADA eligibility clarifying that service for age-eligible individuals is not considered ADA paratransit, making conveniences on the regular bus service even more important.

[6] The "Rancho Cordo*Van*" shuttle is designed, funded and marketed as a service by the City of Rancho Cordova. The City periodically pays RT staff to conduct promotional activities for the Cordo*Van*.

4.3 Current Light Rail Service

The RT's light rail system consists of two lines totaling 37 miles in length[7], operating seven trains each. The two lines operate on three corridors radiating from Downtown Sacramento.

Figure 4.2 Light Rail System Description

Corridor	Line	Description
Northeast Corridor	Blue Line	Parallels State Route 160, Capitol City Freeway, and Interstate 80, terminating at Watt Avenue and Interstate 80
South Sacramento Corridor	Blue Line	Parallels State Route 99, terminating at Meadowview Road
Amtrak/Folsom Corridor	Gold Line	Parallels US 50 with trains terminating in Downtown Folsom every 30 minutes during the day, all other trains terminating at Sunrise Boulevard

The system map can be seen in Figures 2.2 and 2.3 in Section 2.0.

4.3.1 Light Rail Service Characteristics

Light rail headways are 15 minutes during the day, 30 minutes in the evening and on the weekend. Stations can accommodate up to four-car trains, which are run at peak hours only, for a peak vehicle requirement of 56 light rail vehicles. Midday service consists of seven trains of two cars each, for a vehicle requirement of 28 cars.

Evening service runs with two-car trains as well, and at lengthened 30-minute headways, which begins at roughly 7:00 p.m. Last trains leaving downtown depart between 9:00 and 10:00 p.m. depending on the line. Weekend service runs roughly the same hours but with only four trains of two cars each per line, operating at 30-minute headways. Like the bus system, the light rail system operates 365 days a year.

Passenger facilities include 47 light rail stations (soon to be 49 with the addition of the Green Line stations) and 18 park-and-ride lots, 12 of which are free, and six of which charge a $1.00 per day fee to park. The Park-Pay-Ride program was launched in January 2010 at the Watt/I-80, Watt West and Roseville Road stations and expanded in October 2010 to the Florin, Meadowview and Power Inn stations. Park-Pay-Ride will be added to more lots soon.

Table 4.3 provides a breakdown of light rail ridership by station.

[7] The Blue Line is roughly 16.0 miles and the Gold Line roughly 22.4 miles in length. The two lines overlap for roughly 1.1 miles. These are the route lengths; the actual length of track is longer due to double tracking. Also, note that these distances are for trains traveling southbound through downtown via 7th Street. Trains traveling northbound through downtown via 8th Street traverse a shorter path by about an eighth of a mile.

Table 4.3 Average Daily Ridership by Light Rail Station

Stop	Total On	Total Off
16TH STREET	4,548	4,402
MEADOWVIEW	2,886	2,510
WATT / I-80	1,869	1,850
MATHER FIELD / MILLS	1,867	1,801
29TH STREET	1,708	1,799
8TH & O STREETS	1,623	1,739
7TH & K	1,606	1,008
CITY COLLEGE	1,581	1,558
65TH STREET	1,514	1,738
FLORIN	1,390	1,322
7TH / 8TH & CAPITOL	1,361	1,281
WATT / MANLOVE	1,339	1,154
ARDEN / DEL PASO	1,283	1,321
ARCHIVES PLAZA	1,207	1,222
ALKALI FLAT / LA VALENTINA	1,103	1,010
9TH & K	1,046	950
CATHEDRAL SQUARE	982	1,131
ZINFANDEL	951	1,021
13TH STREET	929	913
POWER INN ROAD	913	938
BROADWAY	894	916
MARCONI / ARCADE	832	709
SUNRISE	824	797
COLLEGE GREENS	790	774
ROSEVILLE RD	783	655
BUTTERFIELD	696	665
CORDOVA TOWN CTR	641	588
STARFIRE	613	455
47TH AVE	569	513
23RD STREET	561	658
SAC VALLEY	514	474
4TH/WAYNE HULTGREN	512	524
HIST FOLSOM	479	393
12TH & I STREETS	468	576
ROYAL OAKS	459	417
IRON POINT	426	495
FRUITRIDGE	416	585
7TH & I	384	35
39TH STREET	342	280
SWANSTON	332	253
TIBER	309	319
48TH STREET	280	224
59TH STREET	274	302
GLENN	235	247
GLOBE AVENUE	226	225
HAZEL	185	186
WATT I-80 WEST	125	136
8TH & K	111	1,917

Source: Manual route check data from June 20 – October 10, 2010; Sacramento Regional Transit District Planning Department.

See Chapter 5 for more information on future light rail expansions, including the Green Line project, the first segment of which is currently under construction, the South Line extension as well as limited stop service on the Gold Line and Northeast Corridor.

4.3.2 Bus/Rail Integration

Since the light rail system opened in 1987, Sacramento remains one of the smallest cities in North America with a light rail system. Not only does light rail carry nearly half of all RT passengers, but also nearly all of RT's bus routes connect with the light rail system, which has several important implications in service design.

Since light rail trains run on 15 or 30-minute headways, bus headways are also usually scheduled in increments of 15 minutes so that the connection timing will be consistent throughout the day. Buses are scheduled to arrive and leave as close as possible to halfway in between train arrivals. Experience has shown that overly tight bus-to-rail connections lead to safety issues, such as passengers dashing across busy streets or train tracks. This policy also helps minimize delay to buses from grade crossings.

4.4 Complementary Paratransit Service

The Americans with Disabilities Act requires that complementary paratransit service be provided within a three-quarter mile radius of all fixed-route transit service to serve patrons who are physically or mentally unable to use the fixed-route system. RT's complementary paratransit service is operated by Paratransit, Inc. For more detail regarding RT's paratransit service, please view the *ADA Paratransit Plan* on RT's Web site at http://www.sacrt.com/disabledelderlyservices.stm. The *ADA Paratransit Plan* includes a description of current ADA/paratransit service, procedures, policies, service area, ridership trends and levels of potential future service.

Up until Fiscal Year (FY) 2010, paratransit trips provided have increased by an average of five percent per year. In FY 2009, RT provided 268,324 ADA paratransit trips. In FY 2010, 258,638 trips were provided, a four percent decrease year-over-year. This is primarily related to the economic downturn and a fare increase that was implemented in FY 2010, increasing the paratransit fare for a one-way trip from $4.00 to $5.00. The service reduction implemented in June 2010 has further decreased the number of projected trips for FY 2011. It is projected that 250,963 ADA paratransit trips will be provided in the current fiscal year.[8] RT also provides vehicles to support the complementary paratransit service.

RT is committed to serving persons with disabilities and seniors with accessible, courteous service. Through a variety of system enhancements, RT has continued its efforts to make the bus and light rail service more accessible to seniors and persons with disabilities. Enhancements to the fixed route system include, but are not limited to, a number of covered mini-high light rail station platforms, installation of Braille signs with raised lettering, and fare vending machine faceplates which have instructions printed in

[8] Transit Monthly Ridership Performance Report, Paratransit, Inc., June 2009 and 2010.
FY 2011: Projections stated in contract with Paratransit, Inc.

Braille and raised prints, with raised print arrows, for visually impaired and blind patrons. RT's buses are equipped with accessible lifts for use by persons traveling in a wheelchair. The lifts are also equipped with handrails for use by persons needing to use the lifts as standees. Because of larger lift dimensions and aisle widths, most RT buses accommodate larger mobility devices that are not considered "common."

4.5 Trends and Projections

4.5.1 Recent Service Changes

For the past four years, RT's state and local funding levels have been reduced substantially. The result has been not only four fare increases since 2005, but also three major service reductions since 2008, as summarized in Table 4.4.

Table 4.4 Recent Service Reductions

Effective Date	Percent of Service Eliminated	
	Bus	Light Rail
January 2008	7%	-
September 2009	4%	-
June 2010	20%	16%

Light Rail service reductions measured in train revenue hours.
Source: Sacramento Regional Transit District Planning Department, 2010.

The January 2008 service reductions eliminated Routes 64, 76, 91 and 105. Sunday/Holiday service was also discontinued on Routes 6, 61 and 62, creating a significant gap in coverage in the Land Park/Pocket/Greenhaven area. Routes 63 and 83 were shortened. Frequencies were also reduced on Route 50*E* from 20 to 30 minutes, which significantly altered the nature of the route, which had originally been designed to be a high-frequency "enhanced" bus.

Spring 2008, nevertheless, saw a surge in ridership, fueled by record-high gas prices and an extraordinary amount of pro-transit publicity related to the "Fix I-5" construction project that temporarily closed portions of Interstate 5 in Downtown Sacramento. Light rail ridership began to surpass bus ridership on a regular basis, with trains and park-and-ride lots full of commuters. After a strong summer, and a record-setting back-to-school season, ridership continued at a strong pace until the emerging recession began to reverse trends in fall 2008.

With the nationwide recession, ridership in 2009 was hurt by a combination of lower gas prices, 11-12 percent unemployment in Sacramento, furloughs for state and other local government employees and the January 2009 increase in the base fare from $2.00 to $2.25. Lower ridership combined with more problems with state and local funding prompted additional cost-saving measures in September 2009. These included another four percent reduction in bus service, another increase in the base fare from $2.25 to $2.50 and the elimination of several discounted fare categories (including the Central City discount, the Neighborhood Ride discount and the free Lifetime Pass for seniors 75 and older). Service reductions included the elimination of Routes 37 and 140, substantial reductions to Routes 36, 83, 141 and 142 and the shortening of Route 63.

4.5.2 Fiscal Emergency in 2010

In response to additional shortfalls in state and local funding, the RT Board in March 2010 declared a state of fiscal emergency, and, like many other transit operators across the country, adopted service reductions of historic proportions. Effective June 2010, bus service was reduced by 20 percent and light rail service by 16 percent.[9] All evening bus and light rail service was eliminated after 9:00 p.m. A total of 27 routes were eliminated, as shown in Table 4.5.

Table 4.5 Summary of June 2010 Service Reductions

Route Type	Routes Eliminated	Route Numbers
Weekday All-Day	13	4, 8, 9, 10, 18, 20, 36, 50*E*, 63, 73, 83, 94, 95
Peak-Only Express[10]	7	89, 100, 101, 102, 104, 106, 107
Peak-Only Shuttle	2	141, 142
Supplemental (Peak-Only)	4	200, 201, 251, 261
Saturday	13	5, 6, 8, 13, 14, 16, 24, 28, 54, 61, 65, 74, 143
Sunday/ Holiday	4	8, 13, 14, 22

26 weekday routes were eliminated from the system. Route 143, which ran on Saturday only, was also eliminated.

Source: Sacramento Regional Transit District Planning Department, 2010.

Frequencies were also reduced on six weekday routes (Routes 1, 2, 6, 34, 38 and 61), four Saturday routes (Routes 1, 30, 51 and 81) and four Sunday/Holiday routes (Routes 23, 30, 56 and 81). Route 28 was also shortened.

Upon implementation of the June 2010 service reductions, assumptions were that operating cost would drop by 20 percent, but that total ridership would drop only 13 percent. Table 4.6 shows a summary of the projections for FY 2011 from the Operating Budget, adopted in June 2010 (see Appendix B), as well as actual data from

[9] Level of service is measured in revenue hours and is an annualized number. For light rail, revenue hours are counted at the level of the train, rather than the level of individual light rail vehicles. Weekday light rail service was only reduced by seven percent; however, weekend service was reduced by roughly 44 percent. Light rail service was reduced 16 percent on an annual basis.

[10] Routes 100-107 were peak-only express routes feeding the Watt/I-80 light rail station. Route 89 was a peak-only reverse-commute route from Downtown Sacramento to businesses in South Natomas.

Table 4.6 Ridership, Revenue, Revenue Hour and Cost Trends and Projections through FY 2021

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 FFM	FY 2013 FFM	FY 2014 FFM	FY 2015 FFM	FY 2016 FFM	FY 2017 FFM	FY 2018 FFM	FY 2019 FFM	FY 2020 FFM	FY 2021 FFM
Boardings (millions)															
Bus	17.5	17.5	17.7	17.6	13.6	14.1	14.7	15.7	17.1	17.5	19.2	20.2	21.3	22.5	22.3
Light Rail	14.5	15.5	17.3	15.5	15.2	15.9	16.6	17.8	19.4	19.2	19.5	19.9	20.2	20.6	19.7
Total Boardings	32.0	33.0	35.1	33.1	28.9	29.9	31.3	33.5	36.4	36.7	38.7	40.1	41.5	43.0	42.0
Fare Revenue (millions)															
Bus	$14.8	$15.9	$16.4	$16.4	$14.5	$15.0	$16.3	$17.4	$19.0	$23.3	$25.6	$27.0	$28.4	$29.9	$35.7
Light Rail	$12.3	$14.0	$16.1	$14.5	$16.2	$16.9	$18.5	$19.8	$21.5	$25.6	$26.0	$26.5	$26.9	$27.4	$31.5
Total Fare Revenue	$27.1	$29.9	$32.6	$30.9	$30.8	$32.0	$34.8	$37.2	$40.5	$48.9	$51.6	$53.4	$55.3	$57.3	$67.2
Revenue Hours (thousands)															
Bus	702.8	677.7	652.0	628.2	499.8	499.8	511.8	529.4	563.6	594.0	631.8	644.4	657.3	670.5	683.9
Light Rail	81.8	82.0	81.8	82.1	69.0	71.8	74.7	78.5	84.2	87.4	87.4	87.4	87.4	87.4	87.4
Operating Cost (millions)															
Bus	$83.9	$86.7	$80.9	$75.5	$60.0	$61.6	$65.0	$69.5	$76.7	$83.9	$92.8	$97.8	$103.1	$108.7	$114.6
Light Rail	$41.5	$49.7	$47.2	$45.1	$37.3	$39.3	$41.9	$45.1	$50.5	$54.0	$55.8	$57.6	$59.6	$61.5	$63.6
Paratransit	$10.3	$11.1	$12.0	$11.2	$8.4	$9.0	$9.7	$10.5	$11.3	$12.1	$13.1	$14.1	$15.1	$16.3	$17.4
Total Operating Cost	$135.7	$147.4	$140.0	$131.7	$105.7	$110.0	$116.6	$125.1	$138.5	$150.0	$161.6	$169.5	$177.8	$186.6	$195.6

Source: Light rail revenue hours are counted at the level of the train, rather than the individual vehicles, and are not reported in Budget/KPR. All other numbers are from Budget/KPR or Sacramento Regional Transit District, *Sacramento Regional Transit Financial Forecasting Model, South Corridor Phase 2 Full Build Alternative,* September 15, 2010 (model assumptions can be found in Appendix C). National Transit Database ridership and financial numbers may differ from Budget/KPR numbers. Paratransit cost, which is purchased transportation, has been listed as its own cost item. All other operating costs have been allocated to either the bus or light rail mode according to the Cost Allocation Model. See Appendix C for assumptions.

2007-2010, and assumptions for 2012 from RT's Financial Forecast Model (see Appendix C). The Financial Forecast Model, which includes assumptions through 2030, was updated in September 2010 to reflect assumptions that the Green Line to the River District and limited-stop service on the Gold Line will both begin service in 2011 (see Chapter 5 for more information about RT's capital projects). Combined, this data represents the RT's most recent official projections.

For the current fiscal year, the RT Board has adopted an operating budget that is not only balanced, but which closes a deficit carried over from FY 2010 and also budgets for the rebuilding of a reserve. Due to the great deal of uncertainty at the time of adoption in June 2010, however, the budget was revised in February 2011 reflecting cost savings that would cover the shortfall in revenue.

4.5.3 Productivity and Performance

While the recent service reductions have affected total ridership and fare revenue, they have had a positive effect on productivity. This is reflected in Table 4.7, which shows total farebox increasing over the past four years, from 22 to 26 percent, as well as projections for it to increase to over 30 percent.

Three major factors explain the increase in productivity seen in the last four years, as well as in the projections through 2012:

- Service reductions have primarily targeted low-productivity routes and trips, which increases boardings per revenue hour and farebox recovery;
- Fares have been increased, which increases farebox recovery, although it reduces boardings per revenue hour; and
- The routes and trips that were discontinued in 2010, especially evening and weekend service, are suspected of having a low average fare[1]; discontinuing such routes increases farebox recovery.

4.5.4 Impacts of June 2010 Service Reductions

At the time of this writing, data is available for the first four months of FY 2011, July through October. This data can be compared to both the FY 2011 Operating Budget/Key Performance Indictors Goals and to the same four-month period from 2009. It should be noted that in 2009, the first two months of this period had a base fare of only $2.25. The September 2009 fare increase is not estimated to have had a major impact on ridership or fare revenue, however, as the daily and monthly pass price was unchanged.

[1] The average fare, i.e., the average fare paid per boarding passenger was $0.93 for FY 2010. Average fare is computed for the system by dividing total fare revenue by total boardings.

Table 4.7 Productivity Trends and Projections

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 FFM	FY 2013 FFM	FY 2014 FFM	FY 2015 FFM	FY 2016 FFM	FY 2017 FFM	FY 2018 FFM	FY 2019 FFM	FY 2020 FFM	FY 2021 FFM
Boardings / Revenue Hr															
Bus	24.9	25.8	27.1	28.0	27.2	28.2	28.7	29.6	30.3	29.5	30.4	31.4	32.4	33.5	32.6
Light Rail	69.1	73.6	80.2	76.1	78.1	79.5	79.9	81.3	82.7	79.2	80.6	82.0	83.4	84.8	81.3
Farebox Recovery															
Bus	18%	18%	20%	22%	24%	24%	25%	25%	25%	28%	28%	28%	28%	28%	31%
Light Rail	30%	28%	34%	32%	43%	43%	44%	44%	43%	47%	47%	46%	45%	45%	50%
Total Farebox Recovery	22%	22%	25%	26%	32%	32%	33%	32%	32%	35%	35%	34%	34%	34%	38%
Average Fare	$0.85	$0.91	$0.93	$0.93	$1.07	$1.07	$1.11	$1.11	$1.11	$1.33	$1.33	$1.33	$1.33	$1.33	$1.60

Source: Sacramento Regional Transit District, *Sacramento Regional Transit Financial Forecasting Model (FFM), South Corridor Phase 2 Full Build Alternative,* September 15, 2010. See Appendix C for assumptions.

Despite service reductions of 20 percent on bus, bus ridership has decreased only 11 percent compared to last year and is actually exceeding forecasts. Light rail ridership, on the other hand, has decreased 23 percent compared to last year, even though service was reduced by only 16 percent (and only 7 percent on weekdays). Table 4.8 summarizes the changes in ridership by mode since service reductions were implemented.

Table 4.8 Ridership Trends by Mode
Since June 20, 2010 Service Reductions

Mode	Reduction in Service	Reduction in Ridership
Bus	-20%	-11%
Light Rail	-16%	-23%
Total		-17%

Service levels are measured in vehicle revenue hours on bus and train revenue hours on light rail. Due to the greater capacity of a light rail train versus a bus, these two measures cannot be added together. However, the RT's system wide ridership is split approximately 50/50 between bus and light rail.
Source: Sacramento Regional Transit District Planning Department, March 2011.

While bus ridership has been better than expected, the worse-than-expected results on light rail have resulted in total system ridership being seven percent below budget through October 2010.

On the light rail system, average weekday ridership for the four-month period under study has gone down from roughly 58,500 to roughly 43,500, a drop of 15,000 daily boardings. Table 4.9 summarizes the changes in light rail.

Table 4.9 Impacts of Service Reductions
on Light Rail Ridership and Productivity

WEEKDAY LIGHT RAIL		Avg. Daily Boardings Jul-Aug-Sep-Oct			One-Way Train Trips Per Day			Boardings Per Revenue Hour	
		2009	2010	Change	2009	2010	Change	2009	2010
AM Peak	6:00-9:00a	10,648	10,192	-4%	49	49	0%	248	237
Midday	9:00-3:30p	23,591	18,563	-21%	103	103	0%	262	206
PM Peak	3:30-6:00p	12,186	9,698	-20%	41	41	0%	339	271
Other	<6am >6pm	12,051	5,148	-57%	77	59	-23%	185	103
TOTAL		58,476	43,602	-25%	270	252	-7%	250	199

Source: Sacramento Regional Transit District Planning Department, Route checks conducted July 1 – October 31, 2010.

As can be seen from Table 4.8, peak-period morning ridership has been virtually untouched, dropping only four percent year-over-year. The midday and afternoon peak

periods have both had ridership declines of roughly 20 percent, which is especially substantial considering that no light rail trips were cut during the day. Since no trips were cut, the loss in ridership (and productivity) is most likely attributable to the loss of bus feeder service or to the loss of evening light rail service needed for a return trip.

By far the most heavily impacted period, however, was the service before 6:00 a.m. and after 6:00 p.m. where ridership has gone down 57 percent compared to a 23 percent reduction in the number of train trips. The ridership loss from this period alone accounts for almost half of the 15,000 weekday boardings that have been lost on light rail.

4.5.5 Impacts on Fare Revenue

While overall ridership was seven percent below budget through October 2010, fare revenue was only four percent below budget through September 2010. This positive trend can be explained in part by the aforementioned discussion on ridership loss. As explained above, ridership loss has been much more severe on light rail than on the bus system. On the light rail system, as shown in Table 4.8, there has been little affect on the morning peak period, the market for which is mostly commuters who tend to pay full price fares. In contrast, the evening and late night service, which has been most heavily impacted, tends to have very few commuters and much greater use of discount tickets and passes, as well as fare evasion. This difference in average fare by time of day is suspected to be the main reason for the positive trend in fare revenue. The September 2009 fare increase certainly may be contributing as well, but as mentioned above, no changes were made to the daily or monthly pass price at that time.

