

# STAFF REPORT

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**DATE:** June 10, 2024  
**TO:** Sacramento Regional Transit Board of Directors  
**FROM:** Jason Johnson, VP, Finance/CFO  
**SUBJ:** ADOPT THE FY 2025 OPERATING AND CAPITAL BUDGETS

## RECOMMENDATION

Adopt the Attached Resolution.

## RESULT OF RECOMMENDED ACTION

Approval of this action will adopt the Fiscal Year (FY) 2025 Operating and Capital Budgets.

## FISCAL IMPACT

The FY 2025 Operating Budget is set at \$267.1M. The FY 2025 Capital Budget reduces the previously Board approved spending authority of \$2.049B by \$192.2M, for a new authorized capital project total of \$1.857B.

## DISCUSSION

The Preliminary FY 2025 Operating and Capital Budget was released for public review on April 8, 2024. As required by the government code, the public hearing notice was published in the Sacramento Bee. To do more expansive outreach, SacRT advertised the FY 2024 budget on its website and through various social media outlets. A revised FY 2025 Operating and Capital Budget was presented at the May 13, 2024 Board meeting, which incorporated minor revenue adjustments, and allowed for additional public comment to be received. The total budgeted revenues and expenditures presented in this report are identical to those presented at the May 13, 2024 Board meeting.

### **Assumptions Built into the FY 2025 Budget**

The Operating Budgeting process is a significant undertaking that requires input from various operational staff members, consideration of economic conditions, goals and objectives by the Board, all balanced by the need to keep costs within estimated revenue projections. The assumptions used in this budget were built on a variety of sources.

These assumptions are as follows:

- Service levels have been budgeted without reductions, allowing for minor service modifications, such as improved headways on existing routes.

- The budget will support SacRT strategic priorities such as our customer first approach to services and business optimization.
- ARP federal stimulus funding and SB125 state funding are being used to offset the loss of fares and other revenues due to various economic factors.
- All merit increases will be received by employees per Collective Bargaining Agreements (CBA).
- There will be no fare rate adjustments.

## Summary of FY 2025 Operating Budget

Tables 1A and 1B provide summaries of the preceding three years' actual results, the current year budget, and the FY 2025 proposed budgeted amounts. Revenues and expenditures each increased in total by \$17.6M or 7.0% compared to the original FY 2024 budget.

State & Local revenues are increasing by \$49.1M or 29.2% as the local economy (sales tax revenue) is projected to remain steady and new funding from SB125 will be available. Federal funds are projected to decrease by \$33.2M or 56.7% which is due to the full depletion of American Rescue Plan (ARP) funds.

Salaries & Benefits are increasing \$12.6M or 7.4%, which is attributed to both annual salary and benefits increases across all Collective Bargaining Agreements, and the addition of new full-time positions that directly support operations.

**Table 1A - Revenues (Thousands)**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	FY 2024 to FY 2025 \$ Change	FY 2024 to FY 2025 % Change
Fare Revenue	\$ 12,000	\$ 14,309	\$ 16,615	\$ 17,300	\$ 18,439	\$ 1,139	6.6%
Contract Services	6,634	825	842	800	1,150	350	43.8%
State & Local	113,657	144,508	159,055	168,495	217,623	49,128	29.2%
Federal	57,704	56,676	56,876	58,540	25,360	(33,180)	-56.7%
Other	7,340	5,239	9,500	4,365	4,490	125	2.9%
<b>Total</b>	<b>\$ 197,335</b>	<b>\$ 221,557</b>	<b>\$ 242,888</b>	<b>\$ 249,500</b>	<b>\$ 267,062</b>	<b>\$ 17,562</b>	<b>7.0%</b>
Operating Surplus/(Deficit)	5,943	6,223	3,152	-	-		
<b>Operating Revenue</b>	<b>\$ 191,392</b>	<b>\$ 215,334</b>	<b>\$ 239,736</b>	<b>\$ 249,500</b>	<b>\$ 267,062</b>	<b>\$ 17,562</b>	<b>7.0%</b>

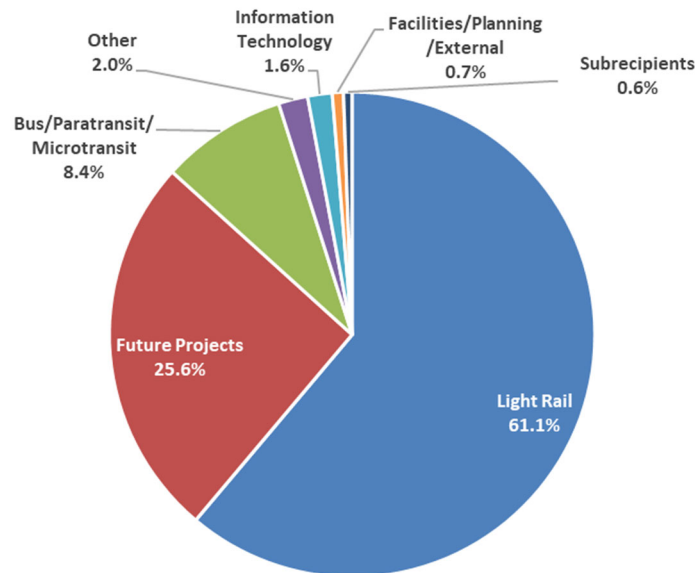
**Table 1B - Expenses (Thousands)**

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	FY 2024 to FY 2025 \$ Change	FY 2024 to FY 2025 % Change
Salaries & Benefits	\$ 141,910	\$ 153,684	\$ 160,614	\$ 171,645	\$ 184,264	\$ 12,619	7.4%
Professional Services	14,162	16,497	19,400	24,620	26,515	1,895	7.7%
Materials & Supplies	13,504	14,748	18,955	15,839	16,562	723	4.6%
Utilities	7,272	7,425	7,988	8,458	8,427	(31)	-0.4%
Insurance & Liability	12,336	19,784	28,248	22,789	25,560	2,771	12.2%
Other	2,208	2,634	2,784	6,149	5,734	(415)	-6.7%
<b>Operating Expenses</b>	<b>\$ 191,392</b>	<b>\$ 214,772</b>	<b>\$ 237,989</b>	<b>\$ 249,500</b>	<b>\$ 267,062</b>	<b>\$ 17,562</b>	<b>7.0%</b>
<b>GASB 87 Lease</b>	<b>-</b>	<b>562</b>	<b>1,747</b>				
<b>Total Expenses</b>	<b>\$ 191,392</b>	<b>\$ 215,334</b>	<b>\$ 239,736</b>	<b>\$ 249,500</b>	<b>\$ 267,062</b>	<b>\$ 17,562</b>	<b>7.0%</b>

## Capital Budget

Unlike the Operating Budget, the Capital Budget consists of projects that often take multiple years to complete, and in some cases take multiple years to fully fund. Funds approved for a project that are not spent in the previous fiscal year are typically carried over to the following fiscal year. Similarly, when the Board approves the budget for a large multi-year project in one fiscal year's budget, the project continues to have Board-approved budget authority rolled over from year to year, less any funds that have been expended on the project. The amount to be carried over from FY 2024 is \$2.049B. Net Capital Budget Additions and Reductions proposed will reduce SacRT's total spending authority by \$192.2M. Chart A and table 2 below provide a summary of all projects for FY 2025, with the total Capital Budget for new and existing projects estimated at \$1.857B. A detailed list of all Capital Projects can be found on page 30 of Abridged FY 2025 Operating and Capital Budget - Attachment A.

**Chart A – Capital Budget by Category**



**Table 2 – Capital Budget Summary (in Thousands)**

Project Categories	# of Projects	FY 2025 Budget	% to the Total
Light Rail	32	1,135,373	61.1%
Future Projects	15	474,558	25.6%
Bus/Paratransit/Microtransit	25	155,810	8.4%
Other	7	36,338	2.0%
Information Technology	8	30,270	1.6%
Facilities/Planning/External	22	13,837	0.7%
Subrecipients		10,537	0.6%
<b>Total</b>		<b>\$ 1,856,723</b>	<b>100%</b>

RESOLUTION NO. 2024-06-060

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

June 10, 2024

**ADOPT THE FY 2025 OPERATING AND CAPITAL BUDGETS**

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

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

THAT, the Sacramento Regional Transit District's FY 2025 Operating Budget of \$267.1M and revised Capital Budget of \$1.857B as set forth in attached Exhibit A, are hereby approved.

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PATRICK KENNEDY, Chair

A T T E S T:

HENRY LI, Secretary

By: \_\_\_\_\_  
Tabetha Smith, Assistant Secretary



**SACRAMENTO**  
**REGIONAL TRANSIT**  
— EST. 1973 —

**Abridged Budget**  
**Fiscal Year 2024-2025**

**June 10, 2024**

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## Table of Contents

Table of Contents.....	2
Board of Directors .....	3
Executive Management Team .....	4
Office of Management & Budget Team.....	5
Grants & Capital Programming Team.....	5
Organizational Structure .....	6
District Overview .....	7
District Profile.....	7
Strategic Plan .....	8
Budget Process .....	10
SacRT Major Goals and Objectives.....	11
Operating Budget Summary .....	17
Revenues.....	17
Expenses .....	21
Positions .....	24
Capital Budget Summary .....	27
Project Overview.....	27
Major Capital Projects.....	27
Capital Budget by Category .....	28
Capital Revenues & Expenses .....	29
FY 2025 Capital Budget.....	30
Capital Project Funding Addition Descriptions .....	34



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## Board of Directors

**Patrick Kennedy, Chair**  
County of Sacramento

**Rick Jennings II, Vice Chair**  
City of Sacramento

**Rod Brewer**  
City of Elk Grove

**Linda Budge**  
City of Rancho Cordova

**Bret Daniels**  
City of Citrus Heights

**Pat Hume**  
County of Sacramento

**Lisa Kaplan**  
City of Sacramento

**Mike Kozlowski**  
City of Folsom

**Caity Maple**  
City of Sacramento

**Phil Serna**  
County of Sacramento

**Bobbie Singh-Allen**  
City of Elk Grove

**Mai Vang**  
City of Sacramento

## Board of Directors Alternates

**YK Chalamcherla**  
City of Folsom

**David Sander**  
City of Rancho Cordova

**Tim Schaefer**  
City of Citrus Heights

**Darren Suen**  
City of Elk Grove

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## Executive Management Team

