



# 2020-21

**Sacramento Transportation Authority  
FY 2020-21 Final Budget**

**Sacramento, California**

# 2020-21 Fiscal Year Annual Budget

## Governing Boards

### SACRAMENTO COUNTY BOARD OF SUPERVISORS

Don Nottoli (Vice Chair)

Phil Serna

Sue Frost

Patrick Kennedy

Susan Peters

### SACRAMENTO CITY COUNCIL

Darrell Steinberg

Jeff Harris

Eric Guerra

Steve Hansen

Jay Schenirer

### ELK GROVE CITY COUNCIL

Darren Suen (Chair)

Patrick Hume

### RANCHO CORDOVA CITY COUNCIL

Garrett Gatewood

### CITRUS HEIGHTS CITY COUNCIL

Steve Miller

### FOLSOM CITY COUNCIL

Kerri Howell

### GALT CITY COUNCIL

Paul Sandhu

## Sacramento Transportation Authority

### EXECUTIVE DIRECTOR

Will Kempton

### GENERAL COUNSEL

William Burke





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Sacramento Transportation Authority  
California**

For the Fiscal Year Beginning

**July 1, 2019**

*Christopher P. Morrill*

Executive Director

# Contents

## **7** LETTER OF TRANSMITTAL

- 9** Budget Overview
- 11** Budget Improvements for FY2020-21
- 11** Strategic Planning Goals and Strategies
- 16** Challenges
- 17** Capital Improvement Program
- 20** Long-Term Financial Planning
- 22** Factors Affecting Financial Condition

## **26** AUTHORITY OVERVIEW

- 26** Authority Profile
- 28** Measure A Safeguards
- 29** Revenue Sources
- 31** Debt
- 33** Consolidated Budget Summary
- 35** Appropriations

## **38** BUDGET PROCESS AND FISCAL POLICIES

- 40** Fiscal Policies
- 41** Fund Structure
- 42** Financial Planning
- 44** Allocations and Rates
- 46** Fund Balance Designations and Reserve
- 47** Appropriation Limit
- 48** Investment Policy
- 49** Personnel Resource Management
- 50** Cost Allocations
- 51** Records Retention Policy
- 51** Contracting Policies
- 51** Debt Policy
- 53** Strategic Direction
- 54** Performance Measures
- 56** SCTMFP

## **59** BUDGET SCHEDULES AND FUND INFORMATION

- 59** Consolidated Budget
- 62** General Fund
- 68** Capital Improvement Program
- 69** SacMetro FSP
- 72** Administration
- 73** Special Revenue Fund
- 74** Debt Service Fund

## **77** CAPITAL IMPROVEMENT PROGRAM

- 77** Capital Project Financing
- 78** The Projects
- 79** Projects by Agency

## **91** ORGANIZATIONAL OVERVIEW

- 92** Authority Position Descriptions
- 95** Authority Accomplishments

## **97** STATISTICAL INFORMATION

## **102** GLOSSARY



**2020-21**

**Sacramento Transportation Authority  
FY 2020-21 Final Budget**

**Sacramento, California**



# Letter of Transmittal

May 14, 2020

Chairman and Members of the Board:

We are pleased to submit the Fiscal Year 2020-21 (FY 2020-21) Final Budget for the Sacramento Transportation Authority (Authority). California Public Utilities Code Section 180105 instructs the Authority to adopt an annual budget. This budget was created in accordance with State Law, the Authority's policies, and the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Awards Program criteria. This budget is balanced in that total revenues and fund balance are greater than total appropriations.

As the Authority's policy makers, the Governing Board (Board) sets the direction of the agency. This budget provides a framework for the Authority's finances and serves as a source of information for the Board, staff, Measure A agencies, and the public. The programs and services represented in this budget focus on the Authority's mission to maximize the use of limited available resources to best improve the transportation network in Sacramento County.

To that end, the following goals have been established:

- Maximize program effectiveness through efficient and effective stewardship of all public resources;
- Collaborate with partner agencies to ensure the timing of their funding needs and the availability of funding resources are complementary;
- Provide accurate and timely distribution of required financial reports;
- Effectively implement taxpayer safeguards identified in the Measure A Ordinance;
- Provide support to the Independent Taxpayer Oversight Committee (ITOC) in its mission to safeguard public resources by overseeing annual fiscal and periodic performance audits;
- Engage the public and solicit its input on important Authority matters.

The budget process is structured to allow the Board, staff, ITOC, and the public adequate time for review and analysis of the budget's key components. The budget process begins in January after completion and approval of the prior year's audited Comprehensive Annual Financial Report (CAFR).



The process continues in February and March as staff update the budget with revenue projections developed in conjunction with the Authority's consultant – Avenu Insights and Analytics. At the same time, staff work with each Measure A agency to gather financial information for the Capital Improvement Program (CIP) and other ongoing transportation programs. In April, the Proposed Budget is presented to the Board for its consideration and comments. In May, the Final Budget is presented to the Board for adoption.

## **SACRAMENTO COUNTY AT A GLANCE**

Sacramento County was incorporated in 1850 as one of the original 27 counties in the State of California. The County's largest city, the City of Sacramento, is the seat of government for the State of California and serves as the County Seat. Sacramento became the State Capital in 1854.

The County encompasses approximately 994 square miles in the middle of the 400-mile long Central Valley, which is California's prime agricultural region. The County is bordered by Contra Costa and San Joaquin Counties on the south, Amador and El Dorado Counties on the east, Placer and Sutter Counties on the north, and Yolo and Solano Counties on the west. The County extends from the low delta lands between the Sacramento and San Joaquin Rivers north to about ten miles beyond the State Capitol and east to the foothills of the Sierra Nevada Mountains. The southernmost portion of Sacramento County has direct access to the San Francisco Bay.

The geographic boundaries of the County include seven incorporated cities: Sacramento, Folsom, Galt, Isleton, Citrus Heights, Elk Grove, and Rancho Cordova. Each of these cities contributes a rich and unique dimension to the Sacramento County region.

The County's population is currently about 1.54 million with an average annual growth rate of approximately 1 percent. The County's unemployment rate reached a historic low of 3.2% in 2019, while per capita personal income increased by 4.2% to \$52,544. The region's employment base is diversified. Many state agencies are headquartered in the region, healthcare entities such as UC Davis Health Systems and Sutter California Health Services employ large pools of highly skilled workers, technology giants Apple and Intel employ call center and manufacturing personnel, and construction in the commercial, infill, and residential sectors has been robust.

Sacramento is located within a couple hour's drive of some of the world's most desirable outdoor recreation destinations – Lake Tahoe, the Sierra Nevada mountains, Yosemite, Mount Lassen/Shasta, and the Giant Redwoods.





## Budget Overview

The Authority receives funding for its program primarily from two sources – local sales tax and development fees. Given the recent pandemic and its global impact – in health and financial terms – the Authority is expecting, at a minimum, a near-term decrease in revenue from both sources. Although we do not currently know the extent of the impact financially, we expect significant decreases in both funding sources. The Authority will continue to monitor events impacting the economy locally and respond accordingly. In August 2020, the Authority will engage its consultant – Avenu Insights and Analytics - to provide updated sales tax revenue projections. In the event there is a material change in comparison to the budgeted revenue amounts, staff will develop an amended budget for the Board to consider. Additionally, staff will work with partner agencies to determine how best to address any anticipated shortfalls. The following financial information is based on pre-pandemic revenue projections and estimated expenditures based on those projections.

The Final Budget contains three years data - prior year actual amounts identified as “FY 2019 actual,” current year amounts identified as “FY 2020 Estimate”, and the budget year amount, reported as “FY 2021 Proposed”. The FY 2020 Estimate is based on roughly 7 months of actual accounting data (modified accrual basis), while the remainder of the fiscal year is based on estimates.

The Final Budget anticipates \$149.1 million in total revenue, which is an increase of about \$1.7 million (1.1%) over the prior year. This includes revenue from all funding sources. Appropriations for FY 2020-21 are expected to total \$140.1 million, an increase of about \$8.5 million (6.5%) compared to the prior year budget. In addition, other financing uses, reported as transfers out, are expected to be \$22.1 million in FY 2020-21 which is \$1.5 million less than prior year budget. The net impact on fund balance is an decrease of \$5 million (-12.3%).

Major factors impacting the budget are as follows:

- Sales tax revenue is projected to increase by \$1.7 million (1.3%) to about \$133.5 million in budget year FY 2020-21 based on the Authority’s February 2020 revenue projections compared to budgeted sales tax revenue of \$131.8 million in FY 2019-20;
- Sacramento Countywide Transportation Mitigation Fee Program (SCTMFP) revenue is expected to be \$6 million, a decrease of \$1 million (-14.3%);
- Interest revenue from the Authority’s interest rate swap program is expected to decrease by \$500,000 (-11.1%) to roughly \$4 million as interest rates decrease;
- Sacramento Metropolitan Freeway Service Patrol (SacMetro FSP) revenue is expected to increase by \$1.4 million (50.6%) because of new funding provided by Senate Bill 1 – Road Repair and Accountability Act of 2017;
- Capital Improvement Program (CIP) appropriations are expected to increase by \$7.1 million (31.7%) to \$29.6 million as many capital projects throughout the region are ready to move into the construction phase;
- Ongoing allocation appropriations are expected to increase \$1.3 million (1.3%) to \$105.3 million since ongoing allocations change at essentially the same rate as sales tax revenue.

## CONSOLIDATED BUDGET GENERAL FUND, SAVSA, AND DEBT SERVICE - REVENUE, APPROPRIATIONS, AND FUND BALANCE

Description	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	Change from FY 2020	Change in Percent
<b>Revenues</b>						
Sales Tax	\$131,757,081	\$131,773,144	\$130,154,100	\$133,513,377	\$1,740,233	1.32%
SCTMFP Fees *	6,684,037	7,000,000	7,109,583	6,000,000	(1,000,000)	-14.29%
Interest and Other	5,668,191	4,500,400	4,073,226	4,000,400	(500,000)	-11.11%
SacMetro FSP/CVR-SAFE **	2,043,752	2,889,222	2,552,200	4,351,113	1,461,891	50.60%
SAVSA ***	1,316,666	1,259,939	1,286,479	1,273,975	14,036	1.11%
<b>Total Revenues</b>	<b>\$147,469,727</b>	<b>\$147,422,705</b>	<b>\$145,175,588</b>	<b>\$149,138,865</b>	<b>\$1,716,160</b>	<b>1.16%</b>
<b>Appropriations</b>						
Administration	772,413	899,328	1,056,494	581,544	(317,784)	-35.34%
SacMetro FSP	1,986,738	2,918,749	2,402,047	3,247,315	328,566	11.26%
SAVSA	1,316,666	1,260,335	1,325,632	1,274,375	14,040	1.11%
<b>Contributions to Measure A Entities:</b>						
Ongoing Allocations	103,922,104	103,951,563	102,676,993	105,321,537	1,369,974	1.32%
Capital Improvement Program (CIP)	10,705,881	22,488,454	19,475,333	29,625,296	7,136,842	31.74%
<b>Total Appropriations</b>	<b>\$118,703,802</b>	<b>\$131,518,429</b>	<b>\$126,936,499</b>	<b>\$140,050,067</b>	<b>\$8,531,638</b>	<b>6.49%</b>
<b>Other Financing Sources (Uses)</b>						
Transfers Out (to the Debt Service Fund)	(23,096,608)	(23,640,000)	(22,779,687)	(22,108,139)	1,531,861	-6.48%
<b>Total Financing Sources (Uses)</b>	<b>(\$23,096,608)</b>	<b>(\$23,640,000)</b>	<b>(\$22,779,687)</b>	<b>(\$22,108,139)</b>	<b>\$1,531,861</b>	<b>-6.48%</b>
Net Increase (decrease) in Fund Balance	5,669,317	(7,735,724)	(4,540,598)	(13,019,341)	(5,283,617)	68.30%
Beginning Fund Balance	47,852,856	48,741,598	53,522,173	48,981,576	239,978	0.49%
<b>Ending Fund Balance</b>	<b>\$53,522,173</b>	<b>\$41,005,874</b>	<b>\$48,981,576</b>	<b>\$35,962,235</b>	<b>(\$5,043,639)</b>	<b>-12.30%</b>
Fund Reserve****	1,100,000	2,000,000	2,000,000	2,000,000	-	0.00%
<b>Ending Fund Balance Less Reserve</b>	<b>\$52,422,173</b>	<b>\$39,005,874</b>	<b>\$46,981,576</b>	<b>\$33,962,235</b>	<b>(\$5,043,639)</b>	<b>-12.93%</b>

\* Sacramento Countywide Transportation Mitigation Fee Program

\*\* Sacramento Metropolitan Freeway Service Patrol/Capital Valley Regional Service Authority for Freeways and Expressways

\*\*\* Sacramento Abandoned Vehicle Service Authority

\*\*\*\* FY 2021 \$1.8 million for the General Fund/Capital Program and \$200,000 for administration

## Budget Improvements for FY 2020-21

Fund balance reserves remain consistent with GFOA guidelines in that; two to four months' revenue or expenditures, whichever is more stable, be set aside for economic uncertainties and any other unforeseeable changes in revenue or expenditures impacting fund balance. The more stable basis in the Authority's case is revenue. For FY 2020-21, the CIP and administration reserve fund balances are budgeted at \$1.8 million and \$200,000 respectively. Other improvements include the following:

- Expenditures – added expenditures by fiscal year to the long-term revenue projections table;
- Statistical Section – added statistical subsection to the Letter of Transmittal;
- Budget Tables - reformatted so that financial information is easy for the user to read and understand;
- Tables and Graphs – added tables and graphs showing trends and metrics.

## Strategic Planning Goals and Strategies

The Authority's mission is to fund innovative and sustainable transportation solutions to help relieve traffic congestion, improve air quality, expand public transit, and improve public safety.

The Strategic Plan articulates the Authority's long-term goals, objectives, and priorities. It is comprised of four goals – financial stability, operational efficiency, outreach and education, and transportation project planning and prioritization.

### AUTHORITY GOALS

Financial Stability

Operational Efficiency

Outreach and Education

Transportation Project Planning and Prioritization

**GOAL****1 FINANCIAL STABILITY**

The goal is to ensure adequate fiscal resources are available to fulfill the Authority's mission. The Authority has a fiduciary responsibility to regularly monitor current and projected revenues and expenditures to ensure an appropriate amount of funding is available when needed. The Authority's two funding sources for its Measure A program are local sales tax and mitigation fee revenues. It also has access to the debt market to advance projects. The table below summarizes five years' data for the Authority's funding sources, debt metrics, and fund balance.

**KEY PERFORMANCE INDICATORS**

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Proposed
Sales Tax Revenue	\$116,877,996	\$119,187,748	\$131,757,081	\$130,154,100	\$133,513,377
Mitigation Fee Revenue	7,848,175	7,621,753	6,684,037	7,109,583	6,000,000
Bonded Debt Outstanding	368,205,000	364,615,000	360,875,000	356,985,000	352,935,000
Debt Service Coverage Ratio	5.68x	5.36x	5.51x	5.70x	5.61x
Bond Rating (S & P)	AA+	AA+	AA+	AA+	AA+
Fiscal-Year-End GF Fund Balance	\$47,650,413	\$47,691,937	\$53,354,683	\$48,852,801	\$35,833,460

In its effort to carry out this goal, Authority staff identified strategic objectives that are regularly monitored and updated to ensure that fiscally responsible actions are taken as needed for the program's long-term financial stability.

1. Perform sales tax revenue projections at least twice annually
  - a. Engage a revenue projection consultant to assist Authority staff in developing revenue projections through the end of the program in FY 2038-39
2. Monitor mitigation fee revenue received from each jurisdiction
  - a. Semiannually review actual mitigation fee revenue receipts to develop an understanding of the trends in local construction activity and engage program partners collecting the fee to determine future fee revenue expectations
3. Perform cash flow analyses for the capital program based on single-year and multi-year funding contracts
  - a. Review cash flows and available fund balance twice annually to ensure adequate program funding

4. Provide updated financial information to bond rating agencies
  - a. To maintain the Authority's credit rating, proactively provide financial and local economic information to each bond rating agency;
  - b. Periodically meet in person with the Authority's bond program credit rating agencies to provide updated financial and other economic information for the region and Authority.
5. Provide financial reporting package to financial institutions on a quarterly basis
  - a. Within 60-days after the end of each fiscal quarter and upon completion of the audited financial statements, provide required financial information to each financial institution underwriting the Authority's bond program.

**GOAL****2 OPERATIONAL EFFICIENCY**

The goal is to implement and maintain effective operational practices. The Authority needs to maximize fiscal restraint for program administration costs which include salaries and benefits, overhead such as office space and IT equipment and services, and contracts for professional services such as legal and financial auditing. Funding for program administration is limited to 0.75% of the net sales tax proceeds. However, non-recurring revenue such as legal settlements may increase the total revenue available for program administration. The following table summarizes sales tax allocations and expenditures for administration for five fiscal years including the budget year.

**KEY PERFORMANCE INDICATORS**

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimate	FY 2020-21 Proposed
Sales tax allocation for administration	\$863,392	912,692	\$970,464	\$958,554	\$983,436
Other	159,010	120,855	-	-	-
Beginning Fund Balance	(195,546)	3,224	664,030	862,081	764,141
<b>Total Revenues and Fund Balance</b>	<b>\$826,856</b>	<b>\$1,036,771</b>	<b>\$1,634,494</b>	<b>\$1,820,635</b>	<b>\$1,747,578</b>

<b>Expenditures:</b>					
Salaries and Benefits	509,998	340,579	444,551	455,242	462,324
Overhead	83,593	53,553	45,336	41,063	50,970
Professional Services	230,041	99,506	282,526	560,189	68,250
<b>Total Expenditures</b>	<b>\$823,632</b>	<b>\$493,639</b>	<b>\$772,412</b>	<b>\$1,056,494</b>	<b>\$581,544</b>
<b>Ending Fund Balance</b>	<b>\$3,224</b>	<b>\$664,030</b>	<b>\$862,081</b>	<b>\$764,141</b>	<b>\$1,166,033</b>

Generally, sales tax allocations combined with non-recurring revenues exceed expenditures leaving a fund balance to carry into the following year. However, there is one exception which occurred in FY 2015-16. In this case, a contract for professional services related to outreach and education for a ballot measure in November 2016 resulted in expenditures exceeding revenues and the beginning fund balance, creating a deficit in the administration fund. The effect of this issue carried over as a deficit beginning fund balance in FY 2016-17. Since that time, the Authority has proactively reduced total annual expenditures, providing an appropriate ending fund balance again since FY 2017-18. Two of the five years in the table include non-recurring revenues – FY 2016-17 reimbursements from local jurisdictions for outreach and education expenditures in FY 2015-16 and a legal settlement related to hedging derivatives in FY 2017-18. The Authority does not rely on non-recurring revenue to fund program administration. To maximize operational efficiency, staff implemented strategic objectives to ensure that every appropriated dollar is justified.

**1. Prepare multi-year cash-flow analyses**

- a. As part of the budget cycle and mid-year, staff prepare cash-flow analyses to ensure a reasonable fund balance is maintained considering the changes in expected revenues and expenditures

**2. Established a fund balance reserve**

- a. Beginning in FY 2018-19 a fund balance reserve of \$100,000 was established. In FY 2019-20, the reserve was increased to \$200,000 and remains the same for FY 2020-21

**3. As contracts for services expire, bid out the services through the competitive bid process.**

- a. A contract for sales tax audit services performed by a consultant expired early in FY 2020-21. The services had been provided at a cost of \$.30 for every dollar recovered. However, costs for the same services under a new multi-year contract are \$.15 for every dollar collected. The estimated savings for FY 2020-21 is about \$30,000;
- b. Returned leased copier and eliminated monthly copier service contract. Purchased new equipment outright and only request maintenance services on an as-needed basis. Annual savings estimated to be \$2,500;
- c. Developed a methodology to allocate administration costs to the SacMetro FSP and SAVSA programs using an annually updated formula.

**GOAL****3 OUTREACH AND EDUCATION**

The Authority is a small agency with limited exposure to the public, so it needs to proactively engage public members. To do so, the Authority established strategic objectives designed to accomplish this engagement.

1. Promote an awareness of regularly scheduled Independent Taxpayer Oversight Committee (ITOC) meetings.
  - a. Developed a website dedicated to the ITOC. Established a meeting calendar;
  - b. Invite ITOC to regularly update the Board in its efforts to carry out its responsibilities as identified in the Measure A Ordinance.
2. Promote attendance at Board meetings
  - a. Invite local advocate groups to participate in Board meetings
3. Enlist awareness at the local agency level
  - a. Encourage local jurisdictions participating in the Measure A program to post approved signage on vehicles and projects
4. Initiate performance audit
  - a. Provide funding and staff support for the ITOC to conduct the first of a series of performance audits performed under contract by an independent audit firm

**GOAL****4 TRANSPORTATION PROJECT PLANNING AND PRIORITIZATION**

The Measure A program spans 30 years – 2009 through 2039. Voters approved an Expenditure Plan as part of the Measure A Ordinance identifying what projects are to be constructed and how much funding is allocated by project type based on the revenue projections included in the Expenditure Plan. The Authority is charged with monitoring projects and spending as envisioned in the Plan. The following strategic objectives are designed to accomplish that goal.

1. Regularly engage program partners
  - a. Meet regularly with the Professional Advisory Group (PAG) to discuss current issues and for planning purposes. This group consists of representatives from each partner agency – members are typically the public works directors and staff;
  - b. Regularly communicate the Authority’s financing plans by fiscal year and project;



- c. Present a status update of each project under contract with the Authority to the Board and ITOC on a quarterly basis.
2. Assess program financing needs
    - a. Perform cash-flow analyses twice annually to determine what financing mechanisms are available to meet program needs

The Authority views the strategic goals and objectives above with the mindset that it has the fiduciary responsibility to carry out the program's objectives in an orderly, equitable, and transparent way.

## Challenges

Aside from the budgeting and programmatic implications of the pandemic, there are other ongoing issues that need to be addressed in the budget year.

The Measure A Capital Improvement Program (CIP) is currently financed through pay-as-you-go (pay-go) and Sacramento Countywide Transportation Mitigation Fee Program (SCTMFP) funding since remaining proceeds from bonds issued early in the program were expended in FY 2017-18. Based on a 2019 analysis, it was estimated that the Authority could afford roughly \$65-70 million in additional debt; however pay-go and SCTMFP cash is projected to be enough to pay for anticipated claims during the budget year. The cash accumulation is the result of many project delays including construction bids coming in higher than engineers' estimates – delaying project starts and the related spending. This presents a challenge because the opportunity to issue additional bonds diminishes as time passes since any new debt needs to be repaid by FY 2027-28. At that time nearly all the projected funding allocated to the debt program will be consumed by principal payments on the Authority's existing debt. Because of delayed capital spending and debt program constraints, demand for funding and available cash will likely not align, creating future challenges.

The Measure A Ordinance limits to 0.75% of the net sales tax revenue, the amount that can be used to fund administration. Since sales tax revenue fluctuates but salaries, benefits, and other costs such as the California Public Employee Retirement System (CalPERS) unfunded liability continue to rise, the current staffing level of 3 full-time equivalent (FTE) positions is not likely to increase in the near term. At the same time, staff workload continues to increase as the Authority implements new programs such as the Neighborhood Shuttle in July 2018 and the Consumnes River Permanent Open Space Preserve program in fall 2019.

The challenges mentioned above are not insurmountable over the long run with careful planning and monitoring. In response to these challenges, Authority staff continue monitoring long-term program financing for the CIP and administration costs by taking steps to ensure adequate funding is available to pay for the anticipated costs. This is accomplished, in part, by annually updating our revenue projections and adjusting program expenditures accordingly.