4.6 Future Service

4.6.1 Restoration of Bus Service Hours of Service

The goal of the bus service plan is to increase service hours over the next ten years to return to 2009 service levels by 2017, and then continue to expand service. Using very conservative financial projections, and assuming no new local revenue source, it is projected that bus service hours can be restored by 2017. The increased revenues will result from an up tick in the economy and accompanying increases in both Transportation Development Act (TDA) and the Sacramento County transportation sales tax. The restoration of service hours may not result in bus service returning as it currently exists.

RT is undertaking a Comprehensive Operational Analysis (COA) in FY 2011 and 2012. In addition to acting as the first in a series of implementation actions for the *TransitAction Plan*, the COA will effectively be a plan for service restoration. The COA will examine ridership data and overall system performance and identify problems with the pre-June 2010 network. A plan will be developed that will (1) establish priorities for restoration; (2) restructure routes or groups of routes that were underperforming before being eliminated; and (3) begin transitioning the existing network towards the future network described in the *TransitAction Plan*. The result is expected to provide more and better service for the same amount of dollars that were spent on bus service in 2009. The results of the COA will be incorporated into a future Short Range Transit Plan (SRTP) once it is completed.

4.6.2 Rail Service Restoration, Improvement and Expansion

Rail service will be increased over the ten-year period as revenues are available to provide the connections needed to bus service increases and to restore service hours. Rail service hour restoration to pre-June 2010 service levels is projected to be complete by FY 2015. In addition, three long planned projects are currently in the design or construction stage and will provide new rail service to the community:

- South Line Phase 2;
- Limited Stop Service on the Gold Line; and
- Green Line to the River District.

4.7 Financial Plan

RT maintains a financial forecasting model that integrates service costs by mode with current and projected revenues to determine if there are sufficient revenues to cover the cost of projected service levels through 2030. Generally, this model is a tool to analyze the impact of changes in revenue source categories as well as the impact of adding or reducing service modes. The financial forecasting model is also used to demonstrate that RT will have adequate revenue to maintain projected levels of service and to undertake new capital infrastructure replacement and expansion.

Table 4.10 provides a summary of RT's current funding sources.

Table 4.10 Summary of Current (2011) Funding Sources

Funding Source	Operating ($m)	Capital ($m)
Fares	30.8	32.6
Other Operating Revenue	8.0	-
Local and State Assistance	57.5	3.7
Federal Assistance	21.5	12.1
Total	**$117.8 mil**	**44.7 mil**

Source: Sacramento Regional Transit District, Division of Finance, Department of Office Management and Budget, February 2011.

The model has operating and capital project components. Operating funds are received from various sources to pay for the operation of the system and agency. Operating funds cover the costs of administration, salaries, benefits, materials, maintenance, professional services, utilities, insurance and liabilities.

Capital funds include state and federal grants and are used to purchase rolling stock and expand facilities, such as light rail extensions, maintenance facilities, new equipment (buses and light rail vehicles), as well as for some planning and engineering activities.

During FYs 2007-2009, due to the worsening economy and statewide recession, RT's overall revenue declined. While federal funding remains stable, local and state transportation funds significantly decreased. Annual levels of available local and state funding decreased from $92.8 million in FY 2007 to $51.4 million in FY 2010 Budget, which is $41.4 million (44.6 percent), less revenue per year available for operations from this revenue source.

Because of this, the RT Executive Management Team and the Board of Directors were faced with the issue of how to find ways to mitigate the revenue shortfall. It was necessary to concentrate on cost containment as well as on revenue enhancement. Numerous actions were taken to contain cost, such as:

- The imposition of a hiring freeze for non-critical positions;
- Reductions in travel expenses;
- Salary freezes and furloughs for all administrative positions;
- A reduction in staffing levels;
- Reductions in professional services cost;
- Implementation of a district-wide cost allocation plan that shifts indirect costs from operations to capital projects; and
- Service reductions in January 2008, September 2009 and June 2010.

To enhance revenue, RT also applied for and received a compressed natural gas fuel tax rebate from the federal government, renegotiated existing transfer agreements to minimize cash outlay, discontinued the Paratransit Group Pass, and increased fares in January and September of 2009. RT is also implementing the parking fee pilot program at selected light rail stations.

Table 4.11 shows the ten year projected operating revenue and expenses from the financial forecasting model. The current year and prior years are from current and past budgets. The financial forecasting model revenue projections incorporate a very slow recovery from the recession in Sacramento County over the next two year to three years and then see an improvement each year afterwards until 2017. This model does not assume any new local revenue source. It is during this time that service hours from both bus and rail will be restored and the new rail projects listed above will become operational.

RT has been implementing cost containment measures to deal with significant losses in state and local funds. RT is dedicated to cost containment, and intends to maintain the average annual growth in operating at no more than about one percent above inflation. Assuming an average annual inflation rate of about three percent, the growth in operating costs would increase at about four percent per year beyond 2010. This rate assumes small increases in labor and fringe rates and cost of materials. Although paratransit expenses have been increasing rapidly to their current level of $10 million

Table 4.11 Projected Operating Revenues and Expenditures through FY 2021

(Dollars in Thousands)	FY 2009[1] Actual	FY 2010[1] Projected	FY 2011[1] Budget	FY 2012[2] FFM	FY 2013[2] FFM	FY 2014[2] FFM
Revenue Available for Operations						
Fares	$ 32,571	$ 30,864	$ 30,801	$ 31,952	$ 34,795	$ 37,182
Local and State	70,725	58,134	57,455	60,356	59,636	61,609
Contract Services	4,311	4,599	3,749	3,786	3,862	3,978
Federal	30,309	30,914	21,519	24,717	25,953	29,124
Other	3,409	2,962	4,295	5,162	5,275	5,392
Total Revenue Available for Operations	$141,325	$127,473	$117,819	$122,187	$125,659	$133,307
Operating Expenses by Mode						
Bus	$ 80,867	$ 75,471	$ 59,993	$61,639	$64,993	$69,467
Rail	47,206	45,103	37,346	39,281	41,881	45,133
Paratransit	11,966	11,158	8,400	9,042	9,733	10,476
Total Operating Expenses	$140,039	$131,732	$105,740	$109,962	$116,607	$125,076
FY 2010 estimated Carryover Expense*			12,079			
Annual Operations Surplus (Deficit)	$ 1,286	$ (4,259)	-	$12,225	$9,052	$8,231
Transfers to Capital	939	-	-	225	6,252	7,181
Reserve per year	-	-	-	12,000	2,800	1,050

* Note this does not reflect the mid-year revised FY2011 budget changes, which has a net result being a balanced budget with no carryover to FY2012

Source: [1]Sacramento Regional Transit District *FY2010/11 Abridged Budget*; Division of Finance, Department of Office Management and Budget, February 2011.

[2]Sacramento Regional Transit District, *Sacramento Regional Transit Financial Forecasting Model, South Corridor Phase 2 Full Build Alternative,* September 15, 2010. See Appendix C for assumptions.

Table 4.11 Projected Operating Revenues and Expenditures through FY 2021 (Continued)

(Dollars in Thousands)	FY 2015[2] FFM	FY 2016[2] FFM	FY 2017[2] FFM	FY 2018[2] FFM	FY 2019[2] FFM	FY 2020[2] FFM	FY 2021[2] FFM
Revenue Available for Operations							
Fares	$ 40,476	$ 48,913	$ 51,622	$ 53,439	$ 55,337	$ 57,322	$ 67,160
Local and State	64,187	68,122	71,730	74,195	78,227	82,424	86,850
Contract Services	4,137	4,344	4,561	4,789	5,028	5,280	5,544
Federal	32,765	35,871	35,564	37,343	39,210	41,170	43,229
Other	5,579	5,705	5,834	6,045	6,184	6,328	6,565
Total Revenue Available for Operations	$143,008	$158,610	$164,751	$171,021	$178,958	$187,243	$203,804
Operating Expenses by Mode							
Bus	$76,695	$83,908	$92,763	$97,807	$103,126	$108,735	$114,649
Rail	50,495	53,999	55,794	57,648	59,565	61,546	63,594
Paratransit	11,276	12,138	13,065	14,064	15,138	16,295	17,371
Total Operating Expenses	$138,466	$150,045	$161,622	$169,519	$177,829	$186,576	$195,614
Annual Operations Surplus (Deficit)	$4,542	$8,565	$3,129	$1,502	$1,128	$668	$8,190
Transfers to Capital	3,042	1,565	1,129	1,002	1,008	158	1,190
Reserve per year	1,500	7,000	2,000	500	120	510	7,000

Source: [2]Sacramento Regional Transit District, *Sacramento Regional Transit Financial Forecasting Model, South Corridor Phase 2 Full Build Alternative,* September 15, 2010. See Appendix C for assumptions.

per year, in the future paratransit expenses are expected to increase only slightly higher than general price inflation.

There are other financial forecast model scenarios that have been tested, not shown here, that demonstrate that service restoration can occur sooner if a new revenue source at either a half cent or quarter cent for transit can be obtained in either 2012 or 2014. However, these revenue increases are not assumed in the financial analysis of this SRTP due to the speculative nature of increase funding revenues.

4.7.1 Revenue Sources

There are a variety of local, state and federal revenues that are available to support transit operations and capital projects. The list below describes the sources of the revenues shown in Table 4.11.

Local Revenues

Sacramento County (Measure A) Sales Tax Funds: Funds generated by Sacramento County's Measure A Sales Tax Ordinance, which was originally approved by the voters in 1988 and renewed in 2004. Measure A added one-half cent to the County's sales tax for transportation purposes. RT currently receives approximately one-third of the countywide Measure A revenues each year and uses these funds for transit capital and operating needs.

Starting in FY 2009, RT began receiving approximately 38 percent of Measure A revenues. Sales taxes reflect the state of the economy. Sacramento County has been going through a period where retail sales have been lower than anticipated.

Local Transportation Fund: Funds generated by the quarter-cent state sales tax, through the TDA. In Sacramento County, TDA funds are used primarily for transit purposes. These funds are administered by the Sacramento Area Council of Governments (SACOG).

Passenger Fare and Parking Fee Revenues: Funds generated by passenger monies deposited in the fare box, the sale of tickets and passes and through Park-Pay-Ride lots. These revenues are the only significant revenue source that RT directly controls. In January 2009 fares were increased and again in September 2009. Currently, fares contribute to 26 percent of the operating costs. RT ridership and fare revenues have been adversely affected by the downturn in the economy, state furloughs, high unemployment and recent service cuts.

Developer Impact Fees: Funds generated by developer fees imposed on land development projects. These fees are intended to pay for service improvements resulting from impacts from the development. They are restricted to capital projects that show a nexus to the geographic area generating the fee.

Contract Services: Contract services includes contract with the cities of Citrus Heights, Elk Grove and Folsom. These cities purchase RT transit services.

Other local sources: Other sources of revenue include investment income, commercial real estate leases, advertising income, bus book sales, fare evasion fines, promotional item sales, photo identification activities and parking revenue.

State Revenue Sources

State Transit Assistance: Funds generated by the sales tax on gasoline and diesel fuel sales. These funds are dispersed to transit agencies in Sacramento County through SACOG for a variety of transit capital and operating support needs. The State of California has diverted these funds over the last several years to address a state budget crisis.

State Transportation Improvement Program (STIP): Funds generated by state and federal sources that distributed by the State for projects that relieve traffic congestion on state and local roads and highways. This includes the new proposition 1B funds. STIP projects are prioritized by SACOG and submitted to the California Transportation Commission for funding.

Traffic Congestion Relief Program: State funds approved in the FY 2000 State Budget for specific RT major capital projects. These funds have been entangled in various State budget-balancing exercises, and thus effectively postponed until 2015 or later.

Other State Funds: These funds include Proposition 116 Rail Bond funds, Transit Capital Improvement (TCI) funds, and Transportation System Management (TSM) funds programmed since 1990 on a variety of RT rail expansion projects.

Federal Revenue Sources

Sources of federal revenue come from the current “Safe, Accountable, Flexible, Efficient Transportation Equity Act – A Legacy for Users” (SAFETEA-LU). This federal transportation reauthorization program succeeded the Transportation Equity Act for the 21st Century (TEA-21) to maintain most of the existing transportation funding programs contained in TEA-21.

SAFETEA-LU authorizes the federal transportation program through FY 2009. Beyond FY 2009, it is assumed that Congress will maintain the same level of support for federal transportation programs. RT can use the funds for operating, planning and capital, subject to specific regulations. One new energy-conservation program has been created as part of the American Recovery and Reinvestment Act (ARRA), the Transportation Investment for Greenhouse Gas Emission Reductions Act (TIGGER). This program may be renewed in the next surface transportation authorization act.

The following funding programs are available through SAFETEA-LU:

Section 5307 Urbanized Area Formula: Funds distributed by formula to large and small urban areas on the bases of population and population density. Funds may be used for a variety of transit planning, capital and preventive maintenance needs.

Section 5309 Fixed Guideway: Funds distributed by formula to urban rail transit operators based on miles of track and service provided. Funds may be used for urban rail system repair, rehabilitation, upgrades and preventive maintenance.

Section 5309 Bus Discretionary: Funds for bus purchases and bus support facility projects. These funds are specifically earmarked by Congress each year.

Section 5309 New Starts: Funds for fixed guideway projects. New Start projects are recommended by the Federal Transit Administration based on rigorous criteria, and selected for funding by Congress.

Section 5316 Jobs Access and Reverse Commute/New Freedom: Funds for operating new service that provides increased access to job opportunities, either through new service routes or expansions of existing routes into non-traditional service hours. New Freedom funds are intended to expand transportation options for persons with disabilities beyond the requirements of ADA.

Federal Highway Discretionary Funds: Funds distributed for a variety of transportation planning, construction and equipment acquisition needs. Projects are approved for funding by local agencies and forwarded to appropriate state and federal agencies for funding authorization. Funds in this category include Regional Surface Transportation Program (STP) and Congestion Mitigation/Air Quality (CMAQ) Program.

American Recovery and Reinvestment Act (ARRA): In 2009 and 2010, the federal government made available ARRA funds to stimulate the economy. RT received $8 million in FY 2009 and $6 million in FY 2010 to cover preventive maintenance and ADA program costs. These funds are not anticipated for FY 2011.

4.7.2 Potential New Funding Sources

A new local funding source, equivalent to a half-cent sales tax for Sacramento County, is essential to maintaining a robust transit system. This revenue can be generated through a variety of mechanisms. However, the local option sales tax has been the go-to mechanism for generating flexible funding for transit operations and capital. RT has analyzed what can be accomplished with a new revenue source through its *TransitAction Plan* and studies on the Green Line to the Airport light rail extension project.

Depending on how much funding is available to RT and when the funding begins, a number of projects and services identified in the *TransitAction Plan* could occur within the ten-year timeframe of the SRTP. These may include:

- Restoration of transit service three years sooner than currently anticipated;
- Doubling of bus revenue miles and hours in FY 2015 and 2016;
- Completion of the next phase of the Green Line to the Airport by FY 2021; and
- Preliminary engineering for streetcar projects.

SACOG is also analyzing, through it long range planning process, the impact of a quarter-cent sales tax for transit.

5.0 CAPITAL IMPROVEMENT PLANNING

The Short Range Transit Plan (SRTP) is a financially constrained plan so that it can be incorporated into the Sacramento Area Council of Governments regional transportation plan, the Metropolitan Transportation Plan. The SRTP Ten-Year Capital Program of Projects includes projects with funding programmed or funding that can be reasonably expected to be available within the planning timeframe. The capital projects to be undertaken support the Regional Transit's (RT's) existing and planned transit services.

5.0.1 Development of Capital Improvement Program (CIP) 2010-2041 and Five Year High Priority Project List

Three documents that have been developed to present RT's capital projects are the *2011-2015 Five-Year Capital Improvement Plan*, the Five-Year High Priority Projects List (2011-2015) and the SRTP Ten-Year Capital Program of Projects. (CIP) The development of the CIP begins with RT's Capital Programming Committee, which assists the General Manager in developing a state of good repair and maintenance program as well as expansion projects. In addition to monitoring, evaluating and administering the CIP, the committee is tasked to review and recommend projects for the plan. Federal, state and local funds anticipated for the planning period help to set parameters for the plan.

On an annual basis, the CIP is reviewed, updated and reissued in its entirety as one year is completed and a new year is added. The *2011-2015 Five-Year Capital Improvement Plan* was recently updated and approved February 2011 by the Board of Directors. As part of the CIP adoption, a Five-Year High Priority Projects list was also approved. The current CIP can be viewed in Appendix D. Note that projects are prioritized into five tiers based on need and projected funding availability, as described below:

Tier 0 - Fully funded projects currently under implementation;

Tier I - High priority projects that are not fully funded;

Tier II - These projects in the CIP are contingent upon adequate revenue being available. There are limitations associated with the various revenue sources available to RT, and this could affect our ability to move Tier II projects forward;

Tier III - Projects identified as Opportunity-Based. They are unfunded in the CIP based on current revenue projections; however, when there is potential for "new" state and federal transportation funding sources, these projects will be moved forward for consideration. Tier III projects were included in the program to both recognize and maximize RT's ability to take advantage of potential new funding streams, such as the State Infrastructure Bond and federal earmarks; and

Tier IV - Future projects planned for completion from 2015 to 2040. The projects are contingent upon adequate revenues being available to RT. If funding falls short, these projects will move further out in time for implementation.

The key components of RT's CIP include the following:

- System Expansion;
- Fleet Program;
- Infrastructure Program;
- Facilities Program;
- Equipment Program;
- Transit Technologies Program;
- Transit Safety and Security;
- Planning and Studies; and
- Other Programs.

5.1 Ten-Year Capital Program of Projects

This Program of Projects is derived from the CIP and the Five-Year High Priority Projects List. It places an emphasis on ensuring safety, regulatory compliance, a "state of good repair" for RT's current assets; completing transit expansion projects identified in Measure A Renewal as well as long standing capital project commitments. In addition, it provides for modest system enhancement/improvement projects – particularly projects that significantly enhance customer service or provide opportunities for greater system efficiency/revenue generation. Table 5.1 presents the projects in RT's Ten-Year Program of Projects. The Ten-Year Program includes both partially funded and unfunded projects. Projects without identified funding are anticipated to receive funding through regional, State and Federal sources.