**Henry Li**  
General Manager/CEO

**Shelly Valenton**  
Deputy General Manager/CEO

**Olga Sanchez-Ochoa**  
General Counsel

**Carmen Alba**  
VP, Operations

**Christopher Flores**  
Chief of Staff/VP, Real Estate

**Laura Ham**  
VP, Planning, Grants & Procurement

**Lisa Hinz**  
VP, Security, Safety, and Customer Satisfaction

**Henry Ikwut-Ukwa**  
VP, Capital Programs

**Jason Johnson**  
VP, Finance/Chief Financial Officer

**Devra Selenis**  
VP, Communications and Partnerships

**David Topaz**  
VP, Employee Development and Engagement



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**Office of Management & Budget Team**

**Casey Courtright**

Director, Office of Management and Budget

**Nadia Mokhov**

Senior Financial Analyst

**Judy Wong**

Senior Financial Analyst

**Grants & Capital Programming Team**

**Wondimu Ketsela Mengistu**

Director, Grants and Capital Programming

**Joe Paglieroni**

Senior Grants Analyst

**Carol Lynn Cherry**

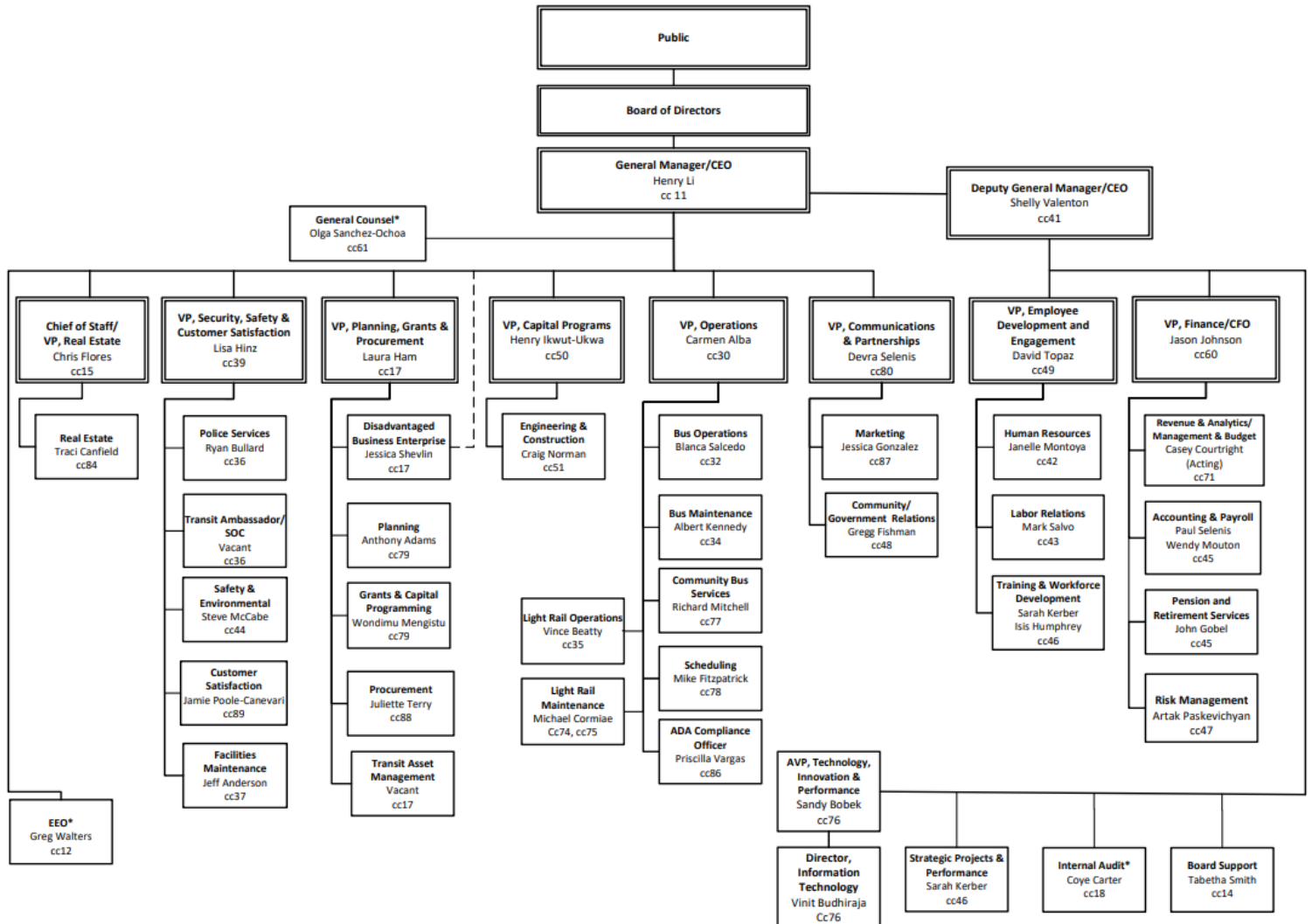
Senior Grants Analyst

**Qin Huang**

Senior Grants Analyst

# Organizational Structure

(Cost Center/Functional Base)



Effective February 12, 2024

\*Dotted line to the Board of Directors

cc=Cost Center



## District Overview

### District Profile

<b>Sacramento Regional Transit District (SacRT)</b>	Constructs, operates, and maintains a comprehensive mass transportation system that serves 438 square miles in Sacramento County
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<b>Bus Service</b>	
Power	CNG, Diesel, Gasoline, Electric
Routes	82
Schedule	4:59 am to 11:15 pm daily
Stops	3,100+
Vehicles	40' Buses - total 245: CNG – 231, Diesel – 5, Electric -9 Shuttles – total 73: CNG – 35, Gas – 29, Electric - 9
Annual Ridership	9,500,000

<b>Light Rail Service</b>	
Power	Electrical
Miles	44.9
Schedule	3:49 am to 12:59 am daily
Stops	52
Vehicles	36 Siemens (U2) 40 CAF 20 Siemens S700 (will be in service in FY25)
Annual Ridership	6,700,000

<b>ADA Service</b>	
ADA Passenger Trips Provided	360,000
ADA Vehicle Revenue Miles	2,960,000
Vehicles	120

<b>Passenger Amenities/ Customer Service</b>	
Transfer Centers	32
Park & Ride	22
Annual Customer Satisfaction Calls	260,434
Customer Info Line	(916) 321-2877

<b>History</b>	
Apr 1, 1973	Began operations by acquiring the assets of Sacramento Transit Authority
1973	Completed new maintenance facility and purchased 103 new buses
1987	Opened the 18.3-mile light rail system, linking the northeastern Interstate 80 and southeastern Highway 50 corridors with Downtown Sacramento
Sep 1998	Completed the first light rail extension to Mather Field/Mills Station along the Gold Line corridor
Sep 2003	Opened the South Line, extending light rail to South Sacramento
Jun 2004	Extended light rail from Mather Field/Mills to Sunrise Boulevard
Oct 2005	Extended light rail from Sunrise Boulevard to Folsom, including four new stations
Dec 2006	Extended light rail from downtown Sacramento to Sacramento Amtrak station
Jun 2012	Opened the Green Line, connecting downtown Sacramento to the River District
September 2015	Extended light rail from Meadowview to Cosumnes River College
February 2018	Started Microtransit/SmART Ride services
January 2019	Annexed Citrus Heights and Folsom services
July 2019	Started Elk Grove services under contract
June 2020	Started SacRT GO paratransit service
July 2021	Annexed Elk Grove services

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## Strategic Plan

Adopted by the Board of Directors in October 2020, Sacramento Regional Transit's (SacRT) Strategic Plan details SacRT's strategic initiatives, key performance indicators, and identifies tactics that teams and individuals within the agency will work on to achieve strategic goals over the 2021-25 fiscal years.

Following a months-long collaborative internal planning process with staff and board members, SacRT's five-year Strategic Plan will serve as the guiding vision for strategic success. SacRT strives to balance the delivery of high-quality customer experience with value to taxpayers.

This strategic plan is crafted for personnel at all levels of the organization and its contents convey objectives for the fiscal year and how SacRT will work to achieve them. The plan enables SacRT to shape activities to support identified strategic priorities and to help narrow focus on areas of service and operations that most closely align with stated goals. Departments annually develop work plan tactics that encompass projects and programs SacRT teams will strive to complete over the coming year.

The strategic plan established a comprehensive performance scorecard that SacRT management and division leaders monitor and report on quarterly to track projects and programs of strategic importance. The performance scorecard is comprised of metrics that support our efforts to provide service excellence and value to taxpayers and which tie directly to the four strategic priority areas: Operational Excellence, Community Value, Employee Engagement, and Customer Satisfaction. With the scorecard, all members of the workforce can see how their efforts support the success of the entire agency.

The SacRT Strategic Plan's Mission Statement, Vision Statement, Organizational Values, and Goals are listed on the following pages. The plan is best seen as an evolving process, not a rigid or fixed document. This plan will change as the needs of the region change and will reflect the transportation priorities of our riders.

## Strategic Plan (continued)

### Mission Statement

Moving you where you want to go, when you want to go.

### Vision Statement

A leader in providing mobility options for our community.

### Organizational Values

Six core principles guide individuals, teams, and the entire SacRT organization:

- **Collaboration** - I work with a collaborative spirit to help my colleagues and our customers to succeed.
- **Diversity** - I recognize and honor diversity and social justice, and seek out and listen for voices different than mine.
- **Innovation** - I challenge the easy and inspire myself and others to look for innovative solutions.
- **Respect** - I communicate clearly, respectfully, and honorably -- in a way that would make my family proud -- to my colleagues and our customers.
- **Trust** - I trust my teammates and empower them to make decisions that improve the quality of life for their colleagues, our customers, and the community that supports us.
- **Excellence** - I work to deliver excellence to our customers through clean, safe, reliable, and convenient service.



### Budget Process

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



## SacRT Major Goals and Objectives

### Strategic Initiatives

The Strategic Plan provides the management team and stakeholders with strategic priorities, projects, and programs to be implemented in the short term to achieve longer-term outcomes. Organizational success is aligned with the completion of tactics which directly impact at least one of the four strategic priorities:

**Operational Excellence** - SacRT is dedicated to providing innovative mobility solutions and developing and implementing programs that provide best in class service that puts customers first. As public transportation services continue to evolve, SacRT is committed to providing the highest standards in transportation by implementing industry best practices and ensuring clean, safe, reliable, and convenient service for our customers.