## Capital Improvement Program (CIP)

In 2004 voters approved 54 projects which are identified in the Sacramento County Transportation Expenditure Plan 2009-2039 (Expenditure Plan). The agencies implementing the projects are the County of Sacramento (County), the cities of Galt, Elk Grove, Rancho Cordova, Sacramento, Citrus Heights, and Folsom, the California Department of Transportation (Caltrans), Sacramento Regional Transit District (SRTD), and the Capital SouthEast Connector Authority. After voters approved Measure A in 2004 and before collection of the sales tax began in April 2009, Authority staff coordinated a multi-year effort to determine funding by fiscal year for each project through the end of the Measure A program in 2039. The CIP allocation plan serves as a roadmap for the program's projects, but the Measure A Ordinance requires a review of the overall program beginning in 2019 and every 10 years thereafter. This effort affords an opportunity to update the Expenditure Plan with current priorities based on input and approval from the County Board of Supervisors and a majority of city councils constituting a majority of the incorporated population. This effort began during FY 2019-20 and is expected to be completed in spring 2021.

The Authority does not construct, operate, or own the related capital assets for any of the projects in the Expenditure Plan. The Authority exists, in part, to administer pass-through funding for the CIP. As such, there is no impact on the Authority's operating costs resulting from constructing projects in the Expenditure Plan.

There are 15 projects programmed to receive Measure A funding during FY 2020-21 through interagency funding agreements. All CIP projects are multi-year or long-term in nature, therefore many projects span multiple funding agreement cycles. Since availability of funding is a primary driver for the construction cycle, some projects may stall while enough funding is identified. Therefore, it is not uncommon to reallocate funding from one project to another based on the availability of other funding sources and phase of the project. Since Measure A funding is normally the local matching component for other funding sources, the Authority and the agencies building the projects work together throughout the project lifecycle to ensure funding is available when and where needed. Since most projects receive funding from multiple sources, a project's allocation of Measure A funding may be exhausted before completion of the project depending on agency priorities and the availability of matching funding. Projects in the budget include the following:



- **Folsom Boulevard/Complete Streets** – this project will improve safety and connectivity along Folsom Boulevard between Bradshaw Road and Mayhew Road. FY 2020-21 funding \$1,150,000.
- **Greenback Lane/Complete Streets** – this project, which is on Greenback Lane between Chestnut Avenue and Folsom City Limits, will improve safety and connectivity. FY 2020-21 funding \$500,000.
- **Hazel Avenue/U.S. 50 to Folsom Boulevard** – this project will construct capacity, safety, and access improvements at the U.S. 50/Hazel Avenue interchange and the Hazel Avenue/Folsom Boulevard intersection. FY 2020-21 funding \$2,000,000.
- **Hazel Avenue/U.S. 50 to Madison** - this is the 3rd phase of the Hazel Avenue project that will widen Hazel Avenue from four to six lanes from Sunset Avenue to Madison Avenue. FY 2020-21 funding \$2,500,000.
- **Madison Avenue/Phase I** – this project will widen Madison Avenue from 4 to 6 lanes with raised medians between Fair Oaks Boulevard and Hazel Avenue in the Citrus Heights and Fair Oaks areas. FY 2020-21 funding \$750,000.
- **Sunrise Boulevard/Jackson to Grant Line** – this project will widen the existing intersection at Jackson Road and Sunrise Boulevard. FY 2020-21 funding \$350,000.
- **Watt Avenue/Antelope to Capital City Freeway** – this project will provide safety and connectivity improvements on Watt Avenue north of I-80 from Orange Grove Avenue to Roseville Road. FY 2020-21 funding \$500,000.
- **South Watt/Elk Grove-Florin Road** – this project will widen South Watt Avenue from two to four lanes between Florin Road and Jackson Road. FY 2020-21 funding \$2,000,000.



- **Richards Boulevard/I-5 Interchange** – this project will provide long-term operational and circulation improvements to address future impacts resulting from high density development in the Central City. FY 2020-21 funding \$800,000.
- **Intermodal Station/Phase III** – this project is currently in the planning phase for the expansion of the existing station facility which will better connect transportation services closer to the relocated train track and platform alignment. The timeline for full build-out is currently 2040 and is planned to be implemented in distinct phases. FY 2020-21 funding \$2,200,000.



- **Folsom Boulevard Enhancements** – this multi-phase project will provide improved aesthetics and safety along Folsom Boulevard between Horn Road and Tiffany West Way, Horn Road and Bradshaw Road, and between Kilgore Road and Sunrise Boulevard. FY 2020-21 funding \$1,650,982.



**CITRUS  
HEIGHTS**  
CALIFORNIA

- **Greenback Lane/Sunrise Blvd. to Fair Oaks Blvd.** – traffic signal upgrades and modifications, ADA, pedestrian, bicycle and transit enhancements, drainage improvements, and pavement restoration. FY 2020-21 funding \$600,000



- **U.S. 50 High Occupancy Vehicles (HOV)/I-5 to Watt Avenue** – this project is designed to reduce recurring congestion on U.S. 50 from the Watt Avenue Interchange (where the current HOV lanes start and stop on U.S. 50) to the I-5 Interchange in downtown Sacramento. FY 2020-21 funding \$1,250,000.
- **I-5 HOV** – this project, in its first phase, will construct approximately 19 miles of bus/carpool lanes on I-5 from Bach Lake Bridge to U.S. 50. Phase two will construct 6 miles of bus/carpool lanes from 1.1 mile south of Elk Grove Boulevard to Beach Lake Bridge. FY 2020-21 funding \$7,000,000.



- **This project consists of a 34-mile-long expressway** that will serve as a beltway through the southern area of Sacramento County into El Dorado County, enabling travelers to bypass downtown Sacramento and Highway 50 congestion between Elk Grove, Rancho Cordova, Folsom and El Dorado Hills. FY 2019-20 funding \$7,215,000.



## Long-Term Financial Planning

Sales tax revenue projections are the starting point for short and long-term financial planning. Twice annually, Authority staff work with a revenue projection consultant – Avenu Insights and Analytics - to provide updated revenue projections for each remaining fiscal year of the Measure A sales tax program – through FY 2038-39. This information is used to provide overall program revenues based on audited revenue amounts for past years and projections for the remaining years as a comparison to the revenue projections included in the Expenditure Plan approved by voters in 2004. A portion of this revenue is pledged to service the Authority's debt program and to determine the Authority's debt coverage percentages which are important to investors and financial institutions underwriting its debt. In addition, this effort allows the Authority to determine if projected revenue supports the issuance of additional debt, as necessary.

To illustrate the Authority's ability to continue funding its commitments for the remainder of the program, staff prepare a summary of funding sources and uses including legally required ongoing allocations, capital project costs, and debt service costs. The table on the following page summarizes each expenditure type by fiscal year based on actual data through FY 2018-19, an estimate for FY 2019-20, and projections for the remaining years.

Total funding sources for Measure A are cumulatively projected to be \$4.97 billion consisting of local sales tax revenue of \$4.39 billion, development fees of \$193 million, and the issuance of bonded debt in the amount of \$383 million – including premium. In the voter approved Expenditure Plan, total funding sources were expected to be \$5.19 billion, leaving an estimated shortfall of \$220 million over the life of the program. The voter approved Expenditure Plan assumed \$488 million in development fees of which only \$193 million are expected using the most recent projections – which accounts for nearly all of the shortfall. Even with the funding shortfall, the expected funding sources are about 97% of the amount originally projected in the Expenditure Plan.

Total uses of funds are projected to be \$4.97 billion consisting of ongoing allocations of \$3.48 billion, capital improvement programs costs of \$770.6 million, and debt service costs of \$717.1 million. Because of the anticipated funding shortfall and significant capital project funding early in the program – in particular prior to FY 2010 – some projects not slated for construction until later in the program will likely be negatively impacted.

## MEASURE A PROGRAM REVENUE AND APPROPRIATION SUMMARY (IN 000'S)

Fiscal Year	Sales Tax Revenue	SCTMFP	Bonds Issued	Total Sources	Ongoing Allocations*	CIP **	Debt Service Net***	Total Uses
2010	\$81,414	\$3,074	\$318,300	\$402,788	\$64,521	\$209,223	\$11,426	\$285,170
2011	87,299	2,334	-	89,633	69,184	49,025	16,182	134,391
2012	92,240	2,957	-	95,197	73,100	35,957	14,836	123,893
2013	97,390	3,176	64,681	165,248	77,182	16,917	15,687	109,785
2014	100,063	3,541	-	103,604	79,300	17,124	16,231	112,655
2015	105,564	4,624	-	110,188	83,659	20,233	15,797	119,689
2016	110,708	4,364	-	115,072	87,736	26,206	17,218	131,159
2017	116,878	7,848	-	124,726	92,626	16,697	18,999	128,322
2018	119,188	7,622	-	126,810	94,456	13,250	19,491	127,197
2019	131,757	6,684	-	138,441	104,417	10,706	17,403	132,526
2020	130,154	7,110	-	137,264	103,147	19,475	18,739	141,361
2021	133,513	6,000	-	139,513	105,809	29,625	18,058	153,493
2022	136,959	6,132	-	143,091	108,540	22,055	18,057	148,652
2023	140,494	6,267	-	146,761	111,342	19,266	18,060	148,667
2024	144,120	6,405	-	150,525	114,215	19,266	18,065	151,547
2025	147,840	6,546	-	154,386	117,163	18,000	18,060	153,224
2026	151,656	6,690	-	158,346	120,187	18,000	18,058	156,246
2027	155,570	6,837	-	162,407	123,289	18,000	18,058	159,347
2028	159,585	6,987	-	166,573	126,471	18,000	18,063	162,534
2029	163,704	7,141	-	170,845	129,736	18,000	34,068	181,804
2030	167,930	7,298	-	175,228	133,084	18,000	35,274	186,359
2031	172,264	7,459	-	179,722	136,519	18,000	35,320	189,839
2032	176,710	7,623	-	184,333	140,043	18,000	35,429	193,471
2033	181,271	7,790	-	189,061	143,657	17,000	35,489	196,147
2034	185,949	7,962	-	193,911	147,365	17,000	35,609	199,974
2035	190,749	8,137	-	198,886	151,168	16,000	35,683	202,851
2036	195,672	8,316	-	203,988	155,070	16,000	35,810	206,880
2037	200,722	8,499	-	209,221	159,072	13,000	35,884	207,956
2038	205,903	8,686	-	214,589	163,178	12,000	36,008	211,186
2039	211,217	8,877	-	220,094	167,390	10,656	36,078	214,124
<b>Total</b>	<b>\$4,394,486</b>	<b>\$192,985</b>	<b>\$382,981</b>	<b>\$4,970,451</b>	<b>\$3,482,630</b>	<b>\$770,681</b>	<b>\$717,141</b>	<b>\$4,970,451</b>

\* Ongoing allocations as required under the Measure A Ordinance

\*\* CIP expenditures include those funded with revenue anticipation notes issued in 2006 and 2007 totaling \$183 million

\*\*\* Net of interest rate swap revenue

The information in the previous table above is based on the following methodologies:

- Sales tax revenue projections provided by Avenu Insights and Analytics in February 2020;
  - The Authority will engage its consultant to update these projections in August 2020 and will amend the budget if there are any material deviations
- SCTMFP fees projections are developed by staff internally. As seen in the table, this source of revenue is highly volatile making it difficult to project. Staff use a modest growth rate of 2.2% beginning with the baseline year – FY 2021-22;
- Bonds issued in FY 2013 include a “premium” of over \$11 million – this happens when the interest rate of the bonds sold is higher than market interest rates;
- Ongoing allocations are required per the Measure A Ordinance and calculated by multiplying the sales tax revenue by 79.25% - which is the sum of the allocations identified in the Expenditure Plan;
  - The remaining sales tax revenue is dedicated to the capital improvement program
- Capital improvement program allocations are the actual amounts through FY 2018-19, estimated for FY 2019-20, and projections for the remaining years;
  - Much of the CIP funding (44.5%) was spent in the first five years of the program because bonds were issued to advance projects
- Debt service costs are the actual amounts through FY 2018-19, while the remaining years’ costs were estimated by the Authority’s financial consultant – PFM Financial Advisors.

## Factors Affecting Financial Condition

Over the past year, the Authority has undertaken an effort to promote another one-half cent retail sales tax for transportation over 40-years (2021-2061) that if approved by local jurisdictions and the Authority will likely be taken to voters in the November 2020 elections. This Measure, if approved, is estimated to provide over \$8.3 billion to fund road repair and maintenance, transit and transportation construction and operations costs. Given the current likelihood that unemployment will increase in the near future, this Measure could provide significant early funding to promote construction activity and support operations costs, including payroll, throughout the region.

The table on the following page represents some of the fundamentals driving Sacramento County’s financial condition during the past 11 years. Unemployment reached a historic low of 3.2% in 2019 at the same time the County’s population increased by 16,673 (1.1%) and per capita personal income increased by 4.2%. A portion of the current growth is net migration from surrounding counties with a higher cost of living. Sacramento County borders eight neighboring counties where home prices are, on average, much higher.

In January 2020, the median home price in the County was about \$395,000 while eight neighboring, more expensive, counties varied from \$452,000 in Solano County to over \$1.4 million in the Bay area. The remaining growth is primarily attributable to people moving into the County for employment reasons. Population growth directly supports increases in taxable retail sales and associated revenues.

Given the recent pandemic, global and local economies have been crippled creating dire uncertainty in the health, employment, and financial sectors. As a result, the local economy will certainly be negatively impacted – but the extent is unknown at this time.

To partially address the uncertainty, the Authority will be taking extraordinary measures to ensure the financial information in this budget is updated if any material changes are expected to occur. At a minimum, staff will update sales tax revenue projections in August 2020 to determine if and how changes in those projections impact the budget and take appropriate measures to communicate the changes to those impacted. Additionally, staff plan to regularly communicate with the Authority’s financial team to ensure that prudent measures are taken, as necessary, to ensure the preservation of principal in all cash accounts and provide disclosures related to the bond program as warranted.

During the crisis, operations at the Authority have continued as normal, much of it remotely. The transition to operating remotely was generally seamless in part, because the agency shifted to a mostly electronic environment over the last several years. This was accomplished by moving nearly all documents and software to a cloud-based platform administered by Microsoft. In doing so, not only can staff easily work remotely, but information security was significantly improved.

The table below captures fundamental economic data for Sacramento County for the past 11 years.

## FACTORS AFFECTING FINANCIAL CONDITION

Year	Unemployment Rate	Per Capita Personal Income	Change in Percent	Population Growth	Change in Percent
2009	7.2%	\$39,280		1,394,438	
2010	11.0%	38,213	-2.7%	1,408,601	1.0%
2011	12.6%	38,443	0.6%	1,422,018	1.0%
2012	12.1%	40,068	4.2%	1,435,002	0.9%
2013	10.5%	41,303	3.1%	1,447,236	0.9%
2014	8.9%	42,229	2.2%	1,460,023	0.9%
2015	7.3%	44,303	4.9%	1,478,137	1.2%
2016	6.0%	46,845	5.7%	1,496,644	1.3%
2017	5.4%	48,965	4.5%	1,514,460	1.2%
2018	4.1%	50,445	3.0%	1,529,501	1.0%
2019	3.2%	52,544	4.2%	1,546,174	1.1%

Source: Bureau of Labor Statistics and California Department of Finance

In summary, the County has prospered over the last decade, but it is entering a volatile season where much is unknown. In response to the unknown, the Authority will continue to monitor national, regional, and local trends and respond accordingly. The Board and staff will strive to serve the public with transparency and continue practicing good stewardship over public resources in their effort to fund the region's transportation needs.

Sincerely,



Will Kempton  
Executive Director



Timothy Jones, CPA, CPFO  
Chief Financial Officer





# Authority Overview





## Authority Overview

This section contains the Authority’s profile, Measure A safeguards, and a summary of its Final Budget. It also includes a discussion of the factors affecting the Authority’s financial condition. The Final Budget totals \$149.1 million in revenue from all funding sources reported in the General Fund and Sacramento Abandoned Vehicle Service Authority (SAVSA) Fund. The budget includes 3 authorized full-time equivalent (FTE) positions.

**\$149.1 MILLION**

Final FY 2019-20  
Total Revenue



3 authorized full-time  
equivalent (FTE) positions

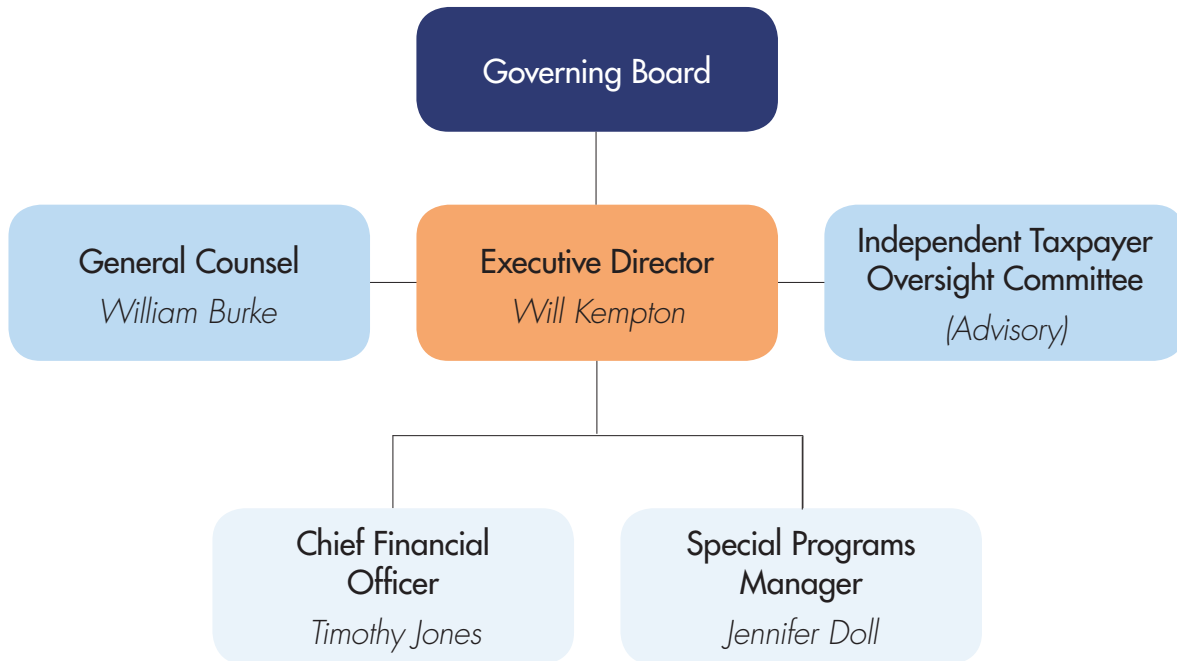


## Authority Profile

The Sacramento Transportation Authority (Authority)—a Local Transportation Authority—was created in August 1988 under the Local Transportation Authority and Improvement Act, commencing with California Public Utility Code Section 180000 to administer the Measure A sales tax program. In November 1988, Sacramento County voters passed Measure A, an Ordinance enacted by the Authority’s Governing Board (Board) imposing a one-half cent retail sales tax to fund transportation improvements throughout Sacramento County for a 20-year period. In November 2004, voters approved a 30-year extension of the one-half cent retail sales tax beginning in April 2009 (Measure A). At the same time, the 1988 Measure A sales tax sunsetted. The Authority also administers the Sacramento Metropolitan Freeway Service Patrol (SacMetro FSP) and SAVSA programs, neither of which is affiliated with the Measure A retail sales tax program.



The Board is composed of 16 members, including five Sacramento County Supervisors, five members of the Sacramento City Council, two members of the Elk Grove City Council, and one council member each from the Cities of Citrus Heights, Folsom, Galt/Isleton, and Rancho Cordova. The Board generally meets monthly with summer and fall recesses. It appoints the Authority’s Executive Director. The Executive Director is responsible for carrying out the policies and ordinances of the Authority and overseeing day-to-day operations and Authority staff consisting of the Chief Financial Officer and Special Programs Manager.



As part of the Measure A Ordinance, voters approved the creation of the Independent Taxpayer Oversight Committee (ITOC) which regularly holds meetings. The ITOC consists of six members - three voting members with specific professional and/or community credentials in the areas of finance, engineering or transportation planning, and management of major construction projects. In addition, there are three non-voting members: Board Chair or his/her designee, the County Auditor or his/her designee, and the Authority’s Executive Director.

The Board advances the Authority’s mission, vision, and core values by overseeing the prompt, cost-effective delivery of funds to each Measure A agency. In doing so, the Authority helps to support each agency’s ongoing transportation programs related to street and road maintenance, traffic control and safety, streetscaping, pedestrian, and bike facilities. Additionally, the funding supports major capital construction projects throughout the region. To ensure that funding and other resources are available when needed, Authority staff regularly work with each Measure A agency to ensure that the short and long-term plans of the Authority and agency are complimentary.



## Measure A Safeguards

Under Measure A, specific safeguards are in place to ensure that all funding is spent for the specified, voter-approved transportation construction projects, improvements, and new programs identified in the Expenditure Plan. Those safeguards include the following:



Specific projects and programs included in the Expenditure Plan are implemented by the Authority which administers Measure A funds;



Review the Expenditure Plan at least every ten years, beginning in 2019, to ensure that it reflects projected funding availability and current community needs such as demographics, economics, and technology changes;



The Expenditure Plan can only be changed upon approval by the County Board of Supervisors and a majority of the cities in the County representing a majority of the incorporated population;



Created the ITOC which is tasked with supervising annual fiscal and periodic performance audits of all Measure A funds in addition to providing an independent review of the use of funds to ensure that Measure A funds are spent in accordance with provisions of the voter-approved Expenditure Plan;



Sales tax proceeds can only be used for transportation programs and cannot replace traditional revenues generated through development fees and assessment districts;



A limit of 0.75% of the net sales tax can be used for the administration of the sales tax program.

## Revenue Sources

Under Measure A, the Authority’s primary revenue source is generated from a local retail sales tax while a smaller revenue source is generated from development fees – sales tax comprising 95.8% of the total on average. The Measure A Ordinance authorizes the Authority to collect a one-half cent sales tax on retail sales throughout the County. The development fee is collected under the Sacramento Countywide Transportation Mitigation Fee Program (SCTMFP). The table below summarizes each Measure A revenue source by fiscal year from program inception in FY 2009-10 through the budget year FY 2020-21. The sales tax growth rate averages 4.9% per year including an estimate for FY 2019-20 and projection for FY 2020-21. The SCTMFP growth rate averages 9.3% per year; however, the growth rate fluctuates year-over-year from a low of -24.1% in FY 2010-11 to a high of 79.9% in FY 2016-17.

Authority staff, with the assistance of a consultant – Avenu Insights and Analytics, project sales tax revenue twice annually (spring and fall). Using these projections, staff monitor program cash-flows in relation to expected spending to determine what actions, if any, are necessary to align them.

Fiscal Year	Taxable Sales (000's)	Sales Tax (000's)	Growth Rate	SCTMFP Fees (000's)	Growth Rate	Ratio of Sales Tax to SCTMFP
2009-10	\$16,638,458	\$81,414		\$3,074		96.4%
2010-11	17,416,097	87,299	7.2%	2,334	-24.1%	97.4%
2011-12	18,608,568	92,240	5.7%	2,957	26.7%	96.9%
2012-13	19,552,242	97,390	5.6%	3,176	7.4%	96.8%
2013-14	20,624,371	100,063	2.7%	3,541	11.5%	96.6%
2014-15	21,536,376	105,564	5.5%	4,624	30.6%	95.8%
2015-16	22,655,018	110,708	4.9%	4,364	-5.6%	96.2%
2016-17	23,624,106	116,878	5.6%	7,848	79.9%	93.7%
2017-18	24,919,389	119,188	5.2%	7,622	-2.9%	94.0%
2018-19	26,166,831	131,757	10.5%	6,684	-12.3%	95.2%
2019-20*	26,030,820	130,154	-1.2%	7,110	6.4%	94.8%
2020-21**	26,702,675	133,513	2.6%	6,000	-15.6%	95.7%
<b>Average</b>	<b>\$22,039,579</b>	<b>\$108,847</b>	<b>4.9%</b>	<b>\$4,945</b>	<b>9.3%</b>	<b>95.8%</b>

\* estimate

\*\* forecast

The Authority administers the Sacramento Metropolitan Freeway Service Patrol (SacMetro FSP) which is funded with state and local grants averaging \$2.2 million annually. The California Department of Transportation (Caltrans) annually approves the state grant that is received on a reimbursement basis as the Authority bills it for services. The local portion is received annually as a lump sum through the Capitol Valley Regional Service Authority for Freeways and Expressways (CVR-SAFE) program administered by the Sacramento Area Council of Governments (SACOG). The Authority also administers the Sacramento Abandoned Vehicle Service Authority (SAVSA). This program is funded by a \$1 surcharge on certain vehicle registrations within the County. This revenue is remitted to the Authority by the California Department of Motor Vehicles (DMV) on a quarterly basis and is relatively consistent at about \$1.2 million annually. The table below summarizes the programs’ revenue by fiscal year since FY 2009-10 – averaging a 7.3% growth rate.