TABLE 5.1 TEN-YEAR CAPITAL PROGRAM OF PROJECTS
FY 2011 - FY 2021

Project ID	Program Classification / Project Name (10)		Tier	FY 2010 Carryover Funding (8)	FY2011 Expenditures	FY2012 Expenditures	FY2013 Expenditures	FY2014 Expenditures	FY2015 Expenditures	FY2016 Expenditures	FY2017 Expenditures	FY2018 Expenditures	FY2019 Expenditures	FY2020 Expenditures	FY2021 Expenditures	FY2022 - FY2041
System Expansion Programs																
404	Green Line to the River District (GL-1)		0	$ 31,608,357	$ 30,627,698	$ 2,000,000	$ -	$ -	$ -							$ -
230	Northeast Corridor Enhancements (Phase 1)	*	I	3,271,700	3,271,700	749,984	2,550,000	2,550,000	2,428,455							-
402	Green Line Light Rail Extension		I	2,125,665	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,072,146,893
410	Blue Line to Cosumnes River College		I	26,851,647	9,919,000	61,086,000	101,298,000	64,145,192	6,475,000	3,102,808						
F	Amtrak/Folsom Light Rail Extension	*	I	516,822	792,005	-	-	-	-							-
	System Expansion Total			**64,374,191**	**46,610,403**	**65,835,984**	**105,848,000**	**68,695,192**	**10,903,455**	**4,102,808**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,072,146,893**
Fleet Programs																
651	Siemens Light Rail Vehicle Mid-Life Overhaul		0	2,795,625	2,795,625	-	-	-	-							-
771	Paratransit Vehicle Replacement (Up to 50)		0	415,635	415,635	-	-	-	-							-
B005	CNG Bus Replacement (91 in 2008)		0	-	80,144	-	-	-	-							-
P005/B040/B041	Bus Replacement (less than 40 ft. length)		0	5,619,218	4,985,751	2,990,647	2,852,161	1,487,964	967,664	582,490	4,369,478	3,902,522	1,925,468	1,121,788	231,088	72,923,013
R001	CAF Light Rail Vehicle Painting		0	995,000	100,000	447,500	447,500	-	-							-
R110	Siemens E & H Ramp Replacement		0	1,320,000	660,000	660,000	-	-	-							-
R085	UTDC Light Rail Vehicle Retrofit and Mid Life Refurbishment		I	9,741,344	3,359,866	6,646,338	4,573,169	4,750,000	4,500,000							-
G225	Non-Revenue Vehicle Replacement	*	I	7,782	7,782	1,702,683	1,006,374	2,431,649	16,798	397,905	1,541,398	289,231	2,093,921	566,901	-	30,161,519
B100	Existing Bus Fleet Replacement- CNG (2013 - 2041)	*	II	-	-	-	-	-	-	17,356,734	17,877,436	15,164,272	4,462,629	-	17,754,011	214,304,467
R115	Siemens 1st Series Fleet Replacement (26)	*	II	-	-	-	-	1,500,000	1,500,000		24,941,842	25,690,097	26,460,800	27,254,624	28,072,263	-
R125	CAF Fleet Component Overhaul	*	II	-	-	-	-	-	-					6,000,000	6,180,000	19,674,815
	Fleet Program Total			**20,894,604**	**12,404,803**	**12,447,168**	**8,879,204**	**10,169,613**	**6,984,462**	**18,337,129**	**48,730,154**	**45,046,122**	**34,942,818**	**34,943,313**	**52,237,362**	**337,063,814**
Infrastructure Programs																
0534	13th & 16th St. LR Station Improvements		0	158,091	158,091	-	-	-	-							-
0578	Traction Power Upgrades		0	591,736	295,868	295,868	-	-	-							-
990	Watt Avenue Grade Separation		0	192,363	192,363	-	-	-	-							-
4018	OCS/Substation Upgrades		0	4,709	4,709	-	-	-	-							-
G236	West Citrus Overcrossing OCS Pole Relocation Phase 1		0	420,356	420,356	-	-	-	-							-
G237	Across the Top System Modification		0	-	50,000	-	-	-	-							-
R071	A019 Instrument House Improvements		0	41,742	41,742	-	-	-	-							-
R170	K Street Streetscape Improvements		0	14,449	14,449	-	-	-	-							-
R245	Downtown LR Station Enhancements		0	304,082	304,082	-	-	-	-							-
R255	Richards Blvd/12th & 16th St Grade Xing		0	-	-	647,203	647,202	-	-							-
R280	Amtrak-Folsom Limited Stop Service		0	3,720,953	2,800,000	460,477	460,476	-	-							-
4017	Bus Stop Improvement Program	*	I	626			180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	3,422,548
M002	University/65th Street Transit Center Relocation		I	-	120,000	955,000	2,800,000	-	-							-
R318	Watt Avenue @ US 50 Interchange Project		I	-	30,000	50,000	-	-	-							-
008	Swanston Transit Center		II	860,074	-	-	-	-	-	1,710,074						
G238	Repairs per Biennial Bridge Inspection	*	II	-	-	181,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	1,045,000
	Infrastructure Program Total			**6,309,181**	**4,431,660**	**2,589,548**	**4,142,678**	**235,000**	**235,000**	**1,945,074**	**235,000**	**235,000**	**235,000**	**235,000**	**235,000**	**4,467,548**
Transit Oriented Development																
0536	Transit Oriented Development at Cemo Circle		0	1,739	1,739	-	-	-	-							-
0538	Transit Oriented Development at Butterfield LR Station		0	4,673	4,673	-	-	-	-							-
0542	Transit Oriented Development at 13th Street LR Station		0	75,000	-	75,000	-	-	-							-
0543	Transit Oriented Development at Power Inn LR Station		0	18,646	-	48,700	-	-	-							-
0546	TOD Community Outreach Pilot		0	-	-	-	-	-	-							-
	Transit Oriented Development Total			**100,058**	**6,412**	**123,700**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

TABLE 5.1 TEN-YEAR CAPITAL PROGRAM OF PROJECTS
FY 2011 - FY 2021

Project ID	Program Classification / Project Name		Tier	FY 2010 Carryover	FY2011 Expenditures	FY2012 Expenditures	FY2013 Expenditures	FY2014 Expenditures	FY2015 Expenditures	FY2016 Expenditures	FY2017 Expenditures	FY2018 Expenditures	FY2019 Expenditures	FY2020 Expenditures	FY2021 Expenditures	FY2022 - FY2041
Facilities Programs																
4005	Butterfield/Mather Mills LR Station Rehabilitation		0	82,415	82,415	-	-	-	-							-
TE07	Transit Enhancements		0	58,972	58,972	-	-	-	-							-
R175	Watt Avenue Station Improvements		0	(104,340)	100,000	108,160	-	-	-							-
R313	29th Street Light Rail Station Enhancements		0	-	-	280,500	-	-	-							-
B134	Fulton Ave. Bus Shelters		0	-	-	169,435	-	-	-							-
B135	Citrus Heights Bus Stop Improvements		0	-	-	541,824	-	-	-							-
F010	Parking Lot Pilot Program		0	1,811	91,811	-	-	-	-							
645	Major Light Rail Station Enhancements	*	I	5,377	1,528,000	1,528,000	1,528,000	1,528,000	1,528,000	1,528,000	11,528,000	11,828,000	12,137,000	12,455,270	12,783,088	26,597,039
715	Bus Maintenance Facility #2 (Phase 1)		I	9,578,090	500,000	3,000,000	2,500,000	2,000,000	2,971,678							-
4007	ADA Transition Plan Improvements	*	I	258,461	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	3,394,642
4011	Facilities Maintenance & Improvements	*	I	165,289	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	12,653,445
B017	Citrus Heights Transit Enhancements	*	II	-	300,000	1,200,000	-	-	-							-
	Facilities Program Total			**10,046,075**	**3,486,198**	**7,652,919**	**4,853,000**	**4,353,000**	**5,324,678**	**2,353,000**	**12,353,000**	**12,653,000**	**12,962,000**	**13,280,270**	**13,608,088**	**42,645,126**
Equipment Programs																
B020	Shop Equipment - Bus	*	II	-	95,720	-	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	2,875,000
	Equipment Program Total			**-**	**95,720**	**-**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**2,875,000**
Transit Technologies Programs																
G045	LR Station Video Surveillance & Recording System		0	951,179	951,179	-	-	-	-							-
G105	Automated Vehicle Location System for Buses		0	1,554,887	777,444	777,443	-	-	-							-
G240	Additional Fare Vending Machines/Spares		0	50,000	400,000	750,000	50,000	-	-							-
H015	Completing the Video Surveillance System		0	467,300	467,300	-	-	-	-							-
H020	VICE II (Video Infrastructure & Communications)		0	84,022	84,022	-	-	-	-							-
T003	Google Transit Trip Planner		0	-	60,000	41,596	-	-	-							-
964	Trapeze Implementation (TEAMS)	*	I	666,608	566,008	552,506	-	-	-							-
	Transit Technologies Program Total			**3,773,996**	**3,305,953**	**2,121,545**	**50,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Transit Security & Safety																
B133	Bus Lot Improvements		0	-	-	320,000	320,000	-	-							-
H021	Enhancement of Emergency Power Generation		0	-	-	-	430,000	-	-							
R165	Ahern/12th Street Improvements		0	130,311	130,311	-	-	-	-							-
T001	LRV Video Surveillance System Upgrade		0	-	-	200,000	325,350	-	-							-
H022	Transit Security Project - To Be Determined #1		I	-	-	706,000	706,000	706,000	706,000	706,000	706,000					
H023	Transit Security Project - To Be Determined #2		I	-	-	850,000	850,000	850,000	850,000	850,000	850,000					
	Transit Security & Safety Total			**130,311**	**130,311**	**2,076,000**	**2,631,350**	**1,556,000**	**1,556,000**	**1,556,000**	**1,556,000**	**-**	**-**	**-**	**-**	**-**
Planning / Studies																
0580	Comprehensive Operational Analysis Study		0	281,238	438,543	117,695	-	-	-							
PD09	Professional Development for RT Planning Staff		0	20,986	20,986	-	-	-	-							-
	Planning / Studies Total			**302,224**	**459,529**	**117,695**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Other Programs																
OPE4	"See It, Hear It, Report It" Public Awareness Campaign		0	53,500	-	53,500	-	-	-							
G230	Certificates of Participation Payments		I	-	2,082,282	2,077,783	2,079,063	2,080,250	2,080,000							-
G015	Network Firewall Upgrade	*	II	-	-	-	35,000	-	-							-
	Other Program Total			**53,500**	**2,082,282**	**2,131,283**	**2,114,063**	**2,080,250**	**2,080,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
	Total Priority List of Capital Projects			**$ 105,984,140**	**$ 73,013,271**	**$ 95,095,842**	**$ 128,643,295**	**$ 87,214,055**	**$ 27,208,595**	**$ 28,419,011**	**$ 63,999,154**	**$ 59,059,122**	**$ 49,264,818**	**$ 49,583,583**	**$ 67,205,450**	**$ 1,459,198,380**
				-												

TABLE 5.1 TEN-YEAR CAPITAL PROGRAM OF PROJECTS
FY 2011 - FY 2021

	Capital Revenue Available	FY 2010 Carryover Funding	FY 2011 Funding	FY 2012 Funding	FY 2013 Funding	FY 2014 Funding	FY 2015 Funding	FY 2016 Funding	FY 2017 Funding	FY 2018 Funding	FY 2019 Funding	FY 2020 Funding	FY 2021 Funding
	Local												
	Measure A- POF		1,771,000	-	-	-	-	-	-	-	-	-	-
(1)	State Transit Assistance		305,000	647,000	647,000	-	-	1,565,000	1,129,000	1,002,000	1,008,000	158,000	1,190,000
(2)	LTF		2,082,283	2,078,000	2,079,000	2,080,250	2,080,000	-	-	-	-	-	-
	Air District (including SECAT)		-	-	-	-	-	-	-	-	-	-	-
	Development Impact Fees		446,000	47,000	48,410	49,862	51,358	52,899	54,486	56,120	57,804	59,538	61,324
	Lease to Service		-	-	-	-	-	-	-	-	-	-	-
(4), (6)	Other COPS (Debt Proceeds)		-	-	41,171,000	-	-	-	-	-	-	-	-
	Other Local Agencies		-	-	-	-	-	-	-	-	-	-	-
	Other Misc. Measure B 1/4 cent (amounts reflect 80% for RT)		-	-	-	-	1,075,200	4,300,800	4,515,840	4,748,800	4,981,760	5,232,640	5,492,480
	Other Misc		1,448,000	3,545,000	-	-	-	-	-	-	-	-	-
	DNA Developer Fees		-	-	-	-	-	-	-	-	-	5,521,000	13,480,000
	DNA Airport Contribution												
	Local		**6,052,283**	**6,317,000**	**43,945,410**	**2,130,112**	**3,206,558**	**5,918,699**	**5,699,326**	**5,806,920**	**6,047,564**	**10,971,178**	**20,223,804**
	State												
	STIP (FCR/PTA)		10,128,000	-	-	-	-	13,617,000	13,889,340	14,167,127	14,450,469	14,739,479	15,034,268
	Prop. 116		-	-	-	-	-	-	-	-	-	-	-
(7)	Prop. 1B - PTMISEA, SLPP and Transit Security		15,904,000	12,915,000	16,586,000	10,669,000	19,542,000	10,653,000	7,107,000	1,556,000	-	-	-
	TCI		-	-	-	-	-	-	-	-	-	-	-
(5)	TCRP		-	-	5,100,000	-	-	28,950,000	28,950,000	-	-	-	-
	Other		550,000	-	-	-	-	-	-	-	-	-	-
	State		**26,582,000**	**12,915,000**	**21,686,000**	**10,669,000**	**19,542,000**	**53,220,000**	**49,946,340**	**15,723,127**	**14,450,469**	**14,739,479**	**15,034,268**
	Federal			-	-	-	-	-	-	-	-	-	-
	5309 - New Starts		4,410,000	17,413,000	81,745,000	31,432,000	-	-	-	-	-	-	-
	5309 - Bus & Facilities		886,000	-	-	-	-	500,000	510,000	520,200	530,604	541,216	552,040
	5309 - Fixed Guideway			-	-	-	-	-	-	-	-	-	-
	5307 - Urbanized Formula		700,000	-	-	-	-	-	-	-	-	-	-
	5307 - Urbanized Formula- Transit Enhancement		542,000	93,000	-	-	-	220,000	224,400	228,888	233,466	238,135	242,898
	STP/CMAQ		5,025,000	-	-	-	25,000,000	25,000,000	25,000,000	25,000,000	21,000,000	20,840,000	20,000,000
	5304 Transit Planning		250,000	-	-	-	-	-	-	-	-	-	-
	5317 New Freedom		285,000	-	-	-	-	280,000	285,600	291,312	297,138	303,081	309,143
	Other		-	-	-	-	-	-	-	-	-	-	-
	Federal		**12,098,000**	**17,506,000**	**81,745,000**	**31,432,000**	**25,000,000**	**26,000,000**	**26,020,000**	**26,040,400**	**22,061,208**	**21,922,432**	**21,104,081**
	Total Capital Revenue Available Incl. Transfers from Operations		**$ 44,732,283**	**$ 36,738,000**	**$ 147,376,410**	**$ 44,231,112**	**$ 47,748,558**	**$ 85,138,699**	**$ 81,665,666**	**$ 47,570,447**	**$ 42,559,241**	**$ 47,633,089**	**$ 56,362,153**
	Difference between Projected Expenses and Revenues		**$ (28,280,988)**	**$ (58,357,842)**	**$ 18,733,115**	**$ (42,982,943)**	**$ 20,539,963**	**$ 56,719,688**	**$ 17,666,512**	**$ (11,488,675)**	**$ (6,705,577)**	**$ (1,950,494)**	**$ (10,843,297)**
	Carryover Balance (9)	**105,984,140**	**77,703,152**	**19,345,310**	**38,078,425**	**(4,904,518)**	**15,635,445**	**72,355,133**	**90,021,645**	**78,532,970**	**71,827,394**	**69,876,900**	**59,033,603**

(1) FY16-FY21: Amounts are transfers from operations to capital per the Oct 2011 FFM

(2) FY11-FY15: Amounts are revenue for debt service repayment on the 2003 COPS debt issue
LTF Operating revenue reduced by the same amount per the Oct 2011 FFM

(3) 2003 COPS debt service. Not also shown as an operating expense

(4) Proceeds from new COPS issue for Blue Line project. $41 million shown. Can borrow up to $65 million if needed

(5) TCRP funds for Blue Line. Used to pay $41 million COPS debt shown as a separate revenue
Any excess would reimburse other Blue Line funds used in lieu of TCRP
If TCRP funds are not available operations funds will pay for debt service after the project is completed
The debt service is included in operating revenues as a reduction of operating revenue
In this scenario debt serv ice would continue beyond 2021. None of the debt service
expense appears on this schedule because it is reflected in the operating statement
The operating statement reflects debt service for a COPS issuance amount of $65 million

(6) FY13-15 construction period interest already included in Blue project in FY13-15
Funding is 50% New Starts, 50% non New Starts

(7) RT is considering changing the projects included in the PTMISEA expenditure plan.
This may change the project amounts and/or the amounts of PTMISEA funding allocated to the projects

(8) Represents funding unspent as of 6/30/10 to be used to fund costs in FY11 and later years

(9) FY21 carryover balance will fund costs beginning FY22

(10) If funding does not materialize in the year anticipated, affected project is deferred, changed, or, in extreme cases, cancelled, unless alternative funding is found.

(11) Includes $53,091,358 in FY17-FY21 for LRT Station Low Floor Rehabilitation

5.1.1 System Expansion Projects

The light rail starter line built in 1987 is in need of maintenance and enhancements. The system was built as a very low cost project with single tracking and minimal enhancements at stations. A new grade separation project to elevate light rail over Watt Avenue traffic, south of Folsom Boulevard was recently completed at the Watt/Manlove Station. Two segments of the system (i.e. Blue Line in the Northeast Corridor and the Gold Line from Hazel Avenue to Old Town Folsom) are in need of double tracking. RT also has committed to some light rail expansion projects that will continue to progress during the period of this document.

Service and Facilities Enhancements along Existing Corridors

Several improvements are proposed for both the Gold Line and the Northeast Corridor of the Blue Line of the RT's light rail system. These improvements are designed to improve operational flexibility, schedule reliability, increase system safety as well as provide passenger amenities and expanded services.

In 2009, RT straightened and double-tracked the existing light rail line through the former Lumberjack property near Royal Oaks light rail station. Other future improvements planned include facilities improvements at the Arden/Del Paso light rail station, improving traction power and signaling, and double tracking portions of the light rail line between the Watt/I-80 Station (northeast terminus) and downtown Sacramento to accommodate additional light rail service. Double tracking would provide RT the opportunity to initiate limited stop service to increase passenger carrying capacity. State funding designated for the completion of this project is not expected to be available before 2015.

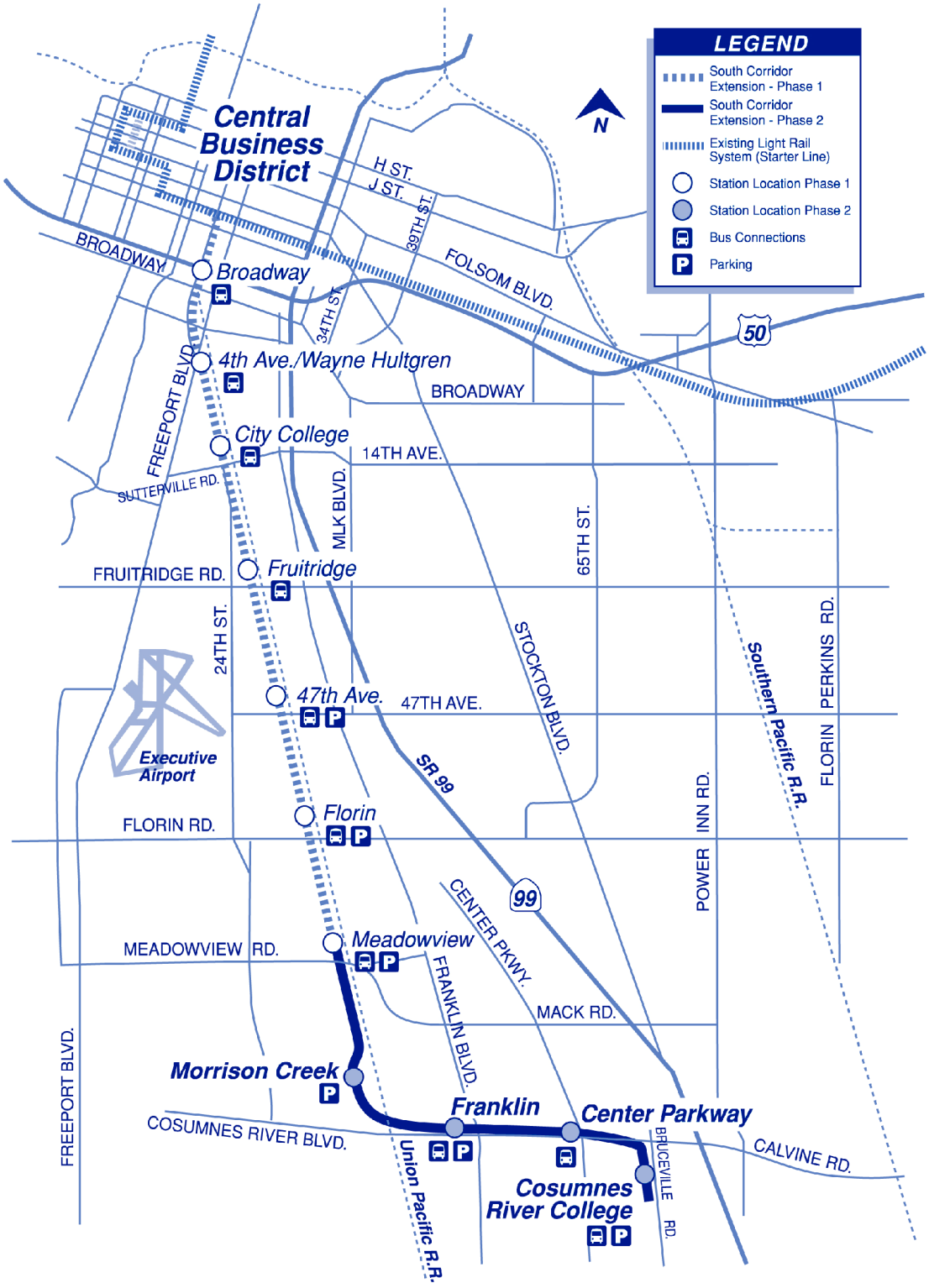
Improvement to the signaling infrastructure is also underway to allow the implementation of limited stop service on the Gold Line between the City of Folsom and Downtown. This work is scheduled for completion in 2011 but may not be completed until 2012.

South Line Phase 2 Light Rail Extension Project (Blue Line)

Phase 2 of the South Line is proposed to begin revenue service in fiscal year 2015. This extension would add 4.3 miles of track to the Blue Line by extending the light rail track from Meadowview Station to Cosumnes River College (see Figure 5.1). The extension is expected to generate 2,210 new trips on an average weekday.

To provide this service would require the addition of one train to the system. This extension is currently in the Federal Transit Administration (FTA) New Starts process. The project proposes to follow the Union Pacific Railroad right-of-way south from Meadowview Road, turn east and run north of the proposed extension of Cosumnes River Boulevard, follow the Boulevard to Bruceville Road and then turn south to serve Cosumnes River College/College Square development. A National Environmental Protection Act Record of Decision was received from FTA in December of 2008.

Figure 5.1 Proposed South Line Phase 2 Light Rail Extension



Source: *Rail Fleet Management Plan*, December 2008.

Downtown-Natomas-Airport Corridor Project (Green Line)

The proposed service to be provided in the Green Line Corridor will serve one of the fastest growing areas in the Sacramento region. On December 15, 2003, the RT Board of Directors adopted a Locally Preferred Alternative that includes light rail in the Truxel Road Corridor extending to Sacramento International Airport.

RT underwent further environmental and engineering work on the first phase of the project, which extended from Downtown to 7th Street and Richards Boulevard in the River District. A Final Environmental Impact Report was prepared and construction was initiated in late 2009. The Green Line to the River District is scheduled to be in operation by mid-2011.

The Green Line to the Airport project would extend light rail beyond the first phase, from the River District through the Natomas communities, and ultimately to the Sacramento International Airport (see Figure 5.2). A Transitional Analysis was recently completed on this phase of the project. A copy of the Transitional Analysis report is available at www.sacrt.com.