- **Bus Maintenance Modernization** - Efficiently provide vehicle maintenance for bus fleet to decrease maintenance and parts costs, increases in vehicle equipment availability, allow for proactive fleet maintenance, and streamline reporting. Consistently meet preventative maintenance goals to ensure vehicles are ready to go out into service. Develop employee technical expertise in emerging technologies such as electric vehicle charging and drive systems. These efforts will enable the maintenance department to deliver a fleet to customers that is clean, safe, and reliable.
- **Maintain Bus Service and Employee Retention Levels** - Providing reliable bus service by reducing cancellations, increasing staffing levels, and focusing on employee engagement. Maintain a balanced approach to prioritizing and maintaining staffing levels across all bus modes to ensure we can provide the excellent service we promise to the public. Improve employee experience by reducing overtime, focusing on operator safety, and providing effective coaching and training. Identify opportunities to further improve the quality of service we provide to support our employees and customers.
- **Maintain Community Bus Service Levels** - Continue to provide innovative public transit solutions for essential travel, especially in our disadvantaged communities. Identify opportunities to engage with staff and internal stakeholders to timely respond to requests, support our team, improve on time performance, and strategically identify and mitigate system needs before they become critical issues. Identify opportunities to consolidate vehicle storage and maintenance to improve overall operations efficiency. Continue to maintain service reliability, improve customer experience, and provide convenient, efficient, and easy to use service to get people where they want to go, when they want to go.
- **Strengthen SacRT GO Service Delivery** - Increase service reliability by ensuring we have employees and vehicles available to provide SacRT GO paratransit bus service to get people where they want to go, when they want to go. Increase employee engagement through managing workload, staffing levels, and pay equity for the service. Reducing customer service complaints through proactive training, safety compliance, and partnering with supplemental service providers to meet rider needs. Efficiently and professionally resolve issues, take care of drivers, streamline coordination of trip connections, and improve customer service outcomes.
- **Infrastructure Improvements and Sustainable Growth** - Strategically manage projects to modernize and expand our system to provide greater value to the community and better service to our region. Monitor schedule timelines, manage workloads, and track engineering labor costs. Develop staff to meet all technical capacity requirements for federal grants and keep projects moving forward. Facilitate opportunities for staff development and engagement to reduce burnout and improve morale, productivity, and employee retention.

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**SacRT Major Goals and Objectives (continued)**

- Light Rail System Modernization and Performance Improvements - Work with internal and external stakeholders and personnel to ensure successful implementation of major light rail projects including new low floor vehicle fleet roll out and 15-minute service to Folsom. Complete training and tool implementation to meet maintenance standards on new vehicles. Maintain a state of good repair on light rail system as we increase vehicles on the system and manage severe climate incidents. Provide proactive maintenance and repair; increase system efficiency and improve performance through the maintenance of state of good repair.
- Innovative Light Rail Service and Employee Development - Complete rigorous phased testing of new S700 light rail vehicles from Siemens Mobility to ensure the new low-floor light rail vehicles are safe and reliable before passengers get on board. Begin revenue service of new low-floor vehicles to provide easier access and better service to riders. Ensure light rail staff training for new vehicles is complete to improve service delivery. Cultivate a leadership team that encourages collaboration, facilitates open communication, breaks down information silos, and increase productivity.
- Independent Operational Process Evaluation - The Internal Audit Unit (IAU) seeks to provide an independent and objective assurance and consulting activity that assists leadership with improving SacRT operational efficiency, comply with applicable laws and regulations, and accurately report organizational activities to stakeholders. Engage with staff to build rapport, explain the role of the internal auditor, and get buy-in to the objective evaluation process. Results of engagements conducted will be delivered by way of audit reports that are supported by necessary documentation substantiating professional opinions given.
- Information Technology Business Strategic Alignment - Leverage information technology resources to achieve strategic business objectives such as expanding the reach of their services, enhancing the customer experience, creating staff and procedure efficiencies and/or improving financial performance.
- Accounting Process Enhancements - Leverage technology systems to create process efficiencies and attain clean financial audit results by evaluating current procedures, identifying opportunities for improving, creating a roadmap for changes, and implementing changes to modernize and create positive results agencywide. Providing clear communication to stakeholders to provide timely information, improve financial organization, share accurate data, and instill confidence in our financial processes and procedures.
- Budget Process Enhancements - The Office of Management and Budget has transitioned data and reporting to modern budgeting tools (PowerBI) to increase the access key decision makers at the agency have to meaningful data. OMB will continue providing information in a timely manner, educating stakeholders on the budget process, and identifying opportunities to meet the budget needs of the agency. OMB will continue to refine and improve the information provided and the processes used to provide tools that best allow management to be successful in completing their business objectives.
- Improving Retiree Access to Pension Benefit Information - Increase access to retirement services and benefits information for members and their beneficiaries in an equitable, accurate, and efficient manner. Improve processes by ensuring data integrity and automation, enhancing communication systems, and engaging with Retirement Boards. Committed to improved communication and compliance to instill confidence in our investment and business decisions.



**SacRT Major Goals and Objectives (continued)**

- **Modernize Risk Processes and Reduce Liability** - Proactively identify trends in common accidents and work with department leadership identify opportunities for improvements to processes and procedures. Collaboratively work to reduce related risk and exposure. In coordination with IT, complete implementation and training of new risk management information system (RMIS) and update risk program processes to improve efficiency, consistency, security, and reliability of data, prevent adverse loss, and reduce liability for the agency.
- **Aligning Grant Priorities and Strategic Goals** - Collaborate with regional partners to develop a select few shovel-ready, data-driven, and transformative grant projects that are robust, competitive, and aligned with strategic priorities of the agency, and apply for several state and federal discretionary grant programs. Substantiate project proposals with benchmarked industry standards for transit metrics, GHG reductions, cost benefit analysis, cost, and design. Identify project prioritization model to optimize funding using objective criteria to rank and score projects. Deliver project funding in a creative, objective, and flexible process. Ensure project development, planning, and management align with core values, safety, and state of good repair.
- **Procurement Procedure Efficiency and Staff Development** - Effectively guide internal customers through the procurement process to ensure that SacRT follows written procurement procedures, policies, and laws. Continue to develop technical skills that empower procurement staff to identify and resolve potential process challenges before they impact project timeline, budget, or delivery. Evaluate current procedure efficiency, identify opportunities for improvement, and implement changes to create more efficient procurement procedures, reduce project delays, and deliver excellent customer service. Continuously strengthen internal controls to improve project management, monitor project timelines and expiration dates, assist with invoice processing, streamline communications, and ensure internal customers receive the goods and services required to maintain SacRT's service levels.
- **RTPS System Support** - Focus on reducing chronic RTPS service calls on bus and light rail service to better align response priorities, officer availability, and provide nimble support for the system. Reduce fare vending machine vandalism to reduce long-term costs for repair and replacement for the Engineering and Facilities departments. Monitor available staffing levels and partner with regional agencies to support special projects.
- **Continuous Safety Improvement** - Update agency safety plans to improve safety outcomes and system reliability. Support critical construction projects throughout the district by identifying hazards and risks in a timely manner to mitigate risks while still in a latent state. Through ongoing monitoring and completion of corrective actions SacRT will be able to improve safety outcomes for our employees and riders.

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**SacRT Major Goals and Objectives (continued)**

**Community Value** - SacRT is committed to expanding regional partnerships and providing excellent public transit service to promote SacRT as our region's premier public transit agency. SacRT will continue to promote programs and incentive options that will encourage more people to try transit, build our ridership, demonstrate our value and economic impact as a community partner, and educate the public about the benefits of transit and how local funding is important to create a world class public transit system.

These team tactics illustrate how annual goals will be attained for delivering value to the entire community:

- **Marketing Strategies for Launching New Service** - Engage with customers and members of the community to promote new SacRT services, how to ride, and increase ridership. Engaging SacRT employees across the district to creatively communicate with riders in innovative and effective ways. Collaborate with community partners and local media to connect and engage with riders at a variety of community events, festivals, and promotions.
- **Community Partnership Building and Government Relations** - Promote the agency's profile and reputation throughout the community to demonstrate the impact additional funding would have on our system and region. Engage with local and grassroots organizations to identify transit supportive policies, funding, and advocacy opportunities for the district. Work to transform our system infrastructure to expand service for riders, address climate challenges, and elevate social equity in our programming. Work collaboratively to engage Board members on the work the district is undergoing.
- **Innovative Planning and Partnership Coordination** - Spearhead district planning initiatives to increase access to public transit and mobility options in our community. Collaboratively work with the grants department to secure funds for emerging mobility options, innovative planning initiatives, maintenance of programs, sustainability efforts, and community outreach. Coordinate with local, state, and federal partners to enable SacRT to continue to move riders where they want to go when they want to go by improving service for riders while addressing the equity and climate needs of our community.
- **Government Contracting Civil Rights Programs** -Operating SacRT's Disadvantaged Business Enterprise (DBE) Program in good faith and in accordance with the requirements contained in the Code of Federal Regulations Title 49 Part 26 (49 CFR Part 26); the primary goal and objective of the DBE program is to level the playing field on federally-assisted transit contracts and subcontracts relating to SacRT's construction, procurement, and professional services activities. Benchmarking against and collaborating with other agencies to ensure that SacRT is aligning with industry best practices for its DBE Program and Small and Local Business (SBE/LBE) Program. Ensuring on time reporting of DBE participation and overall DBE goal setting documentation to the Federal Transit Administration (FTA). Collaborating with staff and contractors to implement the requirements of SacRT's DBE and SBE/LBE Programs. Coordinating and improving vendor outreach and education so that applicants from the DBE and small and local business community have the opportunity to successfully compete for contracts with SacRT.
- **Transformation of SacRT Real Estate** - Dispose of surplus property not needed for agency operations to reduce property maintenance costs, taxes, and liability, as well as transform it into equitable transit-oriented communities (ETOC) opportunities that can generate additional ridership and revitalize neighborhoods while avoiding gentrification. Transform transit centers into mobility hubs to support equitable ETOCs by attracting local DBE vendors and programming activities on SacRT property. Update fees and policies related to use of SacRT property to improve agency operational efficiencies, revenue opportunities, transit ridership, and community safety and quality of life. Provide support as needed for agency's funded projects.