**SACMETRO FSP AND SAVSA REVENUE BY FISCAL YEAR**

Fiscal Year	SacMetro FSP	SAVSA	Total	Year-Over-Year Growth
2009-10	\$1,694,962	\$1,109,922	\$2,804,884	
2010-11	1,828,358	1,073,144	2,901,502	3.4%
2011-12	1,842,098	1,167,736	3,009,834	3.7%
2012-13	1,914,759	1,131,905	3,046,664	1.2%
2013-14	2,122,523	1,173,231	3,295,754	8.2%
2014-15	2,050,573	1,220,911	3,271,484	-0.7%
2015-16	1,991,947	1,276,112	3,268,059	-0.1%
2016-17	2,065,521	1,286,741	3,352,262	2.6%
2017-18	2,498,978	1,279,216	3,778,194	12.7%
2018-19	2,043,752	1,323,237	3,366,989	-10.9%
2019-20*	2,552,200	1,286,917	3,839,117	14.0%
2020-21**	4,351,113	1,274,375	5,625,488	46.5%
<b>Average</b>	<b>2,246,399</b>	<b>1,216,954</b>	<b>3,463,353</b>	<b>7.3%</b>

\* Estimate

\*\* Forecast

The Authority’s only other revenue source is interest income which is estimated to be \$4 million in FY 2019-20 and budgeted at \$4 million in FY 2020-21. Nearly all the interest income is received from the Authority’s interest rate swap partners who pay the Authority variable rate interest on three series of bonds in exchange for the Authority paying them fixed rate interest.



# Debt

The Measure A Ordinance allows the Authority to issue debt to fund transportation projects described in the Expenditure Plan. However, the amount of debt is limited to the principal, interest, and other charges that can be paid with 20.75% of the net proceeds from the sales tax revenue. Therefore, before issuing any debt, Authority staff work with its legal and financial advisory team to determine how much funding is projected to be available for debt service which in turn drives decisions related to how much debt is affordable.

In October 2009 the Authority issued \$318.3 million in variable-rate Measure A Sales Tax Revenue Bonds (VRDB). In July 2012, fixed rate bonds in the amount of \$53.4 million were issued – bringing the total outstanding debt to \$371.7 million. To reduce interest rate risk related to the VRDBs, the Authority entered into interest rate swaps (hedging derivatives) with three financial institutions – JP Morgan, Goldman Sachs, and Bank of America. In doing so, the interest rate for the three series 2009 bonds is synthetically fixed at about 3.7%. The swaps have proven to be effective to date. However, the Authority in conjunction with its legal and financial advisory team, regularly monitor the debt program to determine if any changes are necessary based on market conditions and the related effectiveness of the swaps. The table below summarizes debt issued and outstanding.

## MEASURE A SALES TAX REVENUE BONDS

Series	Issue Date	Amount	Description
2009A	October 2009	\$106,100,000	Variable-rate
2009B	October 2009	106,100,000	Variable-rate
2009C	October 2009	106,100,000	Variable-rate
2012	July 2012	53,355,000	Fixed rate
		<b>\$371,655,000</b>	<b>Total issued</b>
		<b>14,670,000</b>	<b>Principal payments through June 2020</b>
		<b>\$356,985,000</b>	<b>Total Outstanding June 2020</b>

Prior to issuing any debt, Authority staff work with the legal and financial advisory teams to develop projections for future revenue as a percentage of the estimated debt service. Calculations are performed to determine the maximum annual debt service – referred to as MADS. This percentage represents the cash flow available to pay the annual debt obligation – available cash/ debt obligation. A minimum MADS percentage of roughly 200% is desired by the financial institutions underwriting the Authority’s debt. Currently, the Authority’s minimum MADS is 330% - when principal payments on its VRDBs begin in FY 2028-29.



The funds remaining after paying debt service costs such as interest, principal, and ancillary fees are available for the Authority’s capital program. The allocation column in the table below summarizes the amount of CIP proceeds available by fiscal year based on 20.75% of the net sales tax proceeds. Any amount left over is available for capital projects and is referred to as pay-as-you-go (pay-go) funding.

**MEASURE A DEBT SERVICE ALLOCATION BY FISCAL YEAR**

Fiscal Year	Allocation	Debt Service (net of swap interest income)	Principal Payments	Total Debt Service	Available for Pay-Go
FY 2009-10	\$16,646,964	\$12,311,923	\$0	\$12,311,923	\$4,335,041
FY 2010-11	17,407,237	15,666,763	-	\$15,666,763	\$1,740,474
FY 2011-12	18,575,811	14,387,010	-	\$14,387,010	\$4,188,801
FY 2012-13	19,467,755	15,924,449	-	\$15,924,449	\$3,543,306
FY 2013-14	20,402,606	16,325,969	-	\$16,325,969	\$4,076,637
FY 2014-15	21,322,533	15,909,241	-	\$15,909,241	\$5,413,292
FY 2015-16	22,202,432	15,349,397	-	\$15,349,397	\$6,853,035
FY 2016-17	23,535,657	15,235,432	3,450,000	\$18,685,432	\$4,850,225
FY 2017-18	24,852,685	15,594,255	3,590,000	\$19,184,255	\$5,668,430
FY 2018-19	26,847,763	15,739,259	3,740,000	\$19,479,259	\$7,368,504
FY 2019-20*	26,518,603	14,171,527	3,890,000	\$18,061,527	\$8,457,076
FY 2020-21**	27,208,404	14,008,139	4,050,000	\$18,058,139	\$9,150,265
<b>Totals</b>	<b>\$264,988,450</b>	<b>\$180,623,364</b>	<b>\$18,720,000</b>	<b>\$199,343,364</b>	<b>\$65,645,086</b>

\* Estimate

\*\* Forecast

Authority staff regularly assess the information above to determine how much funding is available for the capital program in relation to the demands for funding. Currently, the Authority does not have any plans to issue more debt for the following reasons:

- In FY 2028-29 principal payments will increase to \$22.3 million from \$4 million in the budget year. This amount will increase to \$35.4 million when the program sunsets in FY 2038-39.
- Based on information provided by the Authority’s capital program partners for the budget year, the accumulation of pay-go and SCTMFP cash are projected to be enough to fund program costs in the budget year.
- The opportunity to issue more debt diminishes as the timeframe to pay it back is shortened due to financial constraints beginning in FY 2028-29. Monitoring available cash is increasingly important.

Authority staff will continue to monitor the program and take appropriate steps as needed to ensure the program is adequately funded.





## Consolidated Budget Summary

The Authority’s budget supports programs and projects that reduce traffic congestion, improve air quality, maintain and strengthen the county’s road and transportation systems, and enhance each local agencies’ ability to secure state and federal funding by providing local matching funds.

This section represents a summary of Measure A, SacMetro FSP, and SAVSA revenues and appropriations in a consolidated budget summary which consists of the General and Special Revenue funds. Detailed budgets for each fund and program can be found in the “Budget Schedules” section of this document. The annual budget is foundational to short and long-term financial planning and appropriation control.

The Authority reports two funds for its three programs:

### THE GENERAL FUND

Operating fund for Measure A and SacMetro FSP programs. The fund receives all Measure A sales tax and SCTMFP revenues. This fund supports ongoing operations and maintenance of countywide transportation infrastructure and provides local funding for capital construction projects and program administration costs. Most ongoing funding is passed through to local entities on a monthly basis, while capital projects are funded on a reimbursement basis using a combination of sales tax and SCTMFP proceeds.

### THE SPECIAL REVENUE FUND

Operating fund for SAVSA. This program is funded by a \$1 registration fee collected annually on each eligible vehicle registered within the County.

## Revenue

Total revenues are expected to increase by \$1.7 million in FY 2020-21 to \$149.1 million when compared to the budgeted amount for FY 2019-20. There are expected revenue increases of \$1.7 million in the sales tax program and \$1.4 million for the SacMetro FSP offset by decreases of \$1 million in the SCTMFP program and \$500,000 in interest and other income. The growth in sales tax is about 1.3% which is less than the last several years but represents the 11th year in a row of growth – based on actual amounts through FY 2018-19 and budgeted amounts for FY 2019-20 and FY 2020-21. However, the estimated actual revenue for FY 2019-20 is expected to be less than budgeted by about \$1.6 million (-1.2%). The SCTMFP revenue remains strong through the end of FY 2019-20, as development in the County and



cities incorporated in the County, which generate the fee, continues at a robust pace. However, fee revenue for FY 2020-21 is expected to be \$1 million (-14.2%) less than budgeted in FY 2019-20. Interest income is primarily from the Authority's interest rate swap partners. Interest rates are decreasing which will reduce interest income. The Authority will reassess revenues in August 2020 when there should be more information available to determine the impact of the pandemic.

**CONSOLIDATED BUDGET GENERAL FUND, SAVSA, AND DEBT SERVICE - REVENUE, APPROPRIATIONS, AND FUND BALANCE**

Description	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	Change from FY 2020	Change in Percent
<b>Revenues</b>						
Sales Tax	\$131,757,081	\$131,773,144	\$130,154,100	\$133,513,377	\$1,740,233	1.32%
SCTMFP Fees *	6,684,037	7,000,000	7,109,583	6,000,000	(1,000,000)	-14.29%
Interest and Other	5,668,191	4,500,400	4,073,226	4,000,400	(500,000)	-11.11%
SacMetro FSP/CVR-SAFE **	2,043,752	2,889,222	2,552,200	4,351,113	1,461,891	50.60%
SAVSA***	1,316,666	1,259,939	1,286,479	1,273,975	14,036	1.11%
<b>Total Revenues</b>	<b>\$147,469,727</b>	<b>\$147,422,705</b>	<b>\$145,175,588</b>	<b>\$149,138,865</b>	<b>\$1,716,160</b>	<b>1.16%</b>
<b>Appropriations</b>						
Administration	772,413	899,328	1,056,494	581,544	(317,784)	-35.34%
SacMetro FSP	1,986,738	2,918,749	2,402,047	3,247,315	328,566	11.26%
SAVSA	1,316,666	1,260,335	1,325,632	1,274,375	14,040	1.11%
<b>Contributions to Measure A Entities:</b>						
Ongoing Allocations	103,922,104	103,951,563	102,676,993	105,321,537	1,369,974	1.32%
Capital Improvement Program (CIP)	10,705,881	22,488,454	19,475,333	29,625,296	7,136,842	31.74%
<b>Total Appropriations</b>	<b>\$118,703,802</b>	<b>\$131,518,429</b>	<b>\$126,936,499</b>	<b>\$140,050,067</b>	<b>\$8,531,638</b>	<b>6.49%</b>
<b>Other Financing Sources (Uses)</b>						
Transfers Out (to the Debt Service Fund)	(23,096,608)	(23,640,000)	(22,779,687)	(22,108,139)	1,531,861	-6.48%
<b>Total Financing Sources (Uses)</b>	<b>(\$23,096,608)</b>	<b>(\$23,640,000)</b>	<b>(\$22,779,687)</b>	<b>(\$22,108,139)</b>	<b>\$1,531,861</b>	<b>-6.48%</b>
Net Increase (decrease) in Fund Balance	5,669,317	(7,735,724)	(4,540,598)	(13,019,341)	(5,283,617)	68.30%
Beginning Fund Balance	47,852,856	48,741,598	53,522,173	48,981,576	239,978	0.49%
<b>Ending Fund Balance</b>	<b>\$53,522,173</b>	<b>\$41,005,874</b>	<b>\$48,981,576</b>	<b>\$35,962,235</b>	<b>(\$5,043,639)</b>	<b>-12.30%</b>
Fund Reserve****	1,100,000	2,000,000	2,000,000	2,000,000	-	0.00%
<b>Ending Fund Balance Less Reserve</b>	<b>\$52,422,173</b>	<b>\$39,005,874</b>	<b>\$46,981,576</b>	<b>\$33,962,235</b>	<b>(\$5,043,639)</b>	<b>-12.93%</b>

\* Sacramento Countywide Transportation Mitigation Fee Program

\*\* Sacramento Metropolitan Freeway Service Patrol/Captial Valley Regional Service Authority for Freeways and Expressways

\*\*\* Sacramento Abandoned Vehicle Service Authority

\*\*\*\* FY 2021 \$1.8 million for the General Fund/Capital Program and \$200,000 for administration



## Appropriations

Appropriations are expected to increase \$8.5 million to \$140 million in FY 2020-21 when compared to the budgeted amount for FY 2019-20. The largest variance is an increase of \$7.1 million in capital program costs. Many of the agencies receiving funding under contracts with the Authority have plans to accelerate construction during the budget year to create jobs and complete needed infrastructure improvements. To accomplish this, some funding has been shifted from projects still in the planning/engineering phase to those ready for construction. Much of the funding unused during FY 2019-20 will be spent in FY 2020-21. Ongoing allocations will increase by \$1.3 million (1.3%) in FY 2020-21 because they are formulaically distributed based on sales tax revenue – which is expected to increase by a similar percentage in FY 2020-21.

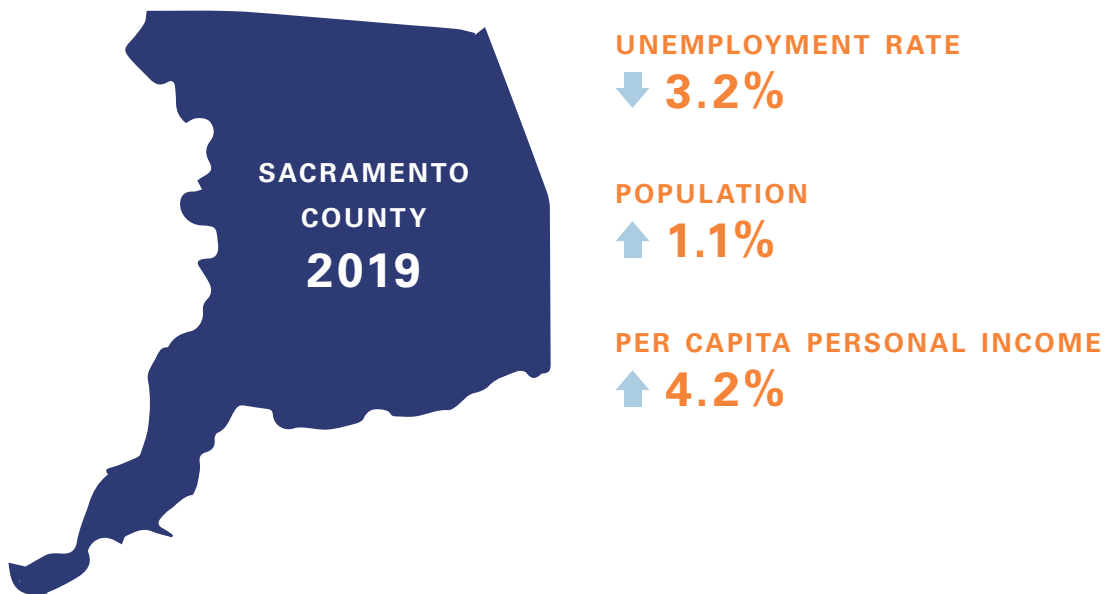
Because appropriations and transfers for debt service combined will be increasing in FY 2020-21, the ending fund balance for FY 2020-21 will be \$35.9 million, which is roughly \$5 million lower than the budgeted fund balance for FY 2019-20. Actual appropriations and transfers are expected to be lower than budgeted by more than \$5 million. Capital program appropriations were budgeted at \$22.5 million in FY 2019-20, but actual spending is expected to be \$19.5 million - \$3 million less than expected.

Appropriations for other financing uses – transfers out – are from the General Fund to the Debt Service Fund to pay for interest, principal, and ancillary fees such as those for remarketing, liquidity, and credit surveillance. In FY 2020-21 transfers out are expected to decrease by \$1.5 million due to cost savings from lower interest rates and bond program changes made in 2019.

## Factors Affecting Financial Condition

As previously mentioned in the Letter of Transmittal, the Authority receives funding for its program primarily from two sources – local sales tax and development fees. Given the recent pandemic and its global impact – in health and financial terms – the Authority is expecting, at a minimum, a near-term decrease in revenue from both sources. Although we do not currently know the extent of the impact financially, we expect significant decreases in both funding sources. The Authority will continue to monitor events impacting the economy locally and respond accordingly. In August 2020, the Authority will engage its consultant – Avenu Insights and Analytics - to provide updated sales tax revenue projections. In the event there is a material change in comparison to the budgeted revenue amounts, staff will develop an amended budget for the Board to consider. Additionally, staff will work with partner agencies to determine how best to address any anticipated shortfalls.

Declining unemployment during 2019, increasing median income, and modest population growth continue to support increases in County taxable sales and related Measure A sales tax revenue. The unemployment rate reached a historic low of 3.2% in 2019 at the same time the County’s population increased by 1.1% and per capita personal income increased by 4.2%. However, since that time the coronavirus has crippled the global economy and created dire uncertainty in the health, employment, and financial sectors. As a result, the local economy will certainly be negatively impacted – but to what extent no one knows at this time. However, as soon as relevant information is available to quantify the impact on the Authority’s revenue streams, if material, staff will provide an amended budget to the Board for its consideration.



Over the past year, the Authority has undertaken an effort to promote another one-half cent retail sales tax for transportation. The 40-year Measure will likely be taken to voters in November 2020 if approved by the County Board of Supervisors and a majority of the city councils constituting a majority of the incorporated population. This Measure is projected to provide over \$8.3 billion to fund transit and transportation construction and operations costs. Given the likelihood that unemployment will increase in the near term, this Measure would provide significant funding to promote construction activity and support operating costs, including payroll, throughout the region.



# Budget Process & Fiscal Policies





## Budget Process and Fiscal Policies

This budget presents three years of financial information – actual amounts for FY 2018-19, estimated amounts for FY 2019-20, and proposed amounts for FY 2020-21.

The Authority’s fiscal year is July 1 through June 30. The budget is proposed to the Board in April and brought back in May for adoption. The budget is a living document until it is adopted - staff incorporate changes suggested by the Board, Executive Director, and Independent Taxpayer Oversight Committee (ITOC) along the way. Once adopted, the budget is posted on the Authority’s and ITOC’s websites – [www.sacta.org](http://www.sacta.org) and [www.sacitoc.specialdistrict.org](http://www.sacitoc.specialdistrict.org).

Budget development begins in January after reviewing actual expenditures for the first two quarters of the fiscal year (the period ending December 31) and after Board approval of the previous year’s Comprehensive Annual Financial Report (CAFR). The CAFR provides ending fund balances from the previous year which serve as the beginning balances for FY 2019-20. Using this information as a starting point, staff develop expectations for revenues and appropriations for the remainder of the current fiscal year.

During the budget process, staff also work with the Authority’s Special Programs Manager to develop the budgets for the SacMetro FSP and SAVSA programs. This process is collaborative since budget staff prepare a schedule for salaries, benefits, and administration overhead while the Special Programs Manager develops estimates for revenue and the remaining appropriations for the two programs.

Additionally, from January through March staff work with each Measure A agency to determine the funding needs for each capital construction project. This collaborative effort is central to determining cash flows for the budget year and is based on funding agreements between the Authority and the agencies constructing the projects.

In February, staff develop updated long-term revenue projections in conjunction with a consulting firm. The Authority’s consultant, Avenu Insights and Analytics (Avenu), is experienced in the projection of sales tax revenue for local governments, including transportation authorities. Avenu uses proprietary software and historical information from the agency collecting the sales tax on behalf of the Authority - California Department of Tax and Fee Administration - to develop the projections. In addition, Avenu factors in economic indicators such as employment, housing starts, and population growth. Authority staff collaborate with Avenu during the process to ensure a comprehensive understanding of the projections when completed. Avenu’s projections through the remainder of the Measure A program which sunsets in FY 2038-39, are used for long-term financial planning such as calculating additional debt capacity and determining fund balance for program needs by fiscal year.



Staff concurrently work with the Executive Director to incorporate desired updates and define the Authority’s vision for the coming year. This process continues through the end of the budget cycle in May.

In April, the ITOC reviews the Proposed Budget. Budget staff attend the meeting to summarize the budget highlights and receive comments from committee members. The committee’s comments are carefully considered, and the budget updated as necessary before the Final Budget is presented to the Board during its May meeting.

The Board may ask questions, make comments, and provide direction to staff during its April meeting. In addition, members of the public may provide input. Using this information, staff work with the Executive Director to refine the Proposed Budget as needed.

In May, the Final Budget is presented to the Board for adoption. In general, the final version of the budget is materially consistent with the Proposed Budget presented in April, typically containing only minor revisions. Any material changes are highlighted by staff during the May meeting. Adoption of the budget requires a quorum of Board members and a majority of the voting quorum. In the event that the Final Budget is not adopted by June 30, the Board may vote to adopt a resolution allowing the Authority to continue normal operations under the Proposed Budget. An amended budget may subsequently be brought to the Board at any time if changes in revenue and/or appropriations warrant it.

### BUDGET PROCESS TIMELINE





## Fiscal Policies

California's Public Utility Code (CPUC) Section 18105 requires the Authority to adopt an annual budget and hire a Certified Public Accountant to perform an annual financial audit. CPUC Section 180108 requires the Authority to notice the time and place of the public hearing on the adoption of the annual budget no later than the 15th day prior to the day of the hearing and that the budget shall be available for public inspection at least 15 days prior to the hearing. To fulfill this requirement, staff introduce the Proposed Budget on the second Thursday in April and the Board adopts the Final Budget on the second Thursday in May.

Stewardship of public funds and wise management of government finances is primary among the responsibilities that the Authority has to the citizens in Sacramento County. Foundational to this effort are fiscal policies designed to protect all public assets under the Authority's administration.

### OVERVIEW

Benefits of establishing financial policies include the following:

- Board approved policies establish the agency's commitment to appropriate stewardship of public funds, which helps build the public's confidence in the Authority;
- Investors are attracted to agencies committed to sound fiscal management and integrity;
- Comprehensive fiscal policies help the Authority link long-term financial planning with day-to-day operations;
- Promotes a positive financial condition by setting a forward-looking approach to planning;
- Protects and enhances the Authority's credit rating and prevents default on any outstanding debt and;
- Ensures the legal use of all public funds through a sound system of administrative policies and internal controls.







## Fund Structure

The annual budget is divided into several funds, each with a specific purpose. Understanding each fund's structure is helpful for interpreting the Authority's finances. As such, the budget document is divided into the following funds:



**GENERAL FUND**

**SPECIAL REVENUE FUND**

**DEBT SERVICE FUND**

**AGENCY FUND**



### GENERAL FUND

The General Fund is the Authority's main operating fund. The fund is comprised of numerous subfunds that separately account for specific programs and the Authority's operations.

- Administration – this fund supports operating costs such as staff salaries, benefits, and overhead costs such as office space, consulting fees, and staff training;
- Sacramento Countywide Transportation Mitigation Fee Program (SCTMFP) – this fund receives semi-annual remittances from development mitigation fees collected throughout the County which, in turn, are used to fund the Capital Improvement Program (CIP);
- SacMetro FSP – this fund receives state and local grant funding to support program costs – most notably towing contractors and administration;
- CIP – this fund receives monthly allocations of 20.75% of the net Measure A sales tax revenue. The allocations first pay for principal, interest, and ancillary fees on the Authority's bond program through an interfund transfer to the debt service fund. Any amount remaining is available for the CIP.