5.1.2 Fleet and Equipment Programs

The RT's fleet management plans provide detailed information on fleet size, ridership projections, vehicle spare ratios, vehicle life expectancy and planned vehicle purchases. The documents are guiding plans for the preparation of budgets, financial forecasts, the SRTP and other critical plans for RT. They were prepared in accordance with the FTA Circular 9030.1C. The current plans can are available upon request.

As described in the fleet management plans, ongoing costs include bus and light rail vehicle maintenance and replacements. RT is required to replace the Compressed Natural Gas (CNG) buses at their 14-year life cycle. Light rail vehicles are targeted to be replaced after 30 years but no more than 40 years. All vehicles undergo periodic maintenance. Light rail vehicles require a "mid-life" refurbishment to ensure safety and efficiency, which usually happens between years 15 and 20. On-going maintenance and shop equipment needs are also reflected in these plans.

Fleet and equipment replacements required by the fleet management plans are identified in the Ten-Year Capital Program of Projects. Through 2021, RT will need to undertake both bus and rail car replacement projects.

Two major CNG large bus purchases are scheduled for Fiscal Year (FY) 2015-2017 and a second purchase beginning in FY 2021, which will extend beyond the timeframe of this plan. These buses are assumed in the forecast to be replaced as CNG. In addition, vehicle replacements for the Community Bus Service division will also occur. There is a potential California Air Resources Board requirement that could require Zero Emission Buses to be part of future acquisitions if the fleet over 200 buses, but this requirement has not yet taken effect.

Figure 5.2 Green Line to the Airport

Source: http://sacrt.com/dna/pdfs/lpa_map.pdf, February 14, 2011.

The rail vehicles acquired in 1987 will reach their 30-year mark in 2017. The capital program calls for replacement of these vehicles over a five-year period, which will extend beyond the SRTP timeframe. Although there are two rail extension projects, Green Line to the River District and the South Line Phase 2, coming on line within the ten-year timeframe, the current fleet contains adequate vehicles for both expansions.

5.1.3 Infrastructure Programs and Transit Oriented Development

Infrastructure projects include improvements to the light rail track and system, routine bridge repairs, American with Disabilities Act (ADA) upgrades to bus stops, accommodating a bus transit center at the Swanston station and relocation of the bus transit center at the University/ 65th Street station. Other efforts include wrapping up agreements regarding transit-oriented developments at various stations.

5.1.4 Facilities and Transit Technology Programs

Facility projects include on-going maintenance and improvements at stations, stops and District buildings. Station rehabs have occurred each year as funds have been available. Warning tile installation is an on-going program at RT's facilities. Phase one work at Bus Maintenance Facility 2 is scheduled to be complete by FY 2015. Its new CNG facility will be funded in April 2011.

In addition, technology upgrades will be made to the video surveillance and recording system, automated vehicle location system and fare vending machines. Passenger information signs will be installed at the remaining light rail stations. The Connect Card system will be implemented this coming year.

5.1.5 Transit Security and Safety

These improvements will provide additional safety and security improvements to various stations and stops. On-going security funding is expected for the RT system, which will improve the surveillance camera system and security center. Fiber installation is an on-going program.

5.1.6 Planning and Other Programs

Current projects include the Comprehensive Operational Analysis study and a safety marketing campaign, both being funded through grants. Most projects anticipated for the future will be funded through discretionary grants.

5.2 Risk Analysis

Although RT's operating and capital plans are financially viable, they are not without risk. Should assumptions about sales tax growth and future amounts of federal funding prove optimistic, it would become necessary to adjust RT's transit service plans.

Any projects planned for federal funding through the New Starts program require that a capital reserve equal to at least 10% of the overall project cost can be secured and a

1.5-month operating reserve will be maintained.

Another key factor in maintaining financial viability is that RT must have sufficient operating revenues to fund the increased operating costs when the new rail service comes on line.

A final risk is that RT must have sufficient revenues for the replacement and rehabilitation of RT's bus and light rail vehicle fleet. Table 5.1 shows the increasing amounts of federal and Measure A funding that will be required for capital expenses. RT believes that there will be sufficient state and federal funds (including Congestion Mitigation and Air Quality, State Transportation Improvement Program and federal discretionary funding sources) to fund RT's replacement and rehabilitation program.

6.0 STRATEGIC PLANNING AND MARKETING

6.1 Long Range and Strategic Planning

The Sacramento Area Council of Governments (SACOG) has developed a long-range land use vision for the Sacramento region called the Blueprint. The Blueprint contains the guiding concepts for development of the Metropolitan Transportation Plan with a planning period to 2035. Based on smart growth principles, the Blueprint promotes developing infill and new communities with more compact communities, a mix of land uses, and an emphasis on public transit, walking and bicycling. One of the primary Blueprint goals is to increase development where there is existing infrastructure and reduce development in outlying areas. These smart growth principles help to guide the efficient use of land, protect agricultural and open space and develop more livable sustainable neighborhoods supported by a good transit system. Regional Transit's (RT) *TransitAction Plan* supports these smart growth principles.

Many times, we hear people compare transit in Sacramento to what they have experienced in other cities in the United States and world. It is common to hear statements like, "When I was in Europe or Washington D.C., I did not need a car and relied on transit during the entire trip. Why can't we do that here?"

There are typically two main reasons that transit is not as efficient in Sacramento. First, the historic low-density land use pattern, and second, RT's large service area (418 square miles). This land use pattern is inefficient and requires many more transit vehicles and routes to provide adequate coverage than a more compact community does with greater density.

6.1.1Sustainable Transportation

Traffic congestion, air quality and the increasing costs of transportation, is causing people in our region, along with much of the world, to realize that we need to be more environmentally aware in the way we live. Many families are finding that daily travel time is increasing, air pollution continues to increase and that a significant portion of the family income is being allocated to owning and operating cars. Insurance costs, high fuel prices, high maintenance fees, vehicle taxes and depreciation can be significant drains on the household budget.

Air pollution includes predictions of environmental decay related to climate change. Climate change concerns have led to the passing of California Assembly Bill 32 and Senate Bill 375, which encourage the use of transit and locating development near transit.

6.1.2 Development Review Process

For many years, RT has participated in a development review process with the local cities and county. RT's Planning Department coordinates development review with external agencies and applicable departments within RT to help build stronger transit supportive projects.

The development review process starts with city and county planners who refer development applications to RT planning staff. Through this process, RT is given an opportunity to comment on various aspects of projects including:

- Setting aside land for transit facilities;
- Locating development close to transit stops and station;
- Recommending intensification of land uses and supportive retail and office uses to promote ridership;
- Providing a mix of land uses (reducing single-use zoning where possible);
- Improving accessibility to transit by recommending removal of barriers that prohibit direct routes from surrounding land uses to transit stops and stations, and supporting Complete Streets principles;
- Recommending overall design changes that provide the most transit supportive design and uses near stops and stations;
- Reducing project impacts on transit services;
- Incorporating transportation demand management measures; and
- Reducing environmental issues in compliance with the California Environmental Quality Act and National Environmental Protection Act.

Regional Transit's Transit Oriented Development (TOD) Guidelines that were approved with the *TransitAction Plan*, support reducing reliance on cars (reducing vehicle miles traveled) in conformance to the regional Blueprint vision. The *TOD Guidelines* make recommendations for cities in the Sacramento region, and the County of Sacramento that will improve transit supportive development within each jurisdiction. A comprehensive approach is important because transit is influenced by many factors (such as land use) that are outside of RT's control.

A portion of the *TransitAction Plan's* success will also be dependent on the delivery of complete streets by developers and local jurisdictions. Complete streets contribute to a better transit system by providing sidewalks, bike paths, appropriate street lighting and landscaping to make transit more accessible, safer and convenient for users.

6.4.1 Service Promotion

A number of communication tools including a Web site, brochures, flyers, signage, bus and light rail timetable book, system map and pocket timetables to provide detailed information to passengers and the community about RT services. RT has also implemented several promotional campaigns and route specific marketing designed to increase transit awareness and boost ridership in selected neighborhoods along specific corridors. RT recognizes that the communities in which it serves are diverse. In compliance with Title VI of the Civil Rights Act of 1964 requirements, different marketing tactics are used to reach customers from diverse cultures, including providing materials in other languages (Spanish, Russian, Hmong, etc.).

When major service and/or fare changes are implemented, the Customer Assistance Program, consisting of about 20 employees from various departments within RT, goes into action to educate passengers at major bus stops and light rail stations.

The Marketing Department conducts a number of efforts that are designed to increase transit awareness and system ridership. This information is disseminated through:

- "Next Stop News", a monthly passenger newsletter;
- Flyers, interior car cards and in-vehicle mini-posters that promote specific transit programs, rider alerts and special events;
- Corporate partnerships with major employers, transportation management associations, chambers of commerce, businesses and public agencies and coordination with their Employee Transportation Coordinators; and
- Facebook Fan Page.

6.4.2 Fare Promotions and Incentives

RT offers the following discount passes to promote transit ridership:

- Class Pass: RT offers the "Class Pass," which is available to any group with ten or more students who are pursuing a high school diploma. The discounted pass permits unlimited use for these groups traveling during the hours of 9:00 a.m. – 3:30 p.m. Teachers can use the pass as a resource for conducting class field trips.

- Sacramento State/Los Rios Transit Pass: As described in Chapter 3, RT has cooperative agreements with Sacramento State and the Los Rios Community College District to provide discounted student transit passes to enrolled students. Students may utilize RT services with their student identification card and a current registration sticker. Sacramento State employees also participate in the program with valid identification.

- Jury Program: The County of Sacramento and RT have a program for jurists in order to reduce the need for parking. The Courthouse offers free transit tickets to jurors using RT's bus and light rail system to travel to and from the courthouse.

- The new Connect Card will add conveniences and offer incentives to ride transit and use the Connect Card.

6.4.3 Customer Service, System Enhancement and Security

Recent improvements include the following:

- Opening a customer service center and consolidating three service locations. Photo Identification, Sales/Fare Media and Lost and Found are now centralized at 1225 R Street;
- Implementing online trip planning;
- Increasing security personnel and fare inspection;

- Adding video surveillance;
- Partnering for Community Prosecutor program; and
- Implementing a program of youth forums within the City of Sacramento addressing security issues on board the transit system.

In addition, RT is in the process of installing passenger information signs at 22 stations and has received a grant to finish installing signs at the rest of the stations over the next year. Also coming soon will be the ability to access schedule and service alert information through personal media devices.

6.4.4 Accessible Services Outreach

RT has prepared a number of marketing materials to promote its accessible services. Several years ago, RT established a Mobility Advisory Council, which consists of persons with disabilities and older adults. The Council advises RT's staff on system accessibility features and improvements that are applicable to persons with disabilities and older adults. Workings closely with the advisory council, brochures describing RT's accessible services on buses and light rail vehicles and RT's policy regarding service animals have been recently produced. Signs and information displays to guide passengers at RT bus stops, light rail stations, transit centers and on board buses and light rail vehicles have been designed in accordance with the American with Disabilities Act.

6.4.5 Community Outreach

RT has developed partnerships with public agencies and organizations such as Caltrans, the City and County of Sacramento, the SACOG, Pacific Gas & Electric Company, Sacramento Municipal Utility District, Sacramento Metropolitan Air Quality Management District, Friends of Light Rail, Environmental Council of Sacramento and the Downtown Sacramento Partnership. These public partnerships enable RT to work cooperatively to help improve the Sacramento region's air quality by promoting the use of transit.

School outreach programs are designed to promote transit ridership and increase safety awareness among K-12 and college age students, faculty and staff.

RT also participates in about 20 annual events in the greater Sacramento community, including the California State Fair, Martin Luther King Jr. Parade, Clean Air Week, Earth Day, Grand Carnival of Lights Parade, the Jazz Jubilee and National Transportation Week to provide trip planning and answer questions. During 2008-09, RT converted a standard 40-foot bus to use as an outreach tool to advance the *TransitAction Plan*. The TransitAction bus was outfitted with laptop computers and a television monitor to present interactive and informative materials to visitors. The bus continues to be used at community events.

Over the years, RT has sponsored a number of public educational seminars for the community. Some of these include Bus Rapid Transit Seminar (2003); Transit Oriented

Development Seminar (2004); Streetcar Summit (2005); and Modern Bus and Technologies Seminar (2008). These events help to educate, inform and promote transit in the community and to display the latest technologies available including: modern vehicles, alternative fuels, passenger counting devices and the important connection between land use and transit.

7.0 CONCLUSION

Regional Transit (RT) is anticipating an economic recovery for Sacramento County over the next seven years. The recovery assumptions are modest and allow for slow growth in service during that timeframe. At the end of the recovery period, service will be at the 2009 (pre-downturn service cuts) level. The current Comprehensive Operational Analysis will assist in determining how those service levels should be configured. RT is also committed to continuing with light rail service expansion on both the Blue Line and the Green Line consistent with long-term commitments to the community. Financial projections show that RT can undertake these projects within the resources identified in the Financial Forecasting Model assumptions.

Appendix A Key Performance Measures

Goal		FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Projected	FY 2011 Budget	FY 2011 to FY 2010 Amount	FY 2011 to FY 2010 Percent
	Efficiencies Measures							
1	Cost Per Passenger							
	Bus	$ 4.90	$ 5.15	$ 5.30	$ 4.29	$ 4.41	$ 0.12	2.8%
	Rail	$ 2.76	$ 3.03	$ 2.97	$ 2.91	$ 2.45	$ (0.46)	(15.8%)
1	Cost Per Revenue Mile							
	Bus	$ 10.78	$ 11.50	$ 11.92	$ 10.73	$ 11.31	$ 0.58	5.4%
	Rail	$ 10.55	$ 11.69	$ 12.16	$ 10.95	$ 9.63	$ (1.32)	(12.1%)
1	Cost Per Revenue Hour							
	Bus	$ 117.19	$ 126.06	$ 132.18	$ 120.14	$ 120.03	$ (0.11)	(0.1%)
	Rail	$ 196.36	$ 226.01	$ 235.06	$ 216.22	$ 191.47	$ (24.75)	(11.4%)
1	Subsidy Per Passenger	$ 3.55	$ 3.28	$ 2.96	$ 2.69	$ 2.74	$ 0.05	1.9%
	Effectiveness Measures							
1	Farebox Recovery Ratio	21.9%	22.0%	26.8%	25.6%	31.6%	6.0%	
2	Total Ridership							
	Bus	16,807,000	16,607,800	16,260,000	17,579,268	13,619,000	(3,960,268)	(22.5%)
	Rail	14,760,400	16,154,400	17,144,000	15,480,652	15,242,500	(238,152)	(1.5%)
	Total	31,567,400	32,762,200	33,404,000	33,059,920	28,861,500	(4,198,420)	(12.7%)
2	Average Daily Weekday Ridership							
	Bus	57,725	56,783	56,583	53,112	47,333	(5,779)	(10.9%)
	Rail	50,800	55,150	59,042	55,147	53,083	(2,064)	(3.7%)
	Total	108,525	111,933	115,625	108,259	100,416	(7,843)	(7.2%)
2	Passengers Per Mile							
	Bus	2.17	2.23	2.25	2.17	2.57	0.40	18.4%
	Rail	3.88	3.86	4.09	3.90	3.93	0.03	0.8%
	Reliability Measures							
2	On-Time Performance							
	Bus	87.6%	77.2%	80.0%	86.2%	85.0%	(1.2%)	
	On-Time Departures							
	Rail	97.1%	97.7%	97.0%	97.8%	97.0%	(0.8%)	
2	Completed Trips							
	Bus	99.9%	99.9%	99.9%	99.8%	99.8%	0.0%	
	Rail	99.8%	99.8%	99.8%	99.8%	99.8%	(0.0%)	
2	Miles Between Service Calls							
	Bus	17,174	11,494	9,500	11,149	8,500	(2,649)	(23.8%)
	Rail	13,667	15,490	15,000	24,868	15,000	(9,868)	(39.7%)
4	Employee Availability Days[1]							
	ATU operators	204	208	209	208	209	0.90	0.4%

[1] The goal is an average of 223 days for all employee groups. This level is achieved or exceeded for all groups except ATU operators.

Goal		FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Projected	FY 2011 Budget	FY 2011 to FY 2010 Amount	FY 2011 to FY 2010 Percent
	Quality Measures							
2	Accidents Per 100,000 Miles							
	Bus	0.5	0.9	1.2	0.9	1.2	0.31	34.8%
	Rail	1.3	0.8	2.2	0.7	2.2	1.49	209.9%
2	Crimes Committed Per Million Passengers	10.8	14.3	8.5	18.4	20.0	1.60	8.7%
4	Lost Time Injuries Per 100 Employees	0.7	0.9	0.8	0.6	0.8	0.18	29.0%
2	Average Days To Respond to Passenger ADA Complaints[2]	13.9	14.8	30.0	19.3	30.0	10.70	55.4%
2	Average Days To Complete ADA Assessments[3]	12.7	13.8	21.0	15.7	21.0	5.30	33.8%
2	ADA Trip Denials	1.2%	0.4%	0.0%	0.0%	0.0%	-	0.0%

Operating within the annually budgeted cost and revenue projections is also a key annual performance measurement that is tracked and reported on a monthly basis.

[2] Americans with Disabilities Act limits response time to 30 days.
[3] Federally regulated deadline of 21 days.

Source: Sacramento Regional Transit District *FY2010/11 Abridged Budget*; Division of Finance, Department of Office Management and Budget, December 2010.

Appendix B *FY2010-11 Abridged Budget (Attached)*

Attachment 1

Regional Transit

Sacramento Regional Transit District

Abridged Revised Budget
Fiscal Year 2010-2011

Table of Contents

Board of Directors

Don Nottoli, Chair
County of Sacramento

Bonnie Pannell, Vice Chair
City of Sacramento

Steve Miller
City of Citrus Heights

Steve Cohn
City of Sacramento

Phil Serna
County of Sacramento

Angelique Ashby
City of Sacramento

Pat Hume
City of Elk Grove

Roberta MacGlashan
County of Sacramento

Andy Morin
City of Folsom

David Sander, Ph.D.
City of Rancho Cordova

Darrell Fong
City of Sacramento

Board of Directors Alternates

Steve Detrick
City of Elk Grove

Robert McGarvey
City of Rancho Cordova

Jeff Slowey
City of Citrus Heights

Executive Team

Mike Wiley
General Manager/CEO

Bruce Behrens
Chief Legal Counsel

Dee Brookshire
Chief Financial Officer

RoseMary Covington
Assistant General Manager of Planning and Transit System Development

Dan Bailey
Chief Administrative Officer/EEO Officer

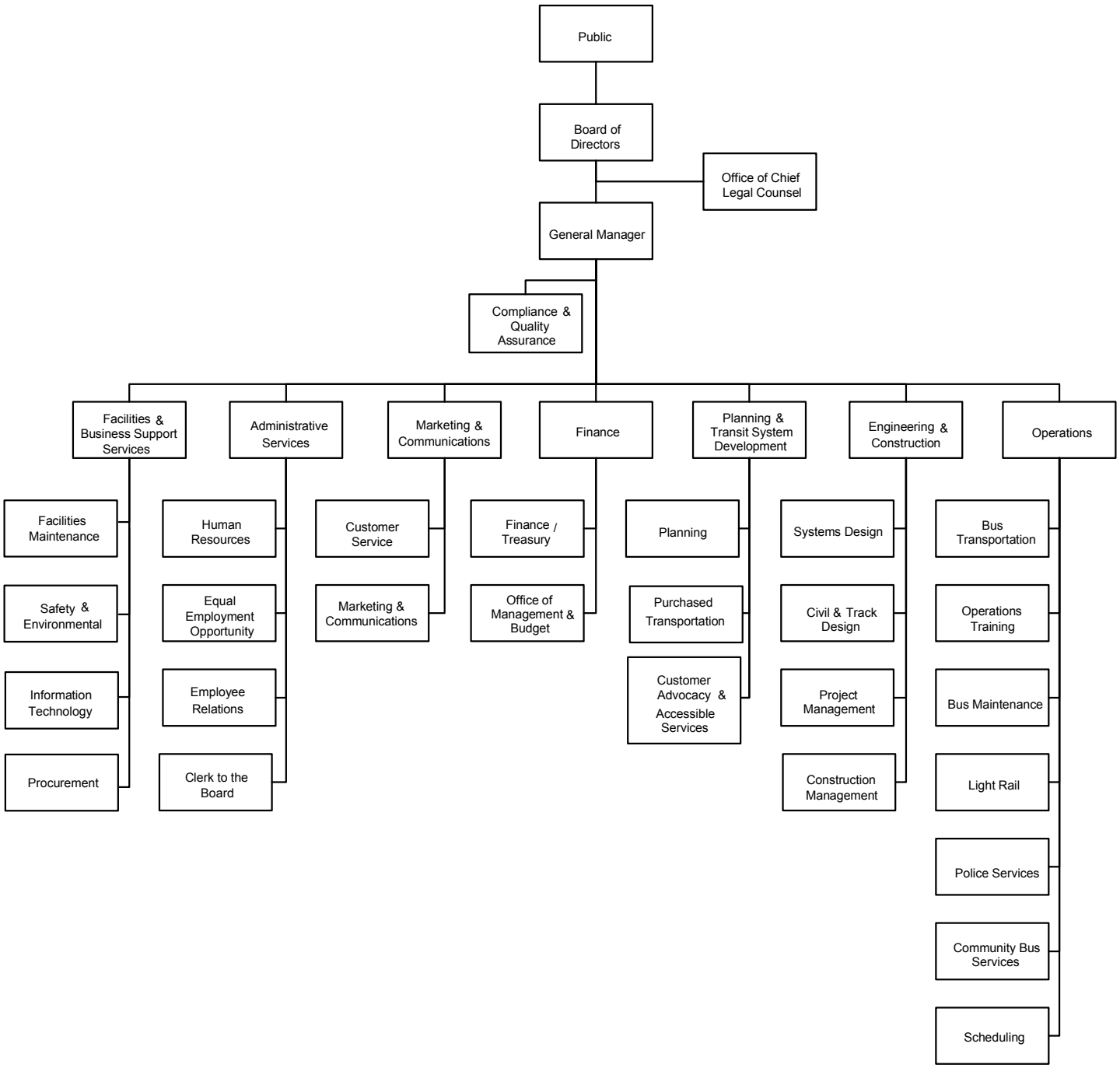
Mark Lonergan
Chief Operating Officer

Alane Masui
Assistant General Manager of Marketing and Communications

Mike Mattos
Chief of Facilities and Business Support Services

Diane Nakano
Assistant General Manager of Engineering and Construction

Organizational Structure



District Profile

Facts

Sacramento Regional Transit District	Constructs, operates, and maintains a comprehensive mass transportation system that serves 418 square miles in Sacramento County

Bus Service	
Power	Compressed Natural Gas, Diesel, Gasoline
Routes	65
Schedule	4:38 am to 9:46 pm daily
Stops	3,500
Vehicles	212 CNG buses; 4 CNG replica "trolleys"; 14 shuttle vans; 3 29' diesel buses
Annual Ridership	13,619,284

Light Rail Service	
Power	Electrical
Miles	36.89
Schedule	3:50 am to 10:38 pm daily
Stops	48
Vehicles	76
Annual Ridership	15,241,560

Paratransit	
ADA Passenger Trips Provided	330,616
ADA Vehicle Revenue Miles	3,102,585
Vehicles	109

Passenger Amenities/ Customer Service	
Transfer Centers	26
Park & Ride	18
Annual Customer Service Calls	950,904
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

Strategic Plan

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

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

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

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

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

Strategic Plan, cont.