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**SacRT Major Goals and Objectives (continued)**

- Social Worker Engagement and Partnerships - Collaborate with internal staff and external service providers and agencies to address safety hazards along light rail tracks, right-of-way (ROW), and bus stops. Partner with County staff and community stakeholders to hold resource fairs to provide information and resources to unhoused riders and community members. Support and empower employees through training to better understand our community and the resources available to reduce chronic issues and safety hazards across the system and improve outcomes for our unhoused population.

**Customer Satisfaction** – Ensuring that SacRT customers have access to high quality mobility options that they actively and increasingly use is a priority. We want to ensure that our system provides customers with mobility options that get them where they want to go, when they want to go.

- Enhancing the Customer Fare Payment Experience - Implement new technologies in fare collection to consolidate and simplify fare collection technologies for our passengers, improve rider experiences and service provision, while minimizing risk through internal controls. Provide support for innovative fare projects and partnerships and take a creative approach to bulk and discount fare programs for SacRT and participating partner agencies. Provide timely and accurate reporting data while adhering to all federal standards for reporting District fare revenues and ridership information.
- Increasing Customer Confidence and Experience - Building on the successful implementation of training initiatives in FY24, provide staff with critical training resources to provide excellent customer service levels by increasing employee confidence, strategies for effectively resolving calls, and develop team collaboration. Focusing on cross-training and retraining in our call and sales centers will improve flexibility, morale, and customer outcomes. As new services are implemented, ensure staff become subject matter experts to quickly resolve calls and increase customer confidence and experience using our services and interacting with our support resources.
- Develop Facilities Maintenance Short and Long-Term Goals - Strategically review and revise project planning, department processes, and staff assignments to improve transparency and resource allocation. Work collaboratively with other departments to develop project and work prioritization, reduce risk, and improve health and safety outcomes. Develop workforce into industry leaders to improve employee engagement and maintenance outcomes.
- Security Saturation and Customer Satisfaction - Develop and deploy first responders on SacRT trains, stations, and infrastructure needing continual oversight of security. Provide in-depth knowledge and training for staff that will be points of contact daily to customers. Employees and contractors will provide great customer service for SacRT related inquiries, mediation between RTPS officers and other points of contact, and real time updates occurring in or around the SacRT district. Information will be dissemination via live public address system and Alert SacRT mobile application.

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**SacRT Major Goals and Objectives (continued)**

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

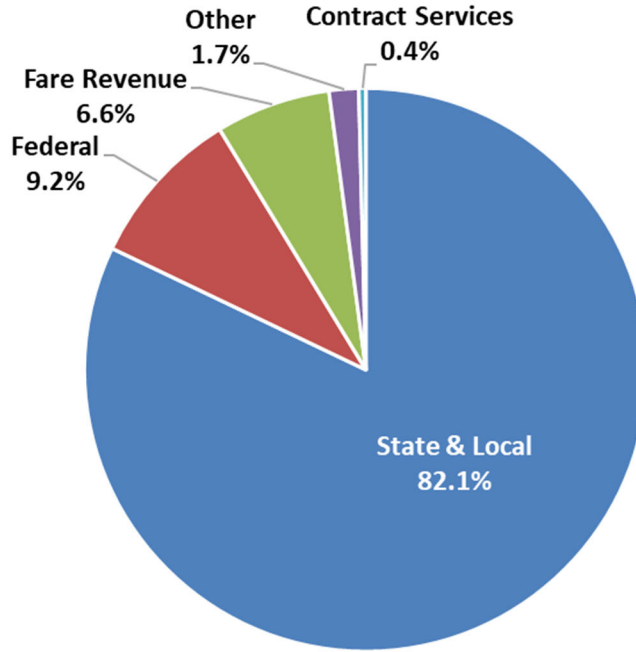
These team tactics illustrate how annual goals will be attained for organizational performance as it pertains to engaging members of the workforce:

- **Employee Recruitment, Retention, and Wellbeing** - Innovatively support employees through their full employment lifecycle at SacRT and promote holistic employee wellbeing. Collaboratively work with hiring managers to streamline recruitment processes, gather required information, and efficiently manage workload. In coordination with IT, look at opportunities to implement an employee self-service portal to improve employee experience and streamline the process for updating employee information in the system as our workforce grows. Identify opportunities to engage employees around new wellness and benefits resources across the agency. Proactively monitor, update, and train management staff on statutory, regulatory, and legal changes to leaves programs. Facilitate opportunities for staff development, cross-training and succession planning to improve morale, productivity, and employee retention.
- **Integrated Payroll Systems** - Create a modern and efficient payroll system by integrating employee self-service resources into our systems, which would save significant time and resources. Create proactive solutions for work prioritization, process improvement and SAP configuration support. Continue to update forms and procedural controls, collaborate with the Human Resources, Labor Relations, Information Technology, and Operations departments to develop new processes for increased efficiency. Complete quarterly federal and state tax reporting in a timely and efficient manner. Continuously promote diversity, equity, and inclusion in the workplace and create a workplace environment where employees feel connected and dedicated to SacRT's goals and values.
- **Labor Relations Compliance and Labor Partner Outreach** - Collaborate and engage with department leadership across the agency to improve labor management outcomes and compliance with local, state, and federal laws and regulations. Develop labor relation teams skills to increase efficiency, meet departmental commitments, manage workload, and reduce agency liability. Positively engage with our internal stakeholders and labor partners to further develop our relationships and focus on the overall success of the agency.
- **Deliver Training Resources to Develop and Retain Employees** - Continue to support the development of collaborative communication and leadership styles across the workforce by engaging employees in opportunities to share resources and develop teams. Facilitate opportunities for employee engagement throughout the district by highlighting existing and new programs, continue Diversity, Equity, and Inclusion (DEI) initiatives, and discovering additional training needs. Develop and procure training materials and resources to cultivate a highly skilled, effective, and motivated workforce. Work with stakeholders to upload historical training data to Learning Management System (LMS) and roadmap learning pathways and roll out accessible training to all staff, including frontline employees. Analyze data in LMS and prepare monthly and quarterly reports for departments and Executive Management Team to identify opportunities to address existing needs and improve overall agency efficiency.
- **Strategic Plan Engagement** - Identify opportunities to coordinate department projects across the agency to successfully deliver projects on time, within budget, and according to scope. Identify opportunities to promote programs and projects that align with employee survey feedback. Begin the engagement process for updating our 5-year strategic plan for the 2026-2030 period.

## Operating Budget Summary

### Revenues

**FY 2025 Operating Revenue by Funding Source**



(Dollars in Thousands)

	<b>FY 2021 Actual</b>	<b>FY 2022 Actual</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Budget</b>	<b>FY 2025 Budget</b>	<b>FY 2024 to FY 2025</b>	
						<b>\$ Change</b>	<b>% Change</b>
Fare Revenue	\$ 12,000	\$ 14,309	\$ 16,615	\$ 17,300	\$ 18,439	\$ 1,139	6.6%
Contract Services	6,634	825	842	800	1,150	350	43.8%
State & Local	113,657	144,508	159,055	168,495	219,223	50,728	30.1%
Federal	57,704	56,676	56,876	58,540	23,760	(34,780)	-59.4%
Other	7,340	5,239	9,500	4,365	4,490	125	2.9%
<b>Total</b>	<b>\$ 197,335</b>	<b>\$ 221,557</b>	<b>\$ 242,888</b>	<b>\$ 249,500</b>	<b>\$ 267,062</b>	<b>\$ 17,562</b>	<b>7.0%</b>
Operating Surplus/(Deficit)	5,943	6,223	3,152	-	-		
<b>Operating Revenue</b>	<b>\$ 191,392</b>	<b>\$ 215,334</b>	<b>\$ 239,736</b>	<b>\$ 249,500</b>	<b>\$ 267,062</b>	<b>\$ 17,562</b>	<b>7.0%</b>

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**Revenues (continued)****Fare Revenue**

This category includes the revenues from carrying passengers. This is money paid by the transit riders to use transit services, but also includes special transit fares such as fares from Los Rios Community College District (Los Rios), California State University, Sacramento (CSUS) and RydeFreeRT.

The FY 2025 Budget includes \$18.4 million in Fare Revenue, an increase of \$1.1 million (6.6%) from the FY 2024 Adopted Budget of \$17.3 million.

- FY 2024 fare revenue is anticipated to end the year over budget at approximately \$17.9 million.
- The fare revenue increase is based on continued ridership growth and service enhancements.

**Contracted Services**

Contracted Services include the City of Rancho Cordova contract for transit services, as well as UC Davis Causeway Connection and Elk Grove Medical Center shuttle services.

The FY 2025 Budget includes \$1.2 million in Contracted Services revenue, an increase of \$0.4 million (43.8%) from the FY 2024 Adopted Budget of \$0.8 million.

- The Rancho Cordova contract is \$0.5 million based on current trend.
- UC Davis Causeway Connection and Elk Grove Medical Center shuttle services are budgeted at \$0.3 million each.

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**Revenues (continued)****State & Local**

State & Local funding includes formula-based allocations to SacRT from state and local government sales taxes. SacRT receives funding from the California Transportation Development Act Local Transportation Fund (TDA-LTF), the Transportation Development Act State Transit Assistance Program (TDA-STA), Sacramento County Measure A and State Cap and Trade Program revenue and Senate Bill 125 funding.

The FY 2025 Budget includes \$219.2 million in state and local funding revenue, an increase of \$50.7 million (30.1%) from the FY 2024 Adopted Budget of \$168.5 million.

- Measure A increased \$0.2 million or 0.4% over the FY 2024 Adopted Budget to reflect trends in sales tax collection.
- \$5.5 million of Measure A is budgeted for Paratransit SacRT Go service.
- TDA-LTF decreased \$9.9 million or 10.1% due to an adjustment done in FY 2024 to LTF allocation by SACOG, which reduced the base for future projection.
- \$4.0 million is included for the Low Carbon Transit Operations Program (LCTOP) revenue, which is a State Cap and Trade program established in 2014 that provides funds to public transportation agencies throughout California for operations that reduce greenhouse gas emissions.
- \$0.8 million is included in Neighborhood Shuttle Measure A for SmARt Ride service, which is the same amount as FY 2024 Adopted Budget.
- This budget includes \$60.6 million in projected Senate Bill 125 funding.