## SPECIAL REVENUE FUND

- Sacramento Abandoned Vehicle Service Authority (SAVSA) – this fund accounts for revenues received from a \$1 vehicle registration fee collected by the California Department of Motor Vehicles (DMV). These funds are used to pay vehicle abatement claims and program administration costs.



## DEBT SERVICE FUND

- This fund receives transfers from the General Fund to pay for debt principal, interest, and ancillary fees.



## AGENCY FUND

- This fund is used to account for assets held by the Authority as an agent for other governments and programs. As such, the money in these funds is not available for appropriation and not included elsewhere in the budget presentation.

## Financial Planning

Long-term financial planning combines financial projections with strategic planning. It is a highly collaborative process that considers future fiscal scenarios to identify challenges and/or confirm program sustainability. Effective strategic planning responds to challenges with attainable solutions.

Projecting revenues and expenditures over the long-term by making assumptions about economic conditions, future spending scenarios, and other notable objectives is imperative to good financial planning. It provides insight into future financial capacity so that strategies can be developed to achieve long-term program stability considering potential financial challenges.

Long-term financial planning is the process of aligning financial capacity with long-term program objectives.

The Authority is committed to regularly updating its financial plan to ensure long-term program sustainability. Elements of this plan are incorporated annually into the budget.

## FINANCIAL PLAN ELEMENTS

### Time Horizon

Sales tax and mitigation fee revenue projections through FY 2038-39 when Measure A sunsets. Appropriations for a minimum of one-year and up to five-years for the CIP;

### Scope

All appropriated funds;

### Frequency

Twice annually;

### Content

Analyze the financial environment, revenue and appropriation projections, debt costs, strategies for achieving and maintaining financial balance, and methods for monitoring key assumptions underlying the plan;

### Update

Update the Board and ITOC as necessary.

## Financial Activity Reporting

The Authority’s financial activity is reported in a variety of funds which are the basic accounting and reporting structure in governmental accounting. Using this structure ensures the following:

- That the Authority presents fairly and with full disclosure the financial position and results of financial operations of the funds in conformity with Generally Accepted Accounting Principles (GAAP) and Government Auditing Standards (GAS) and;
- Demonstrates the Authority’s compliance with finance-related legal and contractual provisions.

## Allocations and Rates

As required under Measure A, agencies participating in the City Street and County Road Maintenance Program, Traffic Control and Safety Program, and Safety, Streetscaping, Pedestrian and Bicycle Facilities Program receive monthly allocations based in part on their relative population and the number of lane miles. Agencies receiving allocations are Sacramento County and the cities of Rancho Cordova, Sacramento, Elk Grove, Folsom, and Citrus Heights. Annually, staff use population data from the California Department of Finance and lane mile data provided by each participating agency and to determine the appropriate allocation percentages for the upcoming fiscal year.

### ALLOCATION PER POPULATION AND LANE MILES (75/25 RATIO RESPECTIVELY)

Entity	Population*	Lane Miles**	Allocation Ratio	Amount***
City of Citrus Heights	88,095	464	5.35356%	\$2,614,006
City of Elk grove	174,025	1,175	11.13434%	5,436,611
City of Folsom	79,835	705	5.46683%	2,669,311
City of Rancho Cordova	74,471	682	5.15221%	2,515,693
City of Sacramento	508,172	3,118	31.83635%	15,544,875
County of Sacramento	594,216	5,417	41.05672%	20,046,943
<b>Total</b>	<b>1,518,814</b>	<b>11,561</b>	<b>100%</b>	<b>\$48,827,439</b>

\* Per California Department of Finance Report E-1

\*\* Based on data provided by each agency in Spring 2020

\*\*\* Represents total amount less \$1 million for regional parks

Similarly, Measure A requires the Authority to update the SCTMFP fees charged by each participating agency. The fees are adjusted annually by Board action and reflect changes in construction costs based on the McGraw-Hill Engineering News Record (ENR) 20-city Construction Cost Index.

**SCTMFP FEE SCHEDULE FOR FY 2020-21**

Land Use	Per	Current Rates FY 2019-20	New Rates FY 2020-21
Single-Family Residential	unit	\$1,303	\$1,329
Single-Family Residential, Senior	unit	1,043	1,064
Multi-Family Residential	unit	912	930
Multi-Family Residential, Senior	unit	781	796
Office Use	1,000 square feet	1,565	1,596
Retail Use	1,000 square feet	1,956	1,995
Industrial Use	1,000 square feet	1,043	1,064
Hotel/Motel	sleeping room	755	770
Extended Stay Hotel/Motel	sleeping room	671	684
Golf Course	acre	1,085	1,106
Movie Theater	screen	2,480	2,529
Religious Center	1,000 square feet	1,213	1,237
Hospital	1,000 square feet	2,186	2,229
Service Station	fueling pump	1,695	1,729
Supermarket	1,000 square feet	1,956	1,995
Warehouse/Self-Storage	1,000 square feet	327	333
Assisted Living Facility	bed	376	383
Congregate Care	unit	276	281
Child Day Care	student	600	612
Private School (K-12)	student	339	346
Auto Repair/Body Shop	1,000 square feet	1,956	1,995
Gym/Fitness Center	1,000 square feet	1,956	1,995
Drive-through Car Wash	1,000 square feet	1,956	1,995
All Other	average weekday trips generated	137	140





## Fund Balance Designations and Reserve

The Authority strives to maintain adequate fund balances in its General, Debt Service, and Administration Funds. This is necessary to maintain the Authority's credit worthiness and to adequately provide for:

- Economic uncertainties and other financial hardships or downturns in the local economy;
- Contingencies for unforeseen operational and capital needs;
- Cash-flow requirements.

As a guideline, the Government Finance Officers Association (GFOA) recommends a minimum of two months' revenue or expenditures as a reserve, whichever is more stable. In the Authority's case revenue is more stable; therefore, the Authority uses it as the basis to establish its minimum reserve funding goal.

The SacMetro FSP and SAVSA programs are designed to be pass-through, break-even programs; therefore, maintaining a fund balance reserve in either fund is not an essential goal.

### GENERAL FUND

This fund consists of four subfunds – Administration, SacMetro FSP, SCTMFP, and the CIP. The reserve balances are addressed at the subfund level as explained below:

<b>Administration Fund</b>	The Authority maintains a \$200,000 reserve or about two months' revenues which remains unchanged from FY 2019-20
<b>CIP Fund</b>	The Authority maintains a \$1.8 million reserve or roughly 2 months' pay-go revenues which remains unchanged from FY 2019-20.
<b>SCTMFP Fund</b>	The Authority does not maintain a reserve balance for this fund because it functions as a supplemental fund to the CIP and is not pledged to the Authority's financial institutions. However, Authority staff do monitor fund balance in its ongoing effort to manage cash when paying CIP claims.
<b>Debt Service Fund</b>	This fund is managed by the Authority's trustee (U.S. Bank). The trustee withholds enough funding from the sales tax proceeds each month to pay bond principal, interest, and ancillary costs. The fund balance fluctuates based on the timing of debt service payments. The trustee maintains a monthly balance that is calculated based on monthly, quarterly, semi-annual, and annual debt service payments.

Authority staff regularly monitor all fund balances to ensure adequate cash is available for anticipated claims, administrative costs, and other foreseeable expenditures. The table below summarizes fund balance reserves:

**FUND BALANCE RESERVES**

Fiscal Year	Fund	Policy	Amount	Requirement Met
FY 2018-19	CIP	1,000,000	1,000,000	Yes
FY 2018-19	Administration	100,000	100,000	Yes
FY 2019-20	CIP	1,800,000	1,800,000	Yes
FY 2019-20	Administration	200,000	200,000	Yes
FY 2020-21*	CIP	1,800,000	1,800,000	Yes
FY 2020-21*	Administration	200,000	200,000	Yes

\* Proposed



## Appropriation Limit

The Authority annually adopts a resolution establishing its appropriation limit calculated in accordance with Article XIIB of the California State Constitution, California Government Code Section 7900, and any other voter-approved state legislation amendments that impact the Authority’s appropriation limit. The following table summarizes the appropriation limit for each fiscal year from program inception through the budget year. The California Department of Finance provides the information necessary for this calculation. However, the information becomes available in May, so the calculation cannot be performed in time to include in the Proposed Budget, only the Final Budget.

Fiscal Year	Appropriations Limit
FY 2010	\$195,000,000
FY 2011	192,036,079
FY 2012	198,490,091
FY 2013	206,961,839
FY 2014	219,646,845
FY 2015	220,807,134
FY 2016	231,328,068
FY 2017	245,944,139
FY 2018	258,079,711
FY 2019	270,414,034
FY 2020	283,689,389
FY 2021	296,919,442

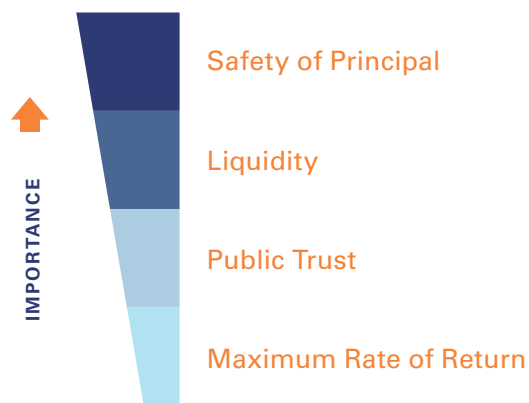


## Investment Policy

The Authority's Investment Policy (Policy) sets forth its investment guidelines which fulfill the objectives required under California Government Code Section 53646(a).

To ensure funds are prudently invested to earn a reasonable rate of return while awaiting application for governmental purposes, specific objectives of the invested funds are ranked in the following order of importance:

### INVESTMENT OBJECTIVES



- **Safety of Principal** – the preservation of capital is of primary importance. Capital losses are avoided, whether they are from securities default or erosion of market value of securities;
- **Liquidity** – the investment portfolio should remain sufficiently flexible to enable the Authority to meet all operating and capital requirements which may be reasonably anticipated in any fund;
- **Public Trust** – in managing its investment portfolio, authorized investment traders should avoid any transactions that might impair the public's confidence in the Authority. Investments should be made with precision and care, considering the probable safety of capital as well as the probable income to be derived;
- **Maximum Rate of Return** – the investment portfolio should be designed to attain a market average rate of return through budgetary and economic cycles, consistent with the risk limitations, prudent investment principles and cash flow characteristics identified in this policy.



The Board approves the Policy and is responsible for ensuring investments are made in compliance with it. The Authority's Treasurer is the Sacramento County Director of Finance who is responsible for making investments on behalf of the Authority and for compliance with the Policy. The treasurer maintains a comprehensive, well-documented reporting system which complies with California Government Code Section 53607. Investable funds are deposited in the Sacramento County Pooled Investment Fund (Pool) and invested according to the policies of the Pool. Certain bond funds held by the California Asset Management Program (CAMP) are limited to investments permitted under California Government Code Section 53601.

The Authority's average deposits for FY 2019-20 were about \$43 million. Additionally, the Authority's Series 2012 bonds require a reserve fund with deposits of \$5.5 million which is actively managed by the California Asset Management Program (CAMP). SacMetro FSP and Administration funds are deposited in interest bearing accounts at a commercial bank. The balances for these two programs are relatively immaterial.

## Capital Construction Budget

The CIP budget is the product, in part, of the Authority's financing plan. When voters approved Measure A in 2004, they also approved an Expenditure Plan based on estimated revenue. The Expenditure Plan identifies projects eligible for Measure A money. The Expenditure Plan is subject to a review every 10 years and, where necessary, allows for amendments under certain conditions in order to meet changing transportation needs. Amendments to the Expenditure Plan must be approved by the County Board of Supervisors and a majority of the city councils constituting a majority of the incorporated population.

## Personnel Resource Management

The Authority strives to provide competitive compensation and benefits for its workforce. To manage staffing costs the Authority will:

- Authorize all staff positions;
- Give the Executive Director the authority to leave a position open, partially filled (part-time), or filled at a lower classification, but not above.

To augment the activities of regular employees, the Board and Executive Director may authorize the use of professional service consultants to perform activities such as the following:

- Legal counsel;
- Revenue projection services;
- Financial advisory services;
- Public relations and outreach;
- Tax, financial, and performance audit services.

## Productivity Review

The Authority regularly monitors and reviews its operational procedures to ensure that all services are provided in the most cost-effective manner. Authority staff proactively look for opportunities to streamline workload through the use of technology and procedural improvements.

## Cost Allocations

The Authority oversees three programs – Measure A, SacMetro FSP, and SAVSA. All Authority staff are involved to varying degrees in each program:

**Executive Director** – oversees each program’s staff and is involved in key decisions

**Chief Financial Officer** – oversees all financial accounting and reporting activities

**Special Programs Manager** – oversees SacMetro FSP and SAVSA day-to-day program operations

Since each staff member invests time in each program, salaries, benefits and overhead costs, are charged to the programs accordingly. Periodically, the Executive Director reviews the percentages assigned to each program to ensure that the appropriate percentages are utilized. The percentages can be found in the Organizational Overview section of this budget.

## Records Retention Policy

Since the Authority maintains the official records and documents for the Measure A program during the normal course of operations, it maintains a Board approved retention schedule. Records and documents that are more than five years old and no longer needed or deemed unimportant may be destructed. However, in no case shall meeting minutes, ordinances, or resolutions of the Board and ITOC, court records, and other records required to be kept by statute be destroyed.

## Contracting Practices

California State Public Utilities Code Section 180154 requires that contracts for the purchase of services, supplies, equipment, and materials in excess of \$10,000 be awarded to the lowest responsible bidder after competitive bidding, except in an emergency declared by the Authority or by an executive committee that the Authority has delegated to make such a declaration.

If after rejecting competitive bids the Authority determines and declares that, in its opinion, the services, supplies, equipment, or material may be purchased at a lower price on the open market, the Authority may proceed to purchase any of the above in the open market without further observance of the above provisions.

Additionally, the Executive Director or his/her designee may contract for services, supplies, and equipment and materials for \$50,000 or less without Board action.

## Debt Policy

The Authority's debt limit is not a fixed amount. Instead, central to the limit of debt the Authority can issue is the allocation of 20.75% of the net sales tax revenue to pay for the debt. As such, to determine an appropriate level of debt requires an analysis of future revenue streams.

The Authority's debt policy establishes guidelines for the issuance and management of current and future debt. The objectives of the debt policy are as follows:

## DEBT POLICY OBJECTIVES

- Effectively manage and mitigate financial risk;
- Preserve program flexibility;
- Maintain strong credit ratings and good investor relations;
- Maintain ready and cost-effective access to capital markets.

The Board approved policy is reviewed periodically and updated as necessary. Board authorization is required for all debt financings. As borrowing needs are identified, the Authority evaluates the nature of the capital investment to ensure that long-term debt is the appropriate financing mechanism. Standards for the appropriate use of debt financing include those described below:

**Long-term Capital Projects** – long-term debt should be used to finance essential capital projects where cost effective and fiscally prudent. The debt repayment period should not exceed 120% of the useful life of the project being financed. The ability or need to expedite or maintain the programmed schedule of approved capital projects will be a factor in the decision to issue long-term debt;

**Debt Financing Mechanism** – the Authority will evaluate the use of financial alternatives available including, but not limited to, long-term debt, short-term debt, commercial paper, direct bank loans, private placement, and interfund borrowing. The Authority will utilize the most cost advantageous financing alternative while limiting the Authority's risk exposure and;

**Credit Quality** – credit quality is an important consideration for the Authority. All debt management activities for new debt issuances will be conducted in a manner conducive to receiving the highest credit ratings possible.

The general purpose of bond financing falls into three general categories:

- Finance new capital infrastructure;
- Refinance existing bonds to reduce financing costs, restructure the repayment schedule, change the type of debt instruments used, risk, or both;
- To reimburse an agency for eligible capital expenditures made within the last 18 months.

The Authority and its consultants – PFM Financial Advisors - regularly assess the Authority's bond portfolio to determine if the debt structure in place is the most advantageous to the Authority given debt market conditions. If market conditions are such that changes to the debt portfolio may be beneficial to the Authority, then Authority staff, consultants, and legal counsel will consider the options, and if sufficiently beneficial, bring recommendations to the Board for its consideration.

## Strategic Direction

The Authority's commitment to its stakeholders is to ensure it effectively manages limited resources while providing excellent customer service. To accomplish that it promotes the following:

### VISION

maximize the use of limited resources to improve the transportation network in Sacramento County;

---

### MISSION

to promote and fund innovative and sustainable transportation solutions to keep Sacramento County moving;

---

### CORE VALUES

integrity, collaboration, transparency, accountability

---

### STRATEGIC GOALS

1.  
financial stability
  2.  
operational efficiency
  3.  
outreach and education
  4.  
project planning and prioritization
- 



# Performance Measures

The Authority tracks select performance measures which are tied to its key strategic goals. These metrics provide broad measures of the Authority’s effectiveness, efficiency, timeliness, and productivity in critical activities. While these initiatives may change year to year, performance measures are a means to measure progress in core business operations over multiple years. The table below lists key performance measures for the current and budget years.

## PERFORMANCE MEASURES

Performance Measure	Responsible Department	Relates to Strategic Goal #	FY 2019-20 Planned	FY 2019-20 Estimate	FY 2020-21 Planned
<b>Financial Stability and Operational Efficiency:</b>					
Allocate monthly Measure A funding timely and accurately	Finance	1,2	12	12	12
Remittances received by electronic funds transfer	Finance	1,2	100%	100%	100%
Review, comment on, and approve all required quarterly reporting by Measure A agencies	Finance	1,2	4	4	4
Receive GFOA Distinguished Budget Presentation Award	Finance	1,2	Yes	Yes	Yes
Develop and adopt annual budget prior to June 30	Finance	1,2	Yes	Yes	Yes
Publish key financial and policy documents on website monthly	Finance	1,2	12	12	12
Prepare and submit all required quarterly financial information required under the Authority's bond covenants	Finance	1,2	4	4	4
Complete annual financial audit prior to December 31	Finance	1,2	Yes	Yes	Yes
Initiate Performance Audit	Executive Director and Finance	3	1	1	0
<b>Outreach and Education:</b>					
Plan and support Board meetings	Executive Director	3	8	12	8
Respond to all Public Record Act (PRA) requests within 10 calendar days	Executive Director and Finance	3	2	5	2
Plan and support ITOC meetings	Finance	3	8	8	8
<b>Transportation Project Planning and Prioritization:</b>					
Meet regularly with Professional Advisory Group (PAG)	Executive Director	4	8	11	7
Complete quarterly capital project status reports	Finance	4	4	4	4

The above table reflects performance measures by department.

With only three employees, each employee represents a department;

- Executive Director – administration,
- Chief Financial Officer – finance, and
- Special Programs Manager – programs.



# Long-Term Financial Planning

## SALES TAX

Revenue projections are the starting point for short and long-term financial planning. Twice annually, Authority staff work in conjunction with the Authority’s sales tax revenue consultant - Avenu Insights and Analytics - to provide updated sales tax projections. This revenue is pledged to bondholders and financial institutions participating in the Authority’s debt program. Additionally, it is used to determine the Authority’s debt coverage percentages which are important to investors and the financial institutions holding its debt or providing financial liquidity. Furthermore, this effort allows the Authority to determine if projected revenue can support the issuance of additional debt. The following table summarizes the most recent revenue projections completed in February 2020.

	Taxable Sales (000's)	Taxable Sales Growth Ratio	Tax Revenue (000's)	Tax Revenue Growth Ratio	
2009-10	\$16,638,458		\$81,414		Actual 5.5% Average
2010-11	17,416,097	4.7%	87,299	7.2%	
2011-12	18,608,568	6.8%	92,240	5.7%	
2012-13	19,552,242	5.1%	97,390	5.6%	
2013-14	20,624,371	5.5%	100,063	2.7%	
2014-15	21,536,376	4.4%	105,564	5.5%	
2015-16	22,655,018	5.2%	110,708	4.9%	
2016-17	23,624,106	4.3%	116,878	5.6%	
2017-18	24,919,389	5.5%	119,188	2.0%	
2018-19	26,351,416	5.7%	131,757	10.5%	
2019-20*	26,030,820	-1.2%	130,154	-1.2%	Forecast 2.4% Average
2020-21**	26,702,675	2.6%	133,513	2.6%	
2021-22	27,391,872	2.6%	136,959	2.6%	
2022-23	28,098,856	2.6%	140,494	2.6%	
2023-24	28,824,087	2.6%	144,120	2.6%	
2024-25	29,568,037	2.6%	147,840	2.6%	
2025-26	30,331,188	2.6%	151,656	2.6%	
2026-27	31,114,036	2.6%	155,570	2.6%	
2027-28	31,917,089	2.6%	159,585	2.6%	
2028-29	32,740,869	2.6%	163,704	2.6%	
2029-30	33,585,911	2.6%	167,930	2.6%	
2030-31	34,452,763	2.6%	172,264	2.6%	
2031-32	35,341,989	2.6%	176,710	2.6%	
2032-33	36,254,166	2.6%	181,271	2.6%	
2033-34	37,189,886	2.6%	185,949	2.6%	
2034-35	38,149,757	2.6%	190,749	2.6%	
2035-36	39,134,402	2.6%	195,672	2.6%	
2036-37	40,144,461	2.6%	200,722	2.6%	
2037-38	41,180,590	2.6%	205,903	2.6%	
2038-39	42,243,461	2.6%	211,217	2.6%	
<b>Total/Average</b>		<b>3.3%</b>	<b>\$4,394,486</b>	<b>3.4%</b>	

\* Estimated

\*\* Projections for FY 2020-21 through FY 2038-39

Based on the information in the previous table, the Authority is expecting total sales tax revenue of \$4.39 billion over the life of the program - \$350 million less than the amount projected in 2004 when voters approved the Measure - \$4.74 billion. This amount does not include debt issuances of \$371.6 million early in the program. The average sales tax growth rate year-over-year since program inception is 5.5% while the projections for the remainder of the program averages 2.4%. Although the projected average growth rate appears conservative in comparison to actual growth rate, the local economy had been recovering from the Great Recession earlier in the decade. As such, sales tax revenue likely increased faster than it would have had the recession not happened at all or been less severe than it was. The overall program growth rate when actual and projected amounts are combined is 3.4%. The pandemic will certainly have a significant impact on our revenue projections, but it is too early to determine how much.

Greater variation in the actual growth rate is expected since it represents the actual fluctuations in the underlying economic indicators, which differs from the projected growth rates. Variations in economic indicators such as construction activity, net population growth, unemployment rates, and personal income growth are among the factors that impact revenue growth rates most significantly. Less variation is seen in the projected growth rates because variations in the economic indicators are incorporated into a smoothed rate that anticipates the impact of each economic indicator over the life of the program. The average growth rate considers two mild/moderate recessions over the remaining life of the program.