Our Mission

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

Our Vision

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

Our Values

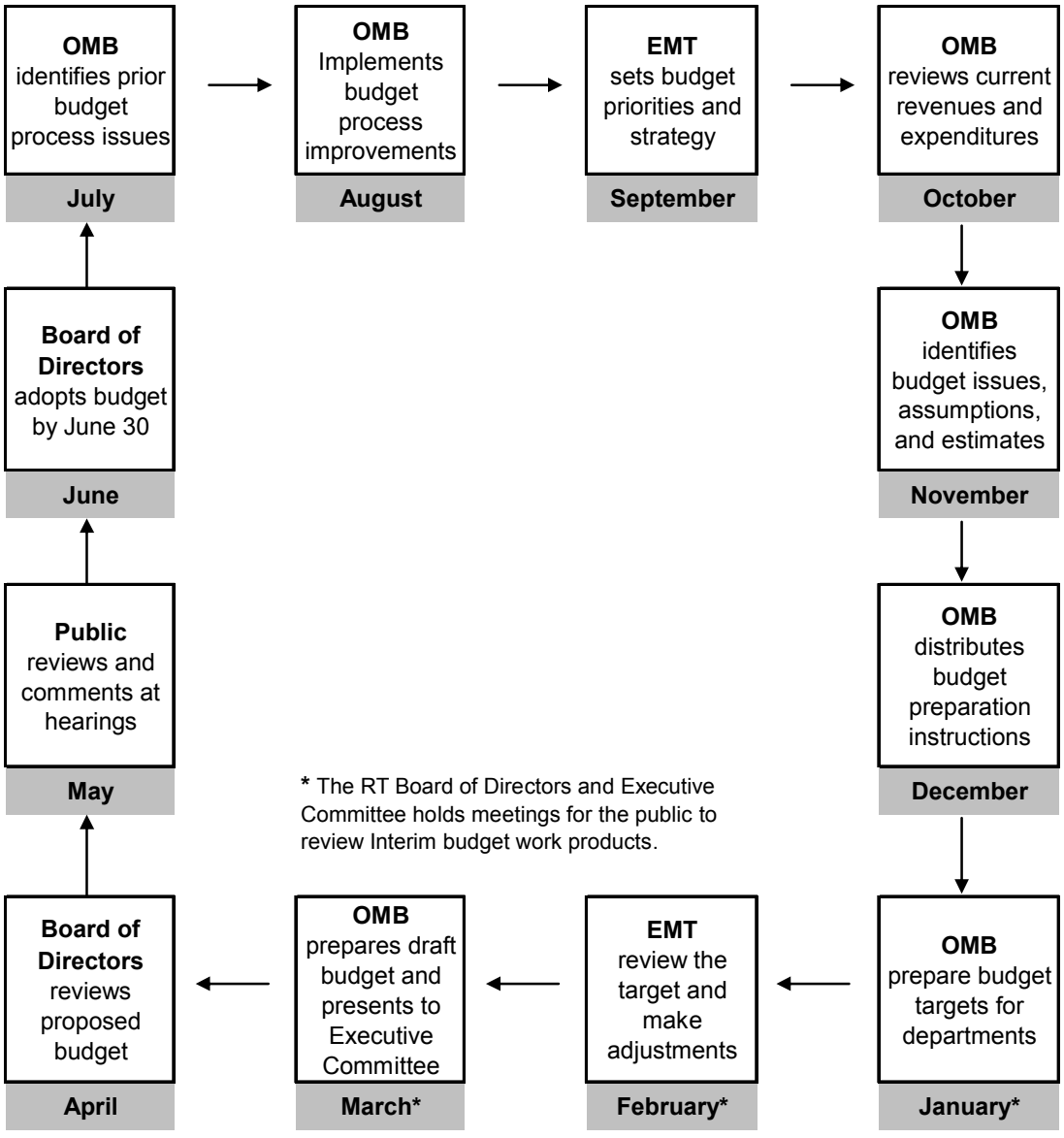
- Financial Sustainability
- Customer Service
- Regional Leadership
- Quality Workforce
- Ethical and Sound Business Practices

Our Goals

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

Budget Process

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



Voting System

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

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

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

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

On March 12, 2007, the RT Board of Directors adopted the new Schedule of Weighted Voting Distribution for the remainder of FY 2007. For all subsequent years, the Schedule is to be included in the proposed budget document and distributed to voting entities at least 60 days in advance of budget adoption. A summary of the tabulated vote shares adopted for FY 2010 and for FY 2011 is shown in the table below. A detailed FY 2011 Schedule of Weighted Voting is shown on the next page.

Vote Shares By Jurisdiction

Jurisdiction	Status	Shares - FY 2010 Budget	Shares – FY 2011 Proposed
County of Sacramento	Annex	42	42
City of Sacramento	Annex	36	36
City of Rancho Cordova	Annex	9	9
City of Citrus Heights	Contract	6	5
City of Elk Grove	Contract	4	5
City of Folsom	Contract	3	3
Total		**100**	**100**

Voting System, cont.

Fiscal Year 2011 Schedule of Weighted Voting Distribution - revised

Base Values*

Federal Financial Information

Code Section:		
102205(b)(6)	FY 10 Federal Funds Available in the Sacramento MSA	36,167,445
102205(b)(7)	Allocation of Federal Funds to jurisdictions other than RT	5,326,248
102205(b)(8)	FY 10 Federal Funds Available for use in RT Service Area:	30,841,197

Jurisdiction Specific Values

		City of Sacramento	County of Sacramento	Rancho Cordova	Citrus Height	Folsom	Elk Grove	Totals:
102205(b)(10)	Population:**	481,097	565,309	61,817	87,565	71,018	141,430	1,408,236
	Proportionate Population:	34.16%	40.14%	4.39%	6.22%	5.04%	10.04%	100.00%
	Member:	Yes	Yes	Yes	No	No	No	
102100.2, 102		4	3	1	1	1	1	11
102105.1(d)(2)	Entity (Total Federal Funding x Share of Population):	10,536,307	12,380,600	1,353,829	1,917,725	1,555,336	3,097,400	30,841,197
)(A), 102205(b)(3)	FY 11 State TDA Funds Made Available to RT:	13,434,857	15,786,516	1,726,268	0	0	0	30,947,641
)(B), 102205(b)(4)	FY 11 Funds Provided Under Contract:	0	0	0	1,680,698	971,400	596,633	3,248,731
)(C), 102205(b)(5)	FY 11 Other Local Funds	0	0	0	0	0	0	0
102105.1(d)(2)	Total Financial Contribution:	23,971,164	28,167,116	3,080,097	3,598,423	2,526,736	3,694,033	65,037,569
102105.1(d)(2)	Proportionate Financial Contribution:	36.86%	43.31%	4.74%	5.53%	3.89%	5.68%	100.00%

Voting Calculation

		City of Sacramento	County of Sacramento	Rancho Cordova	Citrus Heights	Folsom	Elk Grove	Totals:
102105.1(d)(1)	Incentive Shares (5 for member jurisdictions)	5	5	5	0	0	0	15
102105.1(d)(2)	(Proportionate Financial Share x Remainder of 100 shares):	31.3288	36.8126	4.0255	4.7029	3.3023	4.8279	85.0000
102105.1(d)(3)	Total Shares:	36.3288	41.8126	9.0255	4.7029	3.3023	4.8279	100.0000
102105.1(d)(4)	Shares After Rounding:	36	42	9	5	3	5	100
)(i), 102105.1(d)(4	Share Adjustment (To Ensure 100 Shares):	36	42	9	5	3	5	100
102105.1(d)(7)	Members (Assuming All Members Present to Vote):***							
		9	14	9	5	3	5	
	Member 1	9	14	9	5	3	5	
	Member 2	9	14	N/A	N/A	N/A	N/A	
	Member 3	9	14	N/A	N/A	N/A	N/A	
	Member 4	9	N/A	N/A	N/A	N/A	N/A	
	Member 5	N/A	N/A	N/A	N/A	N/A	N/A	
	Total Votes:	36	42	9	5	3	5	100

* In addition to the funding sources set forth below, RT projects following funds for operating purposes: $26,367,143 - Measure A

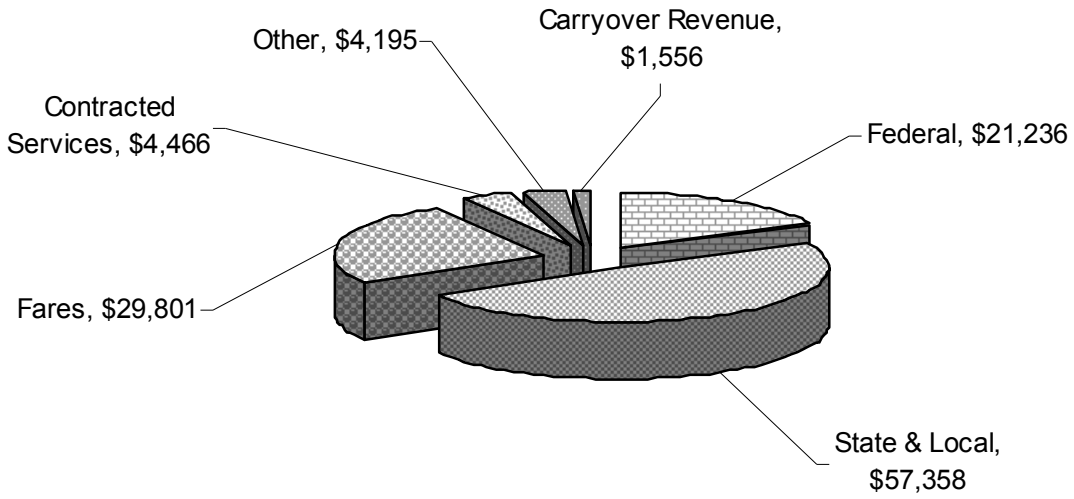
** Population as measured by the population statistics used by SACOG to allocate TDA funds for the same fiscal year for which the budget is adopted.

*** 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.

Revenues

Operating Revenue by Funding Source

(Dollars in Thousands)



Operating Revenue By Funding Source

(Dollars in Thousands)

	FY 2009 Actual	FY 2010 Budget	FY 2010 Actuals	FY 2011 Adopted	FY 2011 Revised	FY 2011 Revised to Adopted Variance	FY 2011 Revised to Adopted Percent
Federal	$ 30,309	$ 31,716	$ 30,914	$ 21,519	$ 21,236	$ (283)	(1.3%)
State & Local	70,725	56,394	58,134	57,455	57,358	(97)	(0.2%)
Fares	32,571	41,000	30,864	30,801	29,801	(1,000)	(3.2%)
Contracted Services	4,311	3,773	4,599	3,749	4,466	717	19.1%
Other	3,409	4,146	2,962	4,295	4,195	(100)	(2.3%)
Carryover Revenue	-	3,770	-	-	1,556	1,556	NA
Total Revenue	**$ 141,325**	**$ 140,799**	**$ 127,473**	**$ 117,819**	**$ 118,612**	**793**	**0.7%**

Revenue cont.

Federal Funding

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

- The FY 2011 Revised Budget proposes $21.2 million in federal funding, a decrease of $0.3 million (-1.3%) from the FY 2011 Adopted Budget ($21.5 million).
- JARC federal funding is projected to decline by $0.3 million.

State and Local Funding

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

- The FY 2011 Revised Budget proposes $57.4 million in state and local funding revenue, a decrease of $0.1 million (0.2%) from the FY 2011 Adopted Budget ($57.5 million).
- This reflects a 3.1% increase in Measure A revenue from FY 2010 Actuals or an 8.2% increase ($2.2 million) over FY 2011 Adopted budget.
- This reflects an increase in the LTF funding of $3.6 million.
- This also reflects a decrease in STA funding of $5.2 million due to recognizing approximately 50% of STA received at the beginning of FY 2011 as FY 2010 Operating Revenue due to a year end audit adjustment. FY 2011 Adopted Budget assumed all STA revenue as FY 2011 Operating Revenue.

Fares

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

- The FY 2011 Revised Budget proposes $29.8 million in fare revenue, a decrease of $1.0 million (-3.2%) from the FY 2011 Adopted Budget ($30.8 million).
- This reflects a decrease in ridership projections.
- RT ridership and fare revenue have been adversely affected by the downturn in the economy, along with state furloughs and high unemployment rates in the region.

Revenues, cont.

Contracted Services

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

- The FY 2011 Revised Budget proposes $4.5 million in Contracted Services revenue, an increase of $0.7 million (19.1%) from the FY 2011 Adopted Budget ($3.7 million).
- This reflects an increase in Citrus Heights contracted revenue of $0.7 million due to an increase in LTF and STA apportionments for FY 2011.
- This also reflects an addition of Rancho Cordova contract of $0.3 million, a reduction of $0.2 million to Elk Grove Contract and a reduction of $0.1 million to Folsom contract .

Other

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

- The FY 2011 Revised Budget proposes $4.2 million in other revenue, a decrease of $0.1 million (2.3%) from the FY 2010 Adopted Budget ($4.3 million).
- This reflects a net increase of $0.4 million in CNG tax rebate.
- This reflects a decrease in Park & Ride Parking revenue of $0.4 million.
- This also reflects a decrease in Advertising revenue of $0.1 million.

Carryover

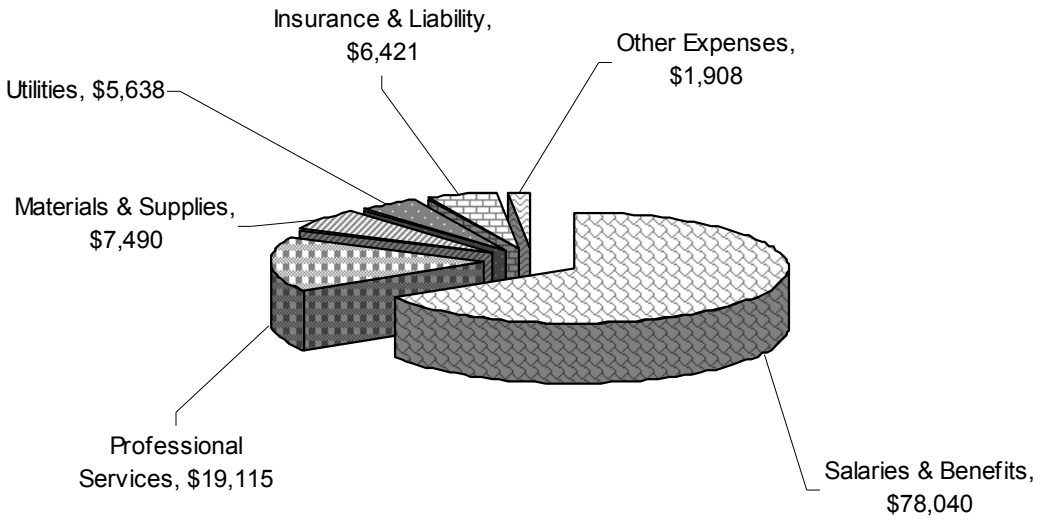
This category includes carryover surpluses from year to year.

- FY 2011 Revised Budget assumes $1.6 million in FY 2010 carryover revenue.

Expenses

Operating Expenses by Expense Category

(Dollars in Thousands)



Operating Expenses By Expense Category

(Dollars in Thousands)

	FY 2009 Actual	FY 2010 Budget	FY 2010 Actuals	FY 2011 Adopted	FY 2011 Revised	FY 2011 Revised to Adopted Variance	FY 2011 Revised to Adopted Percent
Salaries & Benefits	$ 89,845	$ 89,866	$ 90,548	$ 67,399	$ 78,040	$ 10,641	15.8%
Professional Services	25,643	23,378	22,511	17,974	19,115	1,141	6.3%
Materials & Supplies	9,848	9,162	9,128	7,490	7,490	-	0.0%
Utilities	5,545	5,574	5,531	4,598	5,638	1,040	22.6%
Insurance & Liability	7,104	10,363	2,286	6,421	6,421	-	0.0%
Other Expenses	2,054	2,456	1,728	1,858	1,908	50	2.7%
Expense	**$ 140,039**	**$ 140,799**	**$ 131,732**	**$ 105,740**	**$ 118,612**	**$ 12,872**	**12.2%**
FY 2010 Budgeted Carryover Expense				12,079			
Total Expenses	**$ 140,039**	**$ 140,799**	**$ 131,732**	**$ 117,819**	**$ 118,612**	**$ 793**	**0.7%**

Expenses, cont.

Salaries & Benefits

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

- The FY 2011 Revised Budget proposes $78.0 million for salaries and benefits, an increase of $10.6 million (15.8%) from the FY 2011 Adopted Budget ($67.4 million).
- This reflects a deferral of receiving savings from ATU and IBEW labor union concession until July 1, 2011.
- This also reflects an after service reduction / layoff reconciliation of authorized and funded positions to account for an addition of the critical positions that were eliminated or kept unfunded during the adopted budget preparation process.

Professional Services

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

- The FY 2011 Revised Budget proposes $19.1 million for Professional Services, an increase of $1.1 million (6.4%) from the FY 2011 Adopted Budget ($18.0 million).
- This reflects an increase in purchased transportation (Paratransit) of $0.7 million, an increase in tire lease contract of $0.3 million and other miscellaneous items.

Materials and Supplies

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

- The FY 2011 Revised Budget proposes $7.5 million for materials and supplies, which is no change from the FY 2011 Adopted Budget of $7.5 million.

Utilities

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

- The FY 2011 Revised Budget proposes $5.6 million for Utilities, an increase of $1.0 million (22.6%) from the FY 2011 Adopted Budget ($4.6 million).
- This reflects an increase in Light Rail Traction costs of $1.0 million due to lower than expected savings from service reduction and due to Kwh rate change.

Expenses, cont.

Insurance and Liability

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

- The FY 2011 Revised Budget proposes $6.4 million for casualty and liability insurance, which is no change from the FY 2011 Adopted Budget ($6.4 million).

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 2011 Revised Budget proposes $1.9 million for other expenditures, an increase of $0.1 million (2.7%) from the FY 2011 Adopted Budget ($1.9 million).
- This reflects an increase in Dues and Subscriptions, and an increase in Employee Assistance Program contract.

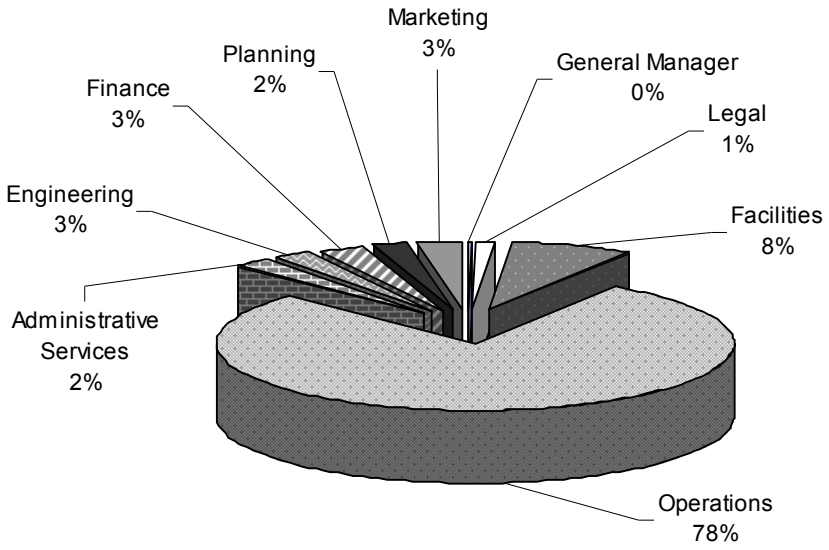
Carryover

This category includes carryover deficits from year to year.