**Federal**

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

The FY 2025 Budget includes \$23.8 million in federal funding, a reduction of \$34.8 million (59.4%) from the FY 2024 Adopted Budget of \$58.5 million.

- This budget includes \$1.1 million in Job Access/Reverse Commute (JARC) funding, which is the same level of funding as in FY 2024.
- \$14.4 million is budgeted in FY 2023 Section 5307 Urbanized Area funds. Federal Section 5337 State of Good Repair funds are budgeted in the capital budget.
- \$7.8 million is included in the America Rescue Plan of 2021 (ARP) funding, which is an economic stimulus package to speed up the United States' recovery from the economic and health effects of the COVID-19 pandemic and the ongoing recession. The year over year reduction of \$27.4 million or 77.9% from FY 2024 Adopted Budget is due to depletion of ARP funding.
- This budget includes \$0.25 million in Congestion Mitigation and Air Quality Improvement (CMAQ) funds for Causeway Connection to UC Davis and \$0.22 million in CMAQ funding for Airport Shuttle.

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**Revenues (continued)****Other**

Other revenues include investment income, commercial real estate leases, advertising income, bus book sales, fare evasion fines, promotional item sales, and photo identification sales.

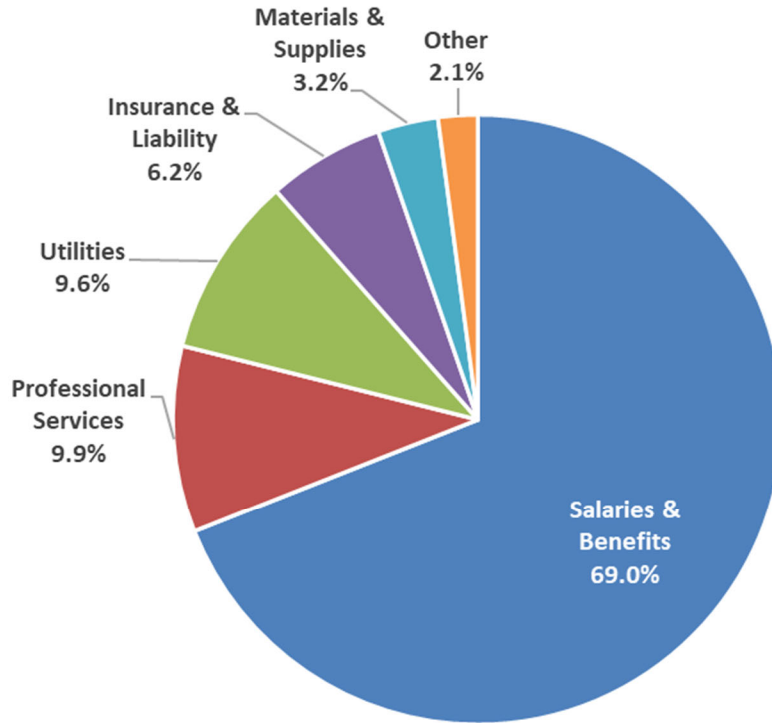
The FY 2025 Budget includes \$4.5 million in other revenue, which is an increase of \$0.1 million (2.9%) from the FY 2024 Adopted Budget of \$4.4 million.

- \$0.3 million is included for the sale of Low Carbon Credits through the State Cap and Trade program and \$0.4 million for RINs credits, which is the same as FY 2024 Adopted Budget.
- Investment income is \$0.75 million.
- Advertising revenue is \$0.8 million.
- This budget includes \$1.5 million in Miscellaneous Income.



**Expenses**

**FY 2025 Operating Expenses by Expense Category**



(Dollars in Thousands)

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2024 to FY 2025	
	Actual	Actual	Actual	Budget	Budget	\$ Change	% Change
Salaries & Benefits	\$ 141,910	\$ 153,684	\$ 160,614	\$ 171,645	\$ 184,264	\$ 12,619	7.4%
Professional Services	14,162	16,497	19,400	24,620	26,515	1,895	7.7%
Materials & Supplies	13,504	14,748	18,955	15,839	16,562	723	4.6%
Utilities	7,272	7,425	7,988	8,458	8,427	(31)	-0.4%
Insurance & Liability	12,336	19,784	28,248	22,789	25,560	2,771	12.2%
Other	2,208	2,634	2,784	6,149	5,734	(415)	-6.7%
<b>Operating Expenses</b>	<b>\$ 191,392</b>	<b>\$ 214,772</b>	<b>\$ 237,989</b>	<b>\$ 249,500</b>	<b>\$ 267,062</b>	<b>\$ 17,562</b>	<b>7.0%</b>
<b>GASB 87 Lease</b>	<b>-</b>	<b>562</b>	<b>1,747</b>				
<b>Total Expenses</b>	<b>\$ 191,392</b>	<b>\$ 215,334</b>	<b>\$ 239,736</b>	<b>\$ 249,500</b>	<b>\$ 267,062</b>	<b>\$ 17,562</b>	<b>7.0%</b>

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**Expenses (continued)****Salaries & Benefits**

Salaries and benefits include 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 SacRT-paid employee benefits.

The FY 2025 Budget includes \$184.2 million for salaries and benefits, an increase of \$12.6 million (7.4%) from the FY 2024 Adopted Budget of \$171.6 million.

- The Fiscal Year 2025 Budget includes 1,452 funded positions, which is a decrease of 11 funded positions from the Fiscal Year 2024 Adopted Budget of 1,463 funded positions. See Positions section on page 24 for details.
- Straight time pay, overtime and personal service contract costs increased by \$7.8 million (7.3%) from the FY 2024 Adopted Budget of \$107.1 million. This reflects CBA (Collective Bargaining Agreement) salary increases and overtime adjustments.
- Fringe Benefit costs increased by \$4.3 million (6.4%) from the FY 2024 Adopted Budget of \$67.2 million. This reflects an increase of \$0.6 million in FICA costs, \$1.9 million in pension and defined contribution costs, \$1.7 million in medical, dental, life and vision costs, and \$0.7 million in vacation and sick leave accrual, etc.
- Capital recovery and indirect savings decreased by \$0.5 million (19.2%) from the FY 2024 Adopted Budget of \$2.6 million. This represents labor charged to capital projects and other initiatives.

**Professional Services**

Professional services include transit security, equipment maintenance, facilities maintenance, legal services, and services provided by outside consultants.

The FY 2025 Budget includes \$26.5 million for Professional Services, an increase of \$1.9 million (7.7%) from the FY 2024 Adopted Budget of \$24.6 million.

- Security services cost increased \$1.1 million from the FY 2024 Adopted Budget due to additional security guards' coverage and contractual cost increases.
- Outside services costs were reduced by \$0.7 million.
- Software/cloud services cost increased by \$0.6 million.
- Radio Maintenance cost increased by \$0.35 million.
- Purchased Transportation cost for supplemental ADA service increased \$0.6 million due to increased demand.
- This budget reflects the FY 2025 portion of multi-year contracts for professional services.

**Materials & Supplies**

Materials and supplies include fuel, bus and light rail parts, small maintenance tools and equipment, cleaning supplies, printing materials, and general office supplies.

The FY 2025 Budget includes \$16.5 million for materials and supplies, an increase of \$0.7 million (4.6%) from the FY 2024 Adopted Budget of \$15.8 million.

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**Expenses (continued)**

- This budget includes \$3.6 million in gasoline cost. This is an increase of \$0.6 million in gasoline cost due to gas prices and higher demand for ADA service, which uses gasoline as a fuel for most of the vehicles.
- Bus parts budget increased by \$0.4 million due to a noticeable increase in pricing for standard inventory materials for the buses and vans currently supported by Bus Maintenance.
- This budget reflects a \$0.1 million increase in Wayside spare parts.

**Utilities**

Utilities include electricity, water, gas, refuse, and telephone for bus, light rail, and administrative facilities.

The FY 2025 Budget includes \$8.4 million for Utilities, which is about the same as the FY 2024 Adopted Budget.

- Electricity cost increased by \$0.2 million due to projected electricity rate increases.
- Traction power cost increased by \$0.1 million.
- This budget reflects a reduction of \$0.4 million in telephone costs.

**Insurance & Liability**

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

The FY 2025 Budget includes \$25.6 million for Insurance & Liability, an increase of approximately \$2.8 million (12.2%) from the FY 2024 Adopted Budget of \$22.8 million.

- Cost for projected claim reserves for Property and Liability for FY 2025 increased by \$1.5 million.
- Cost for projected claim reserves for Workers' Compensation for FY 2025 increased by \$0.9 million.
- The budget includes an increase of \$0.6 million in excess liability insurance costs due to challenging market conditions to get the required insurance limits.
- This budget reflects increases in FY 2025 estimated insurance premium costs due to a more restrictive and more competitive insurance market.