## Sacramento Countywide Mitigation Fee Program (SCTMFP)

Measure A includes a second, but smaller, revenue source – SCTMFP - which is a development fee collected by the County and each incorporated city within its boundaries. As a condition of receiving sales tax allocations, each agency is required to participate in the SCTMFP. This revenue is not pledged to the Authority's debt program; rather it is only used to fund the Authority's Capital Improvement Program (CIP). The revenue projections for this program are developed internally by Authority staff. Since new development drives the revenue received by this program, it is highly volatile as seen in the following table:



Fiscal Year	Development Impact Fees	Growth Rate	Average
2009/10	\$3,073,658		12.3%
2010/11	2,334,437	-24.1%	
2011/12	2,957,362	26.7%	
2012/13	3,176,382	7.4%	
2013/14	3,540,542	11.5%	
2014/15	4,624,139	30.6%	
2015/16	4,363,650	-5.6%	
2016/17	7,848,175	79.9%	
2017/18	7,621,753	-2.9%	
2018/19	6,684,037	-12.3%	
2019/20*	7,109,583	6.4%	1.5%
2020/21**	6,000,000	-15.6%	
2021/22	6,132,000	2.2%	
2022/23	6,266,904	2.2%	
2023/24	6,404,776	2.2%	
2024/25	6,545,681	2.2%	
2025/26	6,689,686	2.2%	
2026/27	6,836,859	2.2%	
2027/28	6,987,270	2.2%	
2028/29	7,140,990	2.2%	
2029/30	7,298,092	2.2%	
2030/31	7,458,650	2.2%	
2031/32	7,622,740	2.2%	
3032/33	7,790,440	2.2%	
2033/34	7,961,830	2.2%	
2034/35	8,136,990	2.2%	
2035/36	8,316,004	2.2%	
2036/37	8,498,956	2.2%	
2037/38	8,685,933	2.2%	
2038/39	8,877,024	2.2%	
<b>Total</b>	<b>\$192,984,542</b>		

\* estimated

\*\* proposed

Actual revenue growth rates from FY 2009-10 through FY 2018-19 varied dramatically from a low of -24.1% in FY 2010-11 to a high of 79.9% in FY 2016-17, averaging 12.3% during this period. The variation is directly related to new construction activity throughout the County. Early in the program construction activity was depressed because of the Great Recession, but has been robust more recently, particularly in the City of Sacramento which is undergoing a revitalization. The projected average growth rate year-over-year beginning with FY 2019-20 is conservatively set at 1.5%.

Based on the information in the table, the Authority projects total SCTMFP revenue of \$193 million over the life of the program. This amount is less than half the amount projected in 2004 when voters approved Measure A - \$488 million.



# Budget Schedules & Fund Information





# Budget Schedules and Fund Information

This section contains budgets for each of the Authority’s programs and administration, as well as fund descriptions. The budget tables present actual revenues and appropriations for FY 2018-19, estimated amounts for FY 2019-20, and proposed amounts for FY 2020-21. In the Comprehensive Annual Financial Report (CAFR), the Authority reports three governmental funds – the General Fund, Special Revenue Fund, and a Debt Service Fund. All budgetary information is reported on the modified accrual basis of accounting, like the fund statements found in the CAFR. This method recognizes revenue when it becomes measurable and available, while expenditures are recognized when the obligation to pay is incurred. The Authority’s cut off is 90-days after the fiscal year ends.



## Consolidated Budget

The Authority considers the budget balanced when:

**1.**

Total revenues are greater than or equal to total appropriations

OR

**2.**

Total revenues and available fund balance are greater than or equal to total appropriations



The Authority’s budget is balanced under scenario two for FY 2020-21.



**CONSOLIDATED BUDGET SUMMARY BY FUND**

Description	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	Change from FY 2020	Change in Percent
<b>Revenues</b>						
General Fund	\$146,146,491	\$146,162,366	\$143,888,671	\$147,864,490	\$1,702,124	1.16%
Special Revenue Fund	1,323,237	1,260,339	1,286,917	1,274,375	14,036	1.11%
<b>Total Revenues</b>	<b>\$147,469,727</b>	<b>\$147,422,705</b>	<b>\$145,175,588</b>	<b>\$149,138,865</b>	<b>\$1,716,160</b>	<b>1.16%</b>
<b>Appropriations</b>						
General Fund	117,387,136	130,258,094	125,610,867	138,775,692	8,517,598	6.54%
Special Revenue Fund	1,316,666	1,260,335	1,325,632	1,274,375	14,040	1.11%
<b>Total Appropriations</b>	<b>\$118,703,802</b>	<b>\$131,518,429</b>	<b>\$126,936,499</b>	<b>\$140,050,067</b>	<b>\$8,531,638</b>	<b>6.49%</b>
<b>Other Financing Sources (Uses)</b>						
Transfers Out (to the Debt Service Fund)	(23,096,608)	(23,640,000)	(22,779,687)	(22,108,139)	1,531,861	-6.48%
<b>Total Financing Sources (Uses)</b>	<b>(\$23,096,608)</b>	<b>(\$23,640,000)</b>	<b>(\$22,779,687)</b>	<b>(\$22,108,139)</b>	<b>\$1,531,861</b>	<b>-6.48%</b>
Net Increase (decrease) in Fund Balance	5,669,317	(7,735,724)	(4,540,598)	(13,019,341)	(5,283,617)	68.30%
Beginning Fund Balance	47,852,856	48,741,598	53,522,173	48,981,576	239,978	0.49%
<b>Ending Fund Balance</b>	<b>\$53,522,173</b>	<b>\$41,005,874</b>	<b>\$48,981,576</b>	<b>\$35,962,235</b>	<b>(\$5,043,639)</b>	<b>-12.30%</b>
Fund Reserve*	1,100,000	2,000,000	2,000,000	2,000,000	-	0.00%
<b>Ending Fund Balance Less Reserve</b>	<b>\$52,422,173</b>	<b>\$39,005,874</b>	<b>\$46,981,576</b>	<b>\$33,962,235</b>	<b>(\$5,043,639)</b>	<b>-12.93%</b>

\* Includes \$1.8 million for the Capital Improvement Program and \$200,000 for administration

The following table presents the information in the Consolidated Budget Summary by Fund in more detail. Appropriations for program administration and ongoing allocations are funded solely with sales tax proceeds, while the CIP is funded with a blend of sales tax proceeds and SCTMFP fees. General Fund “transfers out” pay for principal, interest, and ancillary fees on bonded debt. In FY 2020-21 the fund balance reserves for the CIP and administration at the same levels as FY 2019-20 - \$1.8 million and \$200,000 respectively.



**CONSOLIDATED BUDGET GENERAL FUND, SAVSA, AND DEBT SERVICE -  
REVENUE, APPROPRIATIONS, AND FUND BALANCE**

Description	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	Change from FY 2020	Change in Percent
<b>Revenues</b>						
Sales Tax	\$131,757,081	\$131,773,144	\$130,154,100	\$133,513,377	\$1,740,233	1.32%
SCTMFP Fees *	6,684,037	7,000,000	7,109,583	6,000,000	(1,000,000)	-14.29%
Interest and Other	5,668,191	4,500,400	4,073,226	4,000,400	(500,000)	-11.11%
SacMetro FSP/CVR-SAFE **	2,043,752	2,889,222	2,552,200	4,351,113	1,461,891	50.60%
SAVSA ***	1,316,666	1,259,939	1,286,479	1,273,975	14,036	1.11%
<b>Total Revenues</b>	<b>\$147,469,727</b>	<b>\$147,422,705</b>	<b>\$145,175,588</b>	<b>\$149,138,865</b>	<b>\$1,716,160</b>	<b>1.16%</b>
<b>Appropriations</b>						
Administration	772,413	899,328	1,056,494	581,544	(317,784)	-35.34%
SacMetro FSP	1,986,738	2,918,749	2,402,047	3,247,315	328,566	11.26%
SAVSA	1,316,666	1,260,335	1,325,632	1,274,375	14,040	1.11%
<b>Contributions to Measure A Entities:</b>						
Ongoing Allocations	103,922,104	103,951,563	102,676,993	105,321,537	1,369,974	1.32%
Capital Improvement Program (CIP)	10,705,881	22,488,454	19,475,333	29,625,296	7,136,842	31.74%
<b>Total Appropriations</b>	<b>\$118,703,802</b>	<b>\$131,518,429</b>	<b>\$126,936,499</b>	<b>\$140,050,067</b>	<b>\$8,531,638</b>	<b>6.49%</b>
<b>Other Financing Sources (Uses)</b>						
Transfers Out (to the Debt Service Fund)	(23,096,608)	(23,640,000)	(22,779,687)	(22,108,139)	1,531,861	-6.48%
<b>Total Financing Sources (Uses)</b>	<b>(\$23,096,608)</b>	<b>(\$23,640,000)</b>	<b>(\$22,779,687)</b>	<b>(\$22,108,139)</b>	<b>\$1,531,861</b>	<b>-6.48%</b>
Net Increase (decrease) in Fund Balance	5,669,317	(7,735,724)	(4,540,598)	(13,019,341)	(5,283,617)	68.30%
Beginning Fund Balance	47,852,856	48,741,598	53,522,173	48,981,576	239,978	0.49%
<b>Ending Fund Balance</b>	<b>\$53,522,173</b>	<b>\$41,005,874</b>	<b>\$48,981,576</b>	<b>\$35,962,235</b>	<b>(\$5,043,639)</b>	<b>-12.30%</b>
Fund Reserve ****	1,100,000	2,000,000	2,000,000	2,000,000	-	0.00%
<b>Ending Fund Balance Less Reserve</b>	<b>\$52,422,173</b>	<b>\$39,005,874</b>	<b>\$46,981,576</b>	<b>\$33,962,235</b>	<b>(\$5,043,639)</b>	<b>-12.93%</b>

\* Sacramento Countywide Transportation Mitigation Fee Program  
 \*\* Sacramento Metropolitan Freeway Service Patrol/Captial Valley Regional Service Authority for Freeways and Expressways  
 \*\*\* Sacramento Abandoned Vehicle Service Authority  
 \*\*\*\* FY 2021 \$1.8 million for the General Fund/Capital Program and \$200,000 for administration





## General Fund

### PROGRAMS

The General Fund reports all Measure A revenues including sales tax, SCTMFP fees and interest income on fund balance and interest from bond program swap partners. The General Fund reports SacMetro FSP state and local grants. The Sacramento Abandoned Vehicle Service Authority (SAVSA) is reported separately as a Special Revenue fund and therefore not included in the General Fund table.

Measure A consists of two revenue components – a countywide one-half cent sales tax and mitigation fees charged for certain new construction in the County and each city incorporated within its boundaries. The imposition of the mitigation fee is required to participate in the Measure A sales tax program. All funding from Measure A is dedicated to transportation operations, maintenance, and construction throughout the County. Sales tax is the largest and least volatile of the two funding sources.

Sales tax is collected by the California Department of Tax and Fee Administration (CDTFA) and disbursed monthly. The Authority's trustee (US Bank) intercepts the sales tax remittance and pays all debt service costs before forwarding the remaining funds to the Authority's General Fund. Subsequently, Authority staff allocate the sales tax proceeds to each Measure A agency using the percentages identified in the Measure A Ordinance.

The SCTMFP fees are directly remitted to the Authority semi-annually from each member agency. Initially, the fees were determined by a Nexus study performed prior to the program's inception. Thereafter, the fees have been annually updated using criteria prescribed in the Ordinance. Since the fees are the result of new construction, remittances have been volatile.

SacMetro FSP receives funding from two sources – a state grant and a local match. The state grant is formulaic and administered by the California Department of Transportation (Caltrans). The funding is received as claims are submitted for reimbursement. The local match is provided by the Capital Valley Regional Service Authority for Freeways and Expressways (CVR-SAFE). This funding is distributed in a lump sum by the Sacramento Area Council of Governments (SACOG) early in the fiscal year and used as the matching component for the state grant.



## FUND BALANCE

The fund balance in the General fund is expected to decrease to \$35.8 million in FY 2020-21 from \$40.9 million in FY 2019-20 primarily because appropriations for the CIP are expected to increase. The increase is indicative of the increased construction phase activity throughout the County and a deferral of construction expenditures from FY 2019-20 into FY 2020-21 because of delays in starting some projects. Although sales tax revenue is projected to increase by \$1.7 million to \$133.5 million, appropriations for ongoing allocations are expected to increase \$1.3 million to \$105.3 million because they change at the same rate as sales tax revenue, both increasing about 1.3% in FY 2020-21 over the prior year. SacMetro FSP revenues of \$4.3 million are about \$1.1 million higher than expected appropriations. The remaining changes are immaterial to the budget.

## GENERAL FUND BUDGET - REVENUE, APPROPRIATIONS, AND FUND BALANCE

Description	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	Change from FY 2020	Change in Percent
<b>Revenues</b>						
Sales Tax	\$131,757,081	\$131,773,144	\$130,154,100	\$133,513,377	\$1,740,233	1.32%
SCTMFP Fees *	6,684,037	7,000,000	7,109,583	6,000,000	(1,000,000)	-14.29%
Interest and Other	5,661,620	4,500,000	4,072,788	4,000,000	(500,000)	-11.11%
SacMetro FSP/CVR-SAFE **	2,043,752	2,889,222	2,552,200	4,351,113	1,461,891	50.60%
<b>Total Revenues</b>	<b>\$146,146,491</b>	<b>\$146,162,366</b>	<b>\$143,888,671</b>	<b>\$147,864,490</b>	<b>\$1,702,124</b>	<b>1.16%</b>
<b>Appropriations</b>						
Administration	772,413	899,328	1,056,494	581,544	(317,784)	-35.34%
FSP	1,986,738	2,918,749	2,402,047	3,247,315	328,566	11.26%
<b>Contributions to Measure A Entities:</b>						
Ongoing Allocations	103,922,104	103,951,563	102,676,993	105,321,537	1,369,974	1.32%
Capital Improvement Program (CIP)	10,705,881	22,488,454	19,475,333	29,625,296	7,136,842	31.74%
<b>Total Appropriations</b>	<b>\$117,387,136</b>	<b>\$130,258,094</b>	<b>\$125,610,867</b>	<b>\$138,775,692</b>	<b>\$8,517,598</b>	<b>6.54%</b>
<b>Other Financing Sources (Uses)</b>						
Transfers Out (to the Debt Service Fund)	(23,096,608)	(23,640,000)	(22,779,687)	(22,108,139)	1,531,861	-6.48%
<b>Total Financing Sources (Uses)</b>	<b>(\$23,096,608)</b>	<b>(\$23,640,000)</b>	<b>(\$22,779,687)</b>	<b>(\$22,108,139)</b>	<b>\$1,531,861</b>	<b>-6.48%</b>
Net Increase (decrease) in Fund Balance	5,662,746	(7,735,728)	(4,501,883)	(13,019,341)	(5,283,613)	68.30%
Beginning Fund Balance	47,691,937	48,655,679	53,354,683	48,852,801	197,122	0.41%
<b>Ending Fund Balance</b>	<b>\$53,354,683</b>	<b>\$40,919,951</b>	<b>\$48,852,801</b>	<b>\$35,833,460</b>	<b>(\$5,086,491)</b>	<b>-12.43%</b>
Fund Reserve***	1,100,000	2,000,000	2,000,000	2,000,000	-	0.00%
<b>Ending Fund Balance Less Reserve</b>	<b>\$52,254,683</b>	<b>\$38,919,951</b>	<b>\$46,852,801</b>	<b>\$33,833,460</b>	<b>(\$5,086,491)</b>	<b>-13.07%</b>

\* Sacramento Countywide Transportation Mitigation Fee Program

\*\* Sacramento Metropolitan Freeway Service Patrol/Captial Valley Regional Service Authority for Freeways and Expressways

\*\*\* Includes \$1.8 million for the General Fund and \$200,000 for administration



## REVENUE AND OTHER FINANCING SOURCES

Sales tax revenue is projected to increase to \$133.5 million in FY 2020-21, representing a growth rate of about 1.3% over the FY 2019-20 budgeted amount of \$131.8 million. The current growth rate is considerably lower than the average growth rate of 5.5% based on actual amounts from program inception in 2009 through June 30, 2019. However, since the program started in the middle of the Great Recession, some of the growth was attributed to pent up demand for consumer goods and services that were curtailed during that time. Sales tax revenue did not recover to pre-recession levels until FY 2015-16. As the local economy normalizes, revenue growth has leveled off. The local economy is expected to slow during the budget year because of the Coronavirus – the impact of which is currently unknown. Updated revenue projections are planned in August 2020 when more information will likely be available to develop revised projections.

SCTMFP revenue has proven to be volatile. Since program inception in 2009, the growth rate has varied from a low of -24.1% in FY 2010-11 to a high of almost 80% in FY 2016-17. This program generates revenue by charging a fee for certain new construction projects throughout the County. Annual revenue is estimated at \$7.1 million in FY 2019-20 and \$6 million in the budget year FY 2020-21. The average growth rate from program inception through June 30, 2019 was 12.3%. Revenue projections are developed by staff internally.

SacMetro FSP revenue will increase in the budget year as new state funding from Senate Bill 1 (SB 1) is distributed. State allocations and local funding from CVR-SAFE are expected to increase a combined total of \$1.4 million to \$4.3 million.

## APPROPRIATIONS AND OTHER FINANCING USES

Appropriations are projected to increase \$8.5 million to \$138.8 million in FY 2020-21. Transfers out (other financing uses) are expected to be \$22.1 million, \$1.5 million less than the budgeted amount in the prior year. CIP funding is expected to increase to \$29.6 million in FY 2020-21 from a budgeted amount \$22.5 million in FY 2019-20. The increase of \$7.1 million (31.7%) is indicative of capital projects transitioning into the construction phase. Some of the projects that were slated for construction in the current year were delayed, postponing a portion of the spending into the budget year. As a result, actual spending in FY 2019-20 is estimated to be \$19.5 million, \$3 million less than budgeted. Ongoing allocations, which are formulaic, are expected to increase about \$1.4 million (about 1.3%) since the allocations are driven by sales tax revenue which is projected to increase by a similar percentage - as sales tax revenue increases, the amount passed through increases proportionately.

CIP appropriations vary from year-to-year based on the number of projects under contract with the Authority and whether they are in the planning or construction phase. In general, appropriations increase when projects move into the construction phase. In the budget year, appropriations are spread across six agencies – the County, the cities of Sacramento, Rancho Cordova and Citrus Heights, Caltrans, and the Capital SouthEast Connector Authority. More detail about the projects and spending can be found in the CIP section of this budget and a table later in this section.



The table below shows the percentage of the CIP allocation that pays for debt service on an annual basis net of the interest received from the Authority’s swap partners. The percentage of debt service costs in relation to the sales tax allocation for CIP is budgeted to be lower in FY 2020-21 at 66.3% than estimated in FY 2019-20 – 68.1%. The percentage is expected to be relatively stable through FY 2028-29 when principal payments begin on \$318.3 million in variable rate debt issued in FY 2009-10. Thereafter, more of the sales tax allocation will be committed to paying those debt costs. Money left over after paying debt service costs is available for appropriation to the CIP as pay-go funding.

**DEBT SERVICE TO SALES TAX ALLOCATION PERCENTAGES**

Description	FY 2021 Proposed	FY 2020 Estimate	FY 2019	FY 2018	FY 2017
Sales Tax Allocation for CIP*	\$27,208,404	\$26,518,603	\$26,847,763	\$24,266,751	\$23,792,455
Debt Service Charges**	18,058,139	18,061,527	18,866,487	18,231,437	16,863,319
<b>Ratio</b>	<b>66.37%</b>	<b>68.11%</b>	<b>70.27%</b>	<b>75.13%</b>	<b>70.88%</b>

\* Equals 20.75 of the net sales tax proceeds

\*\* Principal, interest, hedging derivatives, and ancillary fees net of interest rate swap revenue

The SCTMFP is expected to appropriate more than \$10 million to the CIP in FY 2020-21, \$3.2 million less than the amount budgeted in FY 2019-20. Estimated actual spending for FY 2019-20 is about \$11.5 million, which is \$1.8 million less than expected because some project costs were delayed from FY 2019-20 until FY 2020-21. The estimated ending fund balance for FY 2019-20 is expected to be \$16.8 million. Staff regularly monitor program cash flows to determine an appropriate balance between sales tax and SCTMFP resources to reimburse capital claims. Below is a table summarizing SCTMFP activities.

**SACRAMENTO COUNTYWIDE TRANSPORTATION MITIGATION FEE PROGRAM (SCTMFP) REVENUE, APPROPRIATIONS, AND FUND BALANCE**

Description	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	Change from FY 2020	Change in Percent
<b>Revenues</b>						
Fees	\$6,684,037	\$7,000,000	\$7,109,583	\$6,000,000	(\$1,000,000)	-14.29%
Interest	665,387	250,000	250,000	250,000	-	0.00%
<b>Total Revenues</b>	<b>\$7,349,424</b>	<b>\$7,250,000</b>	<b>\$7,359,583</b>	<b>\$6,250,000</b>	<b>(\$1,000,000)</b>	<b>-13.79%</b>
<b>Appropriations</b>						
Caltrans	1,193,987	3,000,000	\$1,230,698	1,250,000	(1,750,000)	-58.33%
Capital SouthEast Connector	4,659,492	3,600,000	3,944,567	6,374,314	2,774,314	77.06%
Rancho Cordova	1,322,520	2,460,000	2,675,068	1,650,982	(809,018)	-32.89%
Sacramento City	716,073	1,863,454	200,000	800,000	(1,063,454)	-57.07%
Sacramento County	1,689,048	2,400,000	3,475,000	-	(2,400,000)	-100.00%
<b>Total Appropriations</b>	<b>9,581,120</b>	<b>13,323,454</b>	<b>11,525,333</b>	<b>10,075,296</b>	<b>(3,248,158)</b>	<b>-24.38%</b>
Net Increase (decrease) in Fund Balance	(2,231,696)	(6,073,454)	(4,165,750)	(3,825,296)	2,248,158	-37.02%
Beginning Fund Balance	23,315,012	21,412,116	21,083,316	16,917,566	(4,494,550)	-20.99%
<b>Ending Fund Balance</b>	<b>\$21,083,316</b>	<b>\$15,338,662</b>	<b>\$16,917,566</b>	<b>\$13,092,271</b>	<b>(\$2,246,391)</b>	<b>-14.65%</b>



## FORMULAIC ALLOCATIONS

Measure A prescribes the allocation of all sales tax proceeds. The following table summarizes by percentage and annual amount, the proceeds each agency and program will receive in FY 2020-21 based on projected sales tax revenue. The allocations are disbursed monthly.

- Total revenues are the total sales tax proceeds. The amount is net of the administration fees charged by the California Department of Tax and Fee Administration (CDTFA) averaging 1.1% of the total sales tax proceeds. The administration charges are withheld quarterly before the sales tax is remitted;
- Isleton and Galt receive .04% and 1% of the total revenues respectively;
- The Neighborhood Shuttle is programed to receive \$30 million over the life of the 30-year program. Therefore, the Authority distributes \$1 million to the program annually;
- Net revenues are the amount used to determine the remaining allocations;
- County Regional Parks is programmed to receive \$30 million over the life of the program, so the Authority distributes \$1 million to the program annually. However, the allocation to Safety, Streetscaping, Pedestrian and Bike Facilities is annually reduced by \$1 million to fund the regional parks program;
- Capital Improvement Program (CIP), which amounts to 20.75% of the net revenues, is the amount allocated to pay for debt service costs. Any money remaining is available for pay-as-you-go (pay-go) funding;
- Program administration funding is limited to 0.75% of the net revenues, which is used to pay for salaries and benefits, overhead, professional consultants, and audits supervised by the Independent Taxpayer Oversight Committee (ITOC);
- Sacramento Metropolitan Air Quality Management District is allocated 1.5% of the net revenues to fund air quality monitoring and improvement activities;
- Paratransit is allocated an average of 4.5% of the net revenues for the Consolidated Transportation Services Agency (CTSA) To accomplish this, Measure A specifies that 3.5% of the net revenues be distributed to the program in years 1-10 (FY 2009-10 through FY 2018-19), 4.5% in program years 11-20 (FY 2019-20 through FY 2028-29), and 5.5% in program years 21-30 (FY 2029-30 through FY 2038-39). During years 1-10, 1% of the net revenues were set aside in a separate fund – CTSA set aside fund. The accumulation of funds ceased June 30, 2019. Beginning in July 2019, Paratransit's allocation was increased to 4.5% of the net revenues. In July 2029, the funds held in the CTSA set aside fund will begin flowing to Paratransit to accomplish the 5.5% prescribed allocation in program years 21-30;
- Sacramento Regional Transit District receives the largest allocation of the net revenues at 34.5% to fund transit operations and maintenance.