- The FY 2011 Revised Budget eliminates FY 2010 Carryover expense included in FY 2011 Adopted Budget due to a one-time PLPD and Worker's Compensation adjustment of $8.5 million and recognizing of $5.2 million of STA funds as FY 2010 Operating revenue due to year-end CAFR adjustment.

Positions

The Fiscal Year 2011 Revised Budget proposes 929 Board authorized positions, an increase of 8 positions from the Fiscal Year 2011 Adopted Budget (921 positions). Out of 929 authorized positions, 922 positions are fully or partially funded in the FY 2011 Revised Budget.



Division	FY 2009 Budget	FY 2010 Budget	FY 2011 Adopted	FY 2011 Revised	FY 2011 Funded
General Manager	6	6	2	2	2
Legal	10	10	9	10	10
Facilities	95	95	74	73	73
Operations	933	905	721	722	719
Administrative Services	30	30	23	23	22
Engineering	44	44	25	25	24
Finance	32	32	23	25	25
Planning	43	42	17	22	21
Marketing	40	40	27	27	26
Total	**1,233**	**1,204**	**921**	**929**	**922**

Capital Improvement Plan

This following table represents the Capital Budget spending plan for the FY 2011 Operating Budget for the projects listed. The full five-year CIP will be adopted by a separate Board action and will cover capital funding priorities between fiscal year 2011 and 2015, and beyond to 2041.

The FY 2011 Budget includes projects focused on the following capital priorities:

System Expansion:
- South Sacramento Phase 2 light rail extension
- Green Line to the River District (GL-1)

Fleet Program:
- UTDC Light Rail Vehicle Retrofit

Infrastructure Program:
- Light Rail Crossing Enhancements

Facilities Program:
- Bus Maintenance Facility #2 (Phase 1)

Transit Technologies Program:
- Light Rail Station Video Surveillance and Recording System

Impact of Capital Improvements on Operating Budget

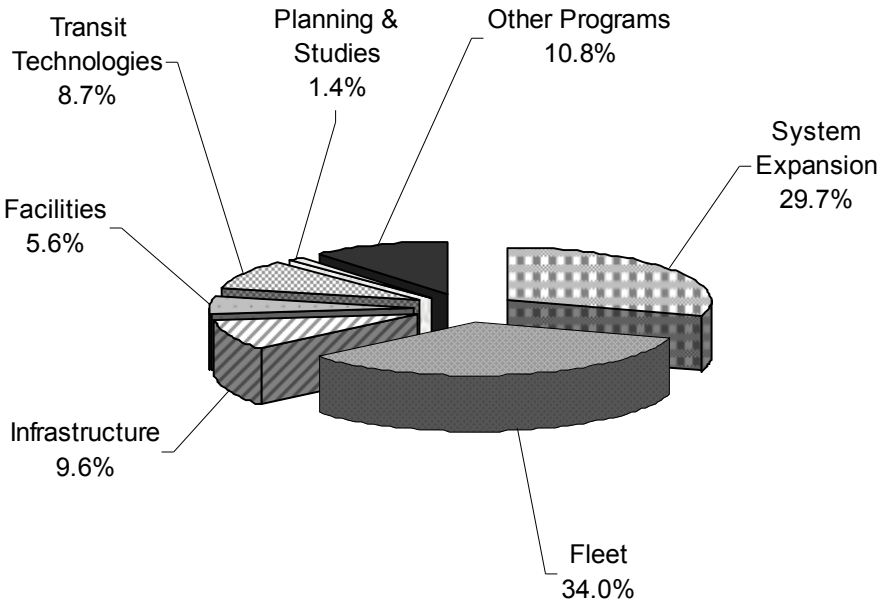
Capital projects approved in the current year budget impact future operating and capital budgets as follows:

1. Capital projects completed in the current year will require ongoing maintenance and, in case of new service lines, additional and ongoing operating costs.

2. Capital projects that are not completed in the current year will require additional capital funding that may require balancing operating funding to meet fiscal constraints.

3. Capital projects that are not completed in the current year will affect future years' budgets with increased operating costs in the year of completion. Future ongoing operating and maintenance costs are projected using current year baseline dollars.

Capital Improvements by Category



(Dollars in Thousands)

Category	FY 2011 Proposed	
System Expansion	$ 5,713	29.7%
Fleet	6,540	34.0%
Infrastructure	1,843	9.6%
Facilities	1,079	5.6%
Transit Technologies	1,675	8.7%
Planning & Studies	275	1.4%
Other Programs	2,082	10.8%
Total	**$ 19,207**	**100%**

Capital Improvement FY 2011 Funding Additions

Program	Project Name	Tier	Funded Through FY 2010	FY 2011 Budget Funding	Future Funding Additions	Total Project Cost Through FY 2040
System Expansion Programs						
410	Blue Line to Cosumnes River College	I	$ 55,234,122	$ 5,713,141	$ 209,052,737	$ 270,000,000
	System Expansion Total		**55,234,122**	**5,713,141**	**209,052,737**	**270,000,000**
Fleet Programs						
R085	UTDC Retrofit	I	7,057,612	3,551,331	2,991,057	13,600,000
P005	Paratransit Vehicle Replacement	I	3,290,685	2,811,331	291,197,984	297,300,000
B041	Neighborhood Ride Hybrid Vehicle Replacement		1,539,591	177,000	-	1,716,591
	Fleet Program Total		**11,887,888**	**6,539,662**	**294,189,041**	**312,616,591**
Infrastructure Programs						
4017	Bus Stop Improvement Program	I	286,883	285,313	4,756,609	5,328,805
B017	Citrus Heights Bus Stop Improvements	I	-	793,750	706,250	1,500,000
645	Major LRT Station Rehabilitation	I	5,349,535	120,878	43,113,869	48,584,282
New	Bus Lot Improvements	0	-	640,000	-	640,000
966	Information System Maintenance & Expansion	0	-	2,870	11,480	14,350
	Infrastructure Program Total		**5,636,418**	**1,842,811**	**48,588,208**	**56,067,437**
Facilities Programs						
715	Bus Maintenance Facility #2 (Phase 1)	I	20,457,601	500,000	4,258,332	25,215,933
F010	Parking Lot Pilot Program	I	70,000	90,000	-	160,000
4011	General Facilities Improvements	I	2,202,619	58,600	19,314,901	21,576,120
R175	Watt Ave. Station Improvements	0	230,833	0	81,667	312,500
New	Enhancement of Emergency Power Generation		0	430,000	-	430,000
	Facilities Program Total		**22,961,053**	**1,078,600**	**23,654,900**	**47,694,553**
Equipment Programs						
G225	Non-Revenue Vehicle Replacement		728,940	-	23,256,060	23,985,000
	Equipment Program Total		**728,940**	**-**	**23,256,060**	**23,985,000**
Transit Technologies Programs						
G240	Additional Fare Vending Machines/Spares	I	50,000	1,150,000	-	1,200,000
New	LRT Video Surveillance System Upgrade		-	525,350	-	525,350
	Transit Technologies Program Total		**50,000**	**1,675,350**	**-**	**1,725,350**
Planning / Studies						
0580	Comprehensive Operational Analysis Study	I	31,408	275,000	225,000	531,408
	Planning / Studies Total		**31,408**	**275,000**	**225,000**	**531,408**
Other Programs						
G230	Certificates of Participation Payments	I	12,623,146	2,082,282	8,317,097	23,022,525
	Other Programs Total		**12,623,146**	**2,082,282**	**8,317,097**	**23,022,525**
Total			**$ 109,152,975**	**$ 19,206,846**	**$ 607,283,043**	**$ 735,642,864**

***** All project expenditures are subject to available funding.

Capital Project 2011 Expenditure Plan

	Program	Project Name	Tier	Expended Through FY 2010	FY 2011 Budget Expenditures	Future Expenditures	Total Project Cost through FY 2040
System Expansion Programs							
	230	Northeast Corridor Enhancements (Phase 1)	I	$ 23,654,047	$ 3,033,380	$ 7,812,573	$ 34,500,000
	F	Amtrak/Folsom Light Rail Extension	I	267,749,722	-	793,063	268,542,785
	410	Blue Line to Cosumnes River College	I	10,181,546	12,070,000	247,748,454	270,000,000
	402	Green Line Light Rail Extension		13,962,929	1,000,000	746,711,063	761,673,992
	404	Green Line to the River District (GL-1)		7,994,621	29,537,046	6,349,215	43,880,882
	008	Swanston Pedestrian Bridge	I	95,362	-	856,435	951,797
		System Expansion Total		**323,638,227**	**45,640,426**	**1,010,270,803**	**1,379,549,456**
Fleet Programs							
	771	Paratransit Vehicle Replacement (Up to 50)	0	4,546,575	449,890	-	4,996,465
	660	Siemens LRV Retrofit Communication Kits	0	3,300,248	2,753	1,090	3,304,091
	B005	CNG Bus Replacement (91 in 2008)	0	38,911,703	94,879	1,660,733	40,667,315
	R085	UTDC Retrofit	I	5,582	2,100,000	11,494,418	13,600,000
	651	Siemens Light Rail Vehicle Mid-Life Overhaul	I	7,134,501	2,811,911	-	9,946,412
	B040	Neighborhood Ride Vehicle Replacement	I	1,444,692	633,717	8,811,591	10,890,000
	B041	Neighborhood Ride Vehicle - Hybrid		4,173	727,344	808,074	1,539,591
	P005	Paratransit Vehicle Replacement	I	904,858	3,397,310	292,997,832	297,300,000
	R110	Siemens E & H Ramp Replacement	0	-	660,000	660,000	1,320,000
		Fleet Program Total		**56,252,332**	**10,877,804**	**316,433,738**	**383,563,874**
Transit Oriented Development							
	TD02	TOD Development 65th Street Station Reconfiguration	0	679,502	498	-	680,000
		Transit Oriented Development Total		**679,502**	**498**	**-**	**680,000**
Infrastructure Programs							
	4018	OCS/Substation Upgrades	0	79,541	4,459	-	84,000
	990	Watt Avenue Grade Separation	0	2,307,495	-	236,565	2,544,060
	R245	Downtown LR Station Enhancements	0	322,519	201,000	97,739	621,258
	0534	13th & 16th St. LR Station Improvements	I	456,767	566,216	62,965	1,085,948
	0578	Traction Power Upgrades	I	299,483	591,668	-	891,151
	4017	Bus Stop Improvement Program	I	286,303	180,000	4,862,502	5,328,805
	G035	Fiber/50-Fig Installation, Maintenance, & Repair	0	155,351	177,379	144,680	477,410
	R280	Amtrak-Folsom Limited Stop Service	I	120,050	2,695,329	1,084,621	3,900,000
	R010	Light Rail Crossing Enhancements	I	147,814	124,008	3,228,178	3,500,000
	G236	West Citrus Overcrossing OCS Pole Relocation Phase 1	0	23,550	426,450	-	450,000
	R071	A019 Instrument House Improvements	0	4,669	43,286	-	47,955
	R170	K Street Streetscape Improvements	0	99,618	382	-	100,000
	B017	Citrus Heights Bus Stop Improvements	II	-	300,000	1,200,000	1,500,000
		Infrastructure Program Total		**4,303,160**	**5,310,177**	**10,917,250**	**20,530,587**
Facilities Programs							
1	G145	New Headquarters Building	0	-	-	-	-
	4005	Butterfield/Mather Mills LR Station Rehabilitation	0	57,822	76,667	-	134,489
	TE07	Transit Enhancements	0	174,886	45,375	-	220,261
	4007	ADA Transition Plan Improvements	I	178,392	101,191	5,508,417	5,788,000
	4011	Facilities Maintenance & Improvements	I	2,035,335	79,096	19,461,689	21,576,120
	645	Major Light Rail Station Enhancements	I	5,175,602	74,389	43,334,291	48,584,282
	715	Bus Maintenance Facility #2 (Phase 1)	I	14,157,601	5,552,700	5,505,632	25,215,933
	F010	Parking Lot Pilot Program	0	70,000	80,000	-	150,000
		Facilities Program Total		**21,849,638**	**6,009,418**	**73,810,029**	**101,669,085**
Equipment Programs							
	G225	Non-Revenue Vehicle Replacement	I	727,097	3,840	23,254,063	23,985,000
		Equipment Program Total		**727,097**	**3,840**	**23,254,063**	**23,985,000**

Capital Project 2011 Expenditure Plan (cont.)

	Program	Project Name	Tier	Expended Through FY 2010	FY 2011 Budget Expenditures	Future Expenditures	Total Project Cost through FY 2040
Transit Technologies Programs							
	964	Trapeze Implementation (TEAMS)	0	1,498,204	566,008	552,506	2,616,718
2	G155	Farebox Collection / Smart Media Implementation	I	-	-	-	-
	G240	Additional Fare Vending Machines/Spares	I	-	850,000	350,000	1,200,000
	G045	LR Station Video Surveillance & Recording System	I	708,985	719,615	130,099	1,558,699
	G105	Automated Vehicle Location System for Buses	I	-	386,000	1,158,887	1,544,887
	H010	In-Service LR Vehicle Data Retrieval (Security/Maintenance)	II	608,756	432	1,794	610,982
		Transit Technologies Program Total		**2,815,945**	**2,522,055**	**2,193,286**	**7,531,286**
Transit Security & Safety							
	R020	General Order 95 System Upgrade	I	-	375,000	-	375,000
	R165	Ahern/12th Street Improvements	I	64,028	155,972	-	220,000
		Transit Security & Safety Total		**64,028**	**530,972**	**-**	**595,000**
Planning / Studies							
	0580	TMP Downtown Network Implementation Study	I	144	281,264	-	281,408
	PD09	Professional Development for RT Transit Planning Staff	I	25,088	17,986	-	43,074
		Planning / Studies Total		**25,232**	**299,250**	**-**	**324,482**
Other Programs							
	OPE2	Workforce Investment Technical Training	0	195,856	22,014	-	217,870
	OPE3	Train the Trainer-Homeland Security	0	-	42,706	-	42,706
	4024	General Construction Management Support Services	I	350,604	28,424	3,105,972	3,485,000
	4025	General Engineering Support Services	I	313,816	9,903	1,899,970	2,223,689
	G230	Certificates of Participation Payments	I	6,238,706	2,082,282	14,701,537	23,022,525
		Other Program Total		**7,098,982**	**2,185,329**	**19,707,479**	**28,991,790**
Total				**$ 417,454,143**	**$ 73,379,769**	**$ 1,456,586,648**	**$ 1,947,420,560**

1 G145 New Headquarters Building: Trade-for-value only with no net expense to RT. Total estimated cost is $14,100,000.

2 G155 Farebox Collection / Smart Media Implementation: To be fully funded by SACOG

***** All project expenditures are subject to available funding.

FY2010-11 Revised Budget Comparison

Table 1
Sacramento Regional Transit District
FY 2010 Budget to Actual Comparison and FY 2011 Adopted and Revised Budgets

	(1)	(2)	(3)	(4)
Categories	**FY 2010 Budget**	**FY 2010 Actuals**	**FY 2011 Adopted 6-28-10**	**FY 2011 Revised 02-14-11**
Carryover	**$ 3,770,763**	**$ 5,814,789**	**$ (12,079,099)**	**$ 1,555,869**
Operating Revenue				
Fare Revenue	$ 41,000,448	$ 30,863,701	$ 30,800,640	$ 29,800,640
Contracted Services	3,772,544	4,598,650	3,748,731	4,466,484
State & Local	56,393,978	58,134,639	57,454,553	57,357,349
Federal	31,715,575	30,913,817	21,519,497	21,236,349
Other	4,145,792	2,962,480	4,295,292	4,195,292
Total Operating Revenue	**$ 137,028,337**	**$ 127,473,286**	**$ 117,818,713**	**$ 117,056,114**
Operating Expenses				
Salaries & Benefits	$ 89,865,860	$ 90,548,073	$ 67,399,056	$ 78,039,538
Professional Services	23,393,867	22,510,928	17,973,710	19,115,528
Materials & Supplies	9,161,625	9,127,636	7,490,404	7,490,404
Utilities	5,574,200	5,530,888	4,597,535	5,637,535
Casualty & Liability	10,363,118	2,286,204	6,420,624	6,420,624
Other	2,440,430	1,728,477	1,858,285	1,908,354
Total Operating Expenses	**$ 140,799,100**	**$ 131,732,207**	**$ 105,739,614**	**$ 118,611,983**
Balance	**$ -**	**$ 1,555,869**	**$ -**	**$ -**

Board approved February 14, 2011

Appendix C Financial Forecast Model Assumptions

Operating Assumptions:

1) The same as the October 2010 Financial Forecasting Model (FFM) submitted to Federal Transit Administration (FTA) with the New Starts Submittal update (October 2010).

2) Bus Service - Static through Fiscal Year (FY) 12. Restoration of reduced service beginning FY13. Full restoration (to levels prior to reduction) by FY17.

3) Rail Service - Restoration of reduced service beginning FY13. Full restoration by FY15. Green Line to the River District revenue service date is mid 2011. Blue Line revenue service date is December 2014.

4) Paratransit Service- Annual 3.5 % growth in service beginning FY12.

5) Specific revenue assumptions

   a) No Measure B operating revenue is included.

   b) Measure A and Local Transportation Fund (LTF): increase zero in FY11, 1% increase in FY12, additional 1% annual increase thereafter until 5% annual increase is reached (FY15) and 5% per year after that. Regional Transit (RT) continues to receive these revenues from smaller cities excluding Folsom, Isleton and Galt.

   c) Sacramento Transit Authority (STA): $9.6 million in FY12 assuming a minimum $350 million annual statewide allocation, increasing to $14 million by 2021. Payments for debt service appear as reductions in revenue and are transferred to the capital section where the debt service cost also appears.

   d) Section 5307, 5309 Fixed Guideway 5% per year with 10% increase each federal reauthorization year (FY16). For 5309 Fixed Guideway, additional increases seven years after operations startup of additional rail segments.

   e) Section 5316 Jobs Access and Reverse Commute (JARC). 5% per year increase plus additional 10% in reauthorization year (FY16)

   f) $4 million Congestion Mitigation/Air Quality (CMAQ) funds used for operating subsidy during the first two years of operation of Blue Line (FY15 and FY16)

   g) Fare revenue - Increases in 2013 (4.1%), 2016 (20%), and 2021 (20%). In addition, increases proportionate to increases in ridership (rail and bus passenger trips gradually increase over the ten years). Also takes into account deflection when fares increase.

6) Specific Cost Assumptions

   a) CPI at 3% per year.

   b) RT unit labor costs increase 2% in FY12, 3% in FY13 and 3.5% thereafter.

   c) Materials/service unit costs increase at 3% per year beginning FY12.

   d) Paratransit unit costs increase 3.5% annually beginning FY12.

   e) Reflects operating costs increases when Green Line to the River District and Blue Line start revenue service.

   f) Debt service expense shown as a capital not operating cost.

   g) Operating surplus first applied to deficits from prior year(s) (e.g., FY11), then to meet the 1.5 month operating reserve requirement. Any remaining balance is transferred to capital.

Capital Assumptions:

1) Revenue assumptions

   a) Except as otherwise indicated, funding for years FY11-15 is for specific capital projects.

   b) Measure B one-quarter cent sales tax is approved in FY14 and funds are received starting in FY15. RT's assumed share is 80%.
   16% of this share is included as capital revenue. The remaining 84% is not included in the operating statement.

   c) For FY11-15 STA funds listed are for specific capital projects. FY16-21 STA funds represent operating surplus transferred to capital. For FY11-15, operating surplus transferred to capital is not included on the capital statement. These funds will be used to repay funds loaned to the Green Line to the River District project.

   d) LTF- Funds are used to repay 2003 Certificates of Participation (COPS) debt service. This revenue is not included in the operating statement.

   e) Developer fees - FY11-15 amounts reflect actual amounts or future estimates derived from current trends. FY16-21 amounts are from the October 2010 FFM for the Blue Line project.

f) Other COPS- Specifically for the Blue Line project. To be repaid from Traffic Congestion Relief Program (TCRP) funds (revenue in FY16 and FY17). If TCRP funds do not materialize, repayment will be from operating funds over a longer period. The operating statement assumes debt service will be needed, and income is reduced for debt service payments to 2030. Debt service from FY13 to FY15 is interest only, and absorbed by the existing Blue Line cost budget.

g) Other Miscellaneous- includes City of Sacramento and Sacramento Housing and Redevelopment Agency funds for specific capital projects.

h) State Transportation Improvement Program (STIP) - FY11 amount is for specific capital projects. FY 16-21 amounts are based on the Oct. 2010 FFM.

i) Prop 1B- Amounts represent State-Local Partnership Program (SLPP) amount for Blue Line, Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA) amounts per expenditure plans (for specific projects), and a level annual amount ($1,558,000) for Transit Security projects.

j) TCRP- FY13 amount is for Northeast Corridor project; FY16 and FY17 amounts are for Blue Line project. If amount for Blue Line becomes available, it will be used to pay down the COPS debt issue for the project.

k) New Starts- For Blue Line only. Includes appropriated and un-appropriated amounts (Total= $135 million)

l) 5309 Bus and Facilities. FY11 amount is for specific capital projects. FY 16-21 amounts are based on historical trends plus a small escalation factor.

m) 5307- Transit enhancement and 5317 New Freedom: FY 16-21 amounts are based on historical trends plus a small escalation factor.

n) STP/CMAQ- FY15-21 is RT estimated amount

2) Cost assumptions

a) Debt service is included as a capital expense, not an operating expense. Operating funds used to pay for it are removed from the operating statement and appear on the capital statement. Exception: debt service on COPS for Blue Line to be paid out of operations is reflected on the operating statement as a reduction of revenue.

b) The capital section only includes projects essential to maintaining existing service, except for the five projects listed under “system expansion.”

c) Large fleet replacements (bus and rail) have been spread over a three and five year acquisition period, respectively, Buses are assumed to have a 15-year useful life. Light rail vehicles a 35-year life. For buses, it is assumed no zero emission vehicles will be acquired.

d) Costs are “year of expenditure (YOE)” amounts. Costs appear in the year anticipated to be spent. For long lead items such as major vehicle replacements, funds will be needed up to two years in advance of the year of the cost.