**Other**

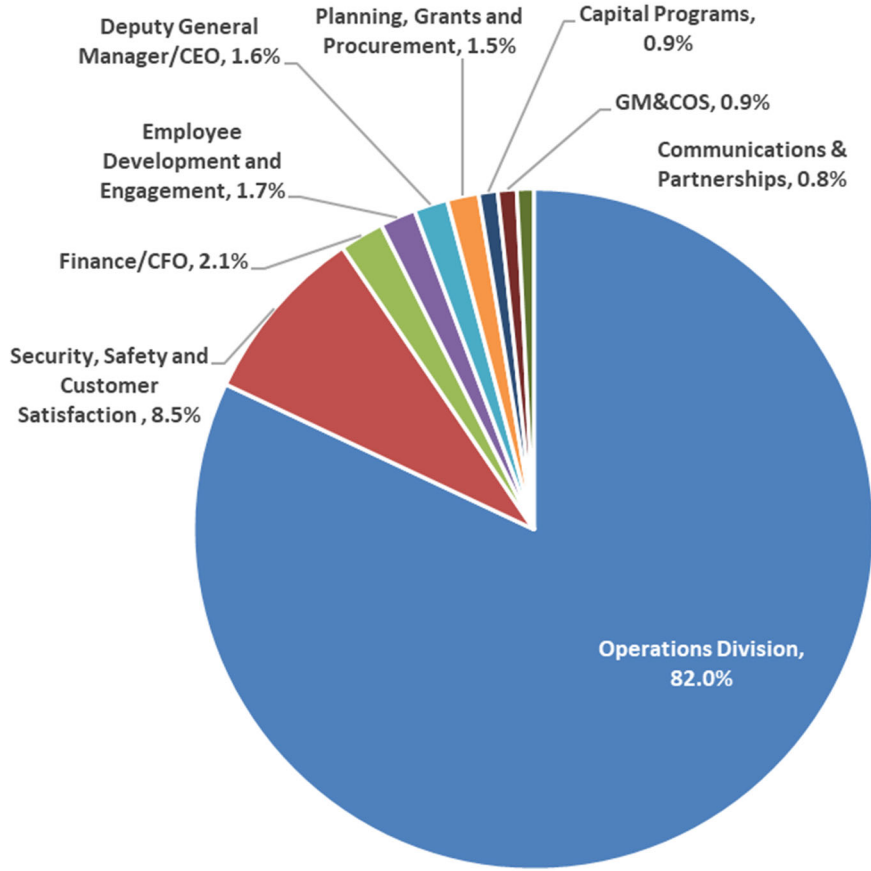
Other expenses include, but is not limited to, travel and training, seminars, dues and subscriptions, awards and ceremonies, building leases, equipment leases, taxes, freight, advertising, legal notices, and banking fees.

The FY 2025 Budget includes \$5.7 million for other expenditures, a reduction of \$0.4 million (6.7%) from the FY 2024 Adopted Budget of \$6.1 million.

- Cost for property leases increased by \$0.2 million due to lease cost for additional suites at Q Street administrative building and scheduled property cost increases.
- This budget reflects a reduction of \$0.6 million in contingency funds.

**Positions**

**FY 2025 Positions by Division**



Division	FY 2021 Funded	FY 2022 Funded	FY 2023 Funded	FY 2024 Funded	FY 2025 Funded	FY 2024 to FY 2025
General Manager/CEO	16	9	10	10	9	-1
Chief of Staff/VP, Real Estate	0	0	0	0	4	4
Planning, Grants and Procurement	57	58	59	67	22	-45
Operations Division*	0	0	0	0	1192	1192
Bus Operations	1196	939	945	928	0	-928
Light Rail Operations	0	261	266	270	0	-270
Deputy General Manager/CEO	33	41	22	23	23	0
Employee Development and Engagement	0	0	0	24	24	0
Capital Programs	0	0	0	0	13	13
Finance/CFO	47	51	29	23	31	8
Procurement, Real Estate & Special Projects	0	0	22	23	0	-23
Communications & Partnerships	0	9	16	16	11	-5
Security, Safety and Customer Satisfaction	74	82	79	79	123	44
<b>Total</b>	<b>1,423</b>	<b>1,450</b>	<b>1,448</b>	<b>1,463</b>	<b>1,452</b>	<b>-11</b>

*\*The FY25 Operations Division is equivalent to the sum of the Bus Operations and Light Rail Operations divisions in prior years.*

### Positions (continued)

As we continue to strive for excellence through business optimization, leadership and professional development and continuous improvement, effective January 5, 2024, SacRT adjusted our organizational structure. From FY 2024 to FY 2025, SacRT has a total net decrease of 11 funded positions. The changes reflected in the FY 2025 Budget are as follows:

General Manager/CEO Division has net decrease of 1 funded position.

- Reclassed Chief of Staff to Chief of Staff/VP, Real Estate and transferred to Chief of Staff/VP, Real Estate Division.

The Chief of Staff/VP, Real Estate Division was created and has a net increase of 4 positions.

- Transferred 1 Chief of Staff/VP, Real Estate from GM's Division.
- Transferred 2 from the Procurement, Real Estate and Special Project Division.

Planning, Grants and Procurement Division was renamed from Planning and Engineering Division. It has a net decrease of 45 funded positions.

- Transferred total net decrease of 44 positions: transferred 12 Engineering and Construction to Capital Programs Division, transferred 42 Facilities to Security, Safety & CS (Customer Satisfaction) Division, and added 10 Procurement from Procurement, Real Estate and Special Project Division, which has been eliminated.
- Eliminated 1 Procurement Analyst II.
- Reclassed 1 Manager, Procurement Services from Senior Procurement Analyst.

Combined both Bus and Light Rail Operations and reinstated the Operation Division. It has a net decrease of 6 funded positions.

- Added 26 positions: 1 AVP, Operations and 1 Program Analyst, 7 Bus Operators, 7 Light Rail Operators, and 10 Paratransit Operators,
- Eliminated 32 positions: 1 VP, Light Rail Operations, 29 CBS Smartride Operators (24 of these positions were budgeted part-time and created in FY2020, but never filled), and 2 Folsom Operators.
- Reclassed and promote VP, Bus Operations to VP, Operations.
- Reclassed 1 Elk Grove Reservationist to 1 Elk Grove Dispatcher.

Deputy General Manager/CEO Division and Employment Development and Engagement Division has no changes.

Finance/Chief Financial Officer (CFO) Division has a net increase of 8 funded positions.

- Transferred 8 Risk positions from Procurement, Real Estate and Special Project Division.
- Added 1 Accountant I
- Eliminated 1 Senior Manager, Revenue and Analytics
- Reclassed 1 Accounts Payable Clerk and 2 Revenue Clerks to Senior Clerks.

The Procurement, Real Estate and Special Project Division was eliminated. It has a net decrease of 23 funded positions.

- Transferred total of 21 positions: 1 Sr. Administrative Assistant and 2 Real Estate to Chief of Staff/VP, Real Estate, 10 Procurement to Planning, Grants and Procurement Division, and 8 Risk Management to Finance/CFO Division.
- Unfunded 1 Manager, Quality Assurance and TAM.
- Eliminate 1 VP, Procurement, Real Estate and Special Project.

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**Positions (continued)**

Communications and Partnerships Division has a net decrease of 5 funded positions.

- Reclassed and eliminated 6 Community Outreach Specialist to 2 Marketing and Communications Specialist.
- Unfunded 1 Senior Governmental Affairs Officer.

Security, Safety and Customer Satisfaction Division has net increase of 44 funded positions.

- Transferred 42 Facilities from Planning, Grants and Procurement Division.
- Added 2 positions: 1 Transportation Supervisor – Police Services and 1 Facilities Superintendent.
- Reclassed 1 Administrative Technician to Facilities Maintenance Scheduler.
- Reclassed 1 Facilities Service Worker (Elk Grove) to 1 Facilities Grounds Worker I (Elk Grove).
- Reclassed 1 Treasury Clerk to 1 Senior Clerk.

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## Capital Budget Summary

### Project Overview

SacRT adopted the [FY 2023 - FY 2027 Capital Improvement Plan \(CIP\)](#) on August 22, 2022. The CIP represents the culmination of Sacramento Regional Transit District (SacRT) efforts to strategically plan and prioritize capital expenditures and activities over five years. SacRT has a large backlog of capital asset rehabilitation and replacement needs and limited funding and resources with which to accomplish it. A multi-year view of capital needs is essential to maximize the use of capital funds. The CIP is intended to be a “living document” that is reviewed and updated on a regular basis. The FY 2025 Capital Budget includes all active projects. The following chart and tables represent the Capital Budget as it pertains to the FY 2025 Budget for the projects listed. The amounts contained in the FY 2025 Capital Budget represent fully funded, partially funded, and unfunded projects along with anticipated and secured funding sources for FY 2025. Non-Awarded grant funding is shown as To-Be-Determined (TBD).

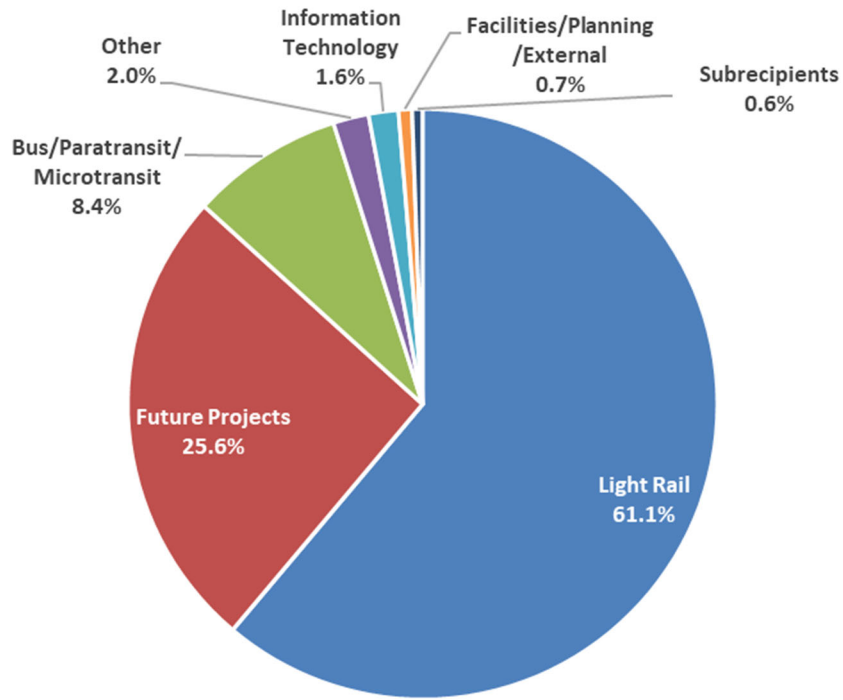
### Major Capital Projects

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

The highlight of the Capital Improvement Program is the Light Rail Modernization project. Several individual projects are underway to deliver new modern low floor light rail vehicles, enhance light rail stations to accompany the new vehicles, and implement new technologies both on board vehicles and in the stations to enhance the customer experience.

Modernizing the rail fleet will reduce maintenance and repair costs associated with keeping the aging LRVs in service past their 25-year useful life. SacRT has executed a contract with Siemens to purchase up to 76 modern low floor light rail vehicles (LRVs). Twenty S700 new light rail vehicles have been delivered and another 25 are in production. SacRT expects the first S700 vehicles to go into service on the Gold Line beginning in the fall of 2024. Station modifications started in 2023 and will continue through 2027.