**GENERAL FUND - MEASURE A ONGOING ALLOCATIONS**

Description	Percentage	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	Change from FY 2020	Change in Percent
<b>Total Revenues</b>		<b>\$131,757,081</b>	<b>\$131,773,144</b>	<b>\$130,154,100</b>	<b>\$133,513,377</b>	<b>\$1,740,233</b>	<b>1.32%</b>
Isleton	0.04	52,703	52,709	52,062	53,405	696	1.32%
Galt	1.00	1,317,571	1,317,731	1,301,541	1,335,134	17,402	1.32%
Neighborhood Shuttle	Fixed	1,000,000	1,000,000	1,000,000	1,000,000	-	0.00%
<b>Net Revenues</b>		<b>\$129,386,807</b>	<b>\$129,402,703</b>	<b>\$127,800,497</b>	<b>\$131,124,838</b>	<b>\$1,722,135</b>	<b>1.33%</b>
County Regional Parks	Fixed	1,000,000	1,000,000	1,000,000	1,000,000	-	0.00%
Capital Improvement Program (CIP)	20.75	26,847,763	26,851,061	26,518,603	27,208,404	357,343	1.33%
Program Administration	0.75	970,401	970,520	958,504	983,436	12,916	1.33%
SMAQMD*	1.50	1,940,802	1,941,041	1,917,007	1,966,873	25,832	1.33%
Traffic Control & Safety**	3.00	3,881,604	3,882,081	3,834,015	3,933,745	51,664	1.33%
Paratransit (CTSA)	4.50	5,822,406	5,823,122	5,751,022	5,900,618	77,496	1.33%
Safety, Streetscaping, Ped and Bike Facilities **	5.00	5,469,340	5,470,135	5,390,025	5,556,242	86,107	1.57%
Street & Road Maintenance**	30.00	38,816,042	38,820,811	38,340,149	39,337,451	516,640	1.33%
Sacramento Regional Transit District	34.50	44,638,449	44,643,933	44,091,172	45,238,069	594,137	1.33%
<b>Total</b>	<b>100.00</b>	<b>\$129,386,807</b>	<b>\$129,402,703</b>	<b>\$127,800,497</b>	<b>\$131,124,838</b>	<b>\$1,722,135</b>	<b>1.33%</b>

\* Sacramento Metropolitan Air Quality Management District

\*\* Subject to further allocation - see Allocation Per Population and Lane Miles Table

An additional formulaic allocation is performed to the following three categories distributed to the County of Sacramento and the cities of Citrus Heights, Elk Grove, Folsom, Rancho Cordova, and Sacramento based on relative population and lane miles:

- Traffic Control and Safety costs funded by 3% of the net revenues;
- Safety, Streetscaping, Pedestrian, and Bike Facilities activities funded by 5% of the net revenues. The total amount is reduced by \$1 million per year to fund county regional parks;
- Street and road maintenance activity funded by 30% of the net revenues.

The amounts in the following table represent the total annual allocations by agency of the three categories above combined – less \$1 million for regional parks. The allocation percentages are updated annually based on population as reported by the California Department of Finance and lane miles reported by each jurisdiction.



### ALLOCATION PER POPULATION AND LANE MILES (75/25 RATIO RESPECTIVELY)

Entity	Population*	Lane Miles**	Allocation Ratio	Amount***
City of Citrus Heights	88,095	464	5.35356%	\$2,614,006
City of Elk grove	174,025	1,175	11.13434%	5,436,611
City of Folsom	79,835	705	5.46683%	2,669,311
City of Rancho Cordova	74,471	682	5.15221%	2,515,693
City of Sacramento	508,172	3,118	31.83635%	15,544,875
County of Sacramento	594,216	5,417	41.05672%	20,046,943
<b>Total</b>	<b>1,518,814</b>	<b>11,561</b>	<b>100%</b>	<b>\$48,827,439</b>

\* Per California Department of Finance Report E-1  
 \*\* Based on data provided by each agency in Spring 2020  
 \*\*\* Represents total amount less \$1 million for regional parks



## Capital Improvement Program (CIP)

The table below summarizes the total CIP appropriations at the agency level for three fiscal years. Agencies that are not represented in the table below but are part of the capital program are the cities of Folsom, Galt, and Elk Grove. These agencies do not have projects programmed during any of the three fiscal years presented. The estimated spending in FY 2019-20 is less than budgeted because many projects planned for in FY 2018-19 and FY 2019-20 were delayed because bids came in higher than expected. As such, spending was deferred from those fiscal years into the budget year. Below is a summary of capital construction costs regardless of funding source.

### GENERAL FUND - CAPITAL IMPROVEMENT PROGRAM (CIP)

Description*	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	Change from FY 2020	Change in Percent
Caltrans	\$1,193,987	\$6,100,000	\$6,880,698	\$8,250,000	\$2,150,000	35.25%
Capital SouthEast Connector JPA	4,890,222	7,215,000	3,944,567	6,374,314	(840,686)	-11.65%
Citrus Heights	-	-	-	600,000	600,000	100.00%
Rancho Cordova	1,322,520	2,460,000	1,451,174	1,650,982	(809,018)	-32.89%
Sacramento City	987,872	1,863,454	2,500,000	3,000,000	1,136,546	60.99%
Sacramento County	1,689,048	4,850,000	3,475,000	14,500,000	9,650,000	198.97%
Sacramento Regional Transit District	622,232	-	-	-	-	100.00%
<b>Total Capital Appropriations</b>	<b>\$10,705,881</b>	<b>\$22,488,454</b>	<b>\$18,251,439</b>	<b>\$34,375,296</b>	<b>\$11,886,842</b>	<b>52.86%</b>

\* Represents only those entities with funding agreements during the fiscal years represented in the table



There are currently two funding sources for the CIP, sales tax and SCTMFP. The Measure A Ordinance directs 20.75% of the net sales tax proceeds to the CIP program, however only the amount remaining after paying debt service is available to fund projects. Most of the money pays for principal, interest, and ancillary fees on the bonded debt issued to advance fund capital projects – most notably in the first five years of the program. The table below summarizes the planned funding from the two sources by agency.

**GENERAL FUND - CAPITAL IMPROVEMENT PROGRAM (CIP)**

Description*	FY 2020 Budget	Funded with SCTMFP	Funded with General Fund	FY 2020 Estimate	Funded with SCTMFP	Funded with General Fund	FY 2021 Budget	Funded with SCTMFP	Funded with General Fund
Caltrans	\$6,100,000	\$3,000,000	\$3,100,000	\$6,880,698	\$1,230,698	\$5,650,000	\$8,250,000	\$1,250,000	\$7,000,000
Capital SouthEast Connector JPA	7,215,000	3,600,000	3,615,000	3,944,567	3,944,567	-	6,374,314	6,374,314	-
Citrus Heights	-	-	-	-	-	-	600,000	-	600,000
Rancho Cordova	2,460,000	2,460,000	-	2,675,068	2,675,068	-	1,650,982	1,650,982	-
Sacramento City	1,863,454	1,863,454	-	2,500,000	200,000	2,300,000	3,000,000	800,000	2,200,000
Sacramento County	4,850,000	2,400,000	2,450,000	3,475,000	3,475,000	-	9,750,000	-	9,750,000
<b>Total Capital Appropriations</b>	<b>\$22,488,454</b>	<b>\$13,323,454</b>	<b>\$9,165,000</b>	<b>\$19,475,333</b>	<b>\$11,525,333</b>	<b>\$7,950,000</b>	<b>\$29,625,296</b>	<b>\$10,075,296</b>	<b>\$19,550,000</b>

\* Represents only those entities with funding agreements during the fiscal years represented in the table

## Sacramento Metropolitan Freeway Service Patrol Program (SacMetro FSP)

**PROGRAM**

SacMetro FSP reduces freeway congestion by removing vehicles that are stalled or have been involved in an accident which account for more than half of all non-recurring freeway congestion. The program is coordinated by the Authority, California Highway Patrol (CHP), and the California Department of Transportation (Caltrans). Major funding is provided by a grants administered by Caltrans and the Sacramento Area Council of Governments (SACOG) which allocates Capitol Valley Regional Service Authority for Freeways and Expressways (CVR-SAFE) funds.

A team of tow truck drivers patrol Sacramento freeways during the times when they are the busiest from 6:30-9:30 am and 2:30-6:30 pm Monday through Friday (except holidays). Drivers assist stranded motorists by helping them change a flat tire, providing a gallon of fuel, jump-starting their car, or making other minor repairs as needed. If the driver cannot get the vehicle running, it is towed to a CHP-approved location where the motorist can arrange for towing and/or repair.



SacMetro FSP operates on the following freeways:

- **Highway 99** - Grant Line Road to the Hwy 99/50 Interchange;
- **Capital City freeway (Business 80)** - Hwy 99/50 Interchange to the I-80 Interchange;
- **Interstate 5** - Elk Grove Blvd to the Highway 99 Interchange;
- **Highway 50** - Interstate 5 to Scott Road;
- **Interstate 80** - Interstate 5 to the Placer County Line; in Yolo County from Mace Blvd. to Jefferson Blvd.

## FUND BALANCE

Ending fund balance for FY 2020-21 is expected to be about \$1.6 million in comparison to an estimated ending fund balance of \$538,000 in FY 2019-20. The FY 2020-21 budgeted fund balance is much higher than the actual FY 2019-20 fund balance because funding for new service from a gasoline tax revenue increase is expected in FY 2020-21. With the new revenue, increased service is planned in the budget year and beyond. Over the next couple of fiscal years fund balance will likely decrease as new and expanded services are implemented.

## REVENUE

Total revenues are expected to be \$4.3 million. New revenue from increased statewide gasoline tax is expected to be \$1.4 million in FY 2020-21. This revenue will be part of the state grant administered by Caltrans. Grant funding from the CVR-SAFE program is expected to increase \$60,000 to \$748,000 in FY 2020-21 when compared to a budgeted amount of \$688,000 in FY 2019-20. CVR-SAFE funds are used as a local match for the state funding received from Caltrans.

**SACMETRO FSP BUDGET - REVENUE, APPROPRIATIONS, AND FUND BALANCE**

Description	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	Change from FY 2020	Change in Percent
<b>Revenues</b>						
State Allocation	\$1,295,752	\$2,201,222	1,804,200	3,603,113	\$1,401,891	63.69%
CVR-SAFE* (local match)	748,000	688,000	748,000	748,000	60,000	8.72%
<b>Total Revenues</b>	<b>\$2,043,752</b>	<b>\$2,889,222</b>	<b>\$2,552,200</b>	<b>\$4,351,113</b>	<b>\$1,461,891</b>	<b>50.60%</b>

<b>Appropriations</b>						
Salaries and Benefits	129,425	141,176	140,375	150,763	9,587	6.79%
Overhead	28,870	45,046	49,991	58,846	13,800	30.64%
Conferences and Travel	1,533	1,650	919	1,825	175	10.61%
Communications	49,543	50,210	87,217	58,818	8,608	17.14%
Professional Services	87,933	-	-	-	-	
Other Operating Expenditures	4,817	4,350	5,888	3,400	(950)	-21.84%
Contractors	1,684,618	2,676,317	2,117,658	2,973,663	297,346	11.11%
<b>Total Appropriations</b>	<b>\$1,986,738</b>	<b>\$2,918,749</b>	<b>\$2,402,047</b>	<b>\$3,247,315</b>	<b>\$328,566</b>	<b>11.26%</b>
Net Increase (decrease) in Fund	57,014	(29,527)	150,153	1,103,798	1,133,325	-3838.27%
Beginning Fund Balance	331,181	47,739	388,195	538,348	490,609	1027.69%
<b>Ending Fund Balance</b>	<b>\$388,195</b>	<b>\$18,212</b>	<b>\$538,348</b>	<b>\$1,642,145</b>	<b>\$1,623,933</b>	<b>8916.83%</b>

\* Capitol Valley Regional Service Authority for Freeways and Expressways

**APPROPRIATIONS**

Appropriations are expected to increase by more than \$328,000 in FY 2020-21. Contractor appropriations are expected to increase by \$297,000 because services provided under vendor contracts that recently expired were less expensive than the same services under the new contracts. Labor rates and operating costs have increased over time, so the new contracts reflect the increase in those costs. Additionally, new and expanded services are expected using the new gasoline sales tax proceeds. Professional services provided by the CHP were previously paid for by SacMetro FSP, however their services are now paid for directly by Caltrans.





# Administration

Three staff members are tasked with overseeing the Measure A, SacMetro FSP, and SAVSA programs. The Executive Director and Chief Financial Officer charge 93% and 95% of their time respectively administering the Measure A program, while the Administrative Services Officer (Special Programs Manager) charges 94% of her time administering the SacMetro FSP and SAVSA programs. As such, each program pays its fair share of salaries, benefits and overhead charges through a cost allocation process. Measure A limits administration funding to 0.75% of the net sales tax proceeds.

## FUND BALANCE

Ending fund balance is expected to increase by about \$257,000 in FY 2020-21 when compared to the budgeted fund balance of \$909,000 for FY 2019-20. The increase can be explained by a combination of fiscal restraint related to operations and increases in sales tax revenue. However, as mentioned in the Letter of Transmittal, sales tax revenue will decrease in the coming year because of the pandemic, but it is too soon to know the impact. As more information becomes available, adjustments to the budget will be likely. The estimated actual fund balance for FY 2019-20 is expected to be lower than budgeted because of an unplanned contract for professional services in the amount of \$175,000 for outreach and education related to a proposed sales tax measure. Total appropriations in FY 2020-21 are expected to decrease by over \$300,000 when compared to budgeted appropriations for FY 2019-20. The fund balance reserve remains the same for FY 2020-21 at \$200,000.

## ADMINISTRATION BUDGET - REVENUE, APPROPRIATIONS, AND FUND BALANCE

Description	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	Change from FY 2020	Change in Percent
<b>Revenues</b>						
Sales Tax*	\$970,401	\$970,520	\$958,504	\$983,436	\$12,916	1.33%
Interest and Other	63	50	50	50	-	0.00%
<b>Total Revenues</b>	<b>\$970,464</b>	<b>\$970,570</b>	<b>\$958,554</b>	<b>\$983,486</b>	<b>\$12,916</b>	<b>1.33%</b>
<b>Appropriations</b>						
Salaries and Benefits	444,551	484,327	455,242	462,324	(22,003)	-4.54%
Rent	23,855	24,635	24,635	30,820	6,185	25.11%
Conferences and Travel	7,594	6,950	1,368	2,600	(4,350)	-62.59%
Insurance	3,738	7,066	7,022	7,150	84	1.19%
Professional Services	250,748	263,450	459,216	32,500	(230,950)	-87.66%
ITOC	31,778	101,850	100,973	35,750	(66,100)	-64.90%
Other Operating Expenditures	10,149	11,050	8,039	10,400	(650)	-5.88%
<b>Total Appropriations</b>	<b>\$772,413</b>	<b>\$899,328</b>	<b>\$1,056,494</b>	<b>\$581,544</b>	<b>(\$317,784)</b>	<b>-35.34%</b>
Net Increase (decrease) in Fund Balance	198,050	71,242	(97,940)	401,942	330,700	464.19%
Beginning Fund Balance	664,031	837,864	862,081	764,141	(73,723)	-8.80%
<b>Ending Fund Balance</b>	<b>\$862,081</b>	<b>\$909,106</b>	<b>\$764,141</b>	<b>\$1,166,083</b>	<b>\$256,977</b>	<b>28.27%</b>
Fund Reserve	100,000	200,000	200,000	200,000	-	0.00%
<b>Ending Fund Balance Less Reserve</b>	<b>\$762,081</b>	<b>\$709,106</b>	<b>\$564,141</b>	<b>\$966,083</b>	<b>\$256,977</b>	<b>36.24%</b>

\* .75% of the net sales tax revenue is available for administration





## APPROPRIATIONS

Appropriations are expected to decrease in the budget year as consulting contracts for a new sales tax measure expire. Spending by the ITOC is expected to decrease because costs for a performance audit in FY 2019-20 are periodic and will not occur in FY 2020-21.

# Special Revenue Fund

## PROGRAM

The Sacramento Abandoned Vehicle Service Authority (SAVSA) was created in 1991 to combat the growing number of abandoned vehicles on private and public property. SAVSA is funded by a \$1 vehicle registration fee collected by the California Department of Motor Vehicles (DMV). Each year, SAVSA helps to fund the removal of thousands of abandoned vehicles in the County and within the cities of Sacramento, Galt, Rancho Cordova, Folsom, Citrus Heights, and Elk Grove. Distributions to entities are based 50% on population and 50% on the relative number of abatements performed during each calendar quarter. This program will sunset in FY 2022 without action by the State Legislature.

## FUND BALANCE

With exception of administration costs, all the revenue received is available to reimburse claims submitted by program participants. As shown in the table below over the three-year period presented, revenue and appropriations roughly equal one another, leaving the program with an expected fund balance of \$129,000 in FY 2020-21.

### SAVSA BUDGET - REVENUE, APPROPRIATIONS, AND FUND BALANCE

Description	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	Change from FY 2020	Change in Percent
<b>Revenues</b>						
Vehicle License Fees	\$1,316,666	\$1,259,939	\$1,286,479	\$1,273,975	\$14,036	1.11%
Interest	6,571	400	438	400	-	0.00%
<b>Total Revenues</b>	<b>\$1,323,237</b>	<b>\$1,260,339</b>	<b>\$1,286,917</b>	<b>\$1,274,375</b>	<b>\$14,036</b>	<b>1.11%</b>
<b>Appropriations</b>						
Abandoned Vehicle Abatement	1,294,962	1,237,439	1,303,875	1,252,334	14,895	1.20%
Salaries and Benefits/Overhead	21,704	22,896	21,757	22,041	(855)	-3.73%
<b>Total Appropriations</b>	<b>\$1,316,666</b>	<b>\$1,260,335</b>	<b>\$1,325,632</b>	<b>\$1,274,375</b>	<b>\$14,040</b>	<b>1.11%</b>
Net Increase (decrease) in Fund Balance	6,571	4	(38,715)	-	(4)	-96.01%
Beginning Fund Balance	160,919	85,919	167,490	128,775	42,856	49.88%
<b>Ending Fund Balance</b>	<b>\$167,490</b>	<b>\$85,923</b>	<b>\$128,775</b>	<b>\$128,775</b>	<b>\$42,852</b>	<b>49.87%</b>

## REVENUE AND APPROPRIATIONS

Revenue and appropriations roughly equal one another leaving the program with a small ending fund balance in FY 2020-21. Revenues and appropriations for FY 2020-21 are expected to be \$1.2 million which is consistent with the amounts budgeted in FY 2019-20.



## Debt Service Fund

The Authority established a debt service fund in compliance with the indenture for each bond issuance – Series 2009C, Series 2012, Series 2014A, and Series 2015A. Outstanding debt totals \$356.9 million as of June 30, 2020. Funding for servicing the debt is provided by the 20.75% allocation of net sales tax revenue.

### FUND BALANCE

Ending fund balance for FY 2020-21 is expected to be \$6 million which is about \$900,000 lower than budgeted for FY 2019-20. Currently, the Authority is only making principal payments on the Series 2012 bonds. The fund balance represents the monthly accumulation of money to pay anticipated debt service costs – which fluctuate based on interest rates related to the Authority’s variable rate bonds. Since interest rates are declining, so are interest costs. Additionally, the Authority renegotiated better rates for ancillary costs related to the bond program, reducing overall debt service costs.

### DEBT SERVICE - REVENUE, APPROPRIATIONS, OTHER FINANCING SOURCES, AND FUND BALANCE

Description	FY 2019 Actual	FY 2020 Budget	FY 2020 Estimate	FY 2021 Proposed	Change from FY 2020	Change in Percent
<b>Revenue</b>						
Interest	\$84,589	\$80,000	\$80,235	\$80,000	\$0	0.00%
<b>Total Revenues</b>	<b>\$84,589</b>	<b>\$80,000</b>	<b>\$80,235</b>	<b>\$80,000</b>	<b>\$0</b>	<b>0.00%</b>
<b>Appropriations</b>						
Principal	3,740,000	3,890,000	3,890,000	4,050,000	160,000	4.11%
Interest	19,444,323	19,750,000	19,901,781	18,058,139	-	0.00%
<b>Total Appropriations</b>	<b>\$23,184,323</b>	<b>\$23,640,000</b>	<b>\$23,791,781</b>	<b>\$22,108,139</b>	<b>\$160,000</b>	<b>0.68%</b>
<b>Other Financing Sources (Uses)</b>						
Transfers In	23,096,608	23,640,000	22,779,687	22,108,139	(1,531,861)	-6.48%
<b>Total Financing Sources (Uses)</b>	<b>\$23,096,608</b>	<b>\$23,640,000</b>	<b>\$22,779,687</b>	<b>\$22,108,139</b>	<b>(\$1,531,861)</b>	<b>-6.48%</b>
Net Increase (decrease) in Fund Balance	(3,126)	80,000	(931,860)	80,000	-	0.00%
Beginning Fund Balance	6,923,116	6,919,990	6,919,990	5,988,130	(931,860)	-13.47%
<b>Ending Fund Balance</b>	<b>\$6,919,990</b>	<b>\$6,999,990</b>	<b>\$5,988,130</b>	<b>\$6,068,130</b>	<b>(\$931,859)</b>	<b>-13.31%</b>



## REVENUE AND OTHER FINANCING SOURCES

Interest is received for accumulated fund balance. Other financing sources (transfers in) to the debt service fund are received from the General Fund to pay for all debt service costs.

## APPROPRIATIONS

On a monthly basis, one-sixth of the semi-annual interest payments due to bond holders of each bond series is accumulated in subfunds created by the Authority’s trustee, US Bank. Similarly, one-twelfth of the annual principal payment for the Series 2012 bonds is accumulated. Since interest payments are made in the spring and fall and principal payments in the fall, fund balance at the end of the fiscal year is usually significant.

The following table summarizes debt service costs by fiscal year through the remainder of the Measure A program. The information in the table is based on the outstanding debt of \$356.9 million. This amount consists of four issuances – Series 2009C, Series 2014A, and Series 2015A all of which are Variable Rate Demand Bonds (VRDB) and the Series 2012 which are fixed rate bonds.

The principal payments through FY 2027-28 are only for the Series 2012 bonds which will be paid off at that time. Then in FY 2028-29 through the remainder of the program, principal payments will be made on the other three issuances. The column titled “Hedging Derivatives, Net” represents the fixed interest payments to the Authority’s three swap partners minus the variable rate interest payments received from them for the VRDBs. The swap interest revenue is recorded in the General Fund. The “Ancillary Fees” column represents VRDB liquidity facilities and remarketing agent fees.

## TOTAL DEBT PORTFOLIO

Fiscal Year Ending	Principal Amortization	Estimated Bond Interest	Hedging Derivatives, Net*	Ancillary Fees**	Total Estimated Debt Service and Fees
6/30/2021	4,050,000	5,820,510	6,673,447	1,514,182	18,058,139
6/30/2022	4,235,000	5,633,635	6,673,447	1,514,837	18,056,919
6/30/2023	4,455,000	5,416,385	6,673,447	1,514,837	18,059,669
6/30/2024	4,685,000	5,187,885	6,673,447	1,518,770	18,065,102
6/30/2025	4,925,000	4,947,635	6,673,447	1,514,182	18,060,264
6/30/2026	5,175,000	4,695,135	6,673,447	1,514,837	18,058,419
6/30/2027	5,440,000	4,429,760	6,673,447	1,514,837	18,058,044
6/30/2028	5,720,000	4,150,760	6,673,447	1,518,770	18,062,977
6/30/2029	22,300,000	3,867,363	6,439,643	1,461,292	34,068,297
6/30/2030	24,400,000	3,573,356	5,950,022	1,351,070	35,274,448
6/30/2031	25,400,000	3,259,837	5,427,971	1,232,575	35,320,383
6/30/2032	26,500,000	2,933,097	4,883,906	1,111,797	35,428,800
6/30/2033	27,600,000	2,592,510	4,316,744	980,158	35,489,412
6/30/2034	28,800,000	2,237,439	3,725,506	846,392	35,609,337
6/30/2035	30,000,000	1,867,260	3,109,108	706,481	35,682,849
6/30/2036	31,300,000	1,481,345	2,466,571	561,631	35,809,546
6/30/2037	32,600,000	1,079,058	1,796,710	408,135	35,883,903
6/30/2038	34,000,000	659,773	1,098,546	249,853	36,008,172
6/30/2039	35,400,000	222,863	371,096	84,468	36,078,427
<b>TOTAL</b>	<b>356,985,000</b>	<b>64,055,608</b>	<b>92,973,396</b>	<b>21,119,102</b>	<b>535,133,105</b>

\* Annual net interest rate swap payments related to the Series 2009C, 2014A, and 2015A bonds

\*\* Liquidity facilities and remarketing agent fees



# Capital Improvement Program





# Capital Improvement Program (CIP)



## Capital Project Financing

The Authority is a planning and funding mechanism for the CIP. The voter-approved sales tax measure has generated about \$1.17 billion since the program's inception in 2009, of which 20.75% is dedicated to the capital program. The Expenditure Plan approved by voters identifies the projects to be constructed over the life of the program. The Authority does not construct any capital projects nor does own them. As such, there is no impact on the Authority's operating costs resulting from activity associated with the projects in the Expenditure Plan.