Appendix D *2011-2015 Five-Year Capital Improvement Plan* and Priority List (attached)

FIVE YEAR CAPITAL IMPROVEMENT PLAN
MASTER LIST OF ALL PROJECTS
FY 2011 - FY 2015

Project ID	Program Classification / Project Name	Program	Tier	LTD FY 2010 YE	FY2011 Expenditures	FY2012 Expenditures	FY2013 Expenditures	FY2014 Expenditures	FY2015 Expenditures	FY2016 - FY2041	Total Project Cost
System Expansion Programs											
230	Northeast Corridor Enhancements (Phase 1)	System Expansion	I	$ 22,949,861	$ 3,271,700	$ 749,984	$ 2,550,000	$ 2,550,000	$ 2,428,455	$ -	$ 34,500,000
402	Green Line Light Rail Extension	System Expansion	I	13,962,107	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,078,146,893	1,102,109,000
404	Green Line to the River District (GL-1)	System Expansion	0	12,272,525	30,627,698	2,000,000	-	-	-	-	44,900,223
410	Blue Line to Cosumnes River College	System Expansion	I	23,974,000	9,919,000	61,086,000	101,298,000	64,145,192	6,475,000	3,102,808	270,000,000
4008	South Sacramento Phase 3 Light Rail Extension	System Expansion	IV	-	-	-	-	-	-	568,000,000	568,000,000
B115	65th Street Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	23,861,000	23,861,000
B116	Antelope Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	23,861,000	23,861,000
B117	Bradshaw Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	54,325,000	54,325,000
B118	Del Paso Boulevard Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	18,550,000	18,550,000
B119	Easton Valley Parkway Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	29,150,000	29,150,000
B120	El Camino Avenue Hi-Bus Route	System Expansion	IV	-	-	-	-	-	-	23,861,000	23,861,000
B121	Elkhorn Boulevard Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	47,700,000	47,700,000
B122	Fair Oaks Boulevard Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	34,450,000	34,450,000
B123	Freeport Boulevard Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	23,861,000	23,861,000
B124	Greenback Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	23,861,000	23,861,000
B125	Hazel Avenue Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	29,150,000	29,150,000
B126	Howe Avenue Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	18,550,000	18,550,000
B127	Jackson Highway Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	39,750,000	39,750,000
B128	Madison Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	15,900,000	15,900,000
B129	Marconi Avenue Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	23,861,000	23,861,000
B130	Northgate Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	23,861,000	23,861,000
B131	Riverside Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	23,861,000	23,861,000
B132	South Watt Hi-Bus Corridor	System Expansion	IV	-	-	-	-	-	-	35,775,000	35,775,000
BP05	Hi Bus on Stockton Boulevard (Phase 2)	System Expansion	IV	-	-	-	-	-	-	85,000,000	85,000,000
BP06	Hi Bus on Watt Avenue	System Expansion	IV	-	-	-	-	-	-	322,500,000	322,500,000
BP07	Hi Bus on Sunrise Boulevard	System Expansion	IV	-	-	-	-	-	-	195,100,000	195,100,000
BP09	Hi Bus on Florin Road	System Expansion	IV	-	-	-	-	-	-	150,000,000	150,000,000
F	Amtrak/Folsom Light Rail Extension	System Expansion	I	267,750,780	792,005	-	-	-	-	-	268,542,785
R055	Light Rail Station at Dos Rios	System Expansion	IV	-	-	-	-	-	-	7,400,000	7,400,000
R060	Light Rail Station at Mineshaft	System Expansion	IV	-	-	-	-	-	-	4,625,000	4,625,000
R130	Gold Line Double Track (Past Hazel LR Station)	System Expansion	IV	-	-	-	-	-	-	100,000,000	100,000,000
R135	Light Rail Station at Horn	System Expansion	III	-	-	-	-	-	-	3,550,000	3,550,000
R150	Sacramento Valley Intermodal Facility (Amtrak Depot)	System Expansion	IV	-	-	-	-	-	-	275,000,000	275,000,000
R155	Light Rail Station at T Street	System Expansion	III	-	-	-	-	-	-	3,550,000	3,550,000
R190	Regional Rail	System Expansion	IV	-	-	-	-	-	-	31,798,000	31,798,000
R310	Blue Line Extension to Citrus Heights	System Expansion	IV	-	-	-	-	-	-	429,000,000	429,000,000
R311	Gold Line LRT Extension to El Dorado County	System Expansion	IV	-	-	-	-	-	-	576,000,000	576,000,000
R312	Blue Line Extension to Roseville	System Expansion	IV	-	-	-	-	-	-	222,000,000	222,000,000
S010	South Loop Streetcar Phase I & II	System Expansion	IV	-	-	-	-	-	-	222,264,000	222,264,000
S015	North Loop Streetcar Phase III	System Expansion	IV	-	-	-	-	-	-	88,662,000	88,662,000
S016	North Loop Streetcar Phase IV	System Expansion	IV	-	-	-	-	-	-	258,263,000	258,263,000
S020	Rancho Cordova Streetcar Phase I & II	System Expansion	IV	-	-	-	-	-	-	110,900,000	110,900,000
S022	Rancho Cordova Streetcar Phases III, IV & V	System Expansion	IV	-	-	-	-	-	-	200,515,000	200,515,000
S023	Citrus Heights to Rancho Cordova European Street Tram	System Expansion	IV	-	-	-	-	-	-	269,598,000	269,598,000
	System ExpansionTotal			**340,909,273**	**46,610,403**	**65,835,984**	**105,848,000**	**68,695,192**	**10,903,455**	**5,719,162,701**	**6,357,965,008**
Fleet Programs											
651	Siemens Light Rail Vehicle Mid-Life Overhaul	Fleet Programs	0	7,150,787	2,795,625	-	-	-	-	-	9,946,412
771	Paratransit Vehicle Replacement (Up to 50)	Fleet Programs	0	4,547,093	415,635	-	-	-	-	-	4,962,728
B005	CNG Bus Replacement (91 in 2008)	Fleet Programs	0	38,905,154	80,144	-	-	-	-	-	38,985,298
B030	Neighborhood Ride Vehicle Expansion	Fleet Programs	IV	-	-	-	-	-	-	4,477,637	4,477,637

All project expenditures are subject to available funding

FIVE YEAR CAPITAL IMPROVEMENT PLAN
MASTER LIST OF ALL PROJECTS
FY 2011 - FY 2015

Project ID	Program Classification / Project Name	Program	Tier	LTD FY 2010 YE	FY2011 Expenditures	FY2012 Expenditures	FY2013 Expenditures	FY2014 Expenditures	FY2015 Expenditures	FY2016 - FY2041	Total Project Cost
B035	Non-Revenue Vehicle Expansion	Fleet Programs	IV	-	-	-	-	-	-	10,256,300	10,256,300
B040	Neighborhood Ride Vehicle Replacement (Gasoline)	Fleet Programs	II	1,444,942	-	155,487	-	1,686,659	-	17,393,528	20,680,616
B041	Neighborhood Ride Vehicle Replacement (Hybrid)	Fleet Programs	II	4,459	820,541	177,000	-	-	-	3,783,572	4,785,572
B045	CNG Expansion Bus Replacement	Fleet Programs	IV	-	-	-	-	-	-	36,910,432	36,910,432
B070	Neighborhood Ride Expansion Vehicle Replacement	Fleet Programs	IV	-	-	-	-	-	-	5,000,000	5,000,000
B100	CNG Existing Bus Fleet Replacement (2013 - 2041)	Fleet Programs	II	-	-	-	-	-	63,142,431	460,015,407	523,157,838
B105	CNG Bus Expansion (through 2041)	Fleet Programs	IV	-	-	-	-	-	-	84,334,621	84,334,621
G225	Non-Revenue Vehicle Replacement	Fleet Programs	I	721,158	7,782	1,702,683	1,006,374	2,431,649	16,798	35,050,875	40,937,319
P005	Paratransit Vehicle Replacement	Fleet Programs	0	906,284	4,165,210	3,522,600	3,623,731	-	962,310	67,694,924	80,875,059
P010	Paratransit Vehicle Expansion	Fleet Programs	IV	-	-	-	-	-	-	20,875,257	20,875,257
P015	Paratransit Expansion Vehicle Replacement	Fleet Programs	IV	-	-	-	-	-	-	17,280,900	17,280,900
R001	CAF Light Rail Vehicle Painting	Fleet Programs	0	-	100,000	447,500	447,500	-	-	-	995,000
R085	UTDC Light Rail Vehicle Retrofit and Mid Life Refurbishment	Fleet Programs	I	69,864	3,359,866	6,646,338	4,573,169	4,750,000	4,500,000	-	23,899,237
R100	UTDC Fleet Replacement	Fleet Programs	IV	-	-	-	-	-	-	80,000,000	80,000,000
R110	Siemens E & H Ramp Replacement	Fleet Programs	0	-	660,000	660,000	-	-	-	-	1,320,000
R115	Siemens 1st Series Fleet Replacement (26)	Fleet Programs	II	-	-	-	-	1,500,000	1,500,000	108,918,522	111,918,522
R120	Siemens 2nd Series Fleet Replacement (10)	Fleet Programs	IV	-	-	-	-	-	-	57,849,670	57,849,670
R125	CAF Fleet Component Overhaul	Fleet Programs	II	-	-	-	-	-	-	30,000,000	30,000,000
R205	CAF Series Fleet Replacement (40)	Fleet Programs	IV	-	-	-	-	-	-	268,254,477	268,254,477
R317	Siemens (2nd Series) Fleet Overhaul	Fleet Programs	IV	-	-	-	-	-	-	5,000,000	5,000,000
	Fleet Program Total			**53,749,741**	**12,404,803**	**13,311,608**	**9,650,774**	**10,368,308**	**70,121,539**	**1,313,096,122**	**1,482,702,895**
Infrastructure Programs											
008	Swanston Transit Center	Infrastructure Program	II	95,362	-	-	-	-	-	1,710,074	1,805,436
0534	13th & 16th St. LR Station Improvements	Infrastructure Program	0	1,000,116	158,091	-	-	-	-	-	1,158,207
0555	Light Rail Station Shelter Improvement Program	Infrastructure Program	IV	-	-	-	-	-	-	1,136,000	1,136,000
0578	Traction Power Upgrades	Infrastructure Program	0	299,415	295,868	295,868	-	-	-	-	891,151
990	Watt Avenue Grade Separation	Infrastructure Program	0	2,287,637	192,363	-	-	-	-	-	2,480,000
4017	Bus Stop Improvement Program	Infrastructure Program	I	286,257	-	-	180,000	180,000	180,000	4,502,548	5,328,805
4018	OCS/Substation Upgrades	Infrastructure Program	0	79,291	4,709	-	-	-	-	-	84,000
G210	Wayfinding Signage	Infrastructure Program	III	-	-	-	-	-	25,000	75,000	100,000
G236	West Citrus Overcrossing OCS Pole Relocation Phase 1	Infrastructure Program	0	29,644	420,356	-	-	-	-	-	450,000
G237	Across the Top System Modification	Infrastructure Program	0	-	50,000	-	-	-	-	-	50,000
G238	Repairs per Biennial Bridge Inspection	Infrastructure Program	II	-	-	181,000	55,000	55,000	55,000	1,375,000	1,721,000
M002	University/65th Street Transit Center Relocation	Infrastructure Program	I	-	120,000	955,000	2,800,000	-	-	-	3,875,000
R005	Wayside Signal Reconfiguration Phase 2	Infrastructure Program	III	-	-	-	-	-	-	500,000	500,000
R010	Light Rail Crossing Enhancements	Infrastructure Program	III	164,083	-	-	-	-	-	3,335,917	3,500,000
R056	12th & I Street Light Rail Station ADA Improvements	Infrastructure Program	III	-	-	-	-	-	-	12,493,658	12,493,658
R065	Sunrise Siding (Side Track Switch)	Infrastructure Program	III	-	-	-	-	-	-	435,000	435,000
R071	A019 Instrument House Improvements	Infrastructure Program	0	6,213	41,742	-	-	-	-	-	47,955
R075	Signal Improvements	Infrastructure Program	II	-	-	-	60,000	60,000	60,000	60,000	240,000
R140	Light Rail Station Pedestrian Improvements	Infrastructure Program	III	-	-	-	-	-	-	10,247,000	10,247,000
R170	K Street Streetscape Improvements	Infrastructure Program	0	123,013	14,449	-	-	-	-	-	137,462
R195	Northeast Corridor Enhancements (Phase 2)	Infrastructure Program	III	-	-	-	-	-	-	14,519,000	14,519,000
R245	Downtown LR Station Enhancements	Infrastructure Program	0	333,827	304,082	-	-	-	-	-	637,909
R265	Folsom Corridor Soundwall Landscaping	Infrastructure Program	IV	-	-	-	-	-	-	607,000	607,000
R271	Metro Light Rail Yard Expansion	Infrastructure Program	III	-	-	-	-	-	-	10,521,000	10,521,000
R272	Light Rail Control Center Upgrade (LRCC)	Infrastructure Program	III	-	-	-	-	-	-	4,500,000	4,500,000
R274	Activate Switch F111 at 18th Street	Infrastructure Program	III	-	-	-	-	-	-	1,500,000	1,500,000
R280	Amtrak-Folsom Limited Stop Service	Infrastructure Program	0	179,047	2,800,000	460,477	460,476	-	-	-	3,900,000
R255	Richards Blvd/12th & 16th St Grade Xing	Infrastructure Program	0	538,396	-	647,203	647,202	-	-	-	1,832,801
R314	Analysis of Systemwide Impacts of Low-Floor Light Rail Vehicles	Infrastructure Program	II	-	-	600,000	-	-	-	-	600,000

All project expenditures are subject to available funding

FIVE YEAR CAPITAL IMPROVEMENT PLAN
MASTER LIST OF ALL PROJECTS
FY 2011 - FY 2015

Project ID	Program Classification / Project Name	Program	Tier	LTD FY 2010 YE	FY2011 Expenditures	FY2012 Expenditures	FY2013 Expenditures	FY2014 Expenditures	FY2015 Expenditures	FY2016 - FY2041	Total Project Cost
R318	Watt Avenue @ US 50 Interchange Project	Infrastructure Program	I	-	30,000	50,000	-	-	-	-	80,000
	Infrastructure Program Total			**5,422,301**	**4,431,660**	**3,189,548**	**4,202,678**	**295,000**	**320,000**	**67,517,197**	**85,378,384**
Transit Oriented Development											
0536	Transit Oriented Development at Cemo Circle	Transit Oriented Development	0	98,261	1,739	-	-	-	-	-	100,000
0538	Transit Oriented Development at Butterfield LR Station	Transit Oriented Development	0	45,327	4,673	-	-	-	-	-	50,000
0542	Transit Oriented Development at 13th Street LR Station	Transit Oriented Development	0	-	-	75,000	-	-	-	-	75,000
0543	Transit Oriented Development at Power Inn LR Station	Transit Oriented Development	0	26,300	-	48,700	-	-	-	-	75,000
0546	TOD Community Outreach Pilot	Transit Oriented Development	0	278,235	-	-	-	-	-	-	278,235
	Transit Oriented Development Total			**448,123**	**6,412**	**123,700**	**-**	**-**	**-**	**-**	**578,235**
Facilities Programs											
0552	Metro West LR Maintenance Facility (Specialty Steel)	Facilities Program	II	-	-	-	526,660	500,000	-	-	1,026,660
645	Major Light Rail Station Enhancements	Facilities Program	I	5,179,243	1,528,000	1,528,000	1,528,000	1,528,000	1,528,000	35,765,039	48,584,282
715	Bus Maintenance Facility #2 (Phase 1)	Facilities Program	I	14,225,068	500,000	3,000,000	2,500,000	2,000,000	2,971,678	-	25,196,746
4005	Butterfield/Mather Mills LR Station Rehabilitation	Facilities Program	0	52,074	82,415	-	-	-	-	-	134,489
4007	ADA Transition Plan Improvements	Facilities Program	I	193,358	200,000	200,000	200,000	200,000	200,000	4,594,642	5,788,000
4011	Facilities Maintenance & Improvements	Facilities Program	I	2,047,675	625,000	625,000	625,000	625,000	625,000	16,403,445	21,576,120
B017	Citrus Heights Transit Enhancements	Facilities Program	II	-	300,000	1,200,000	-	-	-	-	1,500,000
B065	Bus Maintenance Facility #1 Rehabilitation	Facilities Program	II	-	-	-	-	-	10,000,000	-	10,000,000
F005	Paving Restoration Program	Facilities Program	IV	-	-	-	-	-	-	3,000,000	3,000,000
F010	Parking Lot Pilot Program	Facilities Program	0	68,189	91,811	-	-	-	-	-	160,000
G030	I.T. Training Center	Facilities Program	IV	-	-	-	-	-	-	75,000	75,000
[1] G145	New Headquarters Building	Facilities Program	III	-	-	-	-	-	-	-	-
G175	Bus Maintenance Facility #2 (Phase 2)	Facilities Program	IV	-	-	-	-	-	-	7,500,000	7,500,000
R002	Artwork at Light Rail Stations	Facilities Program	II	-	-	-	20,000	5,000	5,000	70,000	100,000
TE07	Transit Enhancements	Facilities Program	0	161,289	58,972	-	-	-	-	-	220,261
R175	Watt Avenue Station Improvements	Facilities Program	0	104,340	100,000	108,160	-	-	-	-	312,500
R313	29th Street Light Rail Station Enhancements	Facilities Program	0	-	-	280,500	-	-	-	-	280,500
B134	Fulton Ave. Bus Shelters	Facilities Program	0	-	-	169,435	-	-	-	-	169,435
M001	Road/Curb Repair	Facilities Program	III	-	-	-	-	-	-	2,500,000	2,500,000
B135	Citrus Heights Bus Stop Improvements	Facilities Program	0	-	-	541,824	-	-	-	-	541,824
R315	New Light Rail Stations	Facilities Program	III	-	-	-	-	-	-	5,191,000	5,191,000
	Facilities Program Total			**22,031,236**	**3,486,198**	**7,652,919**	**5,399,660**	**4,858,000**	**15,329,678**	**75,099,126**	**133,856,817**
Equipment Programs											
B015	Communication Equipment Replacement	Equipment Program	II	-	-	-	60,000	60,000	60,000	1,875,000	2,055,000
B020	Shop Equipment - Bus	Equipment Program	II	-	95,720	-	125,000	125,000	125,000	3,625,000	4,095,720
B085	Bus Simulator	Equipment Program	IV	-	-	-	-	-	-	450,000	450,000
G065	Power Systems for Network Operations Center	Equipment Program	II	-	-	49,000	49,000	-	-	-	98,000
G095	Annual Hardware Replacement/Upgrade Program	Equipment Program	II	-	-	210,000	75,000	75,000	50,000	-	410,000
G100	Network Backup and Data Archive Upgrade	Equipment Program	II	-	-	50,000	-	-	-	-	50,000
G110	Radio System Central Electronics Bank/CBS Dispatch Consoles	Equipment Program	III	-	-	-	-	-	-	225,000	225,000
G120	Network Switch Replacement	Equipment Program	III	-	-	-	-	-	-	125,000	125,000
G135	Server Replacement	Equipment Program	II	-	-	-	-	-	30,000	50,000	80,000
	Equipment Program Total			**-**	**95,720**	**309,000**	**309,000**	**260,000**	**265,000**	**6,350,000**	**7,588,720**
Transit Technologies Programs											
0525	Upgrading Rail Interlockings (Remote Indication)	Transit Technologies Program	III	-	-	-	-	-	-	500,000	500,000
964	Trapeze Implementation (TEAMS)	Transit Technologies Program	I	1,498,204	566,008	552,506	-	-	-	-	2,616,718
966	Information System Maintenance & Expansion	Transit Technologies Program	0	205,917	-	3,262	-	-	-	-	209,179
G010	FIBER Infrastructure Management Application	Transit Technologies Program	IV	-	-	-	-	-	-	120,000	120,000
G035	Fiber/50-Fig Installation, Maintenance, & Repair	Transit Technologies Program	II	154,308	17,250	100,000	25,000	25,000	25,000	130,852	477,410
G045	LR Station Video Surveillance & Recording System	Transit Technologies Program	0	612,168	951,179	-	-	-	-	-	1,563,347
G050	Wi-Fi Light Rail System	Transit Technologies Program	III	-	-	-	-	-	-	1,375,000	1,375,000