**Capital Budget by Category**



(Dollars in Thousands)

Project Categories	# of Projects	FY 2025 Budget	% to the Total
Light Rail	32	1,135,373	61.1%
Future Projects	15	474,558	25.6%
Bus/Paratransit/Microtransit	25	155,810	8.4%
Other	7	36,338	2.0%
Information Technology	8	30,270	1.6%
Facilities/Planning/External	22	13,837	0.7%
Subrecipients		10,537	0.6%
<b>Total</b>		<b>\$ 1,856,723</b>	<b>100%</b>



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## Capital Revenues & Expenses

SacRT relies primarily on Federal, State, and Local grants to pay for capital projects. The FY 2025 budget includes a total budget authority of \$1.856 billion.

- The FY 2025 capital budget includes a total of \$1.127 billion available/awarded funding for all SacRT approved projects. A total of \$126 million is for Bus/Paratransit/Microtransit Projects, \$939 million for Light Rail Projects, \$3 million for Facilities Projects, \$156 thousand for Planning Projects, \$16 million for Information Technology Projects, \$31.4 million for Other Projects, \$475.7 million for Future Projects, and \$1.9 million for External Projects. The FY25 Capital Budget includes \$619.4 million in funding to be determined.
- The FY 2025 capital budget also includes a total of \$10.5 million available/awarded funding for subrecipients and \$1.9 million for external projects.
- Federal, State, and Local funding opportunities for capital projects are comprised of funding sources that are applied for on a project-by-project basis. The availability of the funding is dependent upon individual funding programs. The total funding opportunities for a fiscal year is based on the amount of funding sources available from federal appropriations, program allocations made by the State, or other funding sources made available for application.
- As Capital Projects progress it is often necessary to update budget authority to represent total project costs most accurately. These changes are reflected in the additions and deductions column and will result in a total budget reduction of \$192.2 million for FY 2025. This is primarily due to project savings from active projects and modifications to the scope of work for future projects.
- The TBD budget amount gives SacRT staff the authority to apply for competitive grant opportunities and/or allocate formula grant funds for projects up to the TBD amount.



**FY 2025 Capital Budget**

Project		FY 2024	FY 2025 Budget	FY 2025	Awarded &	FY 2025	
Number	Project Name	Amended Budget	Additions & Reductions	Budget	Available Funding	Anticipated Grants	TBD
<b>Bus/Paratransit/Microtransit Projects</b>							
715	Bus Maintenance Facility #2	\$ 25,383,587		\$ 25,383,587	\$ 25,383,587		\$ -
B147	Fleet Maint Mgmt Software	414,500	1,085,500	1,500,000			1,500,000
B150	Watt I-80 Transit Center Improve	30,000,000	112,905	30,112,905	30,112,905		-
B151	Above Ground Gas Tank	2,000,000		2,000,000	-		2,000,000
B153	BMF1 Remediation	153,683		153,683	153,683		-
B164	Airport ZEB Expansion Vehicles	9,926,957	(5,926,957)	4,000,000	3,250,136		749,864
B165	Electric Bus Charging Infrastr	16,630,500		16,630,500	4,854,078	390,000	11,386,422
B171	Citrus Heights Bus Stop Improve	310,000		310,000	310,000		-
B172	Folsom Bus Stop Improvements	200,000		200,000	200,000		-
B173	40' CNG Bus Replacement	64,891,011	(12,302,988)	52,588,023	52,588,023		-
B174	Disruption Manager Software	214,866	95,269	310,135	310,135		-
B176	Vehicle Event Recorder	454,590	100,000	554,590	554,590		-
B177	Trapeze OPS Web	251,000		251,000	251,000		-
B179	Bus Stop Improvements	1,462,790		1,462,790	620,674	437,500	404,616
B180	Bus Lift Replacements	872,154		872,154	699,000		173,154
B181	Operator Barrier Replacement	1,327,000		1,327,000	-		1,327,000
B182	Bus WiFi	299,267		299,267	299,267		-
B183	Elk Grove Clever Device	1,500,000		1,500,000	1,170,978		329,022
B184	CA Labor Federation WED		77,000	77,000	77,000		-
P012	Cutaway Vehicle Ride Improve	125,000		125,000	-		125,000
P013	SacRT Go Vehicles	8,800,000		8,800,000	5,469,828		3,330,172
P014	SmaRT Ride Vehicle Replace	5,623,038		5,623,038	-		5,623,038
P015	SmaRT Ride Expansion Vehicle	171,000		171,000	-		171,000
TBD09	Elk Grove - One 40' ZEB	1,060,000		1,060,000			1,060,000
B400	Bus Capital Improvements	500,000		500,000	-		500,000
<b>Total Bus Projects</b>		<b>172,570,943</b>	<b>(16,759,271)</b>	<b>155,811,672</b>	<b>126,304,884</b>	<b>827,500</b>	<b>28,679,288</b>
<b>Facilities Projects</b>							
F028	Administrative Equipment	700,000		700,000	-		700,000
F033	SacRT Go/Ride Fueling/Chargi	805,000		805,000	509,885		295,115
F037	Wayside Roof Replacement	503,000		503,000	503,000		-
F040	Bridge Asset Rehabilitation	137,333		137,333	137,333		-
F041	R Street Warehouse Update	375,000		375,000	375,000		-
F042	South Bus Parking Lot Pavement	100,000	700,000	800,000	800,000		-
F043	BMF2 Pavement Repair	2,065,000		2,065,000	370,448		1,694,552
F044	Metro Concrete Pad	41,250		41,250	41,250		-
F046	1225 R Street Upgrade	32,000		32,000	32,000		-
F047	Watt/I-80 Elevator & HVAC	363,859		363,859	363,859		-
F400	Facilities Capital Improvements	500,000		500,000			500,000
<b>Total Facilities Projects</b>		<b>5,622,442</b>	<b>700,000</b>	<b>6,322,442</b>	<b>3,132,775</b>	<b>-</b>	<b>3,189,667</b>
<b>IT Projects</b>							
T066	Historic Folsom Camera Enhan	88,607		88,607	88,607		-
T067	Connect Card Version 2	7,500,000		7,500,000	-		7,500,000
T071	Mobile Camera Trailers (2)	187,702		187,702	-		187,702
T072	Train Technology Refresh	17,079,402		17,079,402	15,156,293	1,923,109	-
T074	Security Camera System Upgrades	2,070,000		2,070,000	-		2,070,000
T075	Bus Router Refresh	2,305,225		2,305,225	-		2,305,225
T077	Connect Card Firewall Refresh	888,579		888,579	821,979		66,600
TBD10	Multifactor Authentication	150,000		150,000			150,000
<b>Total IT Projects</b>		<b>30,269,515</b>	<b>-</b>	<b>30,269,515</b>	<b>16,066,879</b>	<b>1,923,109</b>	<b>12,279,527</b>



**FY 2025 Capital Budget Continued**

Project Number	Project Name	FY 2024 Amended Budget	FY 2025 Budget Additions & Reductions	FY 2025 Budget	Awarded & Available Funding	FY 2025 Anticipated Grants	TBD
<b>Light Rail Projects</b>							
404	Green Line to the River Dist	49,762,000		49,762,000	49,762,000		-
410	South Sacramento Phase 2 LR	270,000,000		270,000,000	270,000,000		-
R001	CAF Light Rail Vehicle Paint	995,000		995,000	995,000		-
R115	GL Replace 13 LRVs NTP #1	75,866,094		75,866,094	75,866,094		-
R135(a)	Horn LR Station - Design	2,136,858		2,136,858	2,136,858		-
R135(b)	Horn LR Station - Construction	18,721,142		18,721,142	-	21,989,000	(3,267,858)
R327	SVS Loop Realignment	38,320,000		38,320,000	36,964,960		1,355,040
R359(a)	15 Minute Service (Glenn Station)	37,000,000		37,000,000	37,000,000		-
R363	Tamper Refurbishment	89,880		89,880			89,880
R365	Tamper Re-Power		47,500	47,500			47,500
R366	GL Expansion 7 LRVs NTP #1	42,104,534		42,104,534	42,104,534		-
R371	Y1 Substation Replacement	6,886,000		6,886,000	1,000,000	5,886,000	-
R372	Roadway Worker Protection Sy	805,000		805,000	-		805,000
R373	Material Storage System	655,000		655,000	-		655,000
R374	TPSS A1 Neg Return Cable Rep	184,390		184,390	184,390		-
R375	Dos Rios LR Station Construction	42,805,053		42,805,053	28,782,982	10,000,000	4,022,071
R376	8 New LRVs - Goldline NTP 2	58,400,000	(12,200,000)	46,200,000	46,200,000		-
R377	8 New LRVs - Blueline NTP 3	58,400,000	(11,400,000)	47,000,000	46,959,700	40,300	-
R378	LRV Replacement - NTP #4	58,400,000		58,400,000	56,264,603		2,135,397
R379	LRV Replacement - NTP #5	58,400,000		58,400,000	16,882,500	3,500,000	38,017,500
R380	Gold Line Station Conversions	102,615,000	(7,615,000)	95,000,000	63,512,078	18,000,000	13,487,922
R381	Blue Line Station Conversions	90,200,000	(28,000,000)	62,200,000	41,200,000	21,000,000	-
R384	LRV Maintenance Shop Upgrade	289,800	2,228	292,028	292,028		-
R386	LR Station LED Light Upgrade	2,750,000	2,250,000	5,000,000	2,000,000	1,000,000	2,000,000
R387	Park & Ride LED Light Upgrade	3,000,000	2,000,000	5,000,000	2,000,000	1,000,000	2,000,000
R389	Instrument House A019 Local	82,250		82,250	-		82,250
R390	Emergency OCS Repair	200,000		200,000	200,000		-
R391	Railroad Tie Replacement	5,000,000		5,000,000	2,880,000		2,120,000
R392	CAF Overhaul	4,000,000		4,000,000	4,000,000		-
S030	Downtown Riverfront Streetcar	160,000,000		160,000,000	110,548,142	17,000,000	32,451,858
R400	Light Rail SGR Maintenance	500,000		500,000			500,000
<b>Total Light Rail Projects</b>		<b>1,188,568,001</b>	<b>(54,915,272)</b>	<b>1,133,652,729</b>	<b>937,735,869</b>	<b>99,415,300</b>	<b>96,501,560</b>