Annually, the Authority requests updated spending plans from each agency with capital projects programmed to receive Measure A funding. This information is essential for planning the annual budget and related cash flows. Only approved projects are eligible for Measure A funding.

Capital allocation contracts are typically for multiple years. Funding to date has been primarily through the issuance of debt issued early in the program to advance projects. However, proceeds from the issuance of debt were exhausted in FY 2017-18. Therefore, SCTMFP and pay-as-you-go (pay-go) are the only funds currently available for projects. Pay-go funding is currently accumulating an average of approximately \$8 million per fiscal year. In addition, the SCTMFP generates \$6-7 million in revenue per fiscal year. Together, these two funding sources along with accumulated fund balance are programmed to pay for the budget year CIP.





## The Projects

### MEASURE A GUIDING PRINCIPLES

The guiding principles of Measure A are to maintain and improve the quality of life in the County by implementing the Sacramento County Transportation Expenditure Plan 2009-2039 (Expenditure Plan) which strives to:

**MEASURE**  
**A**  
**GUIDING**  
**PRINCIPLES**

**REDUCE**

traffic congestion

**IMPROVE**

air quality

**MAINTAIN AND STRENGTHEN**

the county's road and transportation systems

**ENHANCE**

the region's ability to secure state and federal funding for transportation by providing local matching funds

**PRESERVE**

unique, natural amenities and agricultural land

The agencies implementing the projects are the Sacramento County, the cities of Galt, Elk Grove, Rancho Cordova, Sacramento, Citrus Heights, and Folsom, the California Department of Transportation (Caltrans), Sacramento Regional Transit District (SRTD), and the Capital SouthEast Connector Authority. Following is a list of the approved projects.



## Projects by Agency



- Antelope Road (Watt Ave – Roseville Rd)
- Arden Way ITS Improvements Phase 2
- Bradshaw Road - Phase 1
- Bradshaw Road - Phase 2
- Folsom Boulevard (Watt Ave – Bradshaw Rd)
- Greenback Lane (Fair Oaks Blvd – Main Ave) – Phase 1
- Greenback Lane (Fair Oaks Blvd – Main Ave) – Phase 2
- Greenback Lane (I-80 – Manzanita Ave)
- Hazel Avenue - Phase 1 (US 50 – Madison Ave)
- Hazel Avenue - Phase 2 (Madison Ave - Placer Co. Line)
- Hazel Avenue - (US Highway 50 – Folsom Blvd)
- Madison Avenue - Phase 1 (Sunrise Blvd – Hazel Ave)
- Madison Avenue - Phase 2 (Hazel Ave – Greenback Lane)
- Madison Avenue - Phase 3 (Watt Ave – Sunrise Blvd)
- South Watt/Elk Grove – Florin Road - Phase 1
- South Watt/Elk Grove – Florin Road - Phase 2
- Sunrise Boulevard (Jackson Rd – Grant Line Rd)
- Sunrise Boulevard (Madison Ave – Gold Country Blvd)
- Watt Avenue (Antelope Rd – Capital City Freeway)
- Watt Avenue/SR50 Interchange Upgrade

## SACRAMENTO COUNTY EXPENDITURES BY PROJECT

County of Sacramento Expenditures by Project	Complete	In Progress	Not Started	Grand Total
Antelope Rd.- Capital City Freeway	-	459,530	-	459,530
Calvine Rd. to Florin Rd. Phase 1	7,923,277	-	-	7,923,277
Calvine Rd. to Old Placerville Rd. Phase 2	-	-	-	-
Ethan Way to Fair Oaks Blvd.	-	-	-	-
Fair Oaks Blvd. to Main Ave. Phase 1	-	147,581	-	147,581
Fair Oaks Blvd. to Main Ave. Phase 2	-	-	-	-
Folsom Blvd. to Calvine Rd. Phase 1	-	3,390,233	-	3,390,233
Folsom Blvd. to Calvine Rd. Phase 2	-	-	-	-
Hazel Ave. to Greenback Ln.	-	-	-	-
Hwy 50 to Folsom Blvd.	-	1,904,213	-	1,904,213
Hwy 50 to Madison Ave.	-	35,596,601	-	35,596,601
I-80 to Madison Ave.	-	-	-	-
Jackson Rd. to Grant Line Rd.	-	-	-	-
Madison Ave. to Gold Country Blvd.	-	-	-	-
Madison Ave. to Placer County Line	-	-	-	-
Sunrise Blvd. to Hazel Ave.	-	1,533,871	-	1,533,871
Watt Ave to Roseville Rd.	-	-	-	-
Watt Ave. Hwy 50 Interchange	11,835,390	-	-	11,835,390
Watt Ave. to Bradshaw Rd.	-	216,831	-	216,831
Watt Ave. to Sunrise Blvd.	-	-	-	-
<b>Grand Total</b>	<b>19,758,667</b>	<b>43,248,860</b>	<b>-</b>	<b>63,007,527</b>



- Arden Way ITS Improvements (Del Paso Blvd. – Ethan Way)
- Bruceville Road Widening (Sheldon Rd - Consumnes River Blvd)
- Cosumnes River Boulevard (Freeport Blvd. – Franklin Blvd.)
- Cosumnes River Boulevard/ I-5 Interchange Upgrade
- Folsom Boulevard (65th St. – Watt Ave.)
- Richards Boulevard/I-5 Interchange Improvements
- Downtown Intermodal Station

## CITY OF SACRAMENTO EXPENDITURES BY PROJECT

City of Sacramento Expenditures by Project	Complete	In Progress	Not Started	Grand Total
65th St. to Watt Ave.	-	-	-	-
Bruceville Rd. Sheldon Rd. to Consumnes Blvd.	-	-	-	-
Consumnes Blvd. I-5 Interchange	8,588,138	-	-	8,588,138
Del Paso Blvd. to Ethan Way	-	-	-	-
Richards Blvd. I-5 Interchange	-	229,185	-	229,185
Downtown Intermodal Station	-	81,848,500	-	81,848,500
<b>Grand Total</b>	<b>8,588,138</b>	<b>82,077,685</b>	<b>-</b>	<b>90,665,824</b>





- Folsom Boulevard Streetscape
- Sunrise Boulevard

**RANCHO CORDOVA EXPENDITURES BY PROJECT**

Rancho Cordova Expenditures by Project	Complete	In Progress	Grand Total
Bradshaw Rd. to Sunrise Blvd. Phase 1	5,066,265	-	5,066,265
Bradshaw Rd. to Sunrise Blvd. Phase 2	36,455	-	36,455
Bradshaw Rd. to Sunrise Blvd. Phase 4	-	3,352,423	3,352,423
Bradshaw Rd. to Sunrise Blvd. Phase 5	-	685,517	685,517
Gold Country Blvd. to Jackson Rd.	-	8,347,174	8,347,174
<b>Grand Total</b>	<b>5,102,720</b>	<b>12,385,114</b>	<b>17,487,834</b>



- Antelope Road - Phase 1 (Roseville Rd - I-80)
- Antelope Road - Phase 2 (I-80 - Auburn Blvd)
- Greenback Lane (West City Limit to Fair Oaks Blvd)
- Sunrise Boulevard - Phase 1 (Oak Ave - Antelope Rd)
- Sunrise Boulevard - Phase 2 (Greenback Lane – Oak Ave)
- Sunrise Boulevard - Phase 3 (Antelope Rd – City Limit)

**CITRUS HEIGHTS EXPENDITURES BY PROJECT**

Citrus Heights Expenditures by Project	Complete	In Progress	Not Started	Grand Total
I-80 to Auburn Blvd.	-	-	-	-
Roseville Rd. to I-80 Phase 1	1,088,744	-	-	1,088,744
West City Limit to Fair Oaks Blvd.	2,225,000	-	-	2,225,000
Oak Ave. to Antelope Rd. Phase 1	4,528,000	-	-	4,528,000
<b>Grand Total</b>	<b>7,841,744</b>	<b>-</b>	<b>-</b>	<b>7,841,744</b>





- Grantline Road/SR99 Interchange Upgrade
- Sheldon Road / SR99 Interchange Upgrade
- Bradshaw Road - (Grantline Rd. - Calvine Rd.)
- Sheldon Road. (Bruceville Rd - Bradshaw Rd)
- Elk Grove – Florin Road (Calvine Rd - Elk Grove Blvd)
- Elk Grove – Florin Road (Big Horn Blvd - Waterman Rd)

**ELK GROVE EXPENDITURES BY PROJECT**

Elk Grove Expenditures by Project	Complete	Not Started	Grand Total
Bradshaw Rd. Grantline Rd. to Calvine Rd.	-	-	-
Elk Grove Blvd. Big Horn Rd. to Waterman Rd.	-	-	-
Elk Grove Florin Rd. Calvine Rd. to Elk Grove Blvd.	-	-	-
Grantline Rd..Hwy 99 Interchange Upgrade	37,229,290	-	37,229,290
Sheldon Rd. Bruceville Rd. to Bradshaw Rd.	-	-	-
Sheldon Rd. Hwy 99 Interchange Upgrade	8,291,743	-	8,291,743
<b>Grand Total</b>	<b>45,521,033</b>	<b>-</b>	<b>45,521,033</b>



**FOLSOM EXPENDITURES BY PROJECT**

Folsom Expenditures by Project	Complete	Grand Total
Folsom Bridge Crossing	37,577,078	37,577,078
<b>Grand Total</b>	<b>37,577,078</b>	<b>37,577,078</b>





- Central Galt Interchange

**GALT EXPENDITURES BY PROJECT**

Galt Expenditures by Project	Complete	Grand Total
Central Galt Interchange	9,966,000	9,966,000
<b>Grand Total</b>	<b>9,966,000</b>	<b>9,966,000</b>



- I-5/50 Interchange Improvements
- I-5/80 Interchange Upgrade, HOV Connector, and I-5 HOV Lanes
- Oak Park (SR99/50) Interchange Improvements
- I-5 Bus/Carpool Lanes
- I-80 Bus/Carpool Lanes
- US 50 Bus/Carpool Lanes

**CALTRANS EXPENDITURES BY PROJECT**

Caltrans Expenditures by Project	Complete	In Progress	Not Started	Grand Total
Hwy 50 /I-5 Ramp Widening for Connectors	-	-	-	-
Sunrise Blvd. to Downtown Phase 1	32,793,233	-	-	32,793,233
Sunrise Blvd. to Downtown Phase 2	-	16,191,042	-	16,191,042
Hwy 50/Hwy 99 Bus/Carpool Ramp Connection	-	-	-	-
I-5 Bus/Carpool Lanes	-	6,985,441	-	6,985,441
I-5/I-80 Interchange Upgrade	1,500,000	-	-	1,500,000
I-80 I-5 to Capital City Freeway	722,688	-	-	722,688
<b>Grand Total</b>	<b>35,015,921</b>	<b>23,176,482</b>	<b>-</b>	<b>58,192,403</b>





- Downtown Natomas Airport LRT Extension
- South Sacramento LRT Corridor - Phase 2 (Meadowview - CRC)
- Northeast Corridor (NEC)
- Regional Rail

**SACRAMENTO REGIONAL TRANSIT EXPENDITURES BY PROJECT**

SRTD Expenditures by Project	Complete	In Progress	Not Started	Grand Total
DNA LRT Extension	37,311,000	-	-	37,311,000
LRT I-80 Corridor Improvements	-	247,200	-	247,200
Regional Rail Commuter Service	-	-	-	-
South Sac LRT Extension	25,265,683	-	-	25,265,683
<b>Grand Total</b>	<b>62,576,683</b>	<b>247,200</b>	<b>-</b>	<b>62,823,883</b>



- I-5 / SR 99 / US 50 Connector

**CAPITAL SOUTHEAST CONNECTOR EXPENDITURES BY PROJECT**

Capital SouthEast Connector Expenditures by Project	In Progress	Grand Total
Consumnes River Permanent Open Space Preserve	2,992,711	2,992,711
I-5/Hwy 99/Hwy 50	29,847,052	29,847,052
<b>Grand Total</b>	<b>32,839,763</b>	<b>32,839,763</b>

There are 15 projects programmed to receive Measure A funding during FY 2020-21. All CIP projects are multi-year or long-term in nature, therefore many projects span multiple funding agreement cycles. Since availability of funding is a primary driver for the construction cycle, some projects may stall while enough funding is identified. Therefore, it is not uncommon to reallocate funding from one project to another based on the availability of other funding sources. Measure A funding is normally the local matching component for other funding sources, so the Authority and CIP agencies work together throughout the projects' lifecycle to ensure funding is allocated when and where needed. Since most projects receive funding from multiple sources, Measure A funding may be exhausted before completion of the project.





- **Folsom Blvd: Watt Ave. to Bradshaw Rd.** – this project will improve safety and connectivity along Folsom Boulevard between Bradshaw Road and Mayhew Road by providing sidewalk continuity, buffered bike lanes, pedestrian safety lighting, functional landscaping and pedestrian signal upgrades. The FY 2020-21 funding request is \$1,150,000. The remaining capital allocation contract amount as of March 2020 is \$2.3 million.
- **Greenback Lane: Fair Oaks Blvd. to Main Ave.** – this project on Greenback Lane between Chestnut Avenue and Folsom City Limits will install Class II Bike lanes, separated sidewalks, ADA upgrades that include curb ramps, bicycle detection, bus stop and transit access improvements, and landscape/streetscape enhancements. The FY 2020-21 funding request is \$500,000. The remaining capital allocation contract amount as of March 2020 is \$570,000.
- **Hazel Ave: Hwy 50 to Folsom Blvd.** – this project proposes to construct capacity, safety, and access improvements at the U.S. Highway 50/Hazel Avenue interchange and the Hazel Avenue/Folsom Boulevard intersection. Improvements include modifications to the interchange structure and freeway ramps; extension of Hazel Avenue as a six lane roadway south of U.S. 50 and Folsom Boulevard; construction of a grade separation at the Hazel Avenue/Folsom Boulevard intersection to separate the Hazel Avenue extension from Folsom Boulevard and the light rail tracks; and construction of a connection road to provide new access between Folsom Boulevard and the Hazel Avenue extension. This project will provide for connections with residential and business development areas south of U.S. 50. The FY 2020-21 funding request is \$2,000,000. The remaining capital allocation contract amount as of March 2020 is \$2.7 million.
- **Hazel Ave: Hwy 50 to Madison Ave.** - this is the third phase of the Hazel Avenue project that will widen Hazel Avenue from four to six lanes from Sunset Avenue to Madison Avenue, and construct new bike lanes, separated sidewalks, landscaped medians and parkway features throughout the corridor. New traffic signals are proposed at Roediger Lane and Phoenix Avenue. This project will improve existing and projected traffic congestion, enhance pedestrian and bicycle mobility, improve safety, and generally improve the aesthetics of the corridor. The FY 2020-21 funding request is \$2,500,000. The remaining capital allocation contract amount as of March 2020 is \$6.4 million.
- **Madison Ave.: Sunrise Blvd. to Hazel Ave.** – this project will widen Madison Avenue from 4 to 6 lanes with raised medians between Fair Oaks Boulevard and Hazel Avenue in the Citrus Heights and Fair Oaks areas. The project will construct bicycle and pedestrian facilities, traffic signal modifications, traffic operations system upgrades, landscaping, and streetscape enhancements, and soundwalls. The FY 2020-21 funding request is \$750,000. The remaining capital allocation contract amount as of March 2020 is \$1.6 million.

- **Sunrise Blvd.: Jackson Rd. to Grant Line Rd.** – this project will widen the existing intersection at Jackson Road and Sunrise Boulevard to add additional lanes and modify the existing traffic signal for improved efficiency. The FY 2020-21 funding request is \$350,000. The remaining capital allocation contract amount as of March 2020 is \$625,000.
- **Watt Ave.: Antelope Rd. to Capital City Freeway** – this project is located on Watt Avenue, north of I-80, from Orange Grove Avenue to Roseville Road. Improvements include the design and construction of sidewalk infill, ADA improvements such as curb ramps and bus stops, class II bike lanes, and streetscape enhancements. The FY 2020-21 funding request is \$500,000. The remaining capital allocation contract amount as of March 2020 is \$954,000.
- **South Watt Ave.: Folsom Blvd. to Calvin Rd.** – this project will widen South Watt Avenue from two to four lanes between Florin Road and Jackson Road. Proposed improvements include landscaped medians, ADA upgrades, bicycle and pedestrian facilities, and intersection upgrades. The FY 2020-21 funding request is \$2,000,000. The remaining capital allocation contract amount as of March 2020 is \$2.4 million.

*City of*  
**SACRAMENTO**

- **Richards Blvd.: I-5 Interchange** – this project will provide long-term operational and circulation improvements to address future impacts resulting from high density development in the Central City. The interchange was originally constructed in 1969 as part of the interstate freeway network. The interchange is a critical access point to the northern part of the Central City and reconstruction of the interchange is needed to serve planned growth in Downtown, the Railyards, and River District areas. The proximity of the Sacramento River to the west and the American River to the north restricts development west and north of the interchange and limits improvement options. The FY 2020-21 funding request is \$800,000. The remaining capital allocation contract amount as of March 2020 is \$2.9 million.
- **Sacramento Intermodal Station** – this project is currently in the planning phase for the expansion of the existing station facility which will better connect transportation services closer to the relocated train track and platform alignment. The timeline for full build-out is currently 2040 and is planned to be implemented in distinct phases. The program elements of the plan include a bus station for Amtrak Thruway, regional and local transit agencies and private carriers; new bike facilities, improved drop-off and pick-up areas, implementation of current light rail and streetcar projects, public space and new supportive transit-oriented development. Programming for future uses in the historic station will be evaluated to support the transit complex. The FY 2020-21 funding request is \$2,200,000. The remaining capital allocation contract amount as of March 2020 is \$8.2 million.



- **Folsom Blvd.: Bradshaw Rd. to Sunrise Blvd.** – this multi-phase project will provide for improved aesthetics and safety along Folsom Boulevard between Horn Road and Tiffany West Way, Horn Road and Bradshaw Road, and between Kilgore Road and Sunrise Boulevard. The proposed enhancements include the installation of landscaped medians, construction of sidewalks, landscaping, streetscape improvements at intersections, and the installation of streetlights. The FY 2020-21 funding request is \$1,650,982. The remaining capital allocation contract amount as of March 2020 is \$2.1 million.



**CITRUS  
HEIGHTS**  
CALIFORNIA

- **Greenback Lane/Sunrise Blvd. to Fair Oaks Blvd.** – traffic signal upgrades and modifications, ADA, pedestrian, bicycle and transit enhancements, drainage improvements, and pavement restoration. The FY 2020-21 funding request is \$600,000. This will be a new contract effective July 1, 2020.



- **Hwy 50 Bus/Carpool Lanes Sunrise Blvd. to Downtown** – this project is designed to reduce recurring congestion on U.S. 50 from the Watt Avenue Interchange (where the current HOV lanes start and stop on U.S. 50) to the I-5 Interchange in downtown Sacramento. In addition, this project will allow connectivity and consistency with the planned HOV system in the Sacramento region, enhance mobility and provide incentives for ridesharing during peak period travel, achieve the goals of the current SACOG MTP/SCS by promoting ridesharing, improving U.S. 50 to meet the growing travel demand in the Sacramento region, provide an option for reliable peak period travel time, and improved bicycle and pedestrian access. The FY 2020-21 funding request is \$1,250,000. The remaining capital allocation contract amount as of March 2020 is \$12.2 million.
- **I-5 Bus/Carpool Lanes** – this project, in its first phase, will construct approximately 19 miles of bus/carpool lanes on I-5 from Bach Lake Bridge to U.S. 50. Phase two will construct 6 miles of bus/carpool lanes from 1.1 mile south of Elk Grove Boulevard to Beach Lake Bridge. The purpose of this project is to promote ride sharing and the use of high occupancy vehicles such as carpools, vanpools, and express bus services during peak period travel, provide congestion relief in order to improve traffic flow and mobility by carrying more people in fewer vehicles during peak traffic periods, use highway facilities as efficiently as possible, and improve traffic operations and safety. The FY 2020-21 funding request is \$7,000,000. The remaining capital allocation contract amount as of March 2020 is \$26.2 million.



- This project consists of a 34-mile-long expressway that will serve as a beltway through the southern area of Sacramento County into El Dorado County, enabling travelers to bypass downtown Sacramento and Highway 50 congestion between Elk Grove, Rancho Cordova, Folsom and El Dorado Hills. The Connector will provide easier access to jobs, reduced congestion, more efficient goods movement, increased safety and significant economic impact. The project's first phase includes construction of four continuous lanes from Interstate 5 and Highway 99 in Elk Grove to the new Silva Valley interchange at Highway 50 in El Dorado Hills, expanded at-grade intersections at all major access points, and a continuous path for pedestrians, bicyclists and equestrians. The FY 2020-21 funding request is \$6,374,314. The remaining capital allocation contract amount as of March 2020 is \$10.5 million.

## Financing

The table on the following page represents the Authority's financing plan including updated estimates for FY 2019-20 and proposed appropriations for FY 2020-21. The projects and funding amounts by fiscal year are the result of a collaborative process between Authority staff and each agency building the projects. This working plan is implemented through funding agreements between the Authority and the agencies building the projects.

Sales tax revenue allocated to the CIP is projected to increase from an estimated \$26.5 million in FY 2019-20 to \$27.2 million in FY 2020-21 of which \$18 million is expected to be spent on debt service costs. Debt service costs include principal, interest, and ancillary fees while the remainder is available as pay-go funding.

The SCTMFP is expected to contribute \$7.1 million FY 2019-20 and \$6 million in FY 2020-21, including interest revenue, to the CIP.