All project expenditures are subject to available funding

FIVE YEAR CAPITAL IMPROVEMENT PLAN
MASTER LIST OF ALL PROJECTS
FY 2011 - FY 2015

Project ID	Program Classification / Project Name	Program	Tier	LTD FY 2010 YE	FY2011 Expenditures	FY2012 Expenditures	FY2013 Expenditures	FY2014 Expenditures	FY2015 Expenditures	FY2016 - FY2041	Total Project Cost
G090	Enhance Public Web Based Services (Phase II)	Transit Technologies Program	III	-	-	-	-	-	-	150,000	150,000
G105	Automated Vehicle Location System for Buses	Transit Technologies Program	0	-	777,444	777,443	-	-	-	-	1,554,887
[2] G155	Farebox Collection / Smart Media Implementation	Transit Technologies Program	0	-	-	-	-	-	-	-	-
G165	Intelligent Transportation Systems (ITS)	Transit Technologies Program	II	-	-	-	-	-	1,500,000	11,100,000	12,600,000
G240	Additional Fare Vending Machines/Spares	Transit Technologies Program	0	-	400,000	750,000	50,000	-	-	-	1,200,000
H015	Completing the Video Surveillance System	Transit Technologies Program	0	-	467,300	-	-	-	-	-	467,300
H020	VICE II (Video Intrastructure & Communications)	Transit Technologies Program	0	649,779	84,022	-	-	-	-	-	733,801
R015	Passenger Information Signs	Transit Technologies Program	II	-	-	2,000,000	2,000,000	-	-	-	4,000,000
R045	Supervisory Control & Data Acquisition System (SCADA)	Transit Technologies Program	III	-	-	-	-	-	-	3,000,000	3,000,000
R235	Central Train Tracking (Phase 2)	Transit Technologies Program	IV	-	-	-	-	-	-	7,000,000	7,000,000
T002	Automatic Passenger Counters	Transit Technologies Program	III	-	-	-	-	-	-	1,500,000	1,500,000
T003	Google Transit Trip Planner	Transit Technologies Program	0	42,000	60,000	41,596	-	-	-	-	143,596
Transit Technologies Program Total				**3,162,376**	**3,323,203**	**4,224,807**	**2,075,000**	**25,000**	**1,525,000**	**24,875,852**	**39,211,238**
Transit Security & Safety											
R165	Ahern/12th Street Improvements	Transit Security & Safety	0	89,689	130,311	-	-	-	-	-	220,000
R250	Noise Attenuation Soundwalls	Transit Security & Safety	III	-	-	-	-	-	-	2,500,000	2,500,000
H021	Enhancement of Emergency Power Generation	Transit Security & Safety	0	-	-	-	-	-	-	430,000	430,000
B133	Bus Lot Improvements	Transit Security & Safety	0	-	-	320,000	320,000	-	-	-	640,000
T001	LRV Video Surveillance System Upgrade	Transit Security & Safety	0	-	-	200,000	325,350	-	-	-	525,350
H022	Transit Security Project - To Be Determined #1	Transit Security & Safety	I	-	-	706,000	706,000	706,000	706,000	1,412,000	4,236,000
H023	Transit Security Project - To Be Determined #2	Transit Security & Safety	I	-	-	850,000	850,000	850,000	850,000	1,700,000	5,100,000
Transit Security & Safety Total				**89,689**	**130,311**	**2,076,000**	**2,201,350**	**1,556,000**	**1,556,000**	**6,042,000**	**13,651,350**
Planning / Studies											
0580	Comprehensive Operational Analysis Study	Planning/Studies	0	170	438,543	92,695	-	-	-	25,000	556,408
PD09	Professional Development for RT Planning Staff	Planning/Studies	0	22,088	20,986	-	-	-	-	-	43,074
R025	Light Rail Vehicle Specification Development	Planning/Studies	IV	-	-	-	-	-	-	100,000	100,000
R305	Bicycle/Pedestrian Improvements Study	Planning/Studies	III	-	250,000	-	-	-	-	50,000	300,000
Planning / Studies Total				**22,258**	**709,529**	**92,695**	**-**	**-**	**-**	**175,000**	**999,482**
Other Programs											
4024	General Construction Management Support Services	Other Programs	II	351,212	25,000	25,000	30,000	30,000	30,000	2,993,788	3,485,000
4025	General Engineering Support Services	Other Programs	II	313,689	10,030	27,500	27,500	27,500	27,500	1,789,970	2,223,689
G015	Network Firewall Upgrade	Other Programs	II	-	-	-	35,000	-	-	-	35,000
G020	Integrated Contract Admin System (ICAS) Replacement	Other Programs	IV	-	-	-	-	-	-	175,000	175,000
G025	iSCSI SAN Implementation	Other Programs	II	-	-	-	30,000	-	-	-	30,000
G040	Implement Document Archival System	Other Programs	II	-	-	-	-	-	224,000	-	224,000
G075	SAP Upgrade from 4.6c to ERP 2005	Other Programs	II	-	-	353,784	500,000	-	-	500,000	1,353,784
G125	Data Warehouse Upgrade	Other Programs	II	-	-	-	-	-	-	175,000	175,000
G200	Capital Reserve	Other Programs	II	-	-	-	-	-	-	8,000,000	8,000,000
G230	Certificates of Participation Payments	Other Programs	I	12,623,147	2,082,282	2,077,783	2,079,063	2,080,250	2,080,000	-	23,022,525
OPE4	"See It, Hear It, Report It" Public Awareness Campaign	Other Programs	0	-	-	-	-	-	-	78,500	78,500
OPE5	WMD/IED Exercise	Other Programs	III	-	-	-	-	-	-	55,674	55,674
OPE6	Green Jobs Initiative	Other Programs	III	-	-	-	-	-	-	531,642	531,642
Other Program Total				**13,288,048**	**2,117,312**	**2,484,067**	**2,701,563**	**2,137,750**	**2,361,500**	**14,299,574**	**39,389,814**
Total Capital Improvement Program				**$ 439,123,046**	**$ 73,315,551**	**$ 99,300,328**	**$ 132,388,025**	**$ 88,195,250**	**$ 102,382,172**	**$ 7,226,617,571**	**$ 8,161,321,943**

[1] G145 New Headquarters Building: Trade-for-value only with no net expense to RT. Total estimated cost is $14,100,000.

[2] G155 Farebox Collection / Smart Media Implementation: To be fully funded by SACOG at a cost estimate of $8,525,000.

All project expenditures are subject to available funding

FIVE YEAR CAPITAL IMPROVEMENT PLAN
PRIORITY LIST OF CAPITAL PROJECTS
FY 2011 - FY 2015

Project ID	Program Classification / Project Name	Program		Tier	LTD FY 2010 YE	FY2011 Expenditures	FY2012 Expenditures	FY2013 Expenditures	FY2014 Expenditures	FY2015 Expenditures	FY2016 - FY2041	Total Project Cost
System Expansion Programs												
404	Green Line to the River District (GL-1)	System Expansion		0	$ 12,272,525	$ 30,627,698	$ 2,000,000	$ -	$ -	$ -	$ -	$ 44,900,223
230	Northeast Corridor Enhancements (Phase 1)	System Expansion	*	I	22,949,861	3,271,700	749,984	2,550,000	2,550,000	2,428,455	-	34,500,000
402	Green Line Light Rail Extension	System Expansion		I	13,962,107	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,078,146,893	1,102,109,000
410	Blue Line to Cosumnes River College	System Expansion		I	23,974,000	9,919,000	61,086,000	101,298,000	64,145,192	6,475,000	3,102,808	270,000,000
F	Amtrak/Folsom Light Rail Extension	System Expansion	*	I	267,750,780	792,005	-	-	-	-	-	268,542,785
	System ExpansionTotal				**340,909,273**	**46,610,403**	**65,835,984**	**105,848,000**	**68,695,192**	**10,903,455**	**1,081,249,701**	**1,720,052,008**
Fleet Programs												
651	Siemens Light Rail Vehicle Mid-Life Overhaul	Fleet Programs		0	7,150,787	2,795,625	-	-	-	-	-	9,946,412
771	Paratransit Vehicle Replacement (Up to 50)	Fleet Programs		0	4,547,093	415,635	-	-	-	-	-	4,962,728
B005	CNG Bus Replacement (91 in 2008)	Fleet Programs		0	38,905,154	80,144	-	-	-	-	-	38,985,298
P005	Paratransit Vehicle Replacement	Fleet Programs		0	906,284	4,165,210	3,522,600	3,623,731	-	962,310	67,694,924	80,875,059
R001	CAF Light Rail Vehicle Painting	Fleet Programs		0	-	100,000	447,500	447,500	-	-	-	995,000
R110	Siemens E & H Ramp Replacement	Fleet Programs		0	-	660,000	660,000	-	-	-	-	1,320,000
R085	UTDC Light Rail Vehicle Retrofit and Mid Life Refurbishment	Fleet Programs		I	69,864	3,359,866	6,646,338	4,573,169	4,750,000	4,500,000	-	23,899,237
G225	Non-Revenue Vehicle Replacement	Fleet Programs	*	I	721,158	7,782	1,702,683	1,006,374	2,431,649	16,798	35,050,875	40,937,319
B040	Neighborhood Ride Vehicle Replacement (Gasoline)	Fleet Programs	*	II	1,444,942	-	155,487	-	1,686,659	-	17,393,528	20,680,616
B041	Neighborhood Ride Vehicle Replacement (Hybrid)	Fleet Programs	*	II	4,459	820,541	177,000	-	-	-	3,783,572	4,785,572
B100	CNG Existing Bus Fleet Replacement (2013 - 2041)	Fleet Programs	*	II	-	-	-	-	-	63,142,431	460,015,407	523,157,838
R115	Siemens 1st Series Fleet Replacement (26)	Fleet Programs	*	II	-	-	-	-	1,500,000	1,500,000	108,918,522	111,918,522
	Fleet Program Total				**53,749,741**	**12,404,803**	**13,311,608**	**9,650,774**	**10,368,308**	**70,121,539**	**692,856,828**	**862,463,601**
Infrastructure Programs												
0534	13th & 16th St. LR Station Improvements	Infrastructure Program		0	1,000,116	158,091	-	-	-	-	-	1,158,207
0578	Traction Power Upgrades	Infrastructure Program		0	299,415	295,868	295,868	-	-	-	-	891,151
990	Watt Avenue Grade Separation	Infrastructure Program		0	2,287,637	192,363	-	-	-	-	-	2,480,000
4018	OCS/Substation Upgrades	Infrastructure Program		0	79,291	4,709	-	-	-	-	-	84,000
G236	West Citrus Overcrossing OCS Pole Relocation Phase 1	Infrastructure Program		0	29,644	420,356	-	-	-	-	-	450,000
G237	Across the Top System Modification	Infrastructure Program		0	-	50,000	-	-	-	-	-	50,000
R071	A019 Instrument House Improvements	Infrastructure Program		0	6,213	41,742	-	-	-	-	-	47,955
R170	K Street Streetscape Improvements	Infrastructure Program		0	123,013	14,449	-	-	-	-	-	137,462
R245	Downtown LR Station Enhancements	Infrastructure Program		0	333,827	304,082	-	-	-	-	-	637,909
R255	Richards Blvd/12th & 16th St Grade Xing	Infrastructure Program		0	538,396	-	647,203	647,202	-	-	-	1,832,801
R280	Amtrak-Folsom Limited Stop Service	Infrastructure Program		0	179,047	2,800,000	460,477	460,476	-	-	-	3,900,000
0555	Light Rail Station Shelter Improvement Program	Infrastructure Program		IV	-	-	-	-	-	-	1,136,000	1,136,000
4017	Bus Stop Improvement Program	Infrastructure Program	*	I	286,257	-	-	180,000	180,000	180,000	4,502,548	5,328,805
M002	University/65th Street Transit Center Relocation	Infrastructure Program		I	-	120,000	955,000	2,800,000	-	-	-	3,875,000
R318	Watt Avenue @ US 50 Interchange Project	Infrastructure Program		I	-	30,000	50,000	-	-	-	-	80,000
008	Swanston Transit Center	Infrastructure Program		II	95,362	-	-	-	-	-	1,710,074	1,805,436
G238	Repairs per Biennial Bridge Inspection	Infrastructure Program	*	II	-	-	181,000	55,000	55,000	55,000	1,375,000	1,721,000
	Infrastructure Program Total				**5,258,218**	**4,431,660**	**2,589,548**	**4,142,678**	**235,000**	**235,000**	**8,723,622**	**25,615,726**
Transit Oriented Development												
0536	Transit Oriented Development at Cemo Circle	Transit Oriented Development		0	98,261	1,739	-	-	-	-	-	100,000
0538	Transit Oriented Development at Butterfield LR Station	Transit Oriented Development		0	45,327	4,673	-	-	-	-	-	50,000
0542	Transit Oriented Development at 13th Street LR Station	Transit Oriented Development		0	-	-	75,000	-	-	-	-	75,000
0543	Transit Oriented Development at Power Inn LR Station	Transit Oriented Development		0	26,300	-	48,700	-	-	-	-	75,000
0546	TOD Community Outreach Pilot	Transit Oriented Development		0	278,235	-	-	-	-	-	-	278,235
	Transit Oriented Development Total				**448,123**	**6,412**	**123,700**	**-**	**-**	**-**	**-**	**578,235**

All project expenditures are subject to available funding.

*** These projects have planned expenditures with unidentified funding that are expected to be funded with Federal, State or Local.**

FIVE YEAR CAPITAL IMPROVEMENT PLAN
PRIORITY LIST OF CAPITAL PROJECTS
FY 2011 - FY 2015

Project ID	Program Classification / Project Name	Program		Tier	LTD FY 2010 YE	FY2011 Expenditures	FY2012 Expenditures	FY2013 Expenditures	FY2014 Expenditures	FY2015 Expenditures	FY2016 - FY2041	Total Project Cost
Facilities Programs												
4005	Butterfield/Mather Mills LR Station Rehabilitation	Facilities Program		0	52,074	82,415	-	-	-	-	-	134,489
TE07	Transit Enhancements	Facilities Program		0	161,289	58,972	-	-	-	-	-	220,261
R175	Watt Avenue Station Improvements	Facilities Program		0	104,340	100,000	108,160	-	-	-	-	312,500
R313	29th Street Light Rail Station Enhancements	Facilities Program		0	-	-	280,500	-	-	-	-	280,500
B134	Fulton Ave. Bus Shelters	Facilities Program		0	-	-	169,435	-	-	-	-	169,435
B135	Citrus Heights Bus Stop Improvements	Facilities Program		0	-	-	541,824	-	-	-	-	541,824
F010	Parking Lot Pilot Program	Facilities Program		0	68,189	91,811	-	-	-	-	-	160,000
645	Major Light Rail Station Enhancements	Facilities Program	*	I	5,179,243	1,528,000	1,528,000	1,528,000	1,528,000	1,528,000	35,765,039	48,584,282
715	Bus Maintenance Facility #2 (Phase 1)	Facilities Program		I	14,225,068	500,000	3,000,000	2,500,000	2,000,000	2,971,678	-	25,196,746
4007	ADA Transition Plan Improvements	Facilities Program	*	I	193,358	200,000	200,000	200,000	200,000	200,000	4,594,642	5,788,000
4011	Facilities Maintenance & Improvements	Facilities Program	*	I	2,047,675	625,000	625,000	625,000	625,000	625,000	16,403,445	21,576,120
B017	Citrus Heights Transit Enhancements	Facilities Program	*	II	-	300,000	1,200,000	-	-	-	-	1,500,000
	Facilities Program Total				**22,031,236**	**3,486,198**	**7,652,919**	**4,853,000**	**4,353,000**	**5,324,678**	**56,763,126**	**104,464,157**
Equipment Programs												
B020	Shop Equipment - Bus	Equipment Program	*	II	-	95,720	-	125,000	125,000	125,000	3,625,000	4,095,720
	Equipment Program Total				**-**	**95,720**	**-**	**125,000**	**125,000**	**125,000**	**3,625,000**	**4,095,720**
Transit Technologies Programs												
G045	LR Station Video Surveillance & Recording System	Transit Technologies Program		0	612,168	951,179	-	-	-	-	-	1,563,347
G105	Automated Vehicle Location System for Buses	Transit Technologies Program		0	-	777,444	777,443	-	-	-	-	1,554,887
G240	Additional Fare Vending Machines/Spares	Transit Technologies Program		0	-	400,000	750,000	50,000	-	-	-	1,200,000
H015	Completing the Video Surveillance System	Transit Technologies Program		0	-	467,300	-	-	-	-	-	467,300
H020	VICE II (Video Intrastructure & Communications)	Transit Technologies Program		0	649,779	84,022	-	-	-	-	-	733,801
T003	Google Transit Trip Planner	Transit Technologies Program		0	42,000	60,000	41,596	-	-	-	-	143,596
964	Trapeze Implementation (TEAMS)	Transit Technologies Program	*	I	1,498,204	566,008	552,506	-	-	-	-	2,616,718
	Transit Technologies Program Total				**2,802,151**	**3,305,953**	**2,121,545**	**50,000**	**-**	**-**	**-**	**8,279,649**
Transit Security & Safety												
B133	Bus Lot Improvements	Transit Security & Safety		0	-	-	320,000	320,000	-	-	-	640,000
H021	Enhancement of Emergency Power Generation	Transit Security & Safety		0	-	-	-	-	-	-	430,000	430,000
R165	Ahern/12th Street Improvements	Transit Security & Safety		0	89,689	130,311	-	-	-	-	-	220,000
T001	LRV Video Surveillance System Upgrade	Transit Security & Safety		0	-	-	200,000	325,350	-	-	-	525,350
H022	Transit Security Project - To Be Determined #1	Transit Security & Safety		I	-	-	706,000	706,000	706,000	706,000	1,412,000	4,236,000
H023	Transit Security Project - To Be Determined #2	Transit Security & Safety		I	-	-	850,000	850,000	850,000	850,000	1,700,000	5,100,000
	Transit Security & Safety Total				**89,689**	**130,311**	**2,076,000**	**2,201,350**	**1,556,000**	**1,556,000**	**3,542,000**	**11,151,350**
Planning / Studies												
0580	Comprehensive Operational Analysis Study	Planning/Studies		0	170	438,543	92,695	-	-	-	25,000	556,408
PD09	Professional Development for RT Planning Staff	Planning/Studies		0	22,088	20,986	-	-	-	-	-	43,074
	Planning / Studies Total				**22,258**	**459,529**	**92,695**	**-**	**-**	**-**	**25,000**	**599,482**
Other Programs												
OPE4	"See It, Hear It, Report It" Public Awareness Campaign	Other Programs		0	-	-	-	-	-	-	78,500	78,500
G230	Certificates of Participation Payments	Other Programs		I	12,623,147	2,082,282	2,077,783	2,079,063	2,080,250	2,080,000	-	23,022,525
G015	Network Firewall Upgrade	Other Programs	*	II	-	-	-	35,000	-	-	-	35,000
	Other Program Total				**12,623,147**	**2,082,282**	**2,077,783**	**2,114,063**	**2,080,250**	**2,080,000**	**78,500**	**23,136,025**
	Total Priority List of Capital Projects				**$ 437,933,836**	**$ 73,013,271**	**$ 95,881,782**	**$ 128,984,865**	**$ 87,412,750**	**$ 90,345,672**	**$ 1,846,863,776**	**$ 2,760,435,953**

All project expenditures are subject to available funding.

*** These projects have planned expenditures with unidentified funding that are expected to be funded with Federal, State or Local.**

Regional Transit

Sacramento Regional Transit District

Short Range Transit Plan

2011 - 2021

Attachment 2

Regional Transit

SRTP Update

- Required by SACOG/RT Memorandum of Understanding
- Covers a ten-year period
- Updates trends, funding and service changes
- Provides overview of future service
- Projects and funding
- Consistent with other planning documents

Regional Transit

Process

- Draft available for 30-day review
  - Posted on Web site
  - Legal notice posted
  - Emails sent to stakeholders
  - Copy available upon request
  - Coordination with SACOG on capital plan
- Review of comments
- Public hearing
- Request Board Approval

Regional Transit

Plan Consistency

- Bus fleet management plan
- Rail fleet management plan
- Capital Improvement Plan
- Financial forecasting model for FTA
- SACOG Metropolitan Transportation Plan
- Next SRTP update will incorporate results from Comprehensive Operational Analysis
- New TDA Claim requirement for 10-year operating and capital program

Regional Transit

Current Trends

- Revenues: $42 million reduction in operating cost between 2008 and 2011
- Service: 20% reduction in bus service hours and 16% reduction in rail service hours
- Fares: $.50 increase in base fares between 2008 and 2011
- Boardings: 17% reduction in total boardings since service cuts

Regional Transit

Issues

- Impact of economy and state budget decisions on public funding for transit operations
- Less state and regional funds for transit capital
- Maintaining state of good repair
- Funding for vehicle replacement

Regional Transit

Next Ten Years

- Slow economic growth will bring back lost revenues
- As economy recovers, service hours will return to the 2009 service level by 2017
- Bus service configuration will benefit from Comprehensive Operational Analysis
- Will continue with limited priority expansion projects

Regional Transit

Next Ten Years

- Challenge - funding vehicle replacement
- 96 large buses slated for replacement by 2018 ($50.4 million)
- 26 Siemens light rail vehicles replacement by 2021($135.4 million)

Regional Transit

Ten-year capital program

- Identifies project by year and cost
- Projects anticipated revenue by year and type
- Year by year analysis of funding/cost balance: Is there sufficient funding to cover anticipated need?

Regional Transit

Vehicle Replacement Challenges

- Commitment to return to 2009 bus service levels by 2017 will require bus fleet size to be maintained
- No dedicated revenues to cover costs
- Funding needed from 2010-2011 SACOG call for projects
- Highlights continued need for new local funding source

Regional Transit

Service Expansion

- South Line Phase 2 (Blue Line) - 2015
- Green Line expansion to River District - 2011
- Limited Stop service on the Gold Line – 2012
- Limited stop service on Northeast Corridor – 2015 or later contingent on available funding

Regional Transit

Future Update Schedule

- SRTP updated annually
- Coordinated with budget preparation, Capital Improvement Plan preparation, and updated Financial Forecast Model
- Ten year operating and capital plan submitted with TDA claim

Regional Transit

Next Steps

- Questions?
- Public Hearing
- The SRTP will be brought back to the Board for adoption on June 13, 2011