**Planning Projects**

M008	Transit Action (Long Range)	200,000		200,000	-		200,000
M019	Arcade Creek Bridge Enviro	110,000	31,781	141,781	141,781		-
M021	Blue Line to Elk Grove/High-	200,000		200,000	-		200,000
M023	SacRT Workforce Development	1,250,000		1,250,000	-		1,250,000
M024	Meadowview Transit Oriented	300,000		300,000		150,000	150,000
M025	Truxel Bridge Study		14,730	14,730	14,730		-
M027	Comprehensive Ops Analysis	1,000,000		1,000,000		1,000,000	-
TBD	Mobility Hub Implementation	500,000		500,000		500,000	-
TBD	Safe Routes to Transit Plan	500,000		500,000		500,000	-
TBD	Stockton Boulevard Corridor	910,000		910,000			910,000
M400	Planning/Studies	500,000		500,000			500,000
<b>Total Planning Projects</b>		<b>5,470,000</b>	<b>46,511</b>	<b>5,516,511</b>	<b>156,511</b>	<b>2,150,000</b>	<b>3,210,000</b>



**FY 2025 Capital Budget Continued**

Project Number	Project Name	FY 2024 Amended Budget	FY 2025 Budget Additions & Reductions	FY 2025 Budget	Awarded & Available Funding	FY 2025 Anticipated Grants	TBD
<b>Other</b>							
M004	FY12 Revenue Bond Payments	25,406,671	1,542,900	26,949,571	25,406,671	1,542,900	-
N001	Police Vehicle Replacement	2,420,000		2,420,000	1,680,000		740,000
N002	Non Revenue Vehicle Replace	2,175,000		2,175,000	1,200,000		975,000
V102	Q Street Move	2,900,000	500,000	3,400,000	3,152,000		248,000
TBD	Winters Bridge Closure Fencing	293,100		293,100			293,100
TBD	Non Revenue Electric Vehicle Charging Infrastructure	600,000		600,000			600,000
E400	RE Capital Improvements	500,000		500,000			500,000
<b>Total Other Projects</b>		<b>34,294,771</b>	<b>2,042,900</b>	<b>36,337,671</b>	<b>31,438,671</b>	<b>1,542,900</b>	<b>3,356,100</b>

<b>Total Active Projects</b>	<b>1,438,515,596</b>	<b>(68,885,132)</b>	<b>1,369,630,464</b>	<b>1,116,555,513</b>	<b>105,858,809</b>	<b>146,013,042</b>
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<b>Future Projects</b>							
B100	Bus Fleet Replacement	21,629,000		21,629,000	-		21,629,000
F035	South Area BMF	100,000,000		100,000,000	-		100,000,000
M022	Systemwide SCADA	6,500,000		6,500,000	-		6,500,000
R125	CAF Midlife Overhaul	102,230,277	(92,230,277)	10,000,000	-		10,000,000
R370	Sac Valley Dbl Tracking	95,800,000		95,800,000	-		95,800,000
R383	LR Maint Facility Env/PE/ROW	22,500,000		22,500,000	-		22,500,000
T076	Network Infrastructure Refre	27,776,625		27,776,625	-		27,776,625
R359(b)	15 Min Svc (Hazel Station)	70,172,977		70,172,977	-		70,172,977
R328	Green Line Final EIS/EIR	3,000,000		3,000,000	-		3,000,000
B159	Microtransit ZEVs & Chargers	5,519,200		5,519,200	-		5,519,200
R368	SVS Loop Expan LRVs (3)	46,500,000	(31,500,000)	15,000,000	-		15,000,000
R362	LR Wheel Truing Machine	4,415,438		4,415,438	1,174,111		3,241,327
TBD	Stockton Blvd. Rapid Transit	72,000,000		72,000,000	-		72,000,000
R385	Grand Ave Bridge Repair	15,245,000		15,245,000	-		15,245,000
R388	Facilities LED Light Upgrade	5,000,000		5,000,000	-		5,000,000
<b>Total Future Projects</b>		<b>598,288,517</b>	<b>(123,730,277)</b>	<b>474,558,240</b>	<b>1,174,111</b>	<b>-</b>	<b>473,384,129</b>

<b>Total Inactive Projects</b>	<b>598,288,517</b>	<b>(123,730,277)</b>	<b>474,558,240</b>	<b>1,174,111</b>	<b>-</b>	<b>473,384,129</b>
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**FY 2025 Capital Budget Continued**

Project		FY 2024	FY 2025 Budget	FY 2025	Awarded &	FY 2025	
Number	Project Name	Amended Budget	Additions & Reductions	Budget	Available Funding	Anticipated Grants	TBD
<b>Subrecipients</b>							
Q016	City of Placerville	3,825,286		3,825,286	3,825,286		
Q052	Subrecipient - SACOG	550,000		550,000	550,000		
Q061	Yolobus Causway Connection	1,500,000		1,500,000	1,500,000		
Q063	El Dorado Transit COVID-19	950,866		950,866	950,866		
Q068	Placerville Transit Station	645,000		645,000	645,000		
Q070	El Dorado Transit - Ops	31,181		31,181	31,181		
Q071	El Dorado Transit - Park & Ride	700,000		700,000	700,000		
Q072	Paratransit - Mobility Mgmt	500,000		500,000	500,000		
Q073	El Dorado Transit FY23-29 Ops	946,103		946,103	946,103		
Q075	El Dorado Transit FFY23 5307/5339(a)	438,792		438,792	438,792		
TBD	El Dorado Transit FFY24 5307/5339(a)		450,000	450,000	-	450,000	
<b>Total Subrecipient Projects</b>		<b>10,087,228</b>	<b>450,000</b>	<b>10,537,228</b>	<b>10,087,228</b>	<b>450,000</b>	<b>-</b>
<b>External Projects</b>							
A012	65th St. / Jackson Properties	77,000		77,000	77,000		
A015	Caltrans Brighton Overhead Design	378,230	7,000	385,230	385,230		
A019	Caltrans Camellia City Viaduct	434,300	(7,000)	427,300	427,300		
A020	Folsom Blvd Complete Streets	45,000		45,000	45,000		
A021	29th/30th Signal System: SacRT Labo	100,000		100,000	100,000		
A022	29th/30th Signal System	315,000		315,000	315,000		
A024	Richards Blvd Office Complex	50,000		50,000	50,000		
A025	DGS 9th/O Street Bldg Renovation	149,000		149,000	149,000		
A026	Railyards Station	149,000		149,000	149,000		
A027	Midtown Station	150,000		150,000	150,000		
A028	Hazel Ave at US50 Interchang	150,000		150,000	150,000		
<b>Total External Projects</b>		<b>1,997,530</b>	<b>-</b>	<b>1,997,530</b>	<b>1,997,530</b>	<b>-</b>	<b>-</b>
<b>Combined Capital Project Totals</b>		<b>\$ 2,048,888,871</b>	<b>\$ (192,165,409)</b>	<b>\$ 1,856,723,462</b>	<b>\$ 1,129,814,382</b>	<b>\$ 106,308,809</b>	<b>\$ 619,397,171</b>

## Capital Project Funding Addition Descriptions

### Bus/Paratransit/Microtransit

- B147 Fleet Maintenance Mgmt Software – The software increase preventive maintenance schedule efficiencies, maintain real time records, provide timely and reliable information for reporting, track maintenance trends warranty recovery.
- B150 Watt/I-80 Transit Center Improvements –Relocate the roadway median barrier and narrowing vehicle travel lanes, expanding platform(s), new stairway(s), add new lighting & signage, trash and recycling receptacles, seating, shade/rain shelters, pedestrian amenities, landscape buffer, relocating bus stops, improving on-ramps and pick-up/drop-off space, shelter modifications, elevator replacement, bathroom/breakroom renovations, and demolition.
- B174 Disruption Manager Software – Software will allow SacRT to react quickly to service disruptions that occur due to weather, traffic or road conditions, and/or vehicle maintenance issues.
- B176 Vehicle Event Recorder – The on-board video event recorder will increase visibility, improve safety, track vehicles and streamline fleet compliance.
- B184 CA Labor Federation WED – Workforce and Economic Development Program to build out and continue the Partners Moving Forward high road training partnership.

### Light Rail

- R384 LRV Maintenance Shop Upgrades – Engineering and construction for Light Rail Maintenance Shop upgrades needed to maintain the new Siemens S700.
- R386 LR Station LED Light Upgrade – Replace all obsolete high intensity discharge (HID) light fixtures at all light rail stations.
- R387 Park & Ride LED Light Upgrade - Replace all obsolete high intensity discharge (HID) light fixtures at all park & ride locations.
- R388 Facilities LED Light Upgrade - Replace all obsolete high intensity discharge (HID) light fixtures at all SacRT facilities.

### Facilities

- F042 South Bus Parking Lot Pavement – Pavement repair to South bus parking lot.

### Planning

- R384 Comprehensive Operations Analysis – Update SacRT’s service standards, Long Range Transit Plan, and Short Range Transit Plan to reflect addition of new modes (e.g., Smart Ride), annexation of new jurisdictions (e.g., Folsom and Elk Grove), changes in travel patterns (e.g., post-pandemic), and to re-evaluate SacRT’s mix of modes (e.g., bus, light rail, BRT, microtransit, etc.). Project to include planning, peer reviews, financial forecasting, and public involvement.

**Capital Project Funding Addition Descriptions continued**

**Other**

M004 FY12 Revenue Bond Payments – Annual payments for revenue bond issuance.

M019 Arcade Creek Bridge Environmental – To obtain CEQA categorical exemption and environmental permitting to proceed with repairs.

M025 Truxel Bridge Study – SacRT is providing internal technical review/support for the City of Sacramento engineering feasibility study for a new multi-modal bridge across the lower American River between Truxel Road and Sequoia Pacific Boulevard

V102 1102 Q Street Building Move – Relocate staff to new building, buildout of office space and Board room, purchase/install furniture, and equipment.

**Subrecipients**

TBD El Dorado Transit FFY24 FTA 5307/5339(a) – El Dorado Transit has been allocated \$450,000 of FTA 5307/5339(a) funds for FFY24. As designated recipient for the Sacramento region, SacRT includes El Dorado Transit’s projects on its FTA grants.