## MEASURE A CAPITAL IMPROVEMENT PROGRAM

Measure A Sales Tax Growth	\$130,154,100	\$133,513,377
1% for Galt, .04% for Isleton	1,353,603	1,388,539
<b>Net Sales Tax</b>	<b>127,800,497</b>	<b>131,124,838</b>
RESOURCES	FY2019/20	FY2020/21
Capital Program Beginning Fund Balance (PAYGO & SCTMFP)	\$46,627,743	\$42,719,068
Measure A Sales Tax Revenue (CIP)	26,518,603	27,208,404
SCTMFP Development Impact Fee Revenue (Capital)	7,109,583	6,000,000
<b>AVAILABLE RESOURCES</b>	<b>\$80,255,929</b>	<b>\$75,927,472</b>
EXPENDITURES	FY2019/20	FY2020/21
<b>Bond Program Debt Service (net of interest rate swap revenue)</b>	<b>18,061,527</b>	<b>18,058,139</b>
<b>Sacramento County</b>	<b>3,475,000</b>	<b>9,750,000</b>
Folsom Blvd : Watt Ave—Bradshaw Rd	250,000	1,150,000
Greenback Lane: Fair Oaks Blvd—Main Avenue, Phase 1	50,000	500,000
Hazel Avenue: US Highway 50—Folsom Blvd	200,000	2,000,000
Hazel Avenue: US Highway 50—Madison Ave	2,000,000	2,500,000
Madison Avenue, Phase 1: Sunrise Blvd—Hazel Avenue	200,000	750,000
Sunrise Blvd: Jackson Road—Grant Line Road	75,000	350,000
Watt Avenue Improvements: Antelope Rd—Business 80	500,000	500,000
S Watt Ave/Elk Grove-Florin Rd Improvements, Phase 1	200,000	2,000,000
<b>City of Sacramento</b>	<b>200,000</b>	<b>800,000</b>
Richards Blvd/Interstate 5: Interchange Upgrade	200,000	800,000
<b>Sacramento Region (via the City of Sacramento)</b>	<b>2,300,000</b>	<b>2,200,000</b>
Downtown Intermodal Station	2,300,000	2,200,000
<b>City of Rancho Cordova</b>	<b>2,675,068</b>	<b>1,650,982</b>
Folsom Blvd Improvements: Bradshaw Rd—Sunrise Blvd	2,675,068	1,650,982
<b>City of Citrus Heights</b>	<b>0</b>	<b>600,000</b>
Sunrise Blvd, Phase 2: Greenback Lane—Oak Avenue	0	600,000
<b>Caltrans</b>	<b>6,880,699</b>	<b>8,250,000</b>
US Highway 50 Bus & Carpool Lanes, Phase 2	1,222,162	1,250,000
Interstate 5 Bus & Carpool Lanes	5,658,537	7,000,000
<b>Connector/JPA</b>	<b>3,944,567</b>	<b>6,374,314</b>
Capital   SouthEast Connector	3,944,567	6,374,314
<b>TOTAL EXPENDITURES</b>	<b>\$37,536,861</b>	<b>\$47,683,434</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 42,719,068</b>	<b>\$28,244,038</b>

# Organizational Overview





# Organizational Overview

The Authority administers three programs:

**MEASURE A**

**SACMETRO FSP**

**SAVSA**

This section includes the Authority’s organizational structure, each staff member’s area of responsibility, pay schedules, and the Authority’s accomplishments.

The Authority employs 3 full-time personnel:



**Executive Director**



**Chief Financial Officer**



**Administrative Services Officer III**

Staffing levels have remained the same during FY 2018-19, FY 2019-20, and no changes are planned for FY 2020-21. Because of its small size, staff work in multiple programs. All positions are funded according to the percentages summarized later in this section.



## Authority Position Descriptions



### Executive Director

Working under broad policy direction from the Governing Board, the Executive Director (ED) plans, organizes, evaluates, and directs the operations and activities of the Sacramento Transportation Authority. This position is responsible for all Authority functions including planning, finance, administration, and operations. The following are more descriptive of the ED responsibilities/duties:

#### RESPONSIBILITIES/DUTIES

- Identifies and oversees the Authority's strategic direction based upon the agency's vision, mission, and overall strategic plan;
- Implements the Measure A projects and programs in compliance with its provisions and requirements;
- Safeguards the Authority through the adherence to all applicable laws and regulations by identifying and responding to risks;
- Regularly updates the Governing Board on important issues facing the Authority and requests input and direction to address them;
- Prepares meeting agendas and oversees the development of meeting reports and materials;
- Plans, organizes, directs and evaluates the operations of the Authority; develops, and/or evaluates proposals for programs, services, and projects approved by the Governing Board, responds to regulatory or legislative changes, resolves identified problems; ensures effective utilization of available resources by managing organizational change, allocates staff resources, and work processes;
- Develops and maintains effective working relationships with Federal, State, and local government agencies and community groups to ensure service goals/requirements are met;
- Directs the review, planning, evaluation, and development of the Authority's budget. Oversees administration of the budget and ensures appropriate fiscal controls and reporting processes are in place;
- Reviews, analyzes and interprets legislation and regulations; develops, recommends and oversees the implementation of policies and procedures for compliance;

- Represents the Authority by working closely with governmental agencies, public and private organizations and community groups to provide technical assistance and address issues of mutual concern and makes presentations to regulatory, governing, and related councils and boards;
- Prepares and coordinates the preparation of a wide variety of reports and presentations regarding Authority services and operations;
- Serves as an ex-officio member of the Measure A Independent Taxpayer Oversight Committee (ITOC) and;
- Concurrently acts as the Executive Director of the Sacramento Abandoned Vehicle Service Authority (SAVSA).



## Chief Financial Officer

Under the direction of the ED, the Chief Financial Officer (CFO) is responsible for all financial related matters, including day-to-day accounting duties, financial statement and budget preparation, payroll and benefits administration, contract administration, and overseeing financial projections and related planning activities. The following are more descriptive of the CFO's responsibilities/duties:

### RESPONSIBILITIES/DUTIES

- Maintains all accounting functions including managing the chart of accounts, entering all accounting data, reconciling bank statements, and reporting financial data to financial institutions and other stakeholders;
- Prepares the Comprehensive Annual Financial Report (CAFR) under the supervision of the Independent Taxpayer Oversight Committee (ITOC), represents the Authority during audits, and presents all financial information to the Board, ITOC, other stakeholders, and the public;
- Establishes and monitors funds and reserves and assesses the overall financial condition of the Authority and its ability to fund operations, ongoing programs and the Capital Improvement Program (CIP);
- Reviews, researches, analyzes, prepares, and presents annual budgets for Authority operations, special programs, and its CIP. Presents this information to the Board, ITOC, other stakeholders, and the public;
- Tracks actual to budget expenditures and presents a quarterly summary, including explanations for variances, to the Board, ITOC, other stakeholders, and the public;
- Performs administrative support services such as studying organizational and administrative problems and making recommendations to resolve them; recommends changes to the Authority's structure due to operational deficiencies, promotes quality management;

- Oversees the Authority’s bond program by monitoring the municipal bond market to identify opportunities to reduce debt service costs, collaborates with financial advisory consultants to renew liquidity facilities and determine when additional debt could be issued if needed, and ensures compliance with all bond covenants;
- Oversees all human resource functions, including payroll, vacation and sick leave accrual, pension benefits, and other benefits such as dental, health, and vision and;
- Reviews and updates all vendor contracts, Memorandum of Understandings (MOUs), and funding agreements for the CIP under the supervision of the ED and legal team.



### Administrative Services Officer III

Under the direction of the ED, the Administrative Services Officer III (ASO) is responsible for managing the SacMetro FSP and SAVSA programs. Responsibilities include partnership coordination, contract procurement and administration, funding and budget management, compliance review, data collection and analysis. Some of the ASO’s key responsibilities/duties are:

#### RESPONSIBILITIES/DUTIES

- Point of contact for the Authority’s special programs—SacMetro FSP and SAVSA. Facilitates communication and coordination between local and state-level government agencies and contractor partnerships;
- Program contract procurement. Prepares and distributes request for qualifications (RFQ) and request for proposals (RFP), coordinates and participates in the review of RFQ and RFP packets and presents recommendations to the Governing Board;
- Program financial management. Budget preparation, reviews and approves monthly and quarterly reports and invoices, completes required state financial annual reporting requirements;
- Analyzes program data to assess productivity, needs and concerns for long-term planning and sustainability. Uses data to prepare and provide detailed program analysis reports to inform contractors of operational concerns and historical trends;
- Ensures program members and contractors follow state and local laws, guidelines and contract obligations. Partners with California Highway Patrol (CHP) officers to oversee, review and enforce program standards of operation. Maintains a standard compliance form used by similar local programs.

The Authority aligns its pay schedules to comparable Sacramento County classifications. The following pay schedules represent the monthly minimum and maximum published amounts for FY 2019-20 with an estimated 2% cost of living adjustment (COLA) for FY 2020-21.

**PAY SCHEDULES FOR FY 2020-21 (INCLUDING AN ESTIMATED 2% COLA\*)**

Classification	Monthly Minimum	Monthly Maximum
Executive Director	\$177,409	\$195,597
Chief Financial Officer	131,193	144,632
Administrative Services Officer III	108,299	119,394

\* Cost of Living Allowance



## Authority Accomplishments

During FY 2019-20, the Authority achieved numerous accomplishments including the following:



- **Developed** an expenditure plan and ordinance pursuant to an additional sales tax that may be taken to voters in the November 2020 elections
- **Programmed** Senate Bill 1 (SB 1) funds;
- **ITOC initiated** the Authority’s first performance audit;
- **Updated** Functional Guidelines for the ITOC;
- **Completed** several significant bond-related transactions;
- **Completed** an update of the Measure A program’s sales tax revenue projections;
- **Successfully lobbied** for the release of additional SB 1 funding for SacMetro FSP;
- **Maintained** reserve balances in the CIP and administration funds consistent with GFOA guidelines;
- **Revamped** the budget to include more information that is useful to stakeholders;
- **Received** GFOA’s Distinguished Budget Presentation Award;
- **Increased** collaboration between the Board, staff, and Measure A partner agencies;
- **Responded** to all Public Records Act requests within 10 business days.



# Statistical Information







# Statistical Information

## DEMOGRAPHICS AND ECONOMIC STATISTICS

Fiscal Year	Population	Personal Income (000's)	Per Capita Personal Income	Unemployment Rate
2018	1,531,000	76,832,120	50,197	4.6%
2017	1,514,460	72,878,458	48,122	5.4%
2016	1,496,644	70,110,138	46,845	6.0%
2015	1,478,137	65,486,553	44,303	7.3%
2014	1,460,023	61,654,690	42,229	8.9%
2013	1,447,236	59,775,785	41,303	10.5%
2012	1,435,002	57,498,308	40,068	12.1%
2011	1,422,018	54,666,004	38,443	12.6%
2010	1,408,601	53,826,177	38,213	11.0%
2009	1,394,438	54,773,648	39,280	7.2%

Source: Bureau of Economic Analysis and California Employment Development Department

## PRIVATE SECTOR PRINCIPAL EMPLOYERS

Employer:	2018*			2009		
	Rank	Employees	Percentage of Total County Employment	Rank	Employees	Percentage of Total County Employment
Kaiser Permanente	1	10,517	1.57%	1	9,608	1.50%
UC Davis Health System	2	10,467	1.56%			
Sutter/California Health Services	3	9,911	1.48%	2	8,220	1.28%
Dignity/Mercy Healthcare	4	8,039	1.20%	3	6,328	0.99%
Intel Corporation	5	6,000	0.90%	4	6,300	0.98%
Apple Inc.	6	5,000	0.75%			
Raley's Inc/Belair	7	3,147	0.47%	8	3,335	0.52%
Health Net of California Inc.	8	3,000	0.45%	9	2,720	0.42%
VSP Global	9	2,927	0.44%			
Wells Fargo & Co.	10	1,804	0.27%	5	6,272	0.98%
AT&T California				6	5,389	0.84%
Hewlett Packard				7	3,600	0.56%
Pride Industries				10	2,504	0.39%
<b>Total</b>		<b>60,812</b>	<b>9.09%</b>		<b>54,276</b>	<b>8.46%</b>

Source: Sacramento County June 30, 2016 Comprehensive Annual Financial Report

\*Latest information available



**REVENUE CAPACITY - REVENUE BASE AND REVENUE RATE**

Fiscal Year	Sales Tax Rate	Total Sales Tax Revenue (000's)	Total Taxable Sales* (000's)
2019	0.5%	\$ 131,757	\$ 26,351,416
2018	0.5%	119,188	25,443,669
2017	0.5%	116,878	24,610,617
2016	0.5%	110,708	23,368,174
2015	0.5%	105,564	22,218,348
2014	0.5%	100,063	21,061,901
2013	0.5%	97,390	20,097,095
2012	0.5%	92,240	19,089,848
2011	0.5%	87,299	18,003,765
2010	0.5%	81,414	16,904,528

Source: Board of Equalization

\*Fiscal Years 2018 and 2019 are estimated - actuals not available

**RATIOS OF OUTSTANDING DEBT**

Fiscal Year	Sales Tax Revenue Bonds	Percentage of Personal Income	Per Capita
2018*	\$364,615,000	0.5%	\$238
2017	368,205,000	0.5%	243
2016	371,655,000	0.5%	248
2015	371,655,000	0.6%	251
2014	371,655,000	0.6%	255
2013	371,655,000	0.6%	257
2012	318,300,000	0.6%	222
2011	318,300,000	0.6%	224
2010	318,300,000	0.6%	226
2009	182,320,000	0.3%	131

Source: Bureau of Economic Analysis

\* Latest Information Available



**OPERATING INFORMATION - DEMAND FOR SERVICES, MEASURE A -  
BY JURISDICTION**

Jurisdiction	Fiscal Year				
	2019	2018	2017	2016	2015
City of Citrus Heights	\$2,594,616	\$2,347,540	\$2,302,514	\$2,152,319	\$2,071,744
County of Sacramento	19,824,716	17,951,156	17,620,170	16,530,072	15,862,799
CTSA Set Aside	1,078,447	1,168,157	1,146,027	1,069,997	1,027,592
City of Elk Grove	5,367,420	4,780,559	4,739,611	4,318,918	4,135,491
City of Folsom	2,603,896	2,335,123	2,294,486	2,105,522	2,018,853
City of Galt	1,317,357	1,191,381	1,168,176	1,091,347	1,048,496
City of Isleton	52,694	47,656	46,727	43,654	41,940
Neighborhood Shuttle	1,000,000	1,083,334	1,000,000	1,000,000	1,000,000
Paratransit	4,743,008	4,088,549	4,011,094	3,744,989	3,596,572
Sacramento Regional Parks	1,000,000	1,083,334	1,000,000	1,000,000	1,000,000
City of Rancho Cordova	2,497,862	2,239,524	2,201,648	2,013,909	1,922,210
Regional Transit	44,631,157	40,301,412	39,537,925	36,914,890	35,451,925
City of Sacramento	15,270,445	13,652,724	13,390,589	12,539,139	12,037,403
SMAQMD	1,940,485	1,752,235	1,719,040	1,604,995	1,541,388
Debt Service	23,184,323	22,233,460	20,565,023	22,202,434	21,322,534
Administration	970,243	1,033,547	899,939	802,498	770,694
<b>Total allocations</b>	<b>\$128,076,669</b>	<b>\$117,289,690</b>	<b>\$113,642,969</b>	<b>\$109,134,683</b>	<b>\$104,849,641</b>

Source: Authority accounting records

**BALANCES OF GOVERNMENTAL FUNDS (MODIFIED ACCRUAL)**

	2015	2016	2017	2018	2019
<b>General Fund</b>					
Nondisposable	\$10,027	\$10,027	\$4,763	\$0	\$0
Restricted	81,243,264	51,973,251	47,684,272	47,027,906	52,524,814
Unassigned	329,381	(195,546)	(38,522)	664,031	861,894
<b>Total general fund</b>	<b>\$81,582,672</b>	<b>\$51,787,732</b>	<b>\$47,650,513</b>	<b>\$47,691,937</b>	<b>\$53,386,708</b>
<b>All Other Governmental Funds</b>					
Restricted	4,352,188	6,517,009	6,588,099	7,084,035	7,087,480
<b>Total all other governmental funds</b>	<b>\$4,352,188</b>	<b>\$6,517,009</b>	<b>\$6,588,099</b>	<b>\$7,084,035</b>	<b>\$7,087,480</b>
<b>Total Governmental Funds</b>	<b>\$85,934,860</b>	<b>\$58,304,741</b>	<b>\$54,238,612</b>	<b>\$54,775,972</b>	<b>\$60,474,188</b>



**CHANGES IN BALANCES OF GOVERNMENTAL FUNDS (MODIFIED ACCRUAL)**

	2015	2016	2017	2018	2019
<b>Revenues</b>					
Taxes	\$105,564,247	\$110,707,633	\$116,877,996	\$119,187,748	\$131,757,081
Mitigation Fees	4,624,139	4,363,650	7,848,175	7,621,753	6,684,037
Vehicle registration fees	1,220,900	1,272,697	1,282,433	1,275,901	1,316,666
State grant	2,050,573	1,991,947	2,065,521	2,498,978	2,037,072
Use of money and property	555,414	941,859	1,795,119	3,081,259	5,752,780
Miscellaneous	1,415	14,505	159,210	120,855	6,680
<b>Total Revenues</b>	<b>\$114,016,688</b>	<b>\$119,292,291</b>	<b>\$130,028,454</b>	<b>\$133,786,494</b>	<b>\$147,554,316</b>
<b>Expenditures</b>					
General government:					
Administrative*	805,331	1,342,300	977,515	542,737	794,117
Freeway service patrol*	2,090,267	2,000,559	2,271,606	2,126,051	1,986,738
Intergovernmental*	104,405,460	114,537,093	110,280,439	108,346,886	115,922,947
Debt Service:					
Principal	-	-	3,450,000	3,590,000	3,740,000
Interest and other charges	17,042,463	16,016,860	17,115,023	18,643,460	19,444,323
<b>Total expenditures</b>	<b>\$124,343,521</b>	<b>\$133,896,812</b>	<b>\$134,094,583</b>	<b>\$133,249,134</b>	<b>\$141,888,125</b>
<b>Excess of Expenditures over Revenue</b>					
	(10,326,833)	(14,604,521)	(4,066,129)	537,360	5,666,191
<b>Other Financing Sources (Uses)</b>					
Transfers in	16,439,131	18,182,376	20,823,804	31,628,063	24,066,851
Transfers out	(16,439,131)	(18,182,376)	(20,823,804)	(31,628,063)	(24,066,851)
Refunding 2009A and 2009B Series B	(212,200,000)	-	-	-	-
Issuance of Bonds	212,200,000	-	-	-	-
<b>Total other financing sources (uses)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net change in fund balances</b>					
	(10,326,833)	(14,604,521)	(4,066,129)	537,360	5,666,191
<b>Debt Service as a Percentage of Noncapital Expenditures</b>					
	15.88%	13.59%	18.11%	20.03%	19.53%
*noncapital expenditures					

**OPERATING INFORMATION - ABANDONED VEHICLE ABATEMENTS**

Fiscal Year	Abatements
2019	18,877
2018	14,670
2017	13,019
2016	8,586
2015	5,037
2014	5,247
2013	6,222
2012	6,239
2011	7,334
2010	8,718

Source: Authority records

# Glossary





# Glossary



## A

- **account** – accounting category used to describe the type of financial transaction.
- **accrual basis** – also referred to as “full accrual” basis. Revenues and expenditures are recognized in the period earned or incurred regardless of whether cash is received or disbursed in that period.
- **actual** – actual level of expenditures.
- **adopted budget** – approved annual budget establishing the legal authority to spend in specific accounts
- **Agency Fund** – funds held by a governmental agency or program on behalf of another
- **appropriation** – authorization by the Authority to make expenditures and to incur obligations for a specific purpose. An appropriation is usually limited in amount and to the time when it may be expended.
- **audit** – systematic collection of sufficient and competent evidential matter needed to attest to the fairness of management’s assertions in the financial statements, or to evaluate whether management has efficiently and effectively carried out its responsibilities.



## B

- **balanced budget** – refers to a budget in which revenues are equal to or greater than appropriations. Oftentimes, fund balance is used to balance the budget.
- **beginning/ending fund balance** – unencumbered resources available in a fund from the prior/current year after payment of the prior/current year’s expenditures. Not necessarily cash on hand. Also refer to fund balance.
- **bond** – issuing a written promise to pay a specific sum of money at a specified date or dates in the future together with periodic interest payments.



- **budget** – plan of financial operation consisting of proposed/approved appropriations for specified purposes and the proposed/approved means of financing them.
- **budget calendar** – schedule of key dates and milestones that a government follows in the preparation and adoption of its budget.
- **budget message** – included in the opening section of the budget, the budget message (Transmittal Letter) provides an overall summary of the most important elements of the budget, changes from the prior fiscal year, and the views and recommendations of the Authority.



## C

- **California Department of Tax and Fee Administration (CDTFA)** – public agency charged with tax administration and fee collection in the State of California. This agency collects sales tax on behalf of the Authority.
- **capital appropriations** – expenditures related to specific capital construction projects identified in the Expenditure Plan.
- **Capital Improvement Program (CIP)** – voter-approved capital projects funded by Measure A resources. Sales tax proceeds are set aside for debt service costs and pay-as-you-go capital expenditure funding. Measure A establishes the rate as 20.75% of the net sales tax proceeds. Also funded with SCTMFP fees.
- **Capitol Valley Regional Service Authority for Freeways and Expressways (CVR-SAFE)** – funded by an annual \$1 charge on eligible vehicle registrations in the County.
- **Comprehensive Annual Financial Report (CAFR)** - financial statements comprising the Authority's financial report that complies with the accounting requirements promulgated by the Governmental Accounting Standards Board (GASB).
- **Sacramento County Pooled Investment Fund** – pool of local agency funds managed by the Sacramento County Department of Finance.



## D

- **debt issue** – issuance of bonds to finance capital projects throughout the County.
- **debt limit** – policy setting specific limits of acceptable ranges of each type of debt based on legal, public policy, and financial reasons.
- **debt service** – costs of paying the principal, interest, and ancillary fees on borrowed money according to a predetermined payment schedule.



## E

- **expenditure** – funds authorized by an appropriation that are generally divided into various categories such as employee salaries and benefits, services and supplies, debt service, and capital construction costs.
- **expenditure plan** – Sacramento County Transportation Expenditure Plan 2009-2039. This plan identifies specific projects and funding for the Measure A program.



## F

- **fiduciary funds** – report assets held in a trustee or agency capacity for others.
- **fiscal year** – time period designated by the Authority signifying the beginning and ending period for recording financial transactions. The Authority’s fiscal year is July 1 through June 30.
- **full-time equivalent (FTE)** – hours worked by one employee on a full-time basis. On an annual basis, an FTE is 2,080 hours, which is calculated as 40 hours per week for 52 weeks in a year.
- **fund** – group of related accounts used to maintain control over resources that have been segregated for specific activities or objectives. Each fund has its own budget and tracks revenues and expenditures separately.
- **fund balance** – total amount remaining after current appropriations and other financing uses are subtracted from the sum of the beginning fund balance, revenue, and other financing sources.



## G

- **Generally Accepted Accounting Principles (GAAP)** – uniform minimum standards and guidelines for financial accounting and reporting.
- **General Fund** – fund used for the capital program, SCMFP, SacMetro FSP, and program administration.
- **Government Finance Officers Association (GFOA)** - GFOA was founded in 1906 to represent public finance officials throughout the United States and Canada. GFOA’s mission is to promote excellence in state and local government financial management.
- **governmental funds** – typically used to account for most of a government’s activities, including those that are tax supported.





## I

- **Independent Taxpayer Oversight Committee (ITOC)** – citizen volunteers that supervise annual fiscal and periodic performance audits regarding the use of all sales tax funds and provide for independent review to ensure compliance with the Expenditure Plan approved by voters.
- **interfund transfer** – monies moved from one fund to another. The money is transferred to finance the operations of another fund or to reimburse the fund for expenses.



## L

- **Local Transportation Authority and Improvement Act (ACT)** - commences with California Public Utility Code Section 180000.



## M

- **Measure A retail sales tax (2004 Measure A)** – in 2004, voters approved a one-half of one-percent retail sales and use tax collected over a 30-year period in the County and dedicated for transportation planning, design, construction, operation and maintenance through 2039.
- **modified accrual** - recognizes revenue when it becomes measurable and available, expenditures are recognized when the obligation to pay is incurred.



## N

- **net sales tax revenue** – equals total sales tax proceeds less allocations to the cities of Isleton and Galt, and the Neighborhood Shuttle Program as required under the Measure A Ordinance.



## O

- **Measure A ordinance** – result of actions carried out by the Governing Board establishing the one-half of one percent sales and use tax within the County.



 **P**

- **performance measures** – an important component of decision making, and at a minimum, are based on program goals and objectives, measure program results or accomplishments, provide for comparisons over time, measure efficiency and effectiveness, and are reliable, verifiable, and understandable.
- **proposed budget** – presented initially during April, prior to being brought to the Board for adoption in May.

 **R**

- **reimbursement** – payment of an amount remitted on behalf of another party, department, or fund.
- **reserve** – portion of a fund's balance that is available for appropriation but has been reserved for economic uncertainties.
- **resolution** – written motion adopted by the Governing Board
- **revenues** - income received from various sources including retail sales tax, fees, grants, and interest income.

 **S**

- **salaries and benefits** – budgetary category that generally accounts for all employee salaries and benefits such as medical, dental, and retirement.
- **special revenue fund** – fